



Shared responsibilities
in the workplace:

**A GUIDE ON LABOR
ACTIONS FOR
RECONCILIATION
WITH SOCIAL
CO-RESPONSIBILITY**



Empowered lives.
Resilient nations

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PREFACE

The expansion of liberties and opportunities to all persons, as posited by the paradigm of human development, is the ultimate goal that the United Nations Development Program (UNDP) promotes within the countries of Latin America and the Caribbean. For the purpose of attaining full human development, it is necessary to identify and establish those specific actions that enable overcoming those existing obstacles that often restrict the opportunities of individuals, families and communities to attain full development. In our contemporary societies, these obstacles are linked to a person's social and economic conditions, ethnic or racial origin, place of residence, age and gender.

Indisputably, one of the most important social transformations of the last fifty years has been the incorporation of women to areas that had previously been the almost exclusive domain of men, such as, for example, political participation and economic management. This change has generated strong tensions in the roles that have historically been assigned to men and women within our societies. But the question is: how much have these roles been modified by such change? How have companies reacted to this transformation? Are companies more egalitarian than thirty years ago?

According to the research study “Percepción de mujeres directivas en Latinoamérica sobre determinantes de su ascenso” (“Perception of Latin American women managers on factors determining their promotion”) (Cárdenas de Santamaría et al, 2010), women begin their careers one or more tiers below men, earning less and, therefore, having access to less benefits and less social and work acknowledgement. Women who have attained managerial positions point out that they had to prove they were “twice as good” and able to overcome work-generated tensions. According to them, in developing their careers they had not only to deal with glass ceilings, but also walk through real labyrinths (Eagly y Carli, 2007). Lastly, they underscore a crucially important fact, having to do with the need to simultaneously face, in their personal and professional lives, two significant moments: i) the most important productive period in their careers is overlapped by their reproductive times. ii) Women between the ages of 30 and 40 who are prepared to take the leap towards positions of greater responsibility in the companies for which they work face the dilemma of family responsibilities and a dichotomy opposing their work and their families.

Thus, if women are more prepared than ever before, what is stopping companies from taking advantage from their full potential? Even though there are many reasons, numerous studies carried out within the region show that one of the main obstacles for improving the situation of women at the workplace continues to be the inequitable distribution of family responsibilities. These responsibilities continue to be disproportionately assumed by women —most men continue to generally avoid them—, and both the State and private companies continue to expect to be solved by the families themselves, especially by the women.

Companies usually comply with maternity policies but do not develop, in any meaningful way, policies that promote responsible paternity, nor do they enact specific work actions to facilitate reconciliation (establishment of day-care centers, the implementation of flexible working hours or work-from-home arrangements, the creation of balanced conditions that accommodate the breast-feeding period and allow for the care of children, among others). In turn, the current legal frameworks of the region’s States still have work to shortcomings to fix in this regard. Most countries offer just between two and five days of paternity leave and only two countries within the region (Chile and Cuba) grant paternity leaves that guarantee the right of both parents to care for their newborn daughter or son once the maternity leave expires (ILO and UNDP, 2013).

Nevertheless, there are numerous companies that have shown that it is possible to change the current things. Since 2003, more than 1,400 companies have been certified in gender equality. These Certification Programs for Gender Equality Management Systems¹ articulate the framework of human rights with gender equality, entrepreneurial social responsibility principles² and the planning of certifications standards. The methodology is based upon a constant process of planning, action, assessment and enactment.

This Guide for Organizations to promote shared responsibilities was prepared as a part of the project “Conciliation with social co-responsibility: towards full citizenship for women”, developed by the UNDP Country Office in Uruguay, and was supported by the UNDP’s Democratic Governance Thematic Trust Fund (DGTTF). This is the first of a series of Guides for Organizations, with the goal to contribute to gender equality through the development of specific practices and actions. This Series is also a deliverable of the regional project “Companies for Gender Equality” of the United Nations Development Program’s (UNDP) Regional Bureau for Latin America and the Caribbean, which is being implemented through its Regional Center and has the support of the program “Towards an integrated and including development in Latin America and the Caribbean”, backed by the Spain-UNDP Trust Fund.

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1 The Comunity for Gender Equality Seals is constituted by: the Program for Gender and Race Equity of the Ministry of Policies for Women of Brazil’s Federal Government; the Equalizing-Reconciliation Seal of the National Women’s Service (SERNAM, by its Spanish initials) of the Government of Chile; the Labor Ministry and High Council for Women of Colombia; the System for Gender Equality and Gender Equity System (SIGEG, by its Spanish initials) of the National Women’s Institute (INAMU, by its Spanish initials) of Costa Rica; the IGECSA Program of the Ministry of Agriculture of Cuba; the Salvadoran Institute for the Development of Women (ISDEMU, by its Spanish initials) of El Salvador; the National Institute of Women (INAM, by its Spanish initials), of Honduras; the Gender Equity Model (MEG, by its Spanish initials) of the National Institute for Women (INMUJERES by its Spanish initials) of the Federal Government of Mexico; the Model for Management of Good Entrepreneurial Practices with Gender Equality (Nicaraguan Union for Entrepreneurial Social Responsibility, UNIRSE (by its Spanish initials); the United Nations Agency for Gender Equality and Empowerment of Women, UN Women, and the United Nations Development Program (UNDP) of Nicaragua; Dominican Republic’s institutions, and the Program for Quality Management with Gender Equality of the National Women’s Institute (INMUJERES, by its Spanish initials) of Uruguay.

