When Women Work, Economies Win

The private sector is paving the way for women’s employment in Egypt, Jordan, Morocco and Tunisia
The EconoWin Programme of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) has entered into partnerships with numerous companies and business associations in the MENA region, together with European/German companies as a means of professionalizing the management of Gender Diversity to promote employment opportunities for women. The programme is commissioned by the Federal Ministry of Economic Cooperation and Development (BMZ) Germany.

This brochure is published with the funding of the Special Initiative on Stabilization and Development in the Middle East and North Africa of the German Federal Ministry for Economic Cooperation and Development (BMZ). The focus of the Special Initiative is on young people and employment, economic stabilization, democratization, and the stabilization of neighboring countries experiencing crisis situations.

When Women Work Economies Win: The private sector is paving the way for women’s employment in Egypt, Jordan, Morocco and Tunisia

© Promoting Employment of Young Women through Applied Gender Diversity Management in Companies in the MENA Region (EconoWin) / GIZ
The countries of North Africa and the Middle East have the world’s lowest female participation rates within the workforce. Women make up only approximately one fifth of the employees. Less educated women are more likely to be working although, generally, in poorly paid jobs offering no social security. Right across the social spectrum, traditional role models are an obstacle to equal opportunities within the labor market.¹

Women are less likely to be recruited than men, despite possessing necessary skills. Employers often fear that women will frequently take time off or leave their jobs shortly after being hired due to family commitments. At the same time, numerous companies experience difficulties in filling vacancies. Women’s potential, consequently, remains untapped. Moreover, it is clear that huge economic potential lies in the full participation of women in the economy. The McKinsey Global Institute estimates that bridging the gender gap could add up to USD 2.7 trillion to the annual GDP of the MENA region in 2025.²

The GIZ is thus cooperating with around twenty «frontrunner» companies in Egypt, Jordan, Tunisia and Morocco, who realize projects to attract, retain and promote women in the workforce. Have a look at the multitude of Gender Diversity projects implemented by our partner companies from MENA.

---

Introduction

Gender Diversity Projects in Egypt
Vodafone ................................................................. 9
Marib ........................................................................ 10
Raya IT ...................................................................... 11
Raya Contact Center .............................................. 12
Green Valley ............................................................ 13
General Motors ........................................................ 14
Juhayna .................................................................. 15

Gender Diversity Projects in Jordan
Landmark ................................................................. 17
Dar Al Omran ............................................................ 18
Umniah .................................................................... 19

Gender Diversity Projects in Morocco
BMCI .......................................................................... 21
Renault ..................................................................... 22
SITI ........................................................................... 23

Gender Diversity Projects in Tunisia
SBC Delice ............................................................... 25
Amen Bank ............................................................... 26
Lacroix ..................................................................... 27
Valeo ....................................................................... 28
Vermeg .................................................................... 29
Introduction

GIZ with its programme EconoWin is cooperating with around twenty big companies all over the MENA region, to raise the bar for women’s economic perspectives. The professional management of Gender Diversity creates and maintains an environment allowing a company to better attract, retain and promote women and men equally.

Our forerunner partnering companies in Egypt, Jordan, Morocco and Tunisia know: A gender diverse workforce is a key to competitive advantage and increased corporate success. It enables drawing upon a largely untapped female talent pool and retaining female talent through supporting employees in reconciling work and family duties. It reduces absenteeism through safe transport and supporting women in childcare support. It enables companies understanding female customer patterns and enhancing decision-making and innovation through more homogenous teams. Working conditions that give equal consideration to the specific needs of women and men increase employee productivity and the corporate reputation is improved: Gender Diversity is an important aspect of a company’s social responsibility.

Vodafone (Egypt), Dar El-Omran and Umniah (Jordan), BMCI (Morocco), Vermeg and Amen Bank (Tunisia) were the first companies realizing projects to foster female employment together with EconoWin after winning the «Gender Diversity Competition» in 2014. Since then 14 additional companies from Egypt, Jordan, Morocco and Tunisia have been chosen from a plurality of applicants to design and implement Gender Diversity projects.

The companies from the MENA region are now in close exchange with role models for GDM in Europe like Commerzbank, Thyssen Krupp and more through the so called «Gender Diversity Circulator». It promotes learning from each other across all borders, cultures and traditions. Peer-to-peer exchange on shared challenges and opportunities as well as joint workshops promote the development of innovative ideas. 2017 sees the German Commerzbank hosting the first global GDM conference, connecting business associations as well as companies from Europe and MENA in Berlin.

