

# Making Work Better

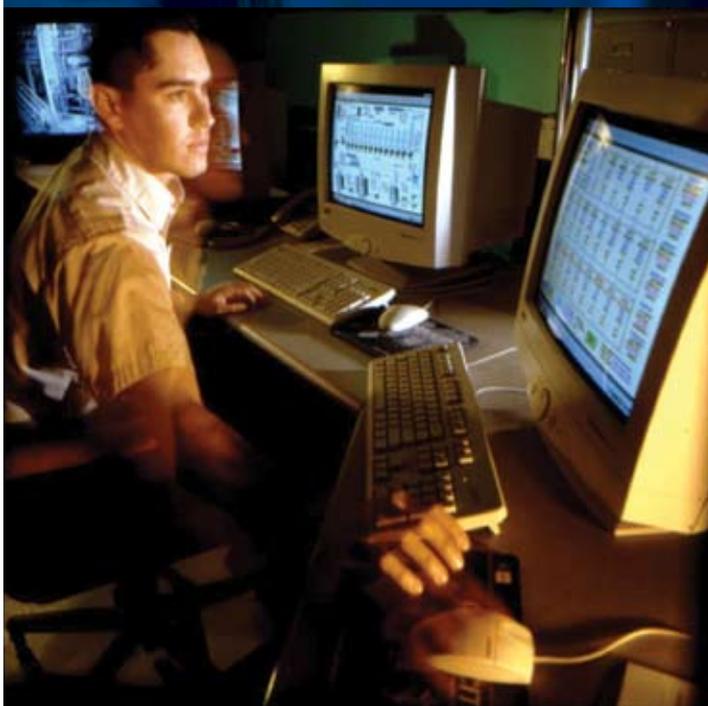
for Organisations and for Employees

A Manual for Employers

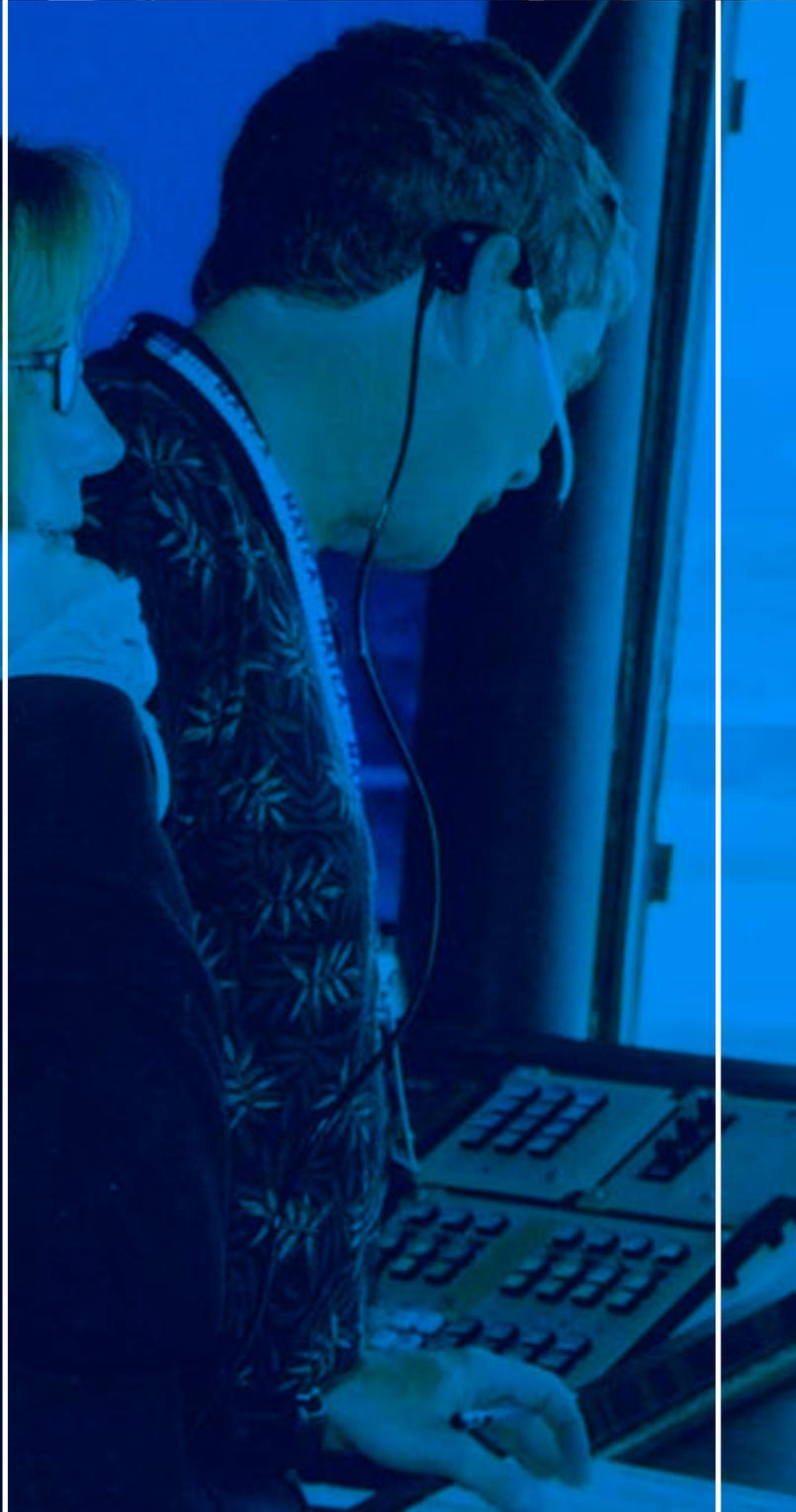
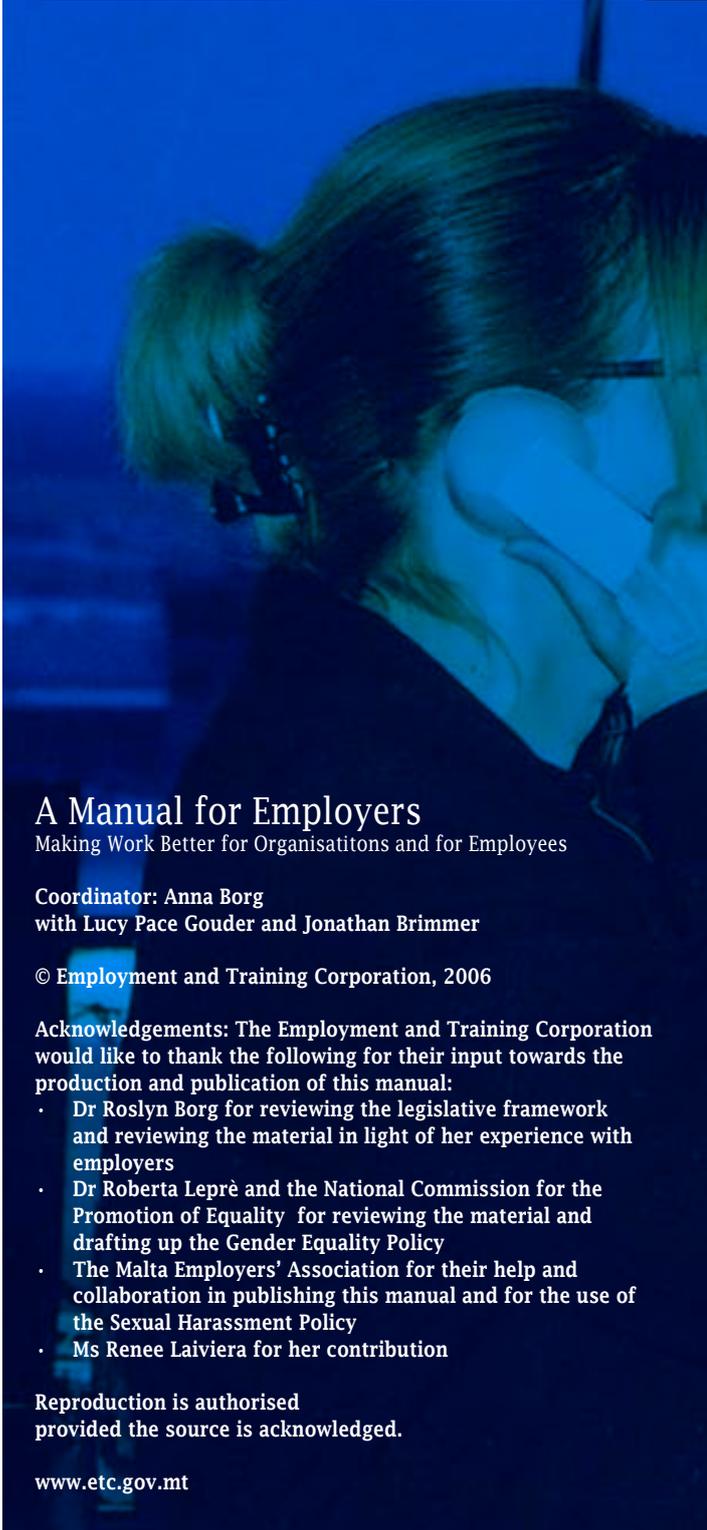
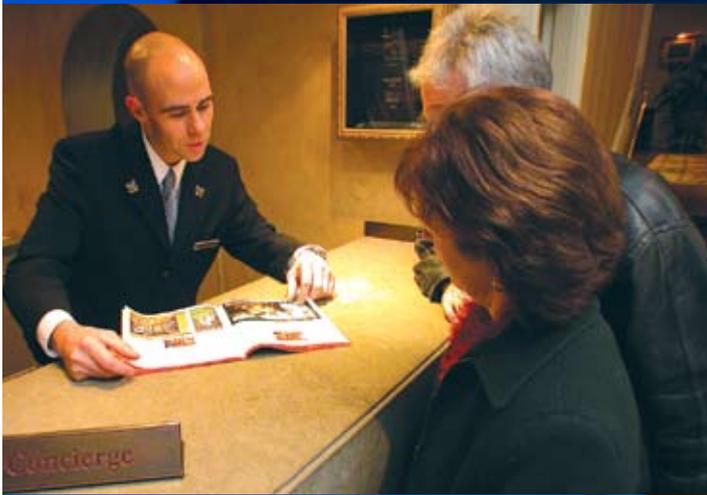


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## A Manual for Employers

Making Work Better for Organisations and for Employees

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# Introduction

*The aim of this manual is to help Employers and HR Practitioners recognise, prevent and deal with gender discrimination at work*

Gender Discrimination takes various forms and shapes and may even go unnoticed at times. For this reason, the ETC has compiled this manual, which is filled with information and advice that makes good business sense.