2 As well as by the governing principles on companies and human rights (see United Nations, 2011).

1. What is understood by reconciliation with social co-responsibility at the workplace?*

The concept of *shared responsibilities* alludes to the incorporation, within the company organizational policies, of labor actions that address the reconciliation between work and family, considering that care is not solely the responsibility of families or women, but it is also a responsibility that must be addressed by the State and by companies³. Co-responsibility is understood in terms of a double transfer of care responsibility: from women to men (progress regarding *gender equality*) and from *families to the market and the State* (socio-economic equality).

Labor market has undergone evident changes in terms of participation and organization, as have family structures. In this sense, it is important to begin constructing, new corporate organizational models capable of integrating the realms of personal, family and labor life. These models should allow a better use of spaces and opportunities, in order to promote a full, comprehensive and more egalitarian development between men and women.

Companies fulfill an outstanding role in the construction of new agreements regarding the care for depending persons. Therefore, it is necessary to rethink the working space for the purpose of innovatively and creatively conciliate care needs with efforts oriented towards the increase of productivity.

Co-responsibility contributes to an improvement in the quality of life of people and is understood as a tool

* This work was carried out based upon the contributions of the Uruguay UNDP's domestic team of the "Reconciliation with joint responsibility towards full citizenship for women" project; team members were: Ximena Iannino, Karina Gasparini, Verónica Hiriart, and Cecilia de Soto.

³ This document shall only emphasize those labor measures, actions and practices for reconciliation made by the region's public and private companies. Policies, measures, services and actions for reconciliation with joint responsibility implemented by States —at all local, provincial and domestic levels— as part of their labor and social policies are not addressed, nor alluded to here.

for managing human capital. Thus, reconciliation with social co-responsibility practices are *“Those measures adopted by organizations, companies or institutions —beyond legal requirements— that are aimed at creating conditions that allow workers of both genders to fulfill their responsibilities and solve their personal, family and work challenges in a balanced way, thus allowing the full enjoyment of rights by all people”* (SERNAM, 2003:7).

Promoting the rights of those who provide care is harmonized with the tenets of ‘decent work’ put forward by the International Labor Organization (ILO). “Decent work” equitably contemplates the family needs of workers of both genders, as well as the right of depending people to be protected and cared for. The State has the obligation of guaranteeing its citizens the conditions needed for exercising these rights in the same conditions.

“The concept of decent work”

The International Labor Organization (ILO) introduced in 1999 the concept of decent work, which expresses the broad goal of women and men to have productive employment opportunities in conditions of freedom, equity, safety and dignity. Approaching it entails considering both the labor and non-labor dimensions of the issue, and it establishes a bridge between work and society. Its main goal is to attain an improvement in the living conditions of all people.

- The development of productive employment opportunities alludes to the need to ensure that all people who wish to work should effectively be able to find a job that allows workers and their families to attain an acceptable level of wellbeing.
- Employment in conditions of freedom underscores the fact that a job should be freely chosen and carried out under non-forced conditions. It means also that workers have the right to take part in the activities of workers’ unions.
- Employment in conditions of equity means that workers must be treated in a fair and equitable manner, without suffering any kind of discrimination, and that they should have the possibility of reconciling their work and their families.
- Employment in conditions of safety alludes to the obligation to ensure the protection of the health of workers, as well as to provide adequate pensions and social protection.
- Employment in conditions of dignity requires all workers to be treated with respect, and ensuring that they may take part in the decisions regarding the definition of working conditions.

Each of the aforementioned dimensions of the concept of decent work has been the subject of ILO recommendations and mandates since its foundation, nine decades ago. What’s novel about the concept rests upon its proposition of a joint vision of the various dimensions of work, which are approached within the framework of the same conception. Also, it is important to point out that this is a universal concept, one that includes both male and female workers.

Source: ILO (1999), quoted in ILO and UNDP (2009: 26).



2. Why is it necessary to promote co-responsibility labor practices?

The adoption of reconciliation with co-responsibility practices generates costs to companies, both in organizational and financial terms. The former stem from the need to modify the usual way in which things work; for example, the introduction of flexible working hours, in which both female and male workers get to choose the time at which they begin and end work. Economic costs are generated when leaves or permits of absence extend beyond what's established in a country's standards, or when companies create "in-company" services, such as daycare centers, or when they establish agreements with third parties in order to provide such services.

Nevertheless, those companies that adopt these practices also expect to obtain benefits. Thus, many point out that wages are not the only source of wellbeing for female and male workers, but rather that better working conditions also constitute compensation that promotes a more balanced development between paid work and personal and family activities.