This publication offers an insight into the diverse Gender Diversity projects our partnering companies from Egypt, Jordan, Morocco and Tunisia are realizing to attract, retain and promote the female part of the work force.
Gender Diversity Projects in Egypt
VODAFONE Egypt has grown over the years to become the leading mobile operator in Egypt. Facing the challenge of attracting and retaining female employees in customer related jobs with shift work and late working hours, VODAFONE Egypt actively seeks to attract, retain and promote female talent.

Since having won EconoWin’s national Gender Diversity Competition in 2014, the cooperation has developed innovative approaches to achieving a gender-balanced workforce: VODAFONE now provides a range of benefits, e.g. an on-site nursery, flexible working hours and maternity leave to its employees.

Any organization working towards a healthy environment built around different perspectives and innovation is one that should aspire towards gender diversity.

Rasha El-Desouky,
Talent and Leadership Manager

A role model in Gender Diversity

The «ReConnect» programme is one of the many steps taken by VODAFONE globally and locally to build a diverse and inclusive working environment. It facilitates the return of female professionals to the work place who had left employment for several years due to personal reasons, e.g. child rearing or studying. Moreover, mentoring and training programs support women during their reintegration within the workforce.

<table>
<thead>
<tr>
<th>Employees</th>
<th>Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>8,144</td>
<td>2,545</td>
</tr>
</tbody>
</table>

http://vodafone.com.eg
MARIB International Garments specializes in supplying ready-made garments to markets in Europe and America and customers such as Defecto, Colins, Loft, LCW, Zara, Gloria, blue seven H&M or Levis. MARIB ranks as one of the forerunners in finally addressing the two major challenges women face in the sector: a high female turnover, especially on production lines, and a gender gap across all departments but especially in management.

In cooperation with GIZ, MARIB strives to reduce female employee turnover of 40 percent in the area of production and to increase the proportion of women throughout the company, particularly in management and communications.

Concrete steps to attract more women will be developed. Specific recruitment events will be held at schools and in neighbourhoods. Mechanisms to support managers and supervisors in the hiring and on-boarding of new female employees will be developed. To ensure that more women will be retained at MARIB, improving the working conditions for females is key within the company.

To promote women at MARIB is not only an important aspect of social responsibility but is needed also to comply with international standards on the global market.

Ashraf Bayoumi El-Feky
General Manager
RAYA Holding is a leading investment conglomerate boosting a diversified portfolio with headquarters in Egypt. As the parent company of ten expanding lines of business, RAYA operates in the fields of information technology, data center outsourcing, contact centers, smart buildings, consumer electronics, social media development, food and beverage, land transport and PET remanufacturing.

The information technology sector in Egypt is almost totally male-dominated. Although the number of female university graduates in computer sciences is increasing, convincing women to join the workforce is a major challenge. RAYA IT aims at positioning the company as an attractive working environment for women.

Ladies, you are valuable, powerful and you deserve every chance and opportunity. We believe in you.

Nagham Aly, Senior Manager

In cooperation with GIZ/EconoWin, RAYA IT emphasizes the celebrating of employee performance and achievement. Real success stories recognition, championship awards, «Fun Zone» -area, clear career opportunities to grow and more chances to explore create an energetic and encouraging working atmosphere.

Female talent on the IT track

<table>
<thead>
<tr>
<th>Sector</th>
<th>Information Technology</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees</td>
<td>Women</td>
</tr>
<tr>
<td>432</td>
<td>43</td>
</tr>
</tbody>
</table>

http://rayacorp.com
The 39% of employees at the RAYA Contact Center are female: a relatively high proportion. Anyhow, the working situation in a call center is demanding and staff retention, especially of female employees, remains a challenge.

RAYA Contact Center therefore envisions creating a work environment that maintains the motivation and aspirations of female employees over the long term. Management is highly committed to the cause and values excellence and engagement towards customers and among staff.

Investing in work-life balance to improve the female retention rates

The RAYA Contact Center, aims to ensure the attractiveness of working conditions/facilities for women by covering aspects infrastructure of participating companies. Examples of appropriate measures include introducing more pick-up points for buses or providing meal allowances. The project will also promote the strengthening of existing Gender Diversity strategies by creating a Gender Diversity charter and sensitizing management to important Gender Diversity issues.