## The manual contains:

- A checklist to avoid discrimination including examples of good and bad practices
- Updated information on equality legislation of relevance to the labour market
- A sample of an Equal Opportunities Policy
- A sample of a Harassment Prevention Policy
- A Glossary of Terms
- Useful links

## Overview

This manual has been developed specifically for Maltese employers and HR Managers who want to ensure that their employees do not suffer unfair discrimination in employment. The manual will offer advice on how to recruit and retain the best employees according to their skills and abilities and to do so in line with the law. Workplaces which encourage equity and which develop supportive and innovative work practices that permit better work life integration, can attract the best employees and enhance the company's reputation and image.

## Why bother with change?

Discrimination is unlawful, is bad for business and it can also turn out to be expensive for the employer. One must also realise that today's labour market realities are very different from those of

the past and it is in the organisation's interest to adopt and change with these realities. For example, dual earner families, where both the father and the mother work, are slowly becoming the norm. This requires a change in the company's organisational culture and its working practices in order to ensure that the needs of its female and male workers are catered for in ways that will benefit both the organisation and its workers.

## Introducing innovative work practices will not only ensure fairness and equity but will also bring advantages through:

- The attraction and retention of a trained and talented workforce
- Increased productivity due to staff loyalty
- A reduction in staff absenteeism due flexible working solutions
- The possible extension of opening hours through flexible work arrangements leading to enhanced business opportunities

## The way forward

Across Europe the number of companies who are implementing equity and diversity strategies are on the increase. Research shows that they are doing so not only for legal and ethical reasons but also because of the business benefits these changes are delivering.

This manual will provide Maltese organisations with some ideas of how to implement such change. We believe that it is time to take action so we encourage you to read on and embrace change for the benefit of all!

# Defining Discrimination

*If the person in front of you was a man/woman would you have treated her/him differently?  
Would you have asked the same questions?*

## What is Direct Discrimination?

Discrimination happens when a person is treated in a less favourable manner than another without an objective reason. In the case of this manual, we will deal solely with discrimination on the basis of gender, although according to the law, there are numerous grounds for discriminatory treatment. Direct discrimination on the basis of gender occurs:

- Where by reason of one's sex, a person is treated less favourable than another of the opposite sex.
- Where because of one's family status a person is treated less favourably than another person having a different family status.

## What is Indirect Discrimination?

Indirect discrimination is somewhat more difficult to ascertain and may be intentional or unintentional. Indirect discrimination occurs when an apparently neutral provision, criterion or practice disadvantages a substantially higher proportion of the members of one sex unless that provision, criterion or practice is appropriate and necessary and can be justified by objective factors unrelated to sex.

*Careful consideration must always be given when decisions regarding job advertisements, job specifications or interview questions are being developed.*

An example of indirect discrimination is when an applicant with child caring responsibilities is not considered for the job. Such discrimination has a disproportionate impact on women since it may be assumed that mothers do not have the necessary support from their partners or support in the form of reliable childcare services. Assumptions should always be challenged and should never be taken as the norm.



# Checklists

*The aim of these checklists is to ensure that these processes are gender inclusive and, where applicable, in conformity with the Employment and Industrial Relations Act and the Equality for Men and Women Act*

Checklists to develop equitable work practices have been drawn up. Five main areas are hereby addressed and include:

1. **Staff Selection Process**
2. **Staff Career Development**
3. **Conditions of Work**
4. **Childcare Issues**
5. **Harassment and Discrimination**

## Checklist: Staff Selection Process

### 1. Drafting and Advertising a Vacancy

#### Business Case

The careful drafting of vacancies helps employers:

- By leaving the options open to both women and men, a wider choice of applicants will be available, thus ensuring better skill matching.
- Recruit the best persons for the jobs the company needs.

#### Checklist

- Does the wording ensure that both women and men are expected to submit applications for this job/position?<sup>1</sup>
- Are the conditions being offered to women the same as those offered to men in the same position within the company?
- If the advert includes images, besides text, do they show women and men?
- Do the images ensure that women and men are not depicted in stereotypical roles? For Example: a male technician or female secretary?

<sup>1</sup> Only when a genuine and determining occupational requirement or where the requirements are established by laws or regulations can an advert be solely directed at women or men. Eg. female or male models for underwear, or a female/male police constables to carry out body searches on women/men respectively.

# Career Opportunities

## Female Clerk



Our company urgently requires the services of a clerk to work on a part-time basis, mornings only.

The ideal candidate should be female, between the ages of 18 and 25, unmarried, with an attractive appearance and a pleasant personality.

To apply, kindly send a recent photograph and CV to:  
email: [info@femaleclerk.biz](mailto:info@femaleclerk.biz)

### Example 1

#### An example of a negative advert

The advert shows a woman, apparently at work at her computer. The job is for secretarial work, a profession traditionally undertaken by women. The text clearly discriminates against a number of categories of job seekers. It limits the options for staff recruitment by gender, age, civil status and physical appearance. This goes directly against the recent legislation on gender equality at the workplace.



# Career Opportunities

## Audit Professionals



We are seeking to expand our company and require to engage dynamic, adaptable and talented individuals within our audit division.

Selected applicants must be qualified in accounts.  
The chosen applicants would ideally have experience in a similar post.  
Applicants should be motivated, organised and possess good communication skills and be computer literate.

If you believe you have these qualities we invite you to forward your CV by email: [info@newcareeer.com](mailto:info@newcareeer.com)

**We are an equal opportunities employer.**

### Example 2

#### An example of a good advert

This is a good example of an advertisement for a job vacancy. The illustration depicts both a male and a female working together. This is further enhanced by the gender-neutral language used in the advert and by the disclaimer at the bottom of the advert showing that this firm believes in equal opportunities and is an equal opportunities employer. All these elements together make this an ideal advert for recruiting both women and men.

## Job Descriptions: Terms to avoid and possible substitutes

### Terms to avoid

Chambermaid  
Barman, Barmaid  
Salesman, Saleswoman  
Handyman  
Deliveryman  
Draughtsman  
Chairman  
Headmaster/mistress  
Newsman/woman  
Spokesman/woman  
Stewardess  
Watchman  
Policeman/woman  
Cleaning Lady/Woman  
Businessman/Woman  
Fireman  
Postman/woman

### Alternative Gender-inclusive terms

Room Attendant  
Bartender, Barperson, Bar Staff  
Sales Representative, Salesperson  
Handyperson  
Delivery Person, Messenger  
Draughting Technician  
Chairperson, Chair  
Head Teacher, Head of School  
Reporter  
Spokesperson  
Flight Attendant, Cabin Crew Member  
Security Guard  
Police Officer  
Cleaner, Housekeeper  
Executive, Manager  
Fire Fighter  
Postal Worker

## 2. Staff Selection Criteria

### Business Case

Clear criteria for selection of staff allows employers to:

- Attract, recruit and retain high calibre staff for greater productivity and competitiveness

### Checklist

- Have the criteria been clearly identified and specified in writing?
- Has it been assured that these criteria are gender inclusive and are not in any way influenced by the applicant's status and family arrangements?
- Has it been ensured that all interviewees are asked the same questions using the same methodology to award points?
- Besides the points allotted to the requested qualifications, has it been ensured that other abilities and soft skills also score points?

### Example: Discriminatory Questions

Roberta, Simon and Mark are interviewed for a vacancy in a hospital. Two applicants, Roberta and Mark are married and both have young children under the age of 5. During the interview Roberta is asked whether she will be able to make suitable arrangements for her children since they are still young. This question is not asked to Mark who is also a father and whose partner also works. This is direct discrimination because the employer has asked male and female candidates different questions on the basis of gender. The solution does not lie in asking the same questions because if questions are discriminatory they cannot be asked neither to women nor to men. If asking such questions could be shown to have a more detrimental effect on one sex (in this case, the woman), the employer could be guilty of sex discrimination. Legislation prohibits discrimination due to family responsibilities.

## 3. The Interviewing Panel and Interview Report

### Business Case

Selecting suitable people to be on the interviewing panel allows a company to:

- Evaluate and recruit the best possible applicants through focused questions, resulting in a better assessment of the potential recruits based on their skills and answers

### Checklist

- Is the selection board made up of women and men?
- Have the panel members received any gender awareness training?
- Are the panel members sensitive to gender inclusive language?
- Are the members conscious that no questions are to be made with regard to status or family arrangements?
- Are the members of the selection board conscious of the fact that no sexist remarks, even of a complimentary nature, can be made during the interview?
- What actions have they taken to ensure that the interview is carried out in as much the same manner for male as for female applicants?
- Were all panel members in possession of the written selection criteria before the interviewing process started?
- Were the criteria discussed prior to interviews in order to ensure conformity of interpretation and marking?
- Did the chairperson ensure that all members gave their marking during the interview?
- Did the chairperson allow time for consultation after each interview to discuss the result, collect members' comments and markings and finalise the panel's position giving positive/negative feedback in writing to each interviewee?
- Did the feedback include reasons for high/low marks and reasons why for each interviewee?
- Was the final report of the panel disseminated to all panel members and subsequently signed by them to ensure consensus?