Some case studies concur in pointing out that conciliation with co-responsibility labor actions alleviate the tensions many suffer in trying to reconcile their work, their personal and their family lives, and that this generates benefits for productive units inasmuch as it leads to an improvement in the work atmosphere and the stress levels of personnel are reduced.

In this sense, various British companies have concluded that the adoption of reconciliation with social co-responsibility policies allows firms to save money. Xerox, for example, calculated that a flexible maternity policy, based on reduced working schedules and the implementation of facilities at the worksite allowed the company to save a million pounds⁴ over five years by preventing a "brain drain" and by not having to incur the costs inherent to the process of selection made necessary in order to hire new personnel to fill in the vacancies (Caballero Bellido, 2000:6).

⁴ Some 1,540,000 US dollars.

In the Latin American context, a report prepared in Chile by the Fundación Chile Unido (United Chile Foundation) on the best companies for working mothers and fathers showed that, among the ten best-ranked companies included in the report, 78% declared that adopting reconciliation with co-responsibility practices improved their productivity, while 56% of them pointed out that these practices reduced absenteeism, medical leaves and job turnover (Fundación Chile Unido, 2011)⁵.

Also, the results of a 2006 poll among top managers from 80 Colombian companies show that the absence of policies oriented towards reconciling work and family generated, among other things, a lack of commitment towards the company on the part of its staff, difficulties in hiring key personnel, stress problems among female and male workers alike, and absenteeism (Idrovo Carlier, 2006:17).

From the perspective of female and male workers, the absence of reconciliation policies that promote share responsibilities of family care, joint discharge of the responsibilities of family care between men and women affects their working careers, especially in the case of women, that bear the main responsibility for caring of depending persons. Regarding this, it must be said that, of all unemployed female and male workers who state their inactivity is due to the need of taking care of dependents and carrying out domestic work, 51.6% are women and 3.2% are men (ECLAC, 2012; in a study carried out in 14 countries in the region).

Also, comparative studies on the growth and development of the countries of the region have shown a positive correlation between a decrease in the gender gaps of analyzed countries and an increase in their competitiveness, in their per capita Gross Domestic Product (GDP), and in their human development levels (Hausmann, Tyson and Zahidi, 2011:28 and 29).

To conclude, it is possible to assert that reconciliation with social co-responsibility practices generate benefits for companies, inasmuch as:

- » They promote the incorporation of highly trained personnel.
- » They reduce the loss of talented or already trained personnel.
- » They reduce personnel turnover and, therefore, the costs of new personnel selection.
- » They reduce absenteeism.
- » They promote the loyalty of staff towards the company.
- » They improve the work environment because of reduced stress levels.
- » They increase personnel yield and the companies' productivity.
- » They promote the social acknowledgement of companies as promoters of desirable values and practices.

⁵ Research was based on the results of two polls, one of which was carried out among female and male workers of companies, while the other one was carried out in the human resources offices of those firms. The study included 86 Chilean companies. If one considers all the companies and not just the ten best-ranked, it is possible to witness that the benefits declared as stemming from the adoption of conciliation with joint responsibility practices hold, although in smaller proportions: 36% pointed out that productivity had increased, 27% indicated that absenteeism had dropped, 35% stated that medical leaves had gone down, and 21% asserted that personnel turnover had been reduced.

3. Building labor rights: international agreements and recommendations

International instruments, ratified or adhered to by most Latin American countries, constitute the direct or indirect basis for developing reconciliation with social co-responsibility policies. In 1979, the Convention to Eliminate All Forms of Discrimination Against Women (CEDAW) encouraged subscribing States to adopt all measures necessary to eliminate discrimination against women in the workplace, in order to guarantee that both women and men may enjoy the same working conditions, as well as identical rights. States made the commitment to:

- » Incorporate the principle of equality between men and women in their legal systems, abolish all discriminatory laws and adopt adequate laws for forbidding discrimination against women.
- » Establish courts and other public institutions to guarantee an effective protection of women against discrimination.
- » Ensure the elimination of all acts of discrimination against women by people, organizations or companies.

In 1995, the Beijing Action Platform resulting from the Fourth World Conference on Women, established “the principle that women and men must share power and all responsibilities at home, at the workplace and, more broadly, in national and international community” (United Nations, 1995).

Also, promotion of policies of reconciliation with social co-responsibility constituted the axis of one of the agreements signed by Latin American States at the IV Regional Conference on Women of Latin America and the Caribbean, held in Quito in 2007. In the document that emerged from this Conference (the Quito Consensus), participating States acknowledged the social and economic value of unpaid domestic work mostly carried out by women; they underscored that care constitutes a public affair of States, local governments, organizations, companies and families, and underlined the need to promote shared responsibility between men and women in the family realm. In order to address these issues, participating States committed, among other things, to develop measures for ensuring co-responsibility, to design quality employment policies and to ensure equality in working conditions and rights.