Building an inclusive and diverse workplace unlocks the transformative potential of people in innovation and creativity. As business leaders and change agents, we must commit to creating a talent pool more reflective of the societies we live in.

Reem Assad, CEO

Business Process Outsourcing

<table>
<thead>
<tr>
<th>Employees</th>
<th>Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>6,613</td>
<td>2,565</td>
</tr>
</tbody>
</table>

http://rayacorp.com
GREEN VALLEY is one of the leading peanut processing and export companies in Egypt. Women perform one of the most important tasks, namely: the sorting and hand-picking of raw peanuts in the factory. Although women make up almost 50% of the workforce at the factory, the company experiences difficulty in retaining already existing talent. Since GREEN VALLEY considers women to be one of the company’s most vital assets, it has started to improve the factory facilities for females. Over the next few months, GREEN VALLEY is looking to improve the working conditions of women at the Raw Factory to keep them on board.

Women are our main asset. Women play a key role in the sorting process and ensure the quality of our product, so we consider them a source of revenue for us. They have a high level of productivity and attention to detail.

Amr El Sammak
Managing Director

GIZ supports the company by its programme EconoWin, to improve the retention rate while complying with national and international standards. Moreover, GREEN VALLEY aims to offer literacy and computer skills training as a means of building female employee capabilities and offering them an incentive to stay with the company, rather than moving to a different job.

Creating an inclusive workplace culture

GIZ / Sandra Wolf

Sector: food manufacturing
Employees: 414
Women: 82

http://greenvalley-egypt.com
The generally held association of hard manual labour with the automotive sector, together with a limited understanding of the actual tasks and culture involved, has resulted in GENERAL MOTORS Egypt employing no women on its technical assembly line. Meanwhile, existing female employees make up almost 20% of white-collar staff, while showing a high level of engagement.

The way forward

In 2014, GENERAL MOTORS Egypt was selected as the «Best Company for Women to Work For» by AmCham MENA (Middle East and North Africa) Regional Council. Renowned as a pioneer, the company has set itself the ambitious goal of becoming the first Egyptian automotive industry employer to recruit female blue-collar employees. Joint activities with EconoWin focus on the recruitment of female graduates from technical schools.

Women in the Middle East face multiple challenges in their lives, yet still manage to excel in their careers to deliver work of the highest quality when given the opportunity.

Maisa Galal, Human Resources Director

Women are committed to their workplace at GENERAL MOTORS Egypt

20 aspiring young women will be trained to join the quality and operations team and attend awareness-raising workshops initially intended for their future male colleagues. In 2016, the HR department recruited 15 female security guards to work together with male colleagues at the plant gates. It paid off instantly. The rate of absenteeism among security personnel dropped from an alarming 35% to less than 2%. In addition, GENERAL MOTORS Egypt is actively attracting female talent: Four girls had the opportunity to experience work practices at the company's factory during a Girls’ Day 2017 event.

<table>
<thead>
<tr>
<th>Sector</th>
<th>Employees</th>
<th>Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>Automotive</td>
<td>1,800</td>
<td>50</td>
</tr>
</tbody>
</table>

http://gmegypt.com
JUHAYNA Food Industries is a leading Egypt-based manufacturer specialized in the production, processing and packaging of dairy, juice, and cooking products. For women in Egypt, jobs in manufacturing, outdoor sales and shift work clash with society’s expectations. The low number of female employees at JUHAYNA highlights the difficulty of attracting women.

As a leader and as a woman, I believe in the power of both: «Diversity» in general and, more specifically, the power of Gender Diversity. That’s why our main aim is to increase the number of female colleagues, particularly in leadership positions.

Samah El Saghier,
HR Director

<table>
<thead>
<tr>
<th>Sector</th>
<th>Employees</th>
<th>Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>food manufacturing</td>
<td>4,579</td>
<td>142</td>
</tr>
</tbody>
</table>

In order to remain one of Egypt’s leading and most successful companies, the dairy producer aims to attract and retain female talent in blue-collar positions. In cooperation with GIZ, JUHAYNA has developed a mentoring program that seeks to integrate women into «male-dominated» roles within the company. The «Sama‘ana Fekretak» («Share your idea»)-initiative encourages employees to voice their opinions and ideas about possible improvement in working conditions.
Gender Diversity Projects in Jordan
Located in the heart of Amman, LANDMARK is proud to be a leading Jordanian owned and operated 5-star hotel competing with International hotel brands in the local market. Cultural boundaries usually impede Jordanian women from pursuing employment opportunities within the hospitality sector. To compensate for the lack of Jordanian females willing to work in service-oriented jobs, LANDMARK Amman like most other hotels in Jordan recruits female migrant workers.