# Checklist: Staff Career Development

## Distribution of Responsibilities, Training Opportunities and Promotions

### Business Case

Ensuring equal opportunities in career development will:

- Ascertain a more motivated and diversified workforce

### Example 1: An example of best practice showing non-discriminatory treatment in training opportunities

The trade union of Ferrero, a confectionary company in Belgium, signed a collective agreement with management defining a number of objectives in the area of equal opportunities. One of the issues covered was the training of forklift truck drivers. Correct handling of the machinery is vital to the company and can bring access to more interesting jobs. Women initially had reservations about driving a forklift. The Positive Action Working Group set up within the company consequently decided to train women as forklift drivers. They began by training an in-factory instructor. An in-factory instructor meant the women did not have to travel for training, and this also benefited the men taking the course. Although the initiative was by the union, the company has also come to see the advantages as insurance statistics show that women drivers tend to be more careful and to cause fewer accidents.



### Checklist

- Have officers in key positions been given gender training in human resource management?
- Are training opportunities and possibilities for promotion effectively open to both women and men as a result?
- Are all eligible employees kept updated on the training opportunities on offer, including those on maternity/parental leave and those working from home or abroad?
- How is it ensured that all employees are informed in time for them to apply?
- Does the setting/venue/timing of training sessions meet the needs of both women and men to ensure participation of both sexes?
- Does the employer monitor the gender distribution of the training and promotion opportunities?

### Example 2: Discriminatory procedures in training opportunities

A large marketing company employed a number of persons at clerical and administrative level. The company took the initiative to organise a training course in computer skills, which course was going to be held every Saturday for a period of eight weeks. Those employees who successfully completed the training would be receiving an increase in their salary. One female and one male employee had to turn down this opportunity due to the fact that they could not arrange for alternative care of their dependants. In fact, one of these employees had a young child, whereas the other one took care of the older parents. This situation amounts to discrimination on the basis of family responsibilities.

# Checklist: Conditions of Work

## 1. Equal Pay for Work of Equal Value

### Business Case

Fair and equal pay is likely to:

- Increase the morale of workers
- Enhance the company's productivity
- Ensure that the organisation retains its skilled staff

### Checklist:

Does your organisation have a stated policy on equal pay?

- Has the equal pay policy been communicated to employees and recognized by trade unions?
- Has responsibility for the implementation of the policy been clearly assigned?

### Example: Equal pay in practice

Two chefs, one female and one male, are employed at the same restaurant. Although the employer finds that both workers perform jobs requiring similar levels of effort, skill, knowledge and responsibility, one of the chefs is still paid 15% more than the other chef on the basis of sex. This is discriminatory and is illegal.

Because the jobs they perform are similar and require similar skills, the wages, remuneration packages and conditions of work should be the same for both the female and male chef. Therefore, the employer should pay both male and female employees carrying out similar duties requiring similar skills equally.



## 2. Reduced Hours / Flexi Time

### Business Case

Reduced hours and flexi work can:

- Give the option to extend the hours of services offered by the company
- Provide low-cost employee benefits which will improve staff morale and enhance the recruitment process
- Reduce tardiness and absenteeism
- Ensure that trained employees are retained within the organisation
- Facilitate the reconciliation of work and life

### Checklist:

- Does the employer offer workers the option of working a reduced or flexible time-table?
- Are employees regularly informed of this option?
- When employees are working on a reduced or flexible time-table, are they entitled to the salary and any other allowances of their grade on a pro-rata basis?
- Is the employee considered on an equal basis with other workers in the same grade for promotions, career development, training, etc.?

### Examples of reduced time schedules

- 4/10** 10 hour days, working 4 days a week with 1 day off
- 3/12** 12 hour days working 3 days a week with 2 days off
- 9/80** 5 8-hour days the first week, 4 10-hour days the second week, with one day off every 2 weeks

### Examples of flexi time work schedules

Standard workday	08:00hrs - 16:30hrs
Flex start time:	06:00hrs - 09:30hrs
Core time:	09:30hrs - 14:30hrs
Flex quit time:	14:30hrs - 18:00hrs



### 3. Tele-Working/Job Sharing

#### Business Case

Tele-working and job sharing can:

- Result in a saving of office space and overhead expenses
- Give the possibility for workers to work from home or elsewhere
- Reduce employee absenteeism and stress
- Ensure continuity of work (for example when one worker is on leave or sick leave)
- Ensure that the most valued employees are retained with the company
- Increase the pool of potential applicants
- Facilitate work life balance

#### Checklist

- Are workers offered tele-working or job sharing options?
- Are employees regularly informed of this option?
- Is it ensured that workers who are taking up the option of tele-working or job sharing are not being treated in a less favourable manner?

#### Denmark

##### TDC Communication Technology Company

TDC is Denmark's leading telecom provider. TDC are among the forerunners of telework in Denmark having 7,000 teleworkers. This is the largest collective organisation example on telework in the country.

TDC started running different pilot projects, where some staff members were offered telework as a supplement to their workplace at the central office, while others were asked to work more or less 100% from home. During these pilot projects it became evident that the alternating solution was very beneficial to both the company and the individual using the service.

Today telework is no longer considered as a special phenomenon, but is a part of the work-life integration resource policy of the company. All new employees are offered telework as an integrated part of their work contract.

The way TDC has implemented telework seems to be sustainable as the employees become more satisfied and more flexible. Absenteeism rates have gone down and TDC is of the opinion that employees are more productive, and thus the arrangement is sustainable from the point of view of the company.

# Checklist: Childcare Services

## Business Case

By offering childcare services the employers will:

- Retain valuable trained employees in the organisation
- Have a wider recruitment pool of workers
- Decrease absenteeism and increase productivity

## Checklist:

- Has the company undertaken any study to monitor the childcare requirements of working parents and to what extent these are being met/supported?

- Are childcare services offered at the workplace?

or

- Does the organisation form part of a childcare initiative on the industrial estate or in the area where the company is situated?

or

- Does the company buy or subsidise childcare services from private childcare centres in the vicinity?
- Are the above measures available to both male and female workers?
- Do the above measures cater for the needs of children under 3 years and for after school hours?
- Do the hours when childcare is provided cover all the working hours of the employees?
- Is the quality of the services regularly monitored to ensure its effectiveness?
- Are employees kept informed on a regular basis on the facilities being offered?



## Guidance for SMEs

### Helping staff with childcare

The options you choose will be determined by the business benefits you are seeking and the needs and circumstances of your staff. For example:

- If you have a problem of absenteeism during the summer holidays, look at helping staff find and pay for holiday play schemes. This could be done by supporting the setting up of a holiday play scheme; by buying in places on an existing scheme; or by helping staff to pay for holiday childcare or by providing the care on site.
- If you want to encourage women to return from maternity leave, look at providing information to those on maternity and parental leave on childcare options.
- Men should be encouraged to take up parental leave and to make use of the childcare options.
- Your advertisements for staff should state that you offer working practices which will enable staff to balance the demands of work with other aspects of their life.

Childcare is increasingly becoming an issue for men too as more parents are sharing the responsibility for childcare between them especially when both parents are well educated and/or both have a well paid job.

# Checklist: Sexual Harassment

## Business Case

A work place free from harassment and sexual harassment will ensure that:

- Workers remain within the organisation
- Ensure a positive work culture at the place of work
- It will save legal repercussions and court fees
- It will avoid bad publicity to the organisation

## Checklist:

- Has the employer adopted a corporate policy on harassment and discrimination at the work place taking into consideration existing legislation? (See Annex 1)
- Has this policy been explained to employees at all levels, including new recruits?
- Is this policy regularly reviewed to ensure its effectiveness in line with current developments?
- Have enough time and resources been allocated to designated officers to ensure that they can effectively implement this policy, including:
  - awareness raising/training among all levels of employees
  - publicising the policy for the benefit of employees and clients
  - investigating cases



## Example: Sexual Harassment Case

Stephanie joined the production line of a company. From the first week of her employment, her line manager, regularly stood behind her while she was working and made comments of a sexual nature. He asked her to have a drink with him after work but she refused. Other managers, including more senior managers, were present on some of the occasions when the comments were made, but nobody seemed to take any notice.

On joining the company, Stephanie was given a copy of the grievance procedure. This stated that if she had a problem with any employee she should go to her line manager. If she was not satisfied, she was to approach a more senior manager. As her line manager was the source of the problem, and other senior managers had observed his behaviour and not responded, she felt she couldn't use the procedure. She couldn't find any other procedure to help her deal with her situation and did not feel there was anyone else in the organisation she could speak to. She felt she had no choice other than to resign. Nobody asked her why she was leaving and she did not inform anyone within the company of her experiences. After leaving the organisation she told a number of friends about her experience. They encouraged her to make a complaint against the company stating that the manager sexually harassed her, thus forcing her to resign. The company received notice of her complaint, and was instructed to attend an Employment Tribunal, to defend the claim. They carried out an internal investigation. On conclusion, they accepted that the harassment took place.