In 2010, the goals established in Quito were reiterated in the XI Regional Conference on Women of Latin America and the Caribbean, held in Brasília, while emphasis was made on the need to promote, in both the public and private sectors, management systems that incorporate a gender perspective, in order to promote

4. Which labor actions favor reconciliation practices with social co-responsibility?

According to Camacho and Martínez (2005), regarding actions favoring reconciliation with co-responsibility, it is possible to distinguish three great sets of policies and actions with direct impacts:

- » **“Sequence” or “alternation” policies or actions:** those in which unpaid family work is alternated with paid work in the labor market. Examples of these actions are *maternity leaves* or *permits* granted because of a child’s illness.
- » **“Derivative type” policies or actions:** those that seek to bring care activities, carried out within the family, into the market or into the realm of public services, *childcare centers*, *day care centers*, *transportation services* among others, are some examples of these services.
- » **“Role reorganization” policies or actions:** those that seek to *promote transformations* in the labor market, which offer alternatives to the model contemplating men as providers and women as caregivers. Included here, for example, are *paternity leaves* and *parental leaves*. These policies are prime examples of policies that promote reconciliation with co-responsibility. They tend to revert the traditional idea that supported the structure of labor markets, according to which work and family —i.e., the public and private sphere— are separate. Besides, such foundational idea assumes that female and male workers have no care responsibilities.

Thus, it is possible to identify sequential actions which, on their own, do not promote role reorganization of roles, such as maternity leaves, and other that do it, such as paternity or parental leaves, when these actions address both fathers and mothers in equal conditions⁶. The latter are those usual measures that promote co-responsibility. Also, it must be added that this kind of actions better promote co-responsibility if they are found “attractive” by workers. In this sense, if companies offer paternity leaves in addition to those that are established by national law but they are not paid, they would likely limit the freedom of workers to make use of this option.

On the other hand, derivative type policies always promote role reorganization, to the extent that the market, the State and society play a role in caring families. Nevertheless, once again these actions will promote a greater role reorganization—and, therefore, co-responsibility— if they are attractive. In this sense, opening child care centers at the workplace, but without adequate pedagogical offerings, or establishing agreements with schools that are too far from companies may discourage their use by both female and male workers.

Reconciliation with co-responsibility labor actions that make up the sequential and derivative actions categories are expressed in many ways, such as: licenses; absence or extension of permits; transfers or services for families, such as child care centers or a bonus for paying schools, and flexible options for organizing working days, among others.

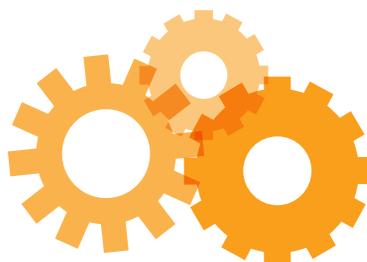
In the following table, sequential and derivative actions are classified in accordance with their greater or lesser impact in promoting shared care responsibilities between mothers and fathers.

⁶ In general, when actions address women exclusively, they do not promote role reorganization and, therefore, do not promote co-responsibility.

Table 2
How to move forward labor-related reconciliation with co-responsibility actions

	Sequential actions	Derivative actions
<p>YES: Promotion of role reorganization Actions that promote the co-responsibility of care between mothers and fathers</p>	<p>Paid paternity leaves (days in addition to those contemplated in national law)</p> <p>Individual and mandatory parental leaves/permits (equally for both fathers and mothers) due to child illness, school meetings, medical visits, etc.</p> <p>Flexible working day options (in terms of time and space) equally available for men and women.</p> <p>Flexible working days (in terms of time or space) for parents after birth.</p>	<p>Childcare centers at the workplaces.</p> <p>Agreements with child care centers, schools, sports clubs, etc., close to the workplaces.</p> <p>Economic transfers or support for female and male workers for paying schools, kindergartens, etc.</p> <p>Transportation services (from home to work and vice versa) run by the companies for the benefit of all staff.</p>
<p>NO: Inhibition of role reorganization Actions that perpetuate the role of women as solely responsible for care</p>	<p>Extension of maternity leave (days in addition to what is established by national law)</p> <p>Reduced working hours for women after giving birth (in addition to what is established by national law)</p> <p>Absence leaves for attending school meetings, medical visits of a relative, etc., only for women.</p> <p>Flexible working days (in terms of time and space) available only for women/ mothers.</p>	<p>Breastfeeding rooms in the workplace.</p> <p>Agreements with schools care centers, etc., close to the workplace.</p> <p>Transportation services (from home to work and vice versa) run by the companies solely for the benefit of women.</p>
<p>PHASE o</p>	<p>Symbolic actions</p> <p>Campaigns of awareness, dissemination and information concerning reconciliation with social co-responsibility actions within companies.</p>	

Source: Elaborated by the author.



5. What corporate labor actions need to be implemented?⁷

For the purpose of compiling actions and experiences, a starting point has been chosen at the universe of companies that have been certified within the framework of some government programs promoting human resources management as per the principles of gender equality, such as the Programs for Certification for Gender Equality Management Systems, better known as “equality seals”, for example: Pro-Gender Equality (Brazil), Programme on Good Labor Practices with Gender Equality (Chile), Gender Equality Management System (Costa Rica), Gender Equality Model (Mexico), and Program for Quality Management with Gender Equality Model (Uruguay)⁸.