Attracting female talent is one of LANDMARK’s top priorities. GIZ/EconoWin cooperates with the hotel in identifying and implementing innovative solutions.

With EconoWin’s help we hope that our experience will be seen as a platform to presenting a career in tourism as something worthwhile for individual women and beneficial for the country at large.

Ibrahim Karajeh,
General Manager

Out of the shadows: Inspirational success stories of women in the tourism sector to inspire others

To encourage potential female candidates, LANDMARK is producing a promotional video that highlights success stories of female employees to challenge negative perceptions around the hospitality sector.

Sector
Hospitality and Tourism

<table>
<thead>
<tr>
<th>Employees</th>
<th>Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>269</td>
<td>24</td>
</tr>
</tbody>
</table>

http://landmarkhotelamman.com
DAR AL OMRAN is a multidisciplinary Jordanian consulting firm occupying a leading position in the planning, study and design of local, regional and international development projects whether urban, buildings, or infrastructure. Long working hours at DAR AL OMRAN constrain work-life balance and cause notable attrition, especially among female employees.

Supported by GIZ/EconoWin, DAR AL OMRAN is improving its working conditions to attract and retain female employees. The introduction of flexible working arrangements, including part-time and teleworking options, positions DAR AL OMRAN as a family-friendly and trust-based employer. This way existing maternity leave procedures were expanded and paternity leave introduced.

If I wasn’t offered the part-time job I would’ve been at home at the moment and wouldn’t have considered being a working mother. Having specific hours to finish my work makes me more focused and productive, knowing I’ve got ample time to be a dedicated mother.

Eman Sabah, Sustainability Design Engineer

© GIZ / Claudia Wiens

Employees promoting their employer of excellence

Employees of both genders are benefitting from the new policies. Employees’ high opinion of their employer gets around in their respective circles and networks and produced positive feedback in the industry. DAR AL OMRAN is now known to be an exemplary potential employer for female candidates.

Peer-to-peer
Partnering company: Kleemann Greece

Architecture and Engineering Consultancy

<table>
<thead>
<tr>
<th>Employees</th>
<th>Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>115</td>
<td>57</td>
</tr>
</tbody>
</table>

http://daralomran.com
UMNIAH Exceeds the Norm:
Jordanian Telecom Promotes Work-Family-Balance for its Own Employees

UMNIAH, a subsidiary of Batelco Bahrain, is Jordan’s fastest mobile network provider in 2016, as certified by Ookla’s Speedtest. Female representation in specific departments is lower than in others due to the job environment, cultural barriers, and in some cases, the long working hours that come with the dynamic nature of telecom services.

The increasing challenge of achieving an appropriate work-life balance reduces the retention of female employees who possess valuable company knowledge and ambition to advance their careers in the fields of IT and engineering. UMNIAH cooperates with EconoWin to maximize the potential talent pool, this is done through the introduction of flexible working arrangements and potential teleworking for all employees. Furthermore, an advisory tool generating and stimulating ideas to ease employees’ work-family balance challenges, explicitly targets female talent. As a result of implementing GDM, UMNIAH now prides itself on the adoption of Diversity & Inclusion (D&I) where it became part of the job description of every person in HR and the company’s values. Moreover, the sensitization of policies has improved the career advancement prospects, which led to an increase in women’s representation in top management from 9% to 17% as well as in the company overall.

Applying Gender Diversity Management results in an inclusive work environment that not only increases productivity but, more importantly, boosts creativity.

Sami Jarrar Director of HR & Corporate Affairs

Raising awareness about the benefits of GDM
To increase institutional ownership, UMNIAH has worked consistently to sensitize top and middle management to thinking towards Gender Diversity practices through a series of training sessions through change management techniques.

Peer-to-peer
Partnering company: King Sweden

<table>
<thead>
<tr>
<th>Sector</th>
<th>Telecommunication</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees</td>
<td>Women</td>
</tr>
<tr>
<td>528</td>
<td>133</td>
</tr>
</tbody>
</table>

http://umniah.com

© GIZ / Claudia Wiens
Gender Diversity Projects in Morocco
The Renault factory in Tangier: A world of women

RENault group, the global car manufacturer, is established in Morocco through its two factories: one in Casablanca (SOMACA) and the other in Tangier (RENAULT in Tangier).

