Incentives and Adaptions: Retaining and Advancing Women in Workforce

Submitted by: Thailand

**APEC Gender and Structural Reform
Workshop: Improving the Environment for
Women in the Workplace
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INCENTIVES AND ADAPTIONS : RETAINING AND ADVANCING WOMEN IN WORKFORCE

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EQUALITY IN THE WORKFORCE

- Leaders of businesses and organizations have the power to close the gender gap in career advancement and pay

- Creating a culture of equality unlocks human potential and uncovers the key drivers of a workforce culture in which everyone can advance and thrive.

EQUALITY IN THE WORKFORCE

- Culture is an accumulation of norms and customs that evolve over time

- Leaders increasingly recognize that they need to be more proactive in shaping it

EQUALITY IN THE WORKFORCE

- If they succeed, they will create a more diverse, engaged and highly skilled workforce, as well as contribute to improving the communities that they serve.

EQUALITY IN THE WORKFORCE

- Workplace culture is complex and fluid, however making it hard to define and influence.

- As organizations take steps to build conducive working environments, the key indicators of their success will not be the policies and practices that they implement, but the employee experiences that result.

What are your WORKPLACE culture BARRIERS?

Creative Social Intranet

POTENTIAL IMPACT ON GENDER BALANCE IN THE WORKFORCE

- Globally, for every 100 male managers, there could be up to 84 female managers, compared with the current ratio of 100 to 34

- Women pay could increase by 51 percent, or up to an additional US$ 30,000 per woman each year

$30,000

Amount average pay could increase per woman each year (USD).

$2.9 trillion

Amount earnings could be raised for women globally each year (USD).

COMPANY THAT VALUES EQUALITY

- Importantly, if organizations succeed in creating a workforce culture that fosters equality, they will not just accelerate career advancement and pay for women, they will improve career progress for men

equality for women is progress for all

BOLD LEADERSHIP

- A diverse leadership team that sets, shares and measures equality target openly.

COMPREHENSIVE ACTION

- Policies and practices that are family-friendly, support both genders and are bias-free in attracting and retaining people.

AN EMPOWERING ENVIRONMENT

- One that trusts employers, respects individuals and offers freedom to be creative and to train and work flexibly

An Empowering Environment

- To achieve success in all 3 categories creates a virtuous circle, with each one enhancing the others so that, when combined, they deliver an even greater impact that they would be in isolation.

- Together, they nature a culture of purpose, accountability, belonging, trust and flexibility

An Empowering Environment

- According to worldwide survey, women are 22 percent less likely to reach manager level than male peers

- Conversely, men are 47 percent more likely to reach senior manager/ director positions than their female peers.
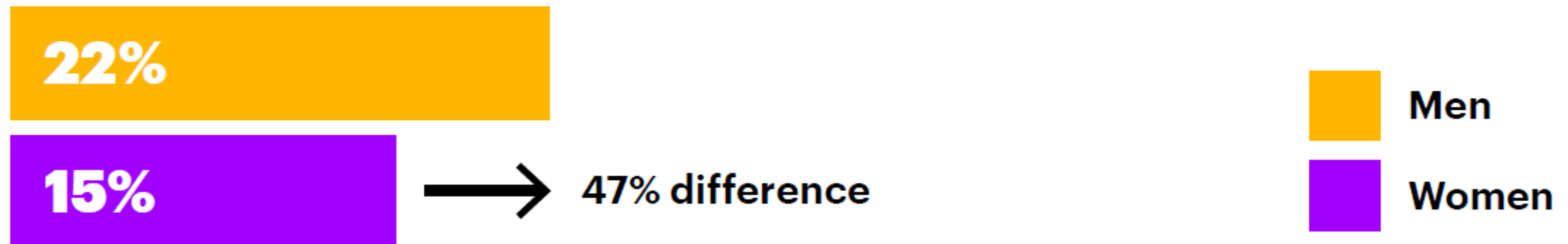
Men maintain an advancement advantage

Manager
49%
40% → 22% difference

Senior Manager/Director
22%
15% → 47% difference

Men
Women

Source: Getting to Equal 2018, Accenture.