Also, some companies have begun to implement practices of this type on their own initiative, while others carry out actions that although in the end promote reconciliation with co-responsibility, originally were not intended to achieve that. In most of the companies of the first two groups, the practices that were implemented emerged from some kind of diagnosis of the work environment, run for the purpose of detecting female and male workers’ reconciliation needs.

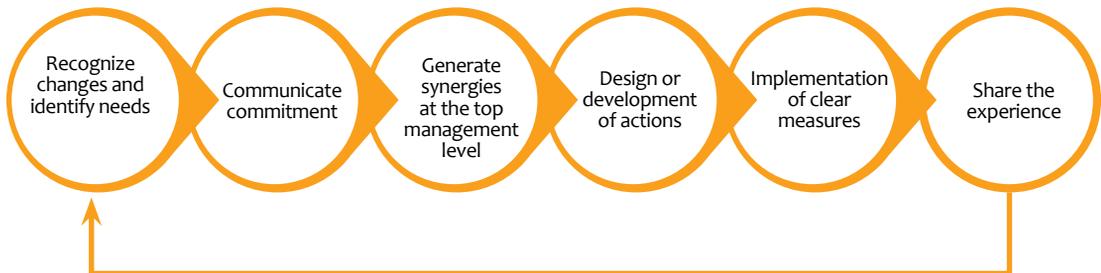
In some cases, when they were novel experiences, work actions adopted by companies that were not participating in those programs were also compiled, because they appeared within the region’s rankings as among “the best companies to work for” or as “family-responsible companies”.

This section analyzes in detail the way taken by companies in order to implement work actions for reconciliation with social co-responsibility. According to the results of the consultations made, almost all companies have underscored that it is necessary to undergo a path that is synthesized in Graph 1.

⁷ Preparation of this section benefited from the contributions of Cecilia de Soto within the framework of the aforementioned project “Reconciliation with social joint responsibility: towards full citizenship for women”, by UNDP Uruguay.

⁸ The goal of these programs is to close the existing gender gaps in the work field through a series of actions that seek to transform the structures of work and the management of human resources. These programs have the goal of having an influence on the following aspects of the work field: staff recruiting and selection, career development (promotions, training, etc.), wages, decision-making, reconciliation of work and family, harassment at work, work environment (work facilities, work hazards, work health, etc.) and the projection of an image of non-sexist equality (see Rodríguez Gusta, 2010: 9-12).

Graph 1



Source: Elaboration by the author

5.1 Recognize changes and identify needs

It is necessary for both company and workers (both female and male) to identify needs; to discuss and plan alternatives; to seek innovating solutions and to promote alliances and reciprocal commitments between both parties.

The first step that is needed in a process oriented towards reconciliation with social co-responsibility consists of identifying the needs and analyzing the situation status of policies, programs, benefits and actions that the company has established from its Human Resources division.

Implemented actions must be acknowledged and opportunities for improving them identified, which can be implemented by the company, either in the short-, medium- or long-term; this allows visualizing practices from the point of view of shared responsibilities.

Experience shows that the situation diagnosis process is very valuable and it is therefore recommended to share the attainment of intermediate goals, so as to be able to acknowledge the implications of actions and practices identified within a company. Also, it is necessary to consider the most sensitive information and results in order to gradually process the acceptance and understanding of the organization's diagnosis results.

This identification process consists of reviewing the organization's documentation and regulations, as well as the work standards, practices and habits, among other elements. Implementation of a survey can also be a useful tool for getting to know the family reality and the care needs of female and male workers, in order deepen the initial diagnosis and design the tools that are most adequate for the company.

Nevertheless, defining and implementing said survey is not without a set of complexities that may make its application difficult. Ideally, the survey should be anonymous but mandatory, and should include all personnel (in large companies, the survey can be conducted on a random sample of staff).

It is important to design the survey based on the definition of clear goals and always considering the processing tools that are available, ideally having experts available for consultation. The degree of complexity of this study will be determined by the quantity of personnel a company may have, by the goals pursued through the information sought, the existing systems for processing the information and the availability of experienced personnel on the subject, for processing the information compiled by the survey.

5.2 Communicate company's commitment

A very important step consists of communicating to both female and male workers, to their families and to society at large, the commitment of the company with the reconciliation with co-responsibility actions regarding the work, personal and family realms.

Some actions are especially advisable for incorporation into the communications strategy of the company, as they are activities that facilitate understanding of the subject of reconciliation with co-responsibility inside organizations, and make explicit the results that are ultimately sought through implementation of this kind of initiatives.

Herein below, a descriptive list of communications actions carried out by various companies that have yielded good results; the list is not to be understood as a restrictive or exhaustive one, since every company faces different realities and possibilities. Some of these communications actions were carried out in parallel to the development of a diagnosis.

Workshops for inclusive language and adapting written documentation, webpages and social networks of the company

Communication is a powerful tool of reproduction and change, as it allows for the reinforcement or modification of stereotypes, prejudices and values. Therefore, promoting an inclusive language makes it possible to deal with questions that are important to work life and to transversal subjects, such as gender, reconciliation and co-responsibility.

