

THE KIP INDEX PROJECT SURVEY: RECRUITMENT, RETENTION AND PROMOTION OF FEMALE CITIZENS ACROSS THE ARAB MENA

On behalf of the Center of Inclusive Business and Leadership for Women (CIBL.W) at the Olayan School of Business at the American University of Beirut (AUB), we are inviting your participation in the KIP Index Project, a regional effort to collect employer data on the recruitment, retention and promotion of female citizens across the Arab MENA.

Thank you for joining the numerous employers across the region taking part in this first round of data collection. We are appreciative of your time and effort. Please note that all data gathered will be aggregated, and therefore the identity of companies and employees will be kept strictly confidential.

As you fill the survey kindly provide information keeping in mind the following:

- **Organizations of Interest:** This is a study that focuses on local employers operating in the Arab MENA region. We are not interested in collecting data from foreign companies (e.g., European, Chinese, American, Brazilian, etc.) operating in the region, but rather, companies operating locally. First and foremost, we are interested in learning about local organizations – that is, organizations that function within national borders, such as Lebanese organizations in Lebanon, Jordanian organizations in Jordan, Libyan organizations in Libya, etc. We are also interested in Arab transnational organizations operating in different parts of the MENA, such as a Kuwaiti organization operating in Lebanon and Algeria, a Moroccan company operating in Yemen and Saudi Arabia, etc.
- **Employees of Interest:** This is a study that focuses on the recruitment, retention and promotion of female citizens across the Arab MENA. When providing your answers, kindly respond only with respect to female employees who are nationals (i.e., hold citizenship) and are formally employed (i.e., have an established work agreement, earning a regular salary and benefits). In case your organization *does not have formally employed female nationals*, kindly respond in reference to female employees who are citizens of other Arab MENA countries. Please note that in order to provide a broader picture, the survey will also ask some questions about men working in your organization.

Timeframe for Responding: Please provide information pertaining to your organization for 2017 and 2018. At this time, we are only collecting data specifically for this 2-year timeframe. Therefore, for each question, we ask that you calculate the average for these 2-years, where:

$$\text{average for 2017 and 2018} = \frac{\text{number for 2017} + \text{number for 2018}}{2}$$

This is a study that has been reviewed by the AUB's Institutional Review Board, which means that each question has been reviewed to ensure compliance with the International Ethical Standards of Research.

ORGANIZATION

The following 18 questions refer to your organization. For transnational organizations, please respond in reference to the specific Arab country that the headquarter is located.

1. Org01. **Country:** Lebanon, Jordan, Morocco, Tunisia, Libya, Algeria, Kuwait, Saudi Arabia, Bahrain, Yemen and Iraq.
2. Org02. **City,** please specify:
3. Org03. Indicate the sector that best applies to your organization:

- Oil and gas
- Petrochemicals
- Banking and capital markets
- Financial services
- IT and telecommunications
- Electronics
- Government and public services
- Energy, utilities and resources
- Education and academia
- Audit and assurance, and tax services
- Consulting services
- Health and healthcare services
- Manufacturing
- Real Estate
- Construction
- Transportation and logistics
- Wholesale and retail trade
- Hospitality
- Civil society/NGOs
- Tourism
- Food Services
- Agriculture and fishing
- Org03[other] Other business services

4. Organization type, please specify all that are relevant to your organization:

- Org04[SQ001] for profit
- Org04[SQ002] not-for-profit
- Org04[SQ003] social enterprise
- Org04[SQ004] state-owned enterprise
- Org04[SQ005] public sector
- Org04[SQ007] family business /// not consistent

- Org04[SQ006] transnational, headquartered in the Arab MENA
- Org04[SQ009] multinational, headquartered in the Arab MENA /// not consistent