The Impact of Culture on Advancement

Workplace culture cannot be quantified, but it is possible – an essential – to measure the factors that can contribute to a more diverse and equitable work environment.
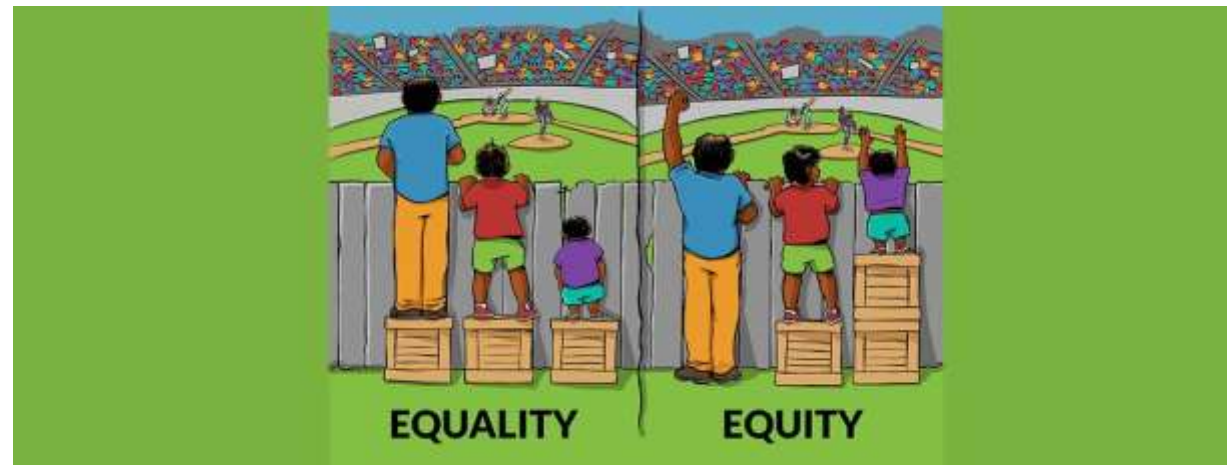
LIST OF FACTORS THAT INFLUENCE ADVANCEMENT : *BOLD LEADERSHIP*

- Gender diversity is a priority for management

- A diversity target or goal is shared outside the organization

- The organization clearly states gender pay-gap goals and ambitions
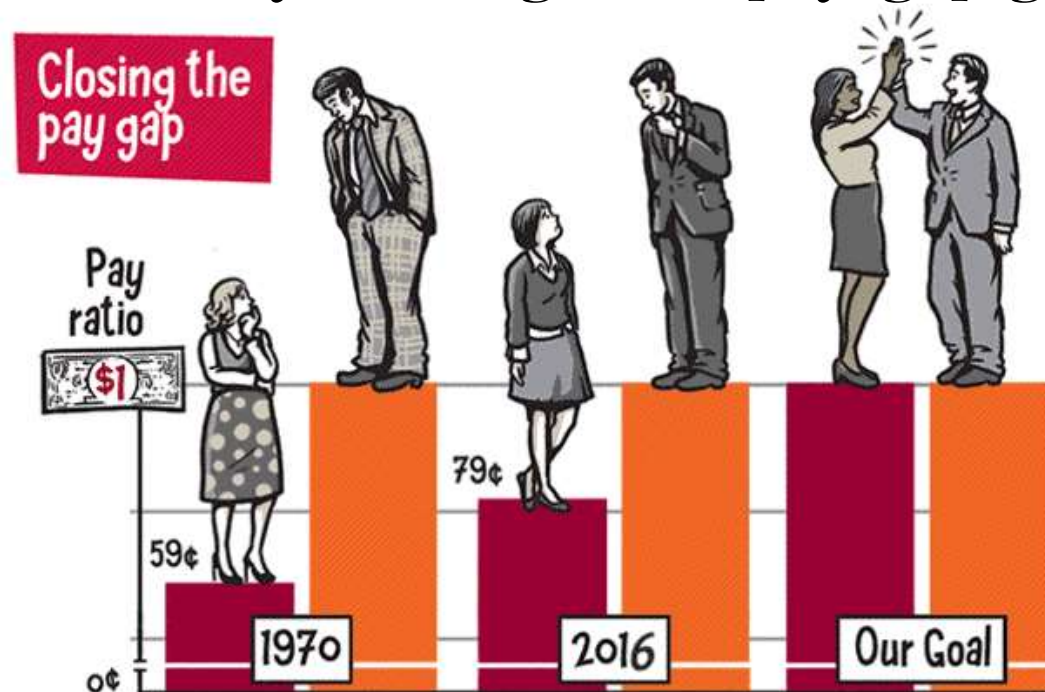
LIST OF FACTORS THAT INFLUENCE ADVANCEMENT : *BOLD LEADERSHIP*