Stephanie won her case against the organisation. The tribunal accepted her reasons for not using the organisation's grievance procedure. The Tribunal stated that although the employers were not aware of the manager's behaviour "the mere ignorance of what had occurred was not sufficient to escape liability."



# The Relevant Legislation on Gender Equality

*In recent years various laws were enacted, including legislation on gender equality in order to bring national legal provision in line with EU Directives*

This chapter gives a brief overview of the gender implications that have come into force as a result of the legislation and this chapter seeks to facilitate and encourage the implementation of the law.

The following laws cover gender equality at the workplace:

- Employment and Industrial Relations Act (EIRA)
- Equality for Men and Women Act (EMWA)
- Other Legal Notices:
  - Parental Leave (Entitlement) Regulations
  - Urgent Family Leave Regulations
  - Protection of Maternity Regulations
- Income Tax Act (CAP123):
  - Tax-Credit (Women Returning to Employment Rules 2005),
  - Part-time work (amendment) Rules, 2005

## **The Employment and Industrial Relations Act (EIRA)**

It shall be unlawful:

- To discriminate in job vacancies and selecting procedures of employees where the discriminated party is better qualified, unless the employer can prove that the action was based on acceptable grounds related to the nature of the work or on grounds related to previous work performance and experience.
- To victimise employees for reporting complaints or disclosing information regarding discriminatory behaviour.
- For an employer or employee to harass and sexually harass another employee or the employer
- To give employees in the same class of employment different rates of remuneration for work of equal value.

### **Offence**

A fine not exceeding Lm1,000 or a maximum of 6 months imprisonment or both.



## Equality for Men and Women Act (EMWA)

### Definition of discrimination

*"Discrimination" means discrimination based on sex or because of family responsibilities and includes the treatment of a person in a less favourable manner than another person has been or would be treated on the grounds of sex or because of family responsibilities and "discriminate" shall be construed accordingly"*

Employers discriminate if an employee is given less favourable status than others on the basis of sex and family responsibilities in view of:

- Managing the work
- Giving promotions
- Distributing tasks
- Offering training opportunities
- Working conditions
- Altering conditions after employee invoked right under law
- Publishing or displaying an advertisement which promotes discrimination
- Neglecting the obligation to suppress sexual harassment

This law also establishes the National Commission for the Promotion of Equality (NCPE) and it also lists the various functions of the Commission.



## Sexual Harassment

The EIRA as well as the GEA prohibit sexual harassment and clearly state that it shall not be lawful for an employer or an employee to sexually harass another employee or the employer.

Both laws list a number of actions which are unlawful. The EIRA (and similarly the GEA) lists the following as unlawful:

- Subjecting the victim to an act of physical intimacy
- Requesting sexual favours from the victim
- Subjecting the victim to any act or conduct with sexual connotations, including spoken words, gestures or the production, display or circulation of written words, pictures or other material where -

The act, request or conduct is unwelcome to the victim and could reasonably be regarded as offensive, humiliating and intimidating. The victim is treated differently, or it could be reasonably be anticipated that the victim could be so treated, by reason of the victim's rejection of / or submission to the act, request of conduct.

### Offence

Persons found guilty of this offence shall (without prejudice to any greater liability under any other law) be liable on conviction to a fine (multa) of not more than Lm1,000 or to imprisonment of not more than 6 months or to both.

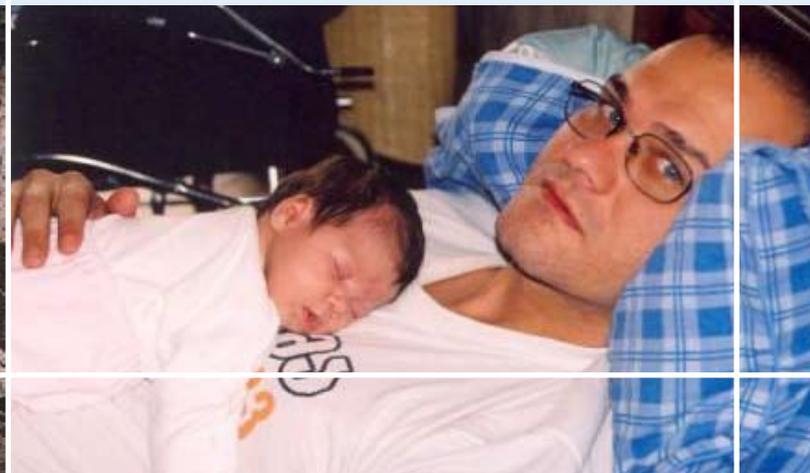
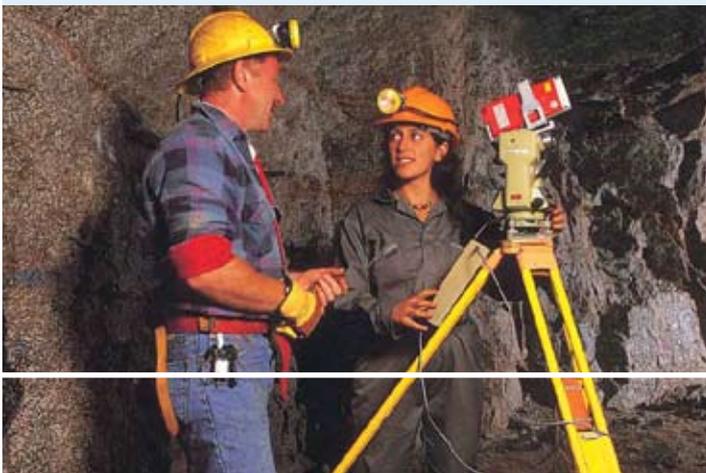
## Parental Leave (entitlement) Regulations

Main clauses:

- Unpaid parental leave is granted to women and men at birth, adoption or legal custody of a child to care for that child for a period of 3 months until the age of 8.
- Employer and employee decide to grant the parental leave on a full-time or part-time basis (piecemeal or time credit system).
- Same job or alternative, or equivalent employment is ensured on his/her return.
- At the end of the parental leave, the employee remains entitled to all the rights and benefits as others at the same workplace.
- Employer cannot dismiss an employee on the basis of parental leave usage.
- The Employee has the right to demand a statement of parental leave taken.
- Employer may postpone the granting of parental leave for justifiable reasons related to the operation of the place of work.

### Offence

A fine of no less than Lm50 and no more than Lm500.



## Protection of Maternity (Employment) Regulations

*Employee = “pregnant employee”, “employee who has recently given birth” and “breastfeeding employee”*

Main clauses:

- Employee is entitled to an uninterrupted maternity leave of 14 weeks, (13 weeks paid, 14th week unpaid) availed of in:
  - Four weeks before giving birth
  - Six weeks after giving birth
  - Remaining weeks in part or full, immediately or before or after the above periods as the employee may request.
- Time-off from work will be granted to attend ante-natal exams at no loss, if such examination have to take place during her working hours.
- Employees on maternity leave or special maternity leave are entitled to all rights and benefits as other employees.
- During leave, employee will forfeit bonuses/allowance related to production / performance.
- Employment and wages shall be ensured throughout the duration of leave.

- Special maternity leave - leave for absence from work granted by the employer to an employee who is pregnant, breastfeeding or has recently given birth, when despite the employer taking steps there exists or would still exist, a risk that could jeopardise the health or safety of the employee. Such leave is to be granted for as long as the risk exists and on terms referred to in the regulation.

It shall not be lawful for the employer to dismiss a pregnant employee, an employee who has recently given birth or a breastfeeding employee, from the date in which such employee formally notifies the employer of her pregnancy to the end of her maternity leave, or during any period of special maternity leave, because of her condition or because she avails herself or seeks to avail herself or to exercise her rights.

### Offence

A fine of no less than Lm200.

## Urgent Family Leave Regulations (EIRA)

Main clauses:

- Employees are entitled to time-off from work in cases of sickness, accidents, births and deaths of immediate family members.
- No advance notification is needed for urgent leave.
- Employer is bound to grant a minimum total of 15 paid hours per year to each employee (this is to be deducted from vacation leave entitlement).
- Employer shall establish the maximum number of hours of time off in each case (should not be less than 1 hour per case except where there is the explicit agreement with employee).
- Employer can demand evidence to confirm request of urgent family leave.
- Part-time employees are entitled to pro rata urgent leave.

### Offence

A fine of no less than Lm200 and no more than Lm1,000

## Tax Provisions affecting Women Returners

### Tax Credit (Women Returning to Employment) Rules, 2005

Women returning to employment will benefit from a tax credit of Lm700 set off against the tax in respect of gains of profits from the said employment.

Women may benefit from this tax credit if they have been absent from the labour market for at least 5 years and have been in employment for at least 24 consecutive months previous to leaving the labour market.

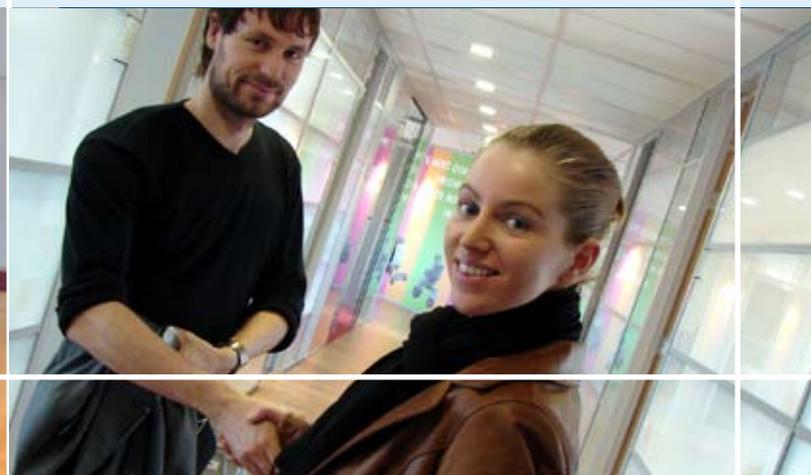
This tax credit may be availed of over 2 consecutive years commencing from the year of assessment during which the return to employment takes place.