Org04a. If your organization is for-profit, please specify the average revenue for the 2-year period 2017 and 2018. For example, if the revenue in 2017 was 100 000 usd and the revenue in 2018 was 100 000 usd, the average is:

$$\text{average for 2017 and 2018} = \frac{100,000 + 100,00}{2}$$

- Under 50 000 usd
- Between 50 000 usd and 99 000 usd
- Between 100 000 usd and 249 000 usd
- Between 250 000 usd and 499 000 usd
- Between 500 000 usd and 999 000 usd
- Between 1 million and 4 million usd
- Between 5 million and 9 million usd
- Between 10 million and 24 million usd
- Between 25 million and 49 million usd
- Between 50 million and 99 million usd
- Between 100 million and 149 million usd
- 150 million usd or above
- I don't know

5. Org05. Is your organization publicly-listed on a stock exchange?

Yes No Org05a. Year: Org05b. Specify the exchange:

6. Org06. Is your organization women-owned? That is, are the majority of shares owned by women?

- No
- Yes, women-owned above 51% of the organization
- Yes, women-owned between 10%-50% of the organization
- Yes, women-owned less than 10% of the organization
- I don't know

7. Org07. Please specify the average number of employees (i.e., both women and men combined) formally

employed by your organization for the 2-year period of 2017 and 2018:

$$\text{average for 2017 and 2018} = \frac{\text{number for 2017} + \text{number for 2018}}{2}$$

- Under 5 employees
 - Between 5 and 14 employees
 - Between 15 and 24 employees
 - Between 25 and 49 employees
 - Between 50 and 74 employees
 - Between 75 and 99 employees
 - Between 100 and 149 employees
 - Between 150 and 199 employees
 - Between 200 and 249 employees
 - Between 250 and 499 employees
 - Between 500 and 749 employees
 - Between 750 and 999 employees
 - Between 1,000 and 2,999 employees
 - Between 3,000 and 4,999 employees
 - Between 5,000 and 9,999 employees
 - Between 10,000 and 49,999 employees
 - Between 50,000 and 74,999 employees
 - Between 75,000 and 99,999 employees
 - 100,000 employees and above
 - I don't know
8. Org08a. Of the total number of employees formally employed by your organization (i.e., both women and men combined), what percent are nationals?
- Below 1%
 - between 1%-5%
 - between 6%-10%
 - between 11%-15%,
 - between 16%-25%
 - between 26%-50%

- between 51%-75%
- between 76%-85%
- between 86%-95%
- all employees are nationals
- I don't know

Org08b. Of the total number of employees formally employed by your organization, what percent are female nationals?

- Below 1%
- between 1%-5%
- between 6%-10%
- between 11%-15%
- between 16%-25%
- between 26%-50%
- between 51%-75%
- between 76%-85%
- between 86%-95%
- above 96%
- all employees are nationals
- I don't know

9. Org09. In some countries, women sometimes work in spaces that are not regularly open to men. This pattern is sometimes supported and reinforced by national legislation, tradition, cultural norms, etc. With this in mind, please indicate how space is allocated between employees in your organization:

- Segregated (i.e. men and women work in different locations)
- Semi-Segregated (i.e. men and women work in the same building, but in separated spaces)
- Mixed
- Org09[other]. Other, please specify: /// (will match once the data available)
- I don't know (added here)

10. Org10. Does your organization have specific policies for female nationals, which do not apply to other female employees?

Yes No

If yes, please indicate the areas to which these policies apply:

- Org10a[SQ001] Salary scale

- Org10a[SQ002] Hiring
- Org10a[SQ003] Promotion
- Org10a[SQ004] Maternity leave
- Org10a[SQ005] Educational Benefits
- Org10a[SQ006] Development programs
- Org10a[SQ007] Leave from work
- Org10a[SQ008] Benefits
- Org10a[SQ009] Quotas
- Org10a[other] Other, please specify: /// not consistent
- Org10a[SQ010] I don't know
-

11. Does your organization have specific recruitment policies that support the hiring of individuals identified as belonging to a particular racial, class, gender, etc. group? Please tick all that apply:

- Yes, we have a policy that pertains to recruiting
 - Org11[SQ002] Female nationals
 - Org11[SQ003] Women from other Arab countries
 - Org11[SQ004] Women from non-Arab countries
 - Org11[SQ005] Persons with Disabilities
 - Org11[SQ006] Young adults (18-25 years)
 - Org11[SQ007] People with particular dress preferences or traditions (religious appearance, hijab, other)
 - Org11[other] Other, please specify: /// not consistent
 - Org11[SQ009] No, my company has no such policies
 - Org11[SQ010] I don't know