- Progress on gender diversity is measured and shared with employees
- Leaders are held accountable for improving gender diversity.
- A diversity target or goal is shared inside the organization.
- The leadership team is diverse
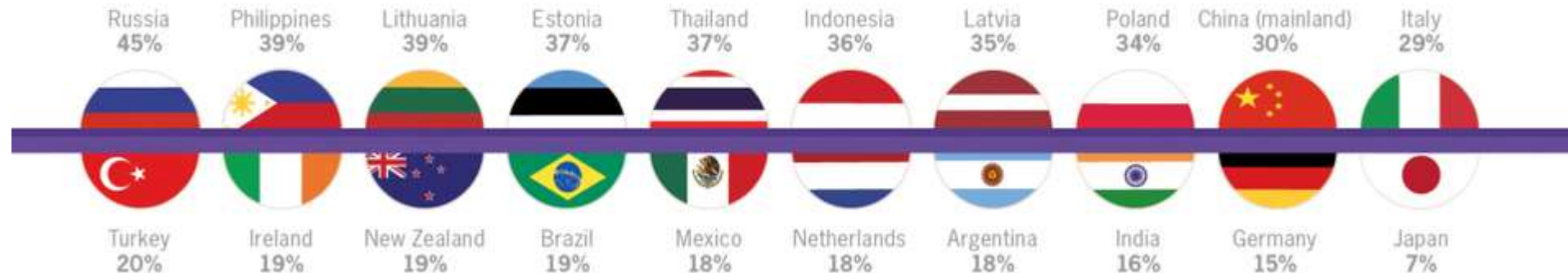
COMPREHENSIVE ACTION

- Progress has been made in attracting, retaining and progressing women.

- The company has a women's network

- The company's women's network is open to men

- Men are encouraged to take parental leave

COMPREHENSIVE ACTION

- Employees trust that the organization pays women and men equality for the same work

- The proportion of women in senior leadership has increased over the last five year.

- The organization is fully committed to hiring, progressing and retaining women

- Progress has been made in improving gender equality in senior leadership

Senior roles held by women by country (top and bottom ten)

Russia 45%	Philippines 39%	Lithuania 39%	Estonia 37%	Thailand 37%	Indonesia 36%	Latvia 35%	Poland 34%	China (mainland) 30%	Italy 29%
Turkey 20%	Ireland 19%	New Zealand 19%	Brazil 19%	Mexico 18%	Netherlands 18%	Argentina 18%	India 16%	Germany 15%	Japan 7%

Source: Grant Thornton IBR Women in Business Report 2016: based on data drawn from Q3 & Q4 2015

COMPREHENSIVE ACTION

- There is clear maternity policy in place.
- Women are encouraged to take maternity leave
- There is a clear parental polity in place
- The organization hires people from a variety of backgrounds
- Leaders take action to get more women into senior roles.

AN EMPOWERING ENVIRONMENT

- Employees have never been asked to change their appearance to conform to company culture

- Employees have the freedom to be creative and innovative

- Virtual/remote working is widely available and is common practice.

AN EMPOWERING ENVIRONMENT

- The organization provide training to keep its employees skill relevant

- Employees can avoid overseas or long distance travel via virtual meetings

- Employees can work from home on a day when they have a personal commitment

AN EMPOWERING ENVIRONMENT

- Employees are comfortable reporting sex discrimination, sexual harassment incidents to the company.