In order to implement these activities, it is recommended to summon people specialized in an company's internal communication, to promote introductory training in the subjects of gender and inclusive language, focusing on specific examples of this kind of language, and ask to this specialized work group (gender advisors, or media companies working from a gender perspective) to prepare concrete proposals oriented towards the promotion of changes in the company's communication strategy, for the purpose of integrating inclusive language.

Workshops to arise awareness and train on the subject of reconciliation with social co-responsibility, oriented towards middle management and the main union leaders.

This activity favors a full understanding of the subject and its internalization on the part of a company's inner teams and unions, for the purpose of turning them into facilitators and replicators of the promoted actions of reconciliation with social co-responsibility.

This action is necessary in order to broaden the internal vision and facilitate an understanding of the actions and proposals oriented towards promoting social co-responsibility, the main detractors of which are ignorance and unawareness of the subject.

Internal campaigns on the subject, based on the company's communication channels

This action has the goal of generating internal information on the subject, make the company's personnel aware of it at every level, and strengthen the company's commitment on the subject through symbolic actions.

While developing these campaigns, it is important to achieve their alignment with previous subjects, as well as to consider the company's internal communication effort as an integrated whole. Thus, the challenge consists of being able to include the new subject in such a way that its incorporation is consistent with the rest of the communications program of the company. It is essential to consider the organizational cultures and the different communications realities that coexist within the company. Use of the most adequate and frequently used communications channels in the company is advised; for example, it is advisable to communicate these subjects at personnel meetings, to establish a specific section in the organization's website, or to use the boards distributed across different areas of the company.

Also, some companies have developed innovative communication channels, such as the implementation of informational Fridays, in which breakfast is shared and subjects of interest to the staff are approached, or the implementation of special meetings, such as dad and mom Saturdays with children, in which subjects related to responsible parenthood are addressed through games and recreational activities.

In order to implement this action, it is advisable to form a team that involves all those responsible for the company's internal communication, as well as people from Human Resources, from the company's Committee for Equality if such exists, or from the group responsible for proposing reconciliation with co-responsibility actions. This team must act as the link to all the process and derive the most benefit possible from all advances achieved on information, concept development

and strategic definitions concerning the company's communication effort in connection with the subject. Carrying out an analysis of costs and benefits deriving from the implementation of these practices is also advised, in order to encourage the company's commitment to the process.

5.3 Generate synergies from the corporate top management

Top and middle management should generate synergies in order to align the corporate vision and promote responsible leadership on these subjects. The goal is to include top management in reconciliation with social co-responsibility actions that have been developed within the framework of the actions of corporate social responsibility.

Good communication and the existence of agreement among the authorities at different hierarchical levels are fundamental at every step, but are especially crucial when the organization is in the process of improving its conditions of reconciliation with social co-responsibility, as this process of change implicates decision-making, assignment of resources and establishment of strategic actions in an innovative area for most companies and even for some sectors in society.



The following section exhibits over twenty concrete practices and measures for advancing in the development of reconciliation with co-responsibility labor actions.

5.4 Design and develop practical actions

The step that follows entails designing and developing practical actions that constitute answers to those needs of the organization and its personnel that were identified during the diagnostic phase. These actions must be consistent with the practices of corporate social responsibility developed by the company and must strengthen the policies and processes that the company implements from its Human Resources division.

Once the diagnosis is in place, an action plan must be prepared for guiding the execution of specific activities oriented towards achieving better conditions of reconciliation with social co-responsibility in the company. The action plan defines and prioritizes specific activities, plans them in time and establishes the conditions required for their execution.

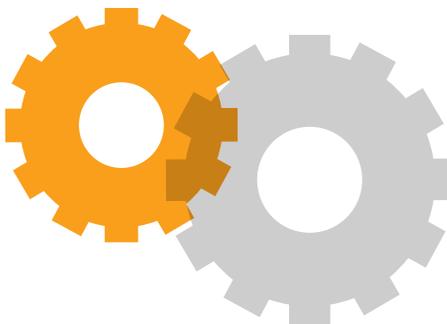
5.5 Implement clear and concrete measures

It is essential to implement clear and concrete measures that contribute to the transformation of gender stereotypes within the organization, by promoting cooperation, respect and full development of female and male workers. At this stage, it is important to analyze the goals being pursued through the actions proposed, identifying and prioritizing those that are oriented towards achieving changes in gender stereotypes and towards strengthening the concept of shared responsibilities.

5.6 Share the experience

Sharing the experience with other companies and organizations is very important for the purpose of broadening the view of reconciliation with social co-responsibility, promoting further consideration on this subject and showing the scope and quality of the experience, so that other companies may be inspired by it in order to initiate similar processes.

In this sense, entrepreneurial networks connected with the subject, networks linked with quality seal with equality, and international events calling out to companies from within the Community of Practice of the Gender Equality Seal, managed from the Practical Gender Area of the Regional Centre for Latin America and the Caribbean⁹, may also contribute to the deepening and consolidation of these processes. Corporate social responsibility meetings are also realms of exchange in which this kind of actions and practices are relevant.