Inaugurated in February 2012, the RENAULT site in Tangier is, today, the most extensive in Africa and one of the largest factories worldwide, with a production capacity of approximately 400,000 vehicles per year.

We understood that feminizing our staff would improve our company’s performance at all levels.

Jean-François Gal,
General Manager

Sector
Automotive industry

Employees
8,600

Women
1,118

http://renault.ma

The feminization of the RENAULT factory in Tangier through the recruitment and retention of women

After five years of operation, the factory is undertaking, through its Gender Diversity project developed in collaboration with GIZ, a new phase in achieving its feminization objectives. At the present time, Renault’s ambition is to become more attractive to female workers within the labor market level in general, to strengthen its reputation as an employer of choice for women and to improve the work environment of women, especially blue-collar workers such as operators.

The initiative at the RENAULT site in Tangier forms part of the overall corporate strategy, seeking to achieve parity in the medium term.
Established in 1964, the Moroccan Bank for Commerce and Industry (BMCI), with BNP Paribas group as the main shareholder, operates as a universal bank. With 10 specialized branches and entities, today the bank has more than 3,166 collaborators throughout Morocco, particularly in corporate finance, asset management, stock trading and leasing.

Through its Gender Diversity project, «Professional progress of women at BMCI, the winning bet», implemented in collaboration with GIZ/Econowin, the bank has the objective of promoting professional progress of its female talent, developing their managerial skills and mitigating the «glass ceiling» that restricts access to leadership positions.

In order to achieve these objectives, BMCI has developed a set of tools within the project framework, for instance, the «Career Path» document that facilitates a deeper understanding of the levels of promotion to key posts within the bank, and the «Maternity Guide» that supports women in better preparing for and managing their maternity leave. The bank also intends to circulate a Diversity newsletter among its collaborators in order to communicate all Gender Diversity project activities and create a common mindset advocating Diversity and equal opportunities.
T he Imperial Company for Tea and Infusion (SITI) packages tea and plants in high quality bags.

Based in Marrakech, the company earns 99% of its turnover from exports, mainly to the USA, Canada, Europe and, more recently, to Asia and the Middle-East.

Women are the pillar of this company and investing in their well-being within our structure is our priority.

Mohammed El Baroudi, General Manager

---

SITI or the «Imperial Company for Tea and Infusion» aims at improving the internal company working environment, both at the production facility and its offices. Female staff account for more than 90% of employees. In collaboration with GIZ, SITI aims to increase its female employee retention rate by incorporating within its HR processes a professional development plan for the benefit of all staff, that includes training, various team-building exercises and the establishing of new promotion paths.

The GD project of SITI also intends to improve production facility ergonomics in order to enhance the working conditions of female employees and reduce their task-related hardships.

Women are the pillar of this company and investing in their well-being within our structure is our priority.

SITI: We Care !

http://siti-tea.com

Sector: Agribusiness
Employees: 1565
Women: 1,449
Gender Diversity Projects in Tunisia
SBC DELICE, the Tunisian Company for Cap Bon Beverages, a subsidiary of Delice Holding Group, specializes in the manufacture and marketing of beverages.

**An enhanced female presence at production plants**

Through this finding, SBC DELICE aims at emphasizing the female presence within the industrial arena (production, quality, maintenance) which is, undoubtedly, the core business of the company. Consequently, management set the challenge of recruiting and/or redeploying more female blue-collar workers in order to stem the overwhelming male predominance at its technical facilities.

The development of the new SBC DELICE production plant is, in fact, the central priority of the company. The leaders opted for a participatory approach to better determine the women’s expectations in this regard and, accordingly, establish an all-inclusive environment. Female employees are invited to participate in deliberations on the development of this new workplace. SBC DELICE gives the floor to women as part of the collective decision-making process.

The Gender Diversity analysis highlighted the issue of a factory made for men, that does not take women’s needs into consideration.

Moez Selmi,
Training and Recruitment Manager

---

**The new SBC Délice factory through the eyes of women**

The development of the new SBC DELICE production plant is, in fact, the central priority of the company. The leaders opted for a participatory approach to better determine the women’s expectations in this regard and, accordingly, establish an all-inclusive environment. Female employees are invited to participate in deliberations on the development of this new workplace. SBC DELICE gives the floor to women as part of the collective decision-making process.