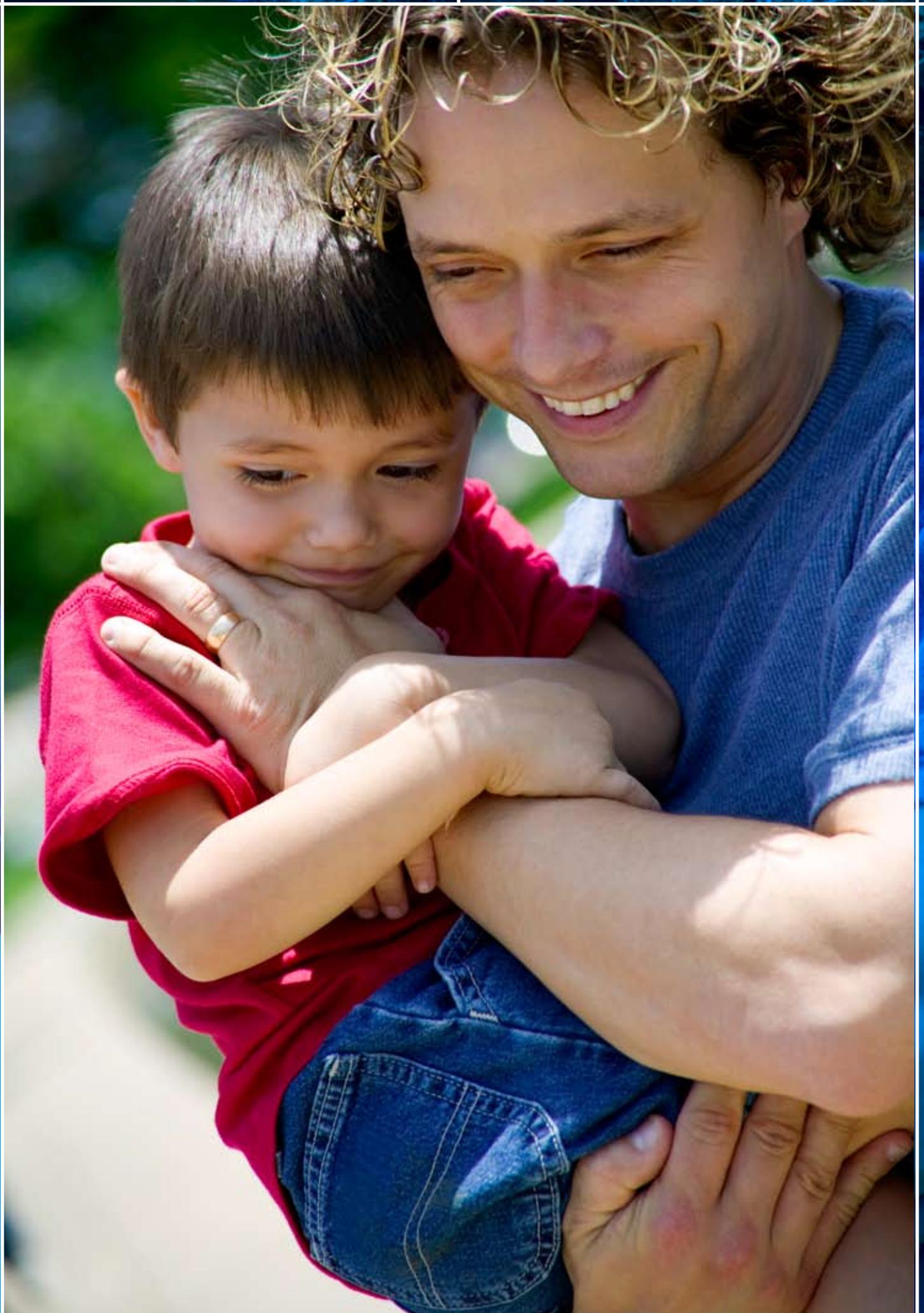
### Part-time Work (Amendment) Rules, 2005

As from year of assessment 2005 any persons:

- Receiving a pension and in part-time employment as secondary form of income
- or
- Holding a full-time job as primary occupation but having also a part-time job as secondary occupation,

are able to transfer their right to 15% tax on the part-time income to the spouse returning to employment, usually the woman.







# Annexes

## Annex 1

# A Sample of an Equal Opportunities Policy for Organisations to Adopt

An equal opportunities policy is an essential first step in order to provide the framework for action and initiatives that the organisation will follow to ensure equality of opportunities for present and potential employees. Below we are providing a sample that can be adapted to suit your organisation's need:

### Equal Opportunities Policy <sup>1</sup>

*[Name of organisation]* is committed to equal opportunity in employment for all staff and applicants for employment. We value everyone working for our organisation for how well they perform their duties, rather than according to irrelevant personal characteristics such as their gender or marital status. We believe that this is instrumental in securing the best employees for our needs.

This organisation thus seeks to achieve an ability-based workforce in order to attain their full potential to the benefit of the organisation and of themselves.

We believe that applicants and everyone who works for us should be treated with fairness and respect in the workplace and not be subject to conduct that is unlawful under equal opportunity or anti-discrimination laws.

It is against Maltese law to discriminate against employees, or anyone who applies for a job, on the grounds of sex, marital status, pregnancy and potential pregnancy, age, and/or responsibilities as a career, and our organisation will not tolerate discrimination against staff or applicants for employment in any circumstances. Anyone found to have breached this policy will be subject to appropriate disciplinary action. Discriminatory conduct may also result in legal proceedings under relevant anti-discrimination legislation and under criminal law.

### Application of policy

This policy applies to everyone who works at *[Name of organisation]* including partners, consultants, professional and para-professional staff, managers, temporary workers, contract workers, full-time, part-time and casual workers, and anyone applying for a position with us. It also applies to those with whom we work, including clients, and those who undertake work for us, including contractors and their employees.

This policy covers all aspects of employment including access to interviews, job offers, recruitment advertising, job descriptions

<sup>1</sup> This policy has been formulated on the model provided by The Law Society of New South Wales, 2001 Equal Opportunity Handbook and Model Policies

and specifications, terms and conditions of employment, access to promotion, training and transfer opportunities, access to benefits relating to employment, dismissal, redeployment and compulsory retirement.

### Discrimination

Discrimination occurs when a person is treated less fairly than another because they happen to belong to a particular group.

Discrimination may take the following forms:

- **Direct discrimination**

Direct discrimination means treatment that is obviously unfair or unequal on any of the grounds, in any of the areas covered by equal opportunity legislation. For example, not hiring someone because they belong to a particular sex would be direct discrimination.

- **Indirect discrimination**

Indirect discrimination means a requirement or rule that is the same for everyone but has an effect or result that is unequal. For example, offering training opportunities exclusively outside office hours may constitute indirect discrimination since members of a particular sex who are usually assigned care responsibilities at home would probably not be able to attend.

Discrimination also includes sexual harassment.

### Vacancy advertising

Wherever possible, all vacancies will be advertised simultaneously internally and externally. Steps will be taken to ensure that knowledge of vacancies reaches underrepresented groups internally and externally. All vacancy advertisements will include an appropriate short statement on equal opportunity.

### Selection and recruitment

Selection criteria (job description and employee specification) will be kept under constant review to ensure that they are justifiable on non-discriminatory grounds as being essential for the effective performance of the job. Wherever possible, more than one person must be involved in the selection interview and recruitment process, and all should have received training in equal opportunities. Wherever possible, members of the under-represented sex will be involved in the

interviewing process. Reasons for selection and rejection of applicants for vacancies must be recorded.

### Positive action – training, promotion and conditions of service

Members of the under-represented sex will be encouraged to apply for training and employment opportunities with the organisation. Wherever possible, special training will be provided for such persons to prepare them to compete on genuinely equal terms for jobs and promotion. However, actual recruitment to all jobs will be strictly on merit. Wherever necessary, use will be made of lawful exemptions to recruit suitably qualified people to cater for the special needs of the under-represented sex.

Wherever possible, efforts will be made to identify and remove unnecessary /unjustifiable barriers and provide appropriate facilities and conditions of service to meet the special needs of the members of the under-represented sex.

### Monitoring and review

The organisation will monitor the implementation of this policy on a regular basis to determine its effectiveness. For such purposes, the organisation shall keep a record of all employees' and job applicants' personal details, in accordance with the general principle of data protection. Where necessary, employees will be able to check/correct their own record of these details. Access to information will be restricted to such corrections. Such records will be analysed regularly, and appropriate follow-up action taken.

### Victimisation

It is against the policy of the organisation to victimise or threaten to victimise someone by treating unfairly because they have:

- Said that they should not be discriminated.
- Made a complaint about discrimination at work.
- Sent a complaint about discrimination to an external body, such the National Commission for the Promotion of Equality.
- Gave advice or information about discrimination to someone else, or acted as a witness for someone who has been discriminated against.

Victimization can include actual or threatened demotion, dismissal, transfer or suspension. [Name of organisation] will not tolerate victimisation in any circumstances. Anyone found to have engaged in victimisation will be subject to appropriate disciplinary action. Victimization can also result in legal proceedings under relevant anti-discrimination legislation and under criminal law.

### Responsibilities of management and staff

[Name of organisation] has a responsibility to prevent unlawful discrimination.