⁹ See the website of the Community of Gender Equality Seals at: <http://www.americalatinagenera.org/sello/>.

6. Practices at the workplace that favor reconciliation with social co-responsibility in Latin America and the Caribbean¹⁰

In order to exemplify actions of reconciliation with co-responsibility that can be implemented within companies, this section presents some “inspiring experiences” that may serve as source of learning and reflection. The possible benefits and risks of adopting the different types of practices of reconciliation with social co-responsibility are also presented and their convenience is analyzed in terms of the way in which each organization works.

In the following paragraphs we include a variety of practices, pointing out the advantages and risks arising from their implementation pursuant to international recommendations and decent work in-force laws. There are also some tables that contain illustrative examples¹¹. The information in the tables comes from the direct testimony of qualified informants from each country. In the case it is derived from documents, the sources consulted are mentioned at the foot of each table.

Thus, for the purpose of showing concrete examples of those practices, two large sources of information have been consulted:

- » Information contributed by members of the certification programs of Chile, Costa Rica, Mexico, Brazil and Uruguay. The task of the members of these programs consisted in identifying those companies with the best practices and in contributing substantive information on said practices using a compiling format supplied to them.

¹⁰ The information presented in this section is based on the data that emerged from a compilation of experiences by Verónica Pérez within the framework of the project “Reconciliation with social joint responsibility: towards full citizenship for women”.

¹¹ Cases are presented solely for technical purposes, in accordance with the objectives of this document.

- » Various types of documents: documents supplied before the compiling of information by those entities in charge of regulating gender policies in the aforementioned countries were consulted, such as yearbooks and documentation pertaining to the social responsibility of companies and websites¹² among others¹³.

The labor actions hereafter presented were classified in four categories:

- » Actions and practices for the promotion of awareness
- » Actions and practices for organizing the workday
- » Actions and practices for leaves and permits
- » Actions and practices for family services and transfers.

6.1 Awareness-raising and practices

Among the actions included in this category are the following:

- » Activities for the dissemination of information on standards regarding reconciliation with social co-responsibility, both in terms of national standards and of an organization's own provisions.
- » Campaigns for raising internal awareness on subjects concerning co-responsibility and progress towards an egalitarian gender culture. They may include various kinds of messages addressing the company's personnel using different media: billboards, electronic communications, etc.

Carrying out this kind of activities is important, since often both female and male workers are not aware of the provisions they may have access to, and this is one of the reasons they frequently do not exercise their rights effectively. In this sense, every time companies deploy concrete measures for favoring balance between work and family, as well as social co-responsibility, they should be amply disseminated within the organization. On the other hand, awareness actions and practices may constitute the initial step for introducing the subject in companies and raise awareness among internal executive managers, so that they may develop concrete co-responsibility actions.

Information and awareness actions concerning the subject of co-responsibility are necessary, but if they are implemented in isolation —i.e., without inserting them in the more general framework of concrete co-responsibility actions implemented by companies— they are merely *symbolic actions*, *as it is unrealistic to expect them to produce results in the short term*.

¹² See the sources specifically mentioned regarding each of the practices that were compiled.

¹³ Among consulted documents are the presentations made by those Latin American companies that attended the First Regional Forum of Company for Equality, which took place on August 28 and 29, 2012, in Mexico City, available at: <http://www.americalatina genera.org/sello/category/conciliacion/> [Date consulted: September 28, 2012].

An example of this kind of actions is the internal awareness campaign on co-responsibility, carried out by the Uruguayan public entity State Health Works (OSE, by its Spanish initials), which consisted of including information on the subject on the back of wage receipts. Also, the Brazilian oil company Petrobras Distribution carried out a campaign on responsible paternity, which included the projection of videos with the participation of female and male employees and managers¹⁴.

Practice 1 Awareness actions “Co-responsibility message”	
Country	Uruguay
Company	State Health Works (OSE, by its Spanish initials)
Type	Public company
Area	Services, drinking water supply and sanitation throughout the country
What does the practice consist of?	<p>In the framework of the Program for Managing Quality with Gender Equality and the Commitment for Co-responsibility signed by seven Uruguayan companies under the aegis of the National Institute for Women (INMUJERES, by its Spanish acronym), of the United Nations Entity for Gender Equality and Empowerment of Women and of the United Nations Development Program (UNDP), OSE carried out a dissemination and awareness campaign on the subject of co-responsibility among its female and male employees. The campaign consisted in printing at the back of wage receipts the text of the Commitment for Co-responsibility:</p> <p>“We are a company that supports and promotes reconciliation of the personal, family and work lives of its male and female workers through co-responsibility actions. This implies a collective acknowledgement of family responsibilities by men and women, on the one hand, and of families, the State and the private sector, on the other. Within this framework, we commit ourselves to carry out efforts to maintain an attitude that favors family responsibilities and the care of those individuals that depend upon our female and male workers, in pursuit of a harmonious development of the personal, family and work spheres, within the framework of respect for individual liberties”.</p> <p>This message appeared during six months on wage receipts. The goal was to massively bring the message to the company’s male and female employees and provide a context for other actions carried out by the company in order to make progress on reconciling its female and male workers’ work and family lives.</p>