12. Org12. Does your organization disclose salary brackets as per the specific job level for men and women?

Yes No

13. In the table below, please indicate the relevant information related to the number of women in each category listed:

	Total number of employees	Percent that are women
Board of Directors	Org13[SQ001_SQ001]	Org13[SQ001_SQ002]

Executives (i.e., the most senior roles reporting to the CEO or top decision maker)

Org13[SQ002_SQ001]

Org13[SQ002_SQ002]

14. Org14. Is the Chairperson of the Board a woman? YES NO

15. Org15. Is the CEO or top decision-maker in your organization a woman? YES NO

16. In the table below, please indicate the requested information for both men and women across the four levels of employees specified:

	Number of Employees				Percentage that are women			
	Non-management	First - level management	Middle management	Senior management	Non-management	First - level management	Middle management	Senior management
Administrative/Office Management	Org16a[SQ013_SQ001]	Org16a[SQ013_SQ004] not consistent	Org16a[SQ013_SQ003]	Org16a[SQ013_SQ002]	Org16b[SQ013_SQ001]	Org16b[SQ013_SQ004] not consistent	Org16b[SQ013_SQ003]	Org16b[SQ013_SQ002]
Marketing	Org16a[SQ002_SQ001]	Org16a[SQ002_SQ004]	Org16a[SQ002_SQ003]	Org16a[SQ002_SQ002]	Org16b[SQ002_SQ001]	Org16b[SQ002_SQ004]	Org16b[SQ002_SQ003]	Org16b[SQ002_SQ002]
Sales	Org16a[SQ003_SQ001]	Org16a[SQ003_SQ004]	Org16a[SQ003_SQ003]	Org16a[SQ003_SQ002]	Org16b[SQ003_SQ001]	Org16b[SQ003_SQ004]	Org16b[SQ003_SQ003]	Org16b[SQ003_SQ002]
Warehousing	Org16a[SQ004_SQ001]	Org16a[SQ004_SQ004]	Org16a[SQ04_SQ003]	Org16a[SQ04_SQ002]	Org16b[SQ004_SQ001]	Org16b[SQ004_SQ004]	Org16b[SQ04_SQ003]	Org16b[SQ04_SQ002]
Finance	Org16a[SQ005_SQ001]	Org16a[SQ005_SQ004]	Org16a[SQ005_SQ003]	Org16a[SQ005_SQ002]	Org16b[SQ005_SQ001]	Org16b[SQ005_SQ004]	Org16b[SQ005_SQ003]	Org16b[SQ005_SQ002]
Human Resources	Org16a[SQ006_SQ001]	Org16a[SQ006_SQ004]	Org16a[SQ006_SQ003]	Org16a[SQ006_SQ002]	Org16b[SQ006_SQ001]	Org16b[SQ006_SQ004]	Org16b[SQ006_SQ003]	Org16b[SQ006_SQ002]
Procurement and Logistics Information	Org16a[SQ007_SQ001]	Org16a[SQ007_SQ004]	Org16a[SQ007_SQ003]	Org16a[SQ007_SQ002]	Org16b[SQ007_SQ001]	Org16b[SQ007_SQ004]	Org16b[SQ007_SQ003]	Org16b[SQ007_SQ002]
Technology Operations	Org16a[SQ009_SQ001]	Org16a[SQ009_SQ004]	Org16a[SQ009_SQ003]	Org16a[SQ009_SQ002]	Org16b[SQ009_SQ001]	Org16b[SQ009_SQ004]	Org16b[SQ009_SQ003]	Org16b[SQ009_SQ002]
Legal	Org16a[SQ012_SQ001]	Org16a[SQ012_SQ004]	Org16a[SQ012_SQ003]	Org16a[SQ012_SQ002]	Org16b[SQ012_SQ001]	Org16b[SQ012_SQ004]	Org16b[SQ012_SQ003]	Org16b[SQ012_SQ002]
Other, please specify Org16a1[SQ001]	16a2[SQ011_SQ001]	16a2[SQ011_SQ002]	16a2[SQ011_SQ003]	16a2[SQ011_SQ004]	16b1[SQ011_SQ001]	16b1[SQ011_SQ002]	16b1[SQ011_SQ003]	16b1[SQ011_SQ004]