All managers, supervisors and partners must do their best to prevent unlawful discrimination within their teams. If you are a manager, supervisor or partner you must:

- Monitor the working environment to ensure acceptable standards of conduct are observed at all times.
- Be a good role model and not engage in behaviour that could be interpreted as discriminatory.
- Ensure that the people you supervise understand this policy.
- Promote the firm's equal opportunities policy within the organisation.
- Make it clear that you will not tolerate any behaviour which could be in breach of this policy.
- Act immediately if you witness or are told about any conduct that may be in breach of this policy.
- Maintain confidentiality when you are involved in a case where discrimination occurs.

All employees have a responsibility to:

- Comply with the firm's equal opportunities policy.
- Offer support to anyone who is being discriminated against and let him/her know where he/she can get help and advice.
- Maintain complete confidentiality if you have any information during the investigation of a complaint.

### Disciplinary and grievance procedures

[Name of organisation] will regard as misconduct any act of unlawful discrimination or victimisation.

This organisation will treat seriously and in a confidential manner all the grievances and complaints made by employees in relation to discrimination or victimisation and in accordance with the organisation's Grievance Handling Procedure.

Grievances and complaints about discrimination or victimisation may be communicated confidentially and without prejudice to one's supervisor, the managing partner and the Human Resources Manager [Specify other names as appropriate].

All employees may contact the National Commission for the Promotion of Equality, or the Department of Employment and Industrial Relations for advice or if they are unhappy with the handling of a complaint.

### Communicating the policy

This policy is endorsed and sponsored by the management team of [Name of organisation]. The policy is explained to all employees as part of induction and they are required to sign their copy of the policy to indicate their understanding and acceptance.

At least once a year the policy will be circulated, electronically or as a printed document, to all employees of the firm to reinforce [Name of organisation's] commitment to upholding it.

Comments on the policy are welcome and should be directed to [Name, designation].

Name \_\_\_\_\_

Surname \_\_\_\_\_

Designation \_\_\_\_\_

Date \_\_\_\_\_

1 Policy modelled on a specimen provided by the Malta Employers Association.

## Annex 2:

# A Policy on Sexual Harassment for Organisations to Adopt<sup>1</sup>

### Introduction

This document defines what the Management of the organisation (*specify name*) perceives as sexual harassment and stipulates the procedures that shall be adopted in cases of allegations of sexual harassment at work.

This policy binds all the employees of the organisation (*specify name*)

### Declaration of Principles

1. The Management of the organisation (*specify name*) believes that preventing sexual harassment is part of good management. The victim of sexual harassment may experience emotional stress, physical stress, and/or a negative change in job performance. On the other hand, the organisation may be negatively effected in terms of low morale amongst employees, higher rate of absenteeism, job turnover and low job performance. Through this Sexual Harassment Policy it wants to ensure that all its employees are treated with respect and dignity.
2. This organisation (*specify name*) believes that sexual harassment is an intolerable violation of the dignity of workers and that it may have negative effects on the work environment and the general well-being of staff and/or clients, and is therefore committed to create a climate at work in which women and men respect each other.
3. This organisation (*specify name*) is an equal opportunity employer and as such it will not tolerate any form of sexual harassment at the workplace. Management and all employees in general are duty bound to safeguard and uphold the guidelines articulated in this policy document.

### Aims

4. This policy is aimed at:
  - Securing the dignity and personal development of all members of staff within this organisation. The Management makes it clear that sexual harassment is unlawful and will not be permitted or condoned in the workplace.
  - Informing and educating the employees on the type of behaviour that is acceptable or unacceptable at the place of work.
  - Providing redress to the victims of sexual harassment at the place of work. No employee needs to fear that he/she will be victimised for bringing a complaint of sexual harassment. All sexual harassment claims will be treated seriously, confidentially, and the necessary action will be taken to deal with the claim.
  - Building a pro-active work environment that prevents the occurrence of sexual harassment at the place of work.

### Definition of Terms

5. Sexual harassment is unwelcome behaviour of a sexual nature or other sex based conduct affecting the dignity of women and men at the workplace. Male and female employees may not always realise that their behaviour constitutes sexual harassment. They must recognise that what is acceptable to one person may not be acceptable to another. Sexual harassment takes many forms, from relatively mild sexual comments to actual physical violence. The following may be considered as a broad classification system in this regard:
  - **Physical conduct of a sexual nature:** commonly regarded as meaning unwanted physical conduct ranging from unnecessary touching, patting, pinching, brushing against another employee's body to assault and coercing sexual intercourse at the place of work. Recourse to such coercive conduct could lead to the institution of criminal charges.
  - **Verbal conduct of a sexual nature:** this may include unwelcome sexual advances, propositions or pressure for sexual activity; continued suggestions for social activity outside

<sup>1</sup> Policy modelled on a specimen provided by the Malta Employers Association.

the workplace after it has been made clear that such suggestions are unwelcome; offensive flirtations, suggestive remarks, insensitive jokes, innuendoes or lewd/obscene comments.

- **Non-verbal conduct of a sexual nature:** refers to the display of pornographic or sexually suggestive pictures, objects or written materials and/or making sexually suggestive gestures.
- **Sex-based conduct:** refers to conduct that denigrates or ridicules or is intimidatory or physically abusive in nature. This includes derogatory or degrading abuse or insults that are gender related and offensive comments about appearance or dress. Such conduct can create an offensive working environment for the recipient.
- **Sexual blackmail (Abuse of authority):** refers to conduct where an employee's refusal or submission to unwanted sexual behaviour is used as a basis for a decision which affects that employee's access to employment, continued employment, training, salary, and promotion opportunities. This form of behaviour involves abuse of authority as only somebody holding direct or indirect (that is capable of influencing) supervisory or managerial authority has the power to threaten or actually take an employment decision affecting the person harassed.

The above list is not an exhaustive list and should not be considered as such.

## Procedures

### 6. Objectives

- These procedures are intended to make it clear to both management and staff how sexual harassment cases are to be tackled.
- The procedural framework identified herein ensures that sexual harassment cases are dealt with fairly, consistently, constructively and speedily. All cases will also be dealt with utmost confidentiality.
- These procedures reflect the current standards of good practice and follow the basic precepts of natural justice, namely:
- The alleged harasser should be informed of the nature of the accusation against him/her;
- The alleged harasser will be given the opportunity to state his/her case prior to the undertaking of any disciplinary action.

- Those presiding over both investigative and disciplinary hearings will act in good faith prior to reaching any decisions.

The primary purpose of this procedural framework is to deal with cases of sexual harassment in a constructive manner by providing employees the possibility of improving their conduct. These procedures aim to achieve this by dealing with minor breaches of code of conduct informally (where the complainant agrees).

### 7. Application

These procedures apply to sexual harassment cases experienced by the employees of this organisation as well as any students and trainees placed within this organisation.

### 8. Advice and Assistance

All employees will be informed of this organisation's sexual harassment policy through formal and informal training programmes, where the main points of this policy will be outlined and disseminated. Also, the legal mechanism relating to sexual harassment will be explained, and the employees will be informed about where to seek assistance outside the organisation should they feel that they will be better safeguarded that way. The employees will be further informed about the possibility of seeking assistance from the relative trade union/employee representative.

These training initiatives will stress that complaints related to sexual harassment will be treated very seriously. All employees of this organisation are entitled to adequate, regular, and ongoing training on the prevention of sexual harassment at work to ensure that this policy is adhered to at all times.

### 9. Dealing with sexual harassment informally

- Persons experiencing the more minor forms of sexual harassment may take informal action by approaching the person concerned and attempting to resolve issues informally. This is done, primarily, by making it clear to the harasser that the behaviour is unacceptable and must stop. Such informal action is intended to avoid seeking redress through formal procedures that may lead to a disciplinary hearing depending on the severity of the alleged offence. Employees should note that, whilst

informal settlement may be appropriate in some instances, it remains within their rights to seek redress through the formal procedure of the organisation. This organisation further recognises the difficulties related to pursuing informal redress to experiences of sexual harassment, particularly if the alleged harasser is a senior member of staff.

- Where the complainant is too embarrassed to approach the harasser to reach informal settlement, the former may ask a colleague, head of section or a trade union representative to raise the issue with the person concerned.
- If anyone is approached by a colleague on behalf of the complainant, the approached party is entitled to assistance by a colleague, trade union or any other representative as delineated above.
- The organisation may consider that it is opportune to identify and appoint someone within the same organisation to act as a 'confidential counsellor' or adviser to individuals experiencing sexual harassment upon the latter's consent. Sexual harassment counsellors will offer advice and support to the individual who has been harassed and suggest possible courses of action to the latter, depending on the severity of the case, such as, for example, whether to lodge a formal or informal complaint.
- Management at all levels have a duty to establish and maintain workplaces free of sexual harassment. Should any sexual harassment be taking place, the head of section is duty bound to bring this to the attention of the appointed 'confidential counsellor'.

### 10. Formal complaints

- Where informal methods fail, or serious harassment occurs, employees are advised to lodge a formal complaint and should seek assistance from the respective head of section or any other senior staff member in doing so. If the latter is somehow implicated in the allegations made by the complainant, the complainant should report the incident to another officer holding a senior grade within or outside the complainant's section.

- The complaint should be made in writing and where possible state:
  - the name of the harasser
  - the nature of the harassment
  - Dates and times when the harassment occurred
  - Names of potential witnesses to the alleged incident
  - Any action taken by the complainant to stop the harassment.

The complaint, once signed by the complainant, should be sent, in confidence, to the Head of the organisation.