- Employees feel trusted and are given responsibility
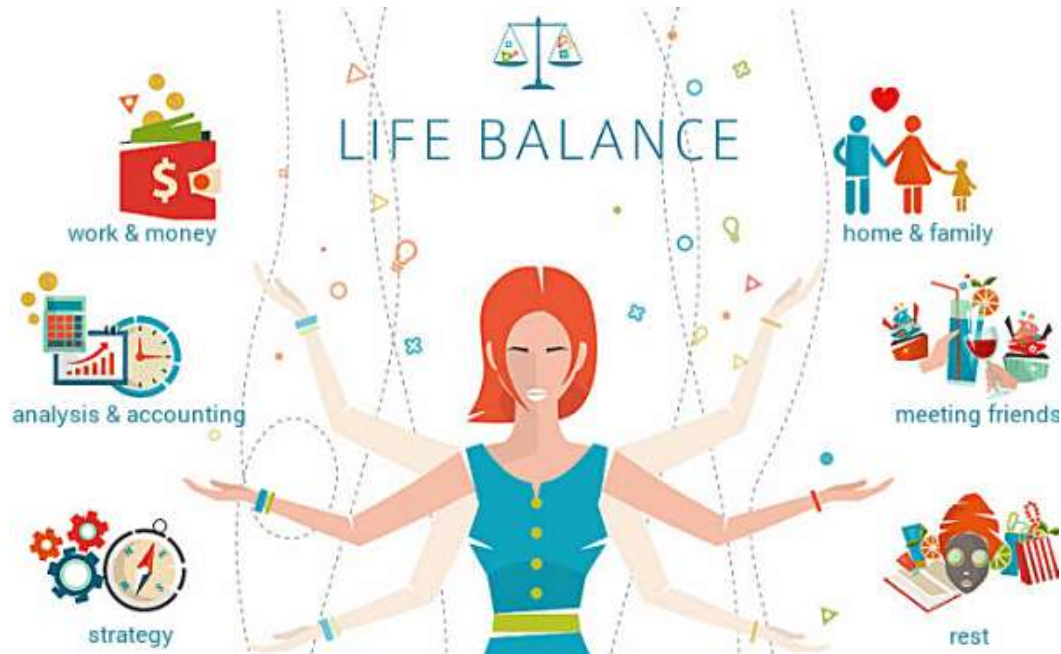
- Employees have the freedom to be themselves at work

WHAT IS TITLE IX?
No sex discrimination. No sexual assault. Period.

It's federal law.

It's not just about sports.

The law says no sex-based discrimination

Not just rape — it's harassment, stalking threats, too.

People of any sex, gender, identity or expression are protected.

Because equal rights are for all.

IF YOU SEE SOMETHING SAY SOMETHING DO SOMETHING

AN EMPOWERING ENVIRONMENT

- Leadership has a positive attitude toward failure

- Leaders set a positive example around work-life balance

- Networking events with company leaders take place during office hour.

AN EMPOWERING ENVIRONMENT

- Employees can decline a request to work later without negative consequences.

- Employees can decline a request to attend early-morning/late-evening meetings without negative consequences

- Sex discrimination/sexual harassment is not tolerated at work

I'LL NOT BE SILENT

AN EMPOWERING ENVIRONMENT

- The company has made progress in reducing tolerance of sex discrimination or gender-biased language.

- Company training times and formats re-flexible

- Supervisors respond favorable to flexible working requests

AN EMPOWERING ENVIRONMENT

- Supervisors respond favorable to flexible working requests
- The organization respects employees needs to balance work with other commitments
- The organization has made progress on building a workplace where no one feels excluded.

Management Approach

Policy

Corporate Governance (CG) policy and Corporate Governance Handbook was developed for Board of Directors, executives, and employees of IRPC's, subsidiaries', associates', and joint ventures within IRPC's control to observe as practical guidelines. This policy is to promote IRPC as an efficient company marked by good CG and operational excellence, business righteousness, free of fraud, transparent, and open to scrutiny.