	Women				Men			
	Non-management	First level management	Middle management	Senior management	Non-management	First level management	Middle management	Senior management
Average Age	16c[SQ009_S Q001]	16c[SQ009_S Q002]	16c[SQ009_S Q003]	16c[SQ009_S Q004]	16d[SQ009_S Q001]	16d[SQ009_S Q002]	16d[SQ009_S Q003]	16d[SQ009_S Q004]
Average basic annual salary without benefits (usd)	16c[SQ010_S Q001]	16c[SQ010_S Q002]	16c[SQ010_S Q003]	16c[SQ010_S Q004]	16d[SQ010_S Q001]	16d[SQ010_S Q002]	16d[SQ010_S Q003]	16d[SQ010_S Q004]
Average benefits (usd)	16c[SQ011_S Q001]	16c[SQ011_S Q002]	16c[SQ011_S Q003]	16c[SQ011_S Q004]	16d[SQ011_S Q001]	16d[SQ011_S Q002]	16d[SQ011_S Q003]	16d[SQ011_S Q004]
Average variable pay (i.e., bonuses) (usd)	16c[SQ012_S Q001]	16c[SQ012_S Q002]	16c[SQ012_S Q003]	16c[SQ012_S Q004]	16d[SQ012_S Q001]	16d[SQ012_S Q002]	16d[SQ012_S Q003]	16d[SQ012_S Q004]

17. In the table below, please indicate the number of men and women along the categories listed:

	No. of employees	Percent that are women
Married without children	Org17[SQ001_SQ001]	Org17[SQ001_SQ002]
Married with children under 5-years of age	Org17[SQ002_SQ001]	Org17[SQ002_SQ002]
Married with children between 6-18 years of age	Org17[SQ005_SQ001]	Org17[SQ005_SQ002]
Non-married (e.g., divorced, widowed) with children under 5-years of age	Org17[SQ003_SQ001] Not consistent	Org17[SQ003_SQ002]
Non-married (e.g., divorced, widowed) with children between 6-18 years of age	Org17[SQ006_SQ001]	Org17[SQ006_SQ002]
Non-married (e.g., single, divorced, widowed) without children	Org17[SQ004_SQ001]	Org17[SQ004_SQ002]

18. In the table below, please indicate the number of men and women in your organization who are employed in full-time versus part-time positions:

	No. of employees	Percent that are women
Full-time contract	Org18[SQ001_SQ001]	Org18[SQ001_SQ002]
Part-time contract	Org18[SQ002_SQ001]	Org18[SQ002_SQ002]

19. In the table below, please specify the different levels of educational attainment in your organization.

	No. of employees	Percent that are women
No schooling completed	Org19[SQ002_SQ002]	Org19[SQ002_SQ003]
Primary (Grades 0 - 6)	Org19[SQ003_SQ002]	Org19[SQ003_SQ003]
Intermediate (Grades 7 - 9)	Org19[SQ004_SQ002]	Org19[SQ004_SQ003]
Secondary (Grades 10-12)	Org19[SQ005_SQ002]	Org19[SQ005_SQ003]
Secondary technical attained	Org19[SQ006_SQ002]	Org19[SQ006_SQ003]
College Bachelor's degree attained	Org19[SQ007_SQ002]	Org19[SQ007_SQ003]
College Master's degree attained	Org19[SQ008_SQ002]	Org19[SQ008_SQ003]
College Doctorate degree attained	Org19[SQ009_SQ002]	Org19[SQ009_SQ003]