- When formal complaints are instituted against an employee, the latter is advised to seek the support of a work colleague or trade union representative or any other person as delineated above.
- If the complainant, and/or the alleged harasser are victimised by other colleagues because of their actual or alleged behaviour, the latter are liable to disciplinary action.
- Copies of all formal complaints should not only be kept confidentially on file, but should also be sent to the complainant and the alleged harasser, who are also to be informed about the duty of confidentiality in relation to the same complaint. Similarly, copies of reports defining the outcome of the preliminary investigation into the allegation should be sent to those involved in the case. The report must be submitted by the investigating board not later than one week from when the investigations are terminated.
- Finally, if the preliminary investigation leads to a formal disciplinary hearing, the case against the harasser is proved and the relevant sanctions are imposed, a written document delineating the said information should be filed in the employee's personal file. A copy of this document should be made available to both the complainant and harasser.
- The course of action delineated above does not override the right of the complainant or the alleged party to take recourse to legal action.

## 11. Investigations

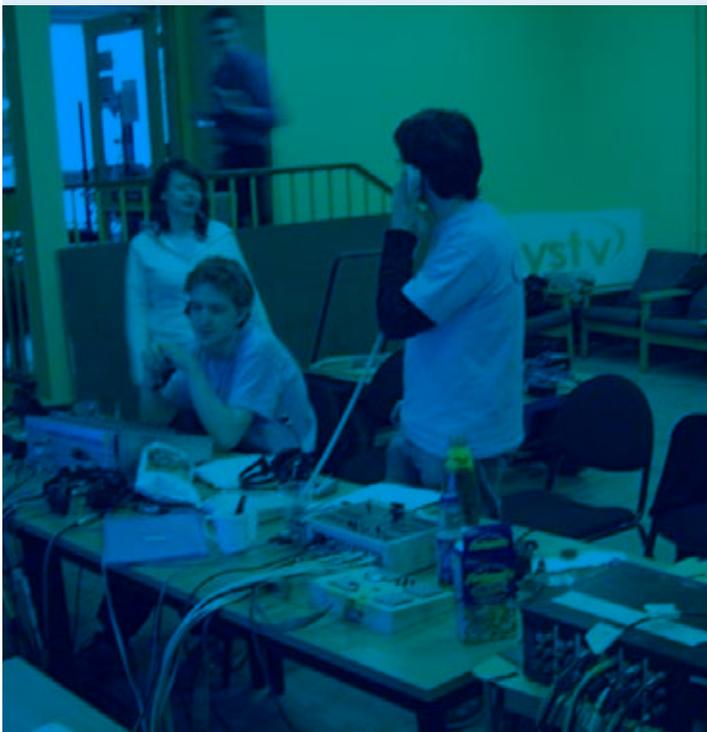
- Immediately after a formal complaint of harassment has been received, where necessary, action will be taken to separate the alleged harasser from the complainant. This may involve the temporary transfer of the alleged harasser to another section or suspension from work until the complaint has been resolved.
- At least two officers nominated by the Head of the Organisation will carry out a full and thorough investigation as quickly as possible. The Head of the organisation may also appoint other professionals as members of the investigating board. The Head or a delegate must appoint the Investigating Board within three working days from when the complaint is received. It is recommended that where possible, the constitution of the Board will reflect equal gender representation. All persons involved in the investigation are expected to maintain and ensure confidentiality at all times.
- Given the sensitivity of sexual harassment cases, Board members should ensure an efficient and expedient investigating process. The investigating Board must initiate its work within five working days from their appointment.
- Copies of statements made by witnesses will be made available to the alleged harasser and the complainant. Witness will be encouraged to appear at the complaints hearing if requested by either party. The organisation acknowledges that some witnesses may be reluctant to do so. In

these circumstances, the Board will, if necessary, adjourn the hearing to ask supplementary questions to the witnesses in private. Further, the Board will inform witnesses that the organisation shall not permit their victimisation due to giving evidence.

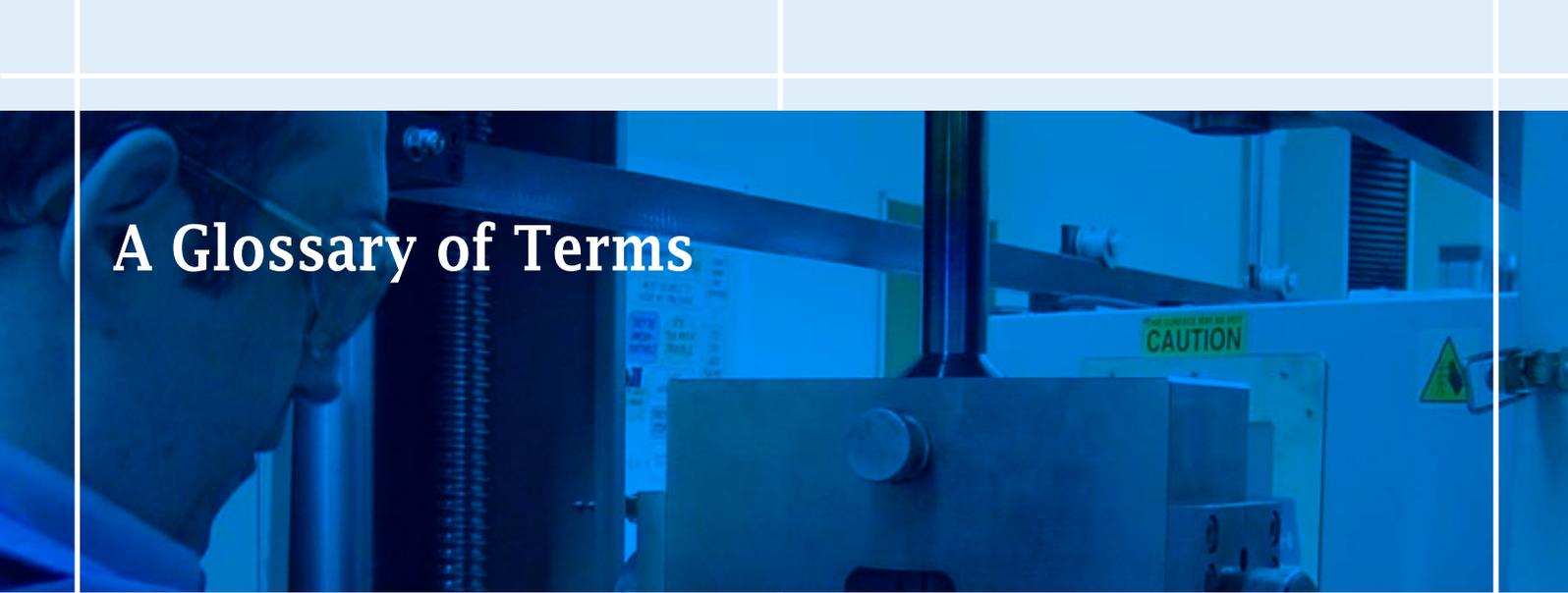
- Both the complainant and the alleged harasser will also have the right to be accompanied at the complaints hearing by a staff representative.
- Where the Board concludes that the harassment has actually taken place, disciplinary procedures will be immediately instigated. The Board may also recommend that the harasser is offered counselling.
- The harasser will have an opportunity to defend his/her actions before a full disciplinary hearing.
- The complainant will be offered recovery assistance if he/she so desires.

### Disciplinary Hearings/Measures in Sexual Harassment Cases

12. It is important to note that proven sexual harassment by staff constitutes gross misconduct which could lead to dismissal. If an alleged case of harassment by staff is actually proved, the following sanctions may be imposed according to the severity of the case:
- Written reprimand
  - Suspension without pay
  - Downgrading
  - Dismissal







# A Glossary of Terms

**Compressed Workweek** - A form of alternative scheduling in which a standard full-time work schedule is condensed into fewer than five full days - e.g. working longer hours on 4 days and having the 5th work day free, or half day.

**Excused Time Away** - To attend school functions or do volunteer work.

**Extended Personal Leave** - Up to one year of unpaid leave for personal reasons, such as to complete a degree, write a book, or take an extended vacation.

**Family Leave** - Paid or unpaid time away from work, with guaranteed return to same or similar position to care for a newborn, newly adopted or newly placed foster child, or to care for a spouse, child or parent who is seriously ill.

**Flexible Work Arrangements** - Flexible work arrangements, such as flexitime, telecommuting (or tele-working), compressed work week, reduced hours and job sharing create a less rigid workplace allowing employer and employee greater control over productivity.

**Flexitime** - Flexitime is the most widely used option of flexible arrangements. Within limits set by management, employees work a standard number of hours each week, but choose their own starting and finishing times. A portion of each day is designated as "core time" when all employees must be present.

**Gender Mainstreaming** - The integration of the gender perspective into every step of the policy processes - design, implementation, monitoring and evaluation - with a view to promoting equality between men and women.

**Gradual Return to Work** - Employees who have been on leave, return to work on a less than full-time basis for a specified period of time. This is an option most often used by women returning from family leave.

**Job Sharing** - individuals voluntarily share the responsibilities and duties of one full-time position. Compensation and benefits can be shared or prorated.

**Leave Sharing** - Employees voluntarily donate their paid time off to co-workers for personal or family illness or emergencies.

**Medical Leave** - Paid or unpaid time away from work, with guaranteed return to same or similar position, granted for absence due to an employee's health condition.

**Personal Leave** - Flexible leave programs that enhance recruitment effort, increase retention and improve community relations.

**Personal Sick Leave** - To care for ill or injured dependents or spouse.

**Personal Time Off** - To handle personal business, such as doctors' appointments and educational pursuits.

**Pooled Time Off** - Employees are given a single pool of time to use for personal reasons, such as vacation, personal time away, illness or family emergencies.