Sector: Agribusiness
Employees: 201
Women: 15

http://deliceholding.tn
Becoming an employer of choice for young talent

The Gender Diversity project of AMEN BANK epitomizes this vision. The company exerts consistent effort to attract new female talent and seeks to strengthen its image in the Tunisian labor market. It is positioned as «the employer of choice» for young talent, particularly women.

For instance, AMEN BANK entered into partnerships with Tunisian universities to promote its core business. Through open house days, the company publicizes its Gender Diversity policy targeting young graduates, the importance of a strong female presence, as well as the work and internship opportunities offered by the bank.

AMEN BANK also promotes the career development of its female employees by raising the awareness of managers of stereotype-free recruitment procedures.

We are convinced that women are an important asset for our institution and we are focusing on the development of a Gender Diversity Management system to promote professional equality among employees.

Ahmed El Karm, Chairman of the Executive Board

Three female branch managers at AMEN BANK

The Chairman of the Executive Board, Mr. Ahmed El Karm, expressed his commitment to promoting the role of women at all hierarchical levels within the bank. Such commitment was shown not only by the establishment of a Gender Diversity section in the bank’s internal newsletter, but, above all, by the appointment of three female branch managers between 2016 and 2017.

Peer-to-peer

Partnering company: Capgemini, France

<table>
<thead>
<tr>
<th>Sector</th>
<th>Banking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees</td>
<td>1,219</td>
</tr>
<tr>
<td>Women</td>
<td>363</td>
</tr>
</tbody>
</table>

http://amenbank.com.tn
LACROIX: Towards strengthening female talent

LACROIX is a French company based in Tunisia, specialized in the design and production of electronic cards. Half of the employees are women, the majority of whom are blue collar workers. Some are overqualified for their positions and, therefore, LACROIX is targeting them with its Gender Diversity Management project.

Many female employees at Lacroix have a high educational level. The company gives them the opportunity to develop themselves for leadership positions.

Houssem Ben Aicha
Director of Human Resources

LACROIX formalized its commitment to Gender Diversity in the group’s Horizon 2020 strategy. Today, it encourages women to develop their assets and makes a varied training system available to them, enabling the identification of new talent and promoting a number of them into leadership positions.

In order to foster the professional progress of women, the company thinks it is also appropriate to ensure the retention of female talent. Actually, LACROIX aims at readjusting working conditions within its production facilities and having a «family-friendly» working environment enabling a more appropriate labour framework and development opportunities for women at the company.

Promotion on merit

Lacroix-group.com/en/locations/tunisia
VALEO Ben Arous is a French company, based in Tunisia and specializing in the design and manufacture of spare parts and automotive equipment.

With the support of EconoWin, VALEO has become involved in promotion Gender Diversity. For example, within the framework of Diversity committees (a national initiative of the company), it established a Gender Diversity committee. The company has already organized its first «Gender Diversity day» and intends to set up a chart in this regard.

In order to respond to basic challenges of the lack of women in some production facilities and the career advancement of female executives, VALEO launched a female recruitment policy targeting positions predominantly occupied by men (e.g. maintenance and warehouse) but also promoting the professional progress of female talent into managerial positions.

As a first flagship action, VALEO recruited a young woman to a department consisting solely of men. Initial results confirmed that the resulting Gender mix created a work environment more conducive to enhanced performance.
VERMEG is a Tunisian company operating in new information technologies. The IT sector usually seeks to recruit highly qualified individuals who are often in search of new opportunities. This leads to a significant staff «turnover» within businesses.

In collaboration with the GIZ programme EconoWin, VERMEG is striving to improve the retention of its male and female employees and, therefore, maintain key talent in order to support business growth and performance.

VERMEG positions itself as a model employer and values its image within the Tunisian labor market. The company has already launched a «Work Life Balance» project with specific programmes to improve the professional life/family life balance such as flexible hours for employees, working from home, coaching female participants to achieve enhanced development according to career paths, etc.

A happy employee is a productive employee

Malek Touhami,
Senior Project Manager

<table>
<thead>
<tr>
<th>IT sector</th>
<th>Employees</th>
<th>Women</th>
<th><a href="http://vermeg.com">http://vermeg.com</a></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>486</td>
<td>195</td>
<td></td>
</tr>
</tbody>
</table>