20. In the table below, please provide the number of employees and percentages of women based on their field of study.

	Number of employees	Percentage that are women
Humanities (Arts, History, Anthropology, Linguistic and Languages, Philosophy)	Org20[SQ001_SQ001]	Org20[SQ001_SQ002]
Social Sciences (Economics, Geography, Political Science, Psychology, Sociology, Interdisciplinary studies)	Org20[SQ002_SQ001]	Org20[SQ002_SQ002]
Natural Sciences (Biology, Chemistry, Earth Sciences, Physics, Astronomy)	Org20[SQ003_SQ001]	Org20[SQ003_SQ002]
Formal Sciences (Computer Science, Mathematics, Statistics)	Org20[SQ004_SQ001]	Org20[SQ004_SQ002]
Agriculture	Org20[SQ005_SQ001]	Org20[SQ005_SQ002]
Architecture and design	Org20[SQ06_SQ001]	Org20[SQ006_SQ002]
Education	Org20[SQ007_SQ001]	Org20[SQ007_SQ002]
Engineering	Org20[SQ008_SQ001]	Org20[SQ008_SQ002]
Environmental Studies	Org20[SQ009_SQ001]	Org20[SQ009_SQ002]
Journalism, Media studies and communication	Org20[SQ010_SQ001]	Org20[SQ010_SQ002]
Business Administration (Accounting, Business Information, Decision Systems, Entrepreneurship, Finance, Management and Marketing)	Org20[SQ011_SQ001]	Org20[SQ011_SQ002]

Law	Org20[SQ012_SQ001]	Org20[SQ012_SQ002]
Health and Medicine	Org20[SQ013_SQ001]	Org20[SQ013_SQ002]
Other, please specify org20a[SQ001]	Org20b[SQ001_SQ001]	Org20b[SQ001_SQ002]

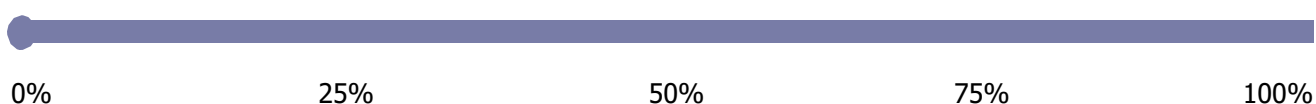
RECRUITMENT

- Of the total number of applications that you received during the recruitment process, please estimate the percentage of applications received from women in the year 2017 and 2018, respectively.

2017 Rec21[SQ001]



2018 Rec21[SQ002]



- In the table below, please provide information regarding new hires at your organization. More specifically, of the total number of newly recruited employees, please estimate the average number of hires for the 2-year period 2017 and 2018 in the following categories:

$$\text{average for 2017 and 2018} = \frac{\text{number for 2017} + \text{number for 2018}}{2}$$

	Average number of hires for the 2-year period (2017 and 2018)	Percent that were women
Non-management level	Rec22[SQ001_SQ002]	Rec22[SQ001_SQ003]
First Level management	Rec22[SQ002_SQ002]	Rec22[SQ002_SQ003]
Middle Level Management	Rec22[SQ003_SQ002]	Rec22[SQ003_SQ003]
Senior Level Management	Rec22[SQ004_SQ002]	Rec22[SQ004_SQ003]

RETENTION

3. In the table below, please indicate the average number of female and male employees who left the organization over the 2-year period of 2017 and 2018.

$$\text{average for 2017 and 2018} = \frac{\text{number for 2017} + \text{number for 2018}}{2}$$

	Total number of employees who left	Percent that were women
2017 and 2018	Ret23[SQ001_SQ001]	Ret23[SQ001_SQ002]

4. If available, please select the two most frequently documented reasons for why female employees left your organization: (could have been in category not in a separate question, will check once data available)
- Ret24[SQ001] Getting married
 - Ret24[SQ002] Maternity leave
 - Ret24[SQ003] Family care responsibilities
 - Ret24[SQ004] Care for elderly
 - Ret24[SQ005] Household responsibilities
 - Ret24[SQ006] Contract was terminated
 - Ret24[SQ007] Contract ended
 - Ret24[SQ008] Complaints about working conditions
 - Ret24[SQ009] The cost of commuting was too high
 - Ret24[SQ010] The security situation was risky
 - Ret24[SQ011] Better opportunity elsewhere
 - Ret24[SQ012] Better salary elsewhere
 - Ret24[other] Other, please specify: /// not consistent
 - Ret24[SQ013] I don't know