**Positive Action** - Action to encourage the under-represented sex into non-traditional work/training, and to help eliminate gender-stereotyping; e.g. single-sex courses for men or women to address under-representation in a particular sector or industry.

**Reduced Hours** - Employees regularly work fewer hours than a company's standard full-time schedule. Schedules vary widely, and compensation and benefits are usually based on the number of hours worked.

**Retirement** - eligible employees can gradually reduce their full-time hours over a period of one or more years. The reduction in work time varies. Some cut back on hours per day, others on days per week, while others take longer vacations.

**Sabbaticals** - Extended time away to renew energy and stimulate creativity.

**Tele-Working/E-Working** - A work arrangement that allows employees to work at home or at an alternative location close to home for all or part of their scheduled hours. Employees are usually linked to the office via computer, telephone, fax and e-mail.

**Temporary Phase In/Out Programmes** - Phased Retirement

**Variable Time Program** - Full-time employees work part-time for a temporary period (usually 2 to 3 months) while retaining their benefits. Employees who might use this program include those with child care or elder care responsibilities.

**Victimisation** - If a person has made or is making an accusation of discrimination in good faith, it is unlawful to discriminate against him/her for having done so, or because he/she intends to do so, or it is suspected that he/she intends to do so.

**Village Feast Holidays** - To celebrate religious or cultural traditions.

**Work of Equal Value** - When a woman claims that her work is of equal value to a male colleague, she will be performing different job duties but will be arguing that the work she does, in terms of the demands made on her, for instance, in terms of effort, skills and decision making, is of the same as that of the man and they should therefore be paid the same.





# Useful Links and Resources

## A. General Links

**Employment and Training Corporation, Malta**  
[www.etc.gov.mt](http://www.etc.gov.mt)

**Malta Employers Association**  
[www.maltaemployers.com](http://www.maltaemployers.com)

**National Commission for the Promotion of Equality, Malta**  
[www.equality.gov.mt](http://www.equality.gov.mt)

**Stop Discrimination Campaign, EU**  
[www.stop-discrimination.info/99.0.html](http://www.stop-discrimination.info/99.0.html)

**Working Balance: The People Management Agenda, UK**  
[www.workingbalance.co.uk](http://www.workingbalance.co.uk)

**Work Life Balance Website, Ireland**  
[www.worklifebalance.ie](http://www.worklifebalance.ie)

**Employment and Social Affairs, EU**  
[www.eu.int/pol/socio/index\\_en.htm](http://www.eu.int/pol/socio/index_en.htm)

**Institute for Employment Studies, UK**  
[www.employment-studies.co.uk/summary/summary.php?id=fambus](http://www.employment-studies.co.uk/summary/summary.php?id=fambus)

**Equality North East, UK**  
[www.equality-ne.co.uk](http://www.equality-ne.co.uk)

**Work-Life Balance Centre Courses, UK**  
[www.worklifebalancecentre.org](http://www.worklifebalancecentre.org)

**The Wharton Work Life Integration Project**  
<http://worklife.wharton.upenn.edu>

**Work Smart, UK**  
[www.worksmart.org.uk](http://www.worksmart.org.uk)

## B. Employers' Resources

**Equal Opportunities Commission, UK**  
[www.eoc.org.uk](http://www.eoc.org.uk)

**ACAS, UK**  
[www.acas.org.uk](http://www.acas.org.uk)

**International Labour Organisation**  
[www.ilo.org/dyn/gender/gender.home](http://www.ilo.org/dyn/gender/gender.home)

**Skill, New Zealand**  
[www.skillnz.org.nz/employers](http://www.skillnz.org.nz/employers)

**Trade Union Congress, UK**  
[www.tuc.org.uk/work\\_life/index.cfm](http://www.tuc.org.uk/work_life/index.cfm)  
[www.tuc.org.uk/equality](http://www.tuc.org.uk/equality)  
[www.tuc.org.uk/theme/index.cfm?theme=changingtimes&startrow=1&endrow=3](http://www.tuc.org.uk/theme/index.cfm?theme=changingtimes&startrow=1&endrow=3)

**Creating More Balance, UK**  
[www.cmb.org.uk](http://www.cmb.org.uk)

**Employers and Work-Life Balance - The Work Foundation**  
[www.employersforwork-lifebalance.org.uk](http://www.employersforwork-lifebalance.org.uk)  
[www.theworkfoundation.com](http://www.theworkfoundation.com)

**Working Families.org.uk**  
[www.workingfamilies.org.uk/asp/employer\\_zone/e\\_welcome.asp](http://www.workingfamilies.org.uk/asp/employer_zone/e_welcome.asp)

**The Chartered Institute for Personnel and Development, UK**  
[www.cipd.co.uk](http://www.cipd.co.uk)

### **The National Work-life Alliance, USA**

[www.worklifealliance.org](http://www.worklifealliance.org)  
[www.worklifealliance.org/policies/fairempl/equalpay/fairpay-audit.cfm](http://www.worklifealliance.org/policies/fairempl/equalpay/fairpay-audit.cfm)

### **Department of Trade and Industry, UK**

[www.dti.gov.uk/bss](http://www.dti.gov.uk/bss)  
[www.dti.gov.uk/er/index.htm](http://www.dti.gov.uk/er/index.htm)

### **Best for Business, UK**

[www.bestforbusiness.com/Homepage.aspx?id=212](http://www.bestforbusiness.com/Homepage.aspx?id=212)

### **Equal Employment Opportunity Commission, USA**

[www.eeoc.gov](http://www.eeoc.gov)  
[www.eeoc.gov/employers](http://www.eeoc.gov/employers)  
[www.eeoc.gov/employers/smallbusinesses.html](http://www.eeoc.gov/employers/smallbusinesses.html)

### **Employers Association, Inc**

[www.employersinc.com](http://www.employersinc.com)

### **CINTERFOR**

[www.cinterfor.org.uy/english](http://www.cinterfor.org.uy/english)

## **References**

### **Equality Opportunities Commission, UK**

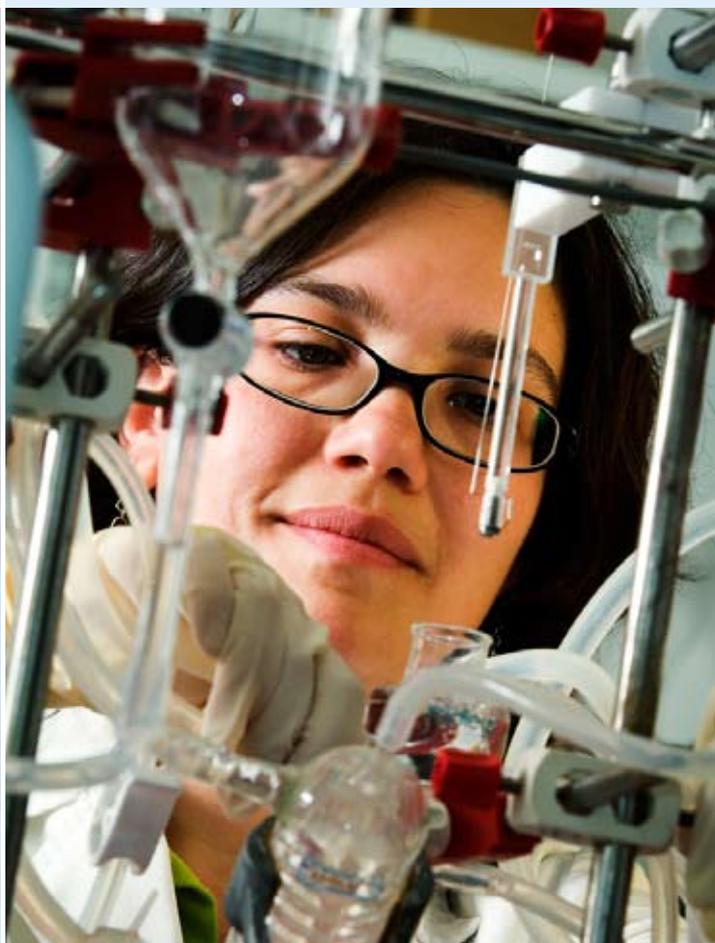
[www.eoc.org.uk](http://www.eoc.org.uk)

### **Metropolitan Washington Work/Life coalition**

[www.worklifecoalition.org/index.php?pr=Quick\\_Tips](http://www.worklifecoalition.org/index.php?pr=Quick_Tips)

### **ACAS advisory booklet**

[www.ecacas.org.uk](http://www.ecacas.org.uk)



## **A Manual for Employers who want to ensure Equal Opportunities at the Workplace**

This manual has been developed specifically for Maltese employers and HR Managers who want to ensure that their employees do not suffer unfair discrimination in employment. It should offer advice on how to recruit and retain the best employees according to their skills and abilities and to do so in line with the law. Workplaces which encourage equity and which develop supportive and innovative work practices that permit better work life integration can attract the best employees and enhance the company's reputation and image.

The manual contains:

- A checklist to avoid discrimination including examples of good and bad practices
- Updated information on equality legislation of relevance to the labour market
- A sample of a Gender Equal Opportunities Policy
- A sample of a Harassment Prevention Policy
- A Glossary of Terms
- Useful web links

### **Employment and Training Corporation (ETC)**

Head Office,  
Hal Far, BBG 3000  
Tel: 2165 4940  
Fax: 2220 1802  
Email: [etc@gov.mt](mailto:etc@gov.mt)

[www.etc.gov.mt](http://www.etc.gov.mt)