Our Commitments

Requirements for our business partners

We will take part in encouraging our business partners throughout the supply chains to treat their respective employees, stakeholders, and business partners in a way that respects human rights and aligns with international human rights principles, and similarly in their community interactions. Finally, value such rights of those physically vulnerable, including children, the handicapped, pregnant women, and the elderly.

In order to respect customers' rights, we will ensure that customers must receive products and services of high quality and suitable prices under fair terms while taking into account consumer and public safety. We are committed to producing satisfaction and assurance for customers and the consuming public for products and services that are of high quality and safety standards. Finally, establish channels for customers' feedback and complaints on any problematic matters as well as human rights matters.

Our Commitments

Requirement for our communities and society

We emphasis on environmental responsibility by the establishment environmental, social and health impact assessment (EIA/HIA) processes. Define preventive measures and compliance with the terms or guidelines imposed by applicable regulators. In addition, we take responsibility to communities and society by striving for healthy local relations while improving communities' quality of life and living conditions and promoting feedback on group businesses that proves constructive to communities, society, and the environment.
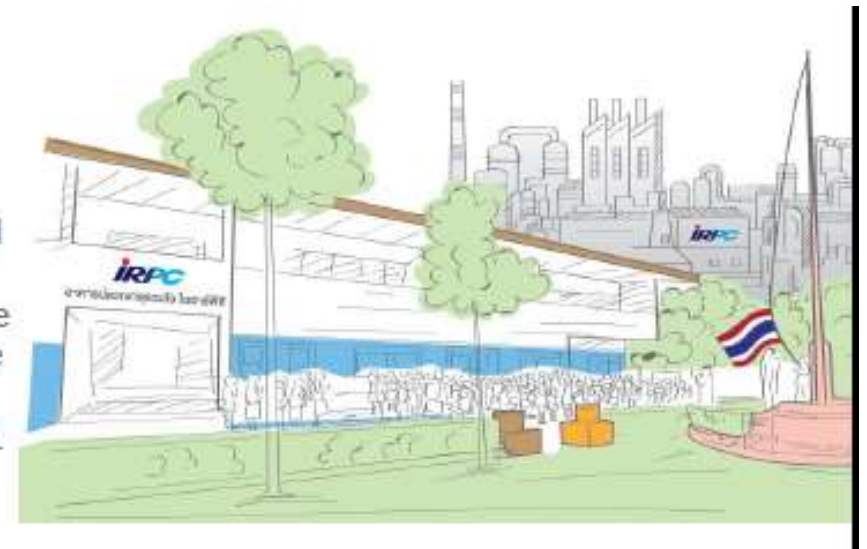
Our Respect on Human Rights on our Value Chain

IRPC Human Rights Management Framework

Human Rights was one element in
PTT Group Sustainability Management Framework,
is now developing to Human Rights Management System
(HRMS) adopted as a framework for IRPC Group

Human Rights Management System (HRMS)

International Drivers

- UN Universal Declaration of Human Rights

- The ILO 1998 Declaration on Fundamental Principles and Rights at Work

- UN Global Compact (LEAD)

- IFC Performance Standards on Environmental and Social Sustainability

- RobecoSAM/DJSI CSA, Labor Practices and Human Rights

IRPC Human Rights Management Framework

Overview of IRPC Human Rights Management

Human Right Policy Statement

**Human Rights Risk Assessment
And Risk Registers**

Human Rights Impact Assessment

Human Rights Compliance Assurance

(Human Rights Self-assessment Checklist)

IRPC's Due Diligence Process

Human Rights Risk and Impact Assessment Methodology

Scope of Human Right Impact Assessment

Employees	Community	Suppliers and Contractors	Safety and Security	Environment	Customer
Labor Rights	**Community Rights**	**Supply Chain**	**Security and safety**	**Environment**	**Consumer Rights**
• Working Conditions • Freedom of Association and Collective Bargaining • Forced and Compulsory Labor • Child Labor • Safe and Healthy Working Conditions • Discrimination	• Standards of Living and Quality of Life • Community Health and Safety • Community Engagement • Cultural Heritage • Minorities Including Indigenous Peoples • Resettlement	• Supplier Engagement • Supplier Code of Conduct	• Security Management • Security Training	• Water Security • Impact of Pollution • Waste and Hazardous Materials Management • Preservation of Biodiversity • Broadening Access to Energy	• Consumer Health and Safety • Data Privacy