5. In the table below, please provide information regarding the average time that employees spend at a particular employment level at your organization:

	Men	Women
Average number of years spent in senior level management positions	Ret25[SQ002_SQ001]	Ret25[SQ002_SQ002]
Average number of years spent in middle level management positions	Ret25[SQ003_SQ001]	Ret25[SQ003_SQ002]
Average number of years spent in first level management positions	Ret25[SQ004_SQ001]	Ret25[SQ004_SQ002]
Average number of years spent in non-management positions	Ret25[SQ005_SQ001]	Ret25[SQ005_SQ002]

6. In the table below, please provide information regarding the average number of male and female employees who received formal reward or recognition (e.g., awards, best employee status, etc.) in 2017 and 2018.

$$\text{average for 2017 and 2018} = \frac{\text{number for 2017} + \text{number for 2018}}{2}$$

	Average Total number of employees	Percent that were women
Received formal reward or recognition in 2017-2018	Ret26[SQ002_SQ001]	Ret26[SQ002_SQ002]

7. Ret27a. Many organizations have different formal policies that try to encourage employee well-being (i.e. the state of being comfortable, healthy, happy, satisfied and engaged). In reflecting on your own organization specifically, please indicate if such policies exist?

YES NO

Please indicate the current polices at your organization. Check all that apply:

Anti-discrimination polices that protect employees on the basis of:

- Ret27b[SQ009] Local citizenship /// not consistent
- Ret27b[SQ010] Foreign citizenship
- Ret27b[SQ001] Ethnicity
- Ret27b[SQ002] Sex
- Ret27b[SQ003] Religion
- Ret27b[SQ006] Age
- Ret27b[SQ007] Disability

- Ret27b[SQ008] Pregnancy
- Ret27b[SQ004] Clothing (e.g., religious clothing, liberal dressing)
- Ret27b[SQ005] None of the above
- Ret27b[SQ012] I do not know (added here)
- Ret27b[other] Other, please specify:

Anti-Harassment policies that protect employees from:

- Ret27c[SQ004] Sexual-Harassment (i.e., unwelcome and unwanted behavior of a sexual nature that can manifest in different forms including verbal, physical, psychological. This behavior can also manifest across different mediums including cyberspace, in person, through images.).
- Ret27c[SQ005] Bullying (i.e., repeated less favorable treatment of a person by another or others in the workplace, which may be considered unreasonable and inappropriate workplace practice. It includes threats or insults against an employee's moral or personal reputation, as well as behavior that intimidates, offends, degrades or humiliates a worker, possibly in front of coworkers, clients, or customers).
- Ret27c[SQ003] Threats or insults against an employee's moral or personal reputation
- Ret27c[SQ006] None of the above
- Ret27c[other] Other, please specify: /// not consistent
- Ret27c[SQ007] I don't know

Ret27d. Does your organization have a formal process to reinforce anti-discrimination or anti-harassment policies?

YES NO

Please indicate the types of reporting and/or support services at your organization:

- Ret27e[SQ002] Hotline
- Ret27e[SQ003] Ombudsmen
- Ret27e[SQ004] Office of Diversity
- Ret27e[SQ005] Formal complaint process
- Ret27e[other] Other, please specify /// not consistent
- Ret27e[SQ006] I don't know

8. Ret28. Has your management and/or employees received training on gender diversity in the years 2017 and 2018.

YES NO

Ret28a. If yes, please specify the type of diversity trainings offered.

9. There are a number of national and international standards that provide specific guidelines to improving women's engagement in the workplace. These include, for example, sustainable development goals,

millennium development goals, national gender action plans, and others.

Does your organization consider these, or other standards, when developing policies or practices relating to women in the workplace? Does your organization engage with external gender action plans and/or standards? Please check all that apply.

- Ret29[SQ001] Our organization provides training workshops on such standards
- Ret29[SQ002] Our organization received funding to improve the status of women
- Ret29[SQ003] Our organization participates in trainings, seminars, and workshops aimed at improving the status of women
- Ret29[SQ004] Our organization attempts to implement our country's expectations regarding women in the workplace as per the national gender action plans
- Ret29[SQ005] Our organization has plans to implement these in the future but has not done so as of yet
- Ret29[SQ006] None of the above
- Ret29[other] Other: /// not consistent
- Ret29[SQ007] I don't know

PROMOTION

10. In the table below, please indicate the averaged number of employees who have participated in professional training in 2017 and 2018.

$$\text{average for 2017 and 2018} = \frac{\text{number for 2017} + \text{number for 2018}}{2}$$

	2017-2018	
	Average number of employees	Percent that were women
Non-management level	Pro30[SQ001_SQ004]	Pro30[SQ001_SQ005]
First Level management	Pro30[SQ002_SQ004]	Pro30[SQ002_SQ005]
Middle Level management	Pro30[SQ003_SQ004]	Pro30[SQ003_SQ005]
Senior Level management	Pro30[SQ004_SQ004]	Pro30[SQ004_SQ005]

11. In the table below, please indicate the average number of employees who were promoted in 2017 and 2018.

$$\text{average for 2017 and 2018} = \frac{\text{number for 2017} + \text{number for 2018}}{2}$$

	2017-2018	
	Average number of employees	Percent that were women
Promoted to senior management from below	Pro31[SQ002_SQ004]	Pro31[SQ002_SQ005]
Promoted to middle management from below	Pro31[SQ003_SQ004]	Pro31[SQ003_SQ005]
Promoted to first level management from below	Pro31[SQ005_SQ004] Not consistent	Pro31[SQ005_SQ005]
Promoted to one level to another in non-management positions	Pro31[SQ004_SQ004]	Pro31[SQ004_SQ005]

12. Pro32. Of all the men and women who were offered promotions in 2017 and 2018, did any decline promotion? YES NO

Please indicate the number of promotions that were declined and why they were declined (for men and women, respectively)?

	Number of promotions declined	The top reason for declining
Men	Pro32a[SQ001_SQ001]	Pro32a[SQ001_SQ002]
Women	Pro32a[SQ002_SQ001]	Pro32a[SQ002_SQ002]

13. Please indicate the average number of years an employee spends at the same level in a position before getting promoted:

	Average number of years in position(s) at the same level of the organization	
	Men	women
At the level of senior management	Pro33[SQ002_SQ001]	Pro33[SQ002_SQ002]
At the level of middle management	Pro33[SQ003_SQ001]	Pro33[SQ003_SQ002]
At the first level of management	Pro33[SQ005_SQ001] not consistent	Pro33[SQ005_SQ002]
At the non-managerial level	Pro33[SQ004_SQ001]	Pro33[SQ004_SQ002]

Pro33a. Please provide some explanations for why you believe this to be the case regarding promotions:

GENERAL DISCLAIMER: The Policy Templates and materials related to the SAWI Project are intended to assist employers, HR managers, and other decision-makers as they strive to improve workplace policies and practices related to more inclusive recruitment, retention, and promotion (RRP) within their organization. While we have made every attempt to provide templates relating to HR policies that are accurate and draw from a broad range of regional and international standards, it is not possible to include the technical detailing nor the discussion of everything necessary to ensure a gender-inclusive RRP working environment in a presentation of this nature. Thus, the information provided by the SAWI Project, its staff, and partners must be understood as a tool for addressing workplace policies, rather than an exhaustive statement of an employer’s legal obligations, which are defined by statute, regulations, and standards of their local industry standards, and national legislative landscape. Likewise, to the extent that this information references practices or procedures that may enhance inclusive RRP, but which are not required by a statute, regulation, or standard, it cannot, and does not, create additional legal obligations. Finally, over time, regulators may modify rules and interpretations in light of new technology, information, or circumstances; to keep apprised of such developments, or to review information on a wide range of inclusive HR topics. All information, toolkits, templates, and other related material under the SAWI project is provided therefore as a free of charge guide, and is, therefore "as is" without warranty of any kind of risk."