Vulnerable Groups

Results of Human Rights Risk Assessment

IRPC conducted a human rights risk assessment across IRPC group since 2016 and reassess of IRPC Group's operation annually. In 2018, IRPC has initial review through the in-depth value chain through its all 5 depots. IRPC has involved the identification of issues, impacts on vulnerable groups, and impact likelihood at the national level in the areas of operations and level of personnel. Assessed groups include employees, children, indigenous people, migrant labor, third-party contracted labor, and local communities.

Human rights risk ratings are assessed on two factors which are likelihood and impact.

100%

- All of IRPC own operating areas assessed with human rights risk
- All of IRPC new investment plant projects conducts public consultation and are assessed covering the human rights issues

100%

All of IRPC's Joint Ventures with no management control (incl. stakes above 10%) assessed with human rights risk
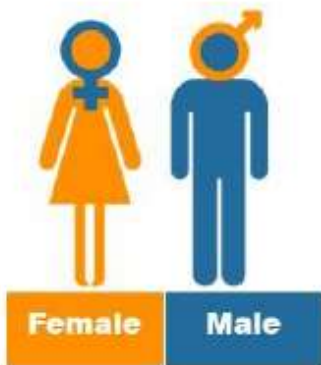
100%

All of critical feedstock suppliers assessed with human rights risk

Diversity in IRPC

IRPC commits to manage human resource marked by clarity, transparency, fairness, and uniformity. The management regards human resource development, career progress, fair compensation and incentives as specified in IRPC Corporate Handbook. The number illustrated on diversity in IRPC was publicly disclosed in Corporate Sustainability Report and Corporate Website and as follows;
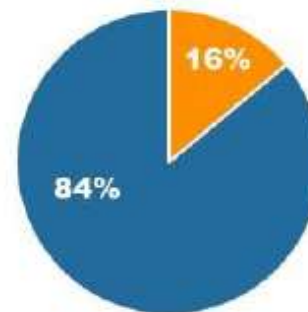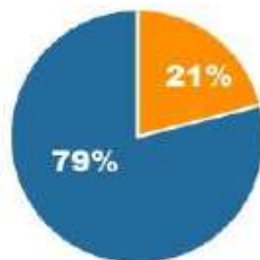
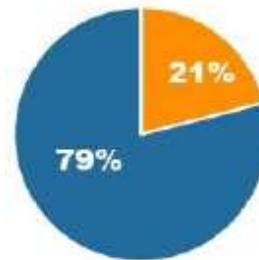## Diversity in IRPC

Number of Employees (Persons)

- Female: 942
- Male: 4524
- 5466

Total Employees
- 16%
- 84%

76% of IRPC Employees joined Labor Union
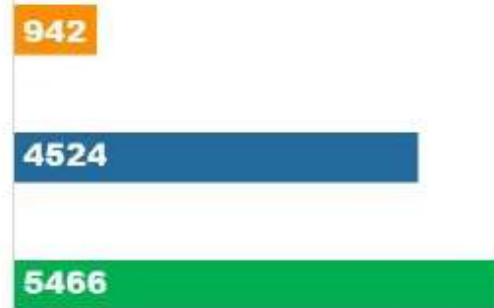
Management Positions
- 21%
- 79%

Junior Management Positions (First line management)
- 21%
- 79%

Top Management Positions (Maximum two levels from CEO)
- 25%
- 75%

Females in management positions in revenue-generating functions
- 16%
- 84%
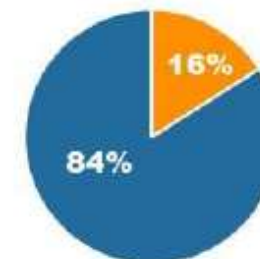
Note : as a % of all such managers (Operation and Sales & Marketing of all business units, functions related throughout the supply chain and to business revenue generation)

Source : http://www.irpc.co.th/en/sus_human_resources.php

Thank you!