Practice 2 Awareness actions “Video of responsible paternity”	
Country	Brazil
Company	Petrobras Distribuidora (Petrobras Distribution)
Type	Public company
Area	Services and supply of oil products
What does the practice consist of?	<p>Within the framework of the Program in Favor of Gender and Race Equality, the company developed a campaign to promote family share responsibilities, with testimonies from both female and male employees. The video, which included the experience of the chairman of the company himself, contains the main concepts on which the campaign was based, such as the participation and responsibility of men, and it was distributed among all those responsible for operational areas within the country.</p>
Source:	http://www.br.com.br

¹⁴ Videos are available at: <http://www.americalatinagenera.org/sello/category/conciliacion/>

6.2 Actions and practices to organize the working day

This category brings together all those measures oriented towards generating “flexible” workdays in terms of both time and space. The measures referred to are as follows:

- » **Flexible schedules.** This measure consists of implementing working days in which the male or female worker may adapt his/her entry and exit times schedule. It is possible to find some variants to this, from the most flexible ones, in which the male or female worker chooses his/her entry and exit times in accordance with a “personal design of the schedule”, ranging from the “schemes” or options for entry and exit times contemplated by the companies as available to staff, to the possibility of modifying resting schedules, among others. In any case, companies do not end up losing working hours.
- » **Accounting of weekly or yearly working hour,** instead of daily. This may be considered as a variant of flexible schedules.
- » **Compressed working week.** In this case, more working hours per typical working day are put in, so as to enjoy an additional free day per week.
- » **Reduced working day or part-time.**
- » **Telecommuting** (working from home), or a combination of onsite work and remote work. The implementation of flexible working days, while necessitate organizational changes within companies, does not entail monetary costs, except when combined with the telecommute alternative, since the latter requires supplying both male and female workers with a computer and an internet connection. On the other hand, it is necessary to mention that companies, that usually develop this kind of practices, emphasize goal-attaining or capacity-fulfilling work instead of onsite work organized in accordance with a fixed time schedule that has to be complied at the workplace.

When flexible work measures are adopted, all actors in the working sphere must take into account some of the risks their design and implementation may entail. In particular, telecommuting may affect the unionization of those who make use of it, as well as work deregulation. In this sense, the ILO understands that telecommuting is beneficial from the point of view of reconciliation. Nevertheless, measures should be adopted so that both female and male workers who telecommute have the same labor rights of those who work full-time in the organization (health, union, social security and training rights, etc.).

The same considerations may be made concerning part-time work: opting for this alternative should not mean a loss of labor rights (ILO, 2008: 69 and 70). Also, attention should be paid to the stress levels that flexible work options, such as telecommuting, may generate. Adoption of this option shouldn't be assumed to mean that the worker choosing it will always be available.

Among the flexible workday practices reported by polled Latin American companies, some tend to have greater impacts than others from the point of view of reconciliation with social co-responsibility.

The impacts of flexibility models are greater when they are available not only to women, but to both men and women. When these options are only available to women, even though they may contribute towards reconciliation, they reinforce the stereotype of women as the main providers of care.

The following tables include various examples of options for flexible workdays. One should be aware that it is easier for companies that are in the business of developing technology to adopt some of these models (such as telecommuting), since the cost of implementation is smaller. All flexible workday options are “sequential” in nature, as explained in the previous section, and they tend to promote greater levels of co-responsibility inasmuch as they are available to both men and women. A special kind of flexible workday promoting gender co-responsibility is the one called “male paternity leave”, as implemented by IBM.

Practice 3 Organization of the working day Flexible working days	
Country	Costa Rica
Company	IBM
Type	Multi-national private company
Area	Technology industry
What does the practice consist of?	<p>Among IBM's human resources policies, there is the program called <i>Work Life Balance</i>, which the multi-national company implements throughout all its nationally-based subsidiaries, including those in Latin America. <i>Work Life Balance</i> is a flexible work program that includes several forms of organizing the working day that staff can choose from, in accordance with their boss:</p> <ul style="list-style-type: none"> • Compressed working week: it consists of completing in either four days or four days and a half the number of hours corresponding to a full week. • Personalized individual schedule: it posits the possibility of designing individual working schedules and this includes the option of modifying entry and exit time schedules (checking in earlier or later than normal), taking longer lunch breaks, etc. • Telecommuting: male and female workers may choose one or more full days during the week for telecommuting, without having to be physically present at the office, without this entailing a variation in their compensation. Female and male employees must be available during office working hours. • Part-time working day: permanent or temporary working week of between 20 and 30 hours. • Shared work: consists of sharing a function, in accordance with a part-time format, with another person working under the same regime. • Paternity leave: during the first month of life of a child, the father may opt for a flexible work model without the need for asking management for permission.
Source:	http://www.ibm.com/uy/values/index.phtml#s3 http://ubr.universia.net/pdfs/UBR0012005112.pdf

Other practices, included in the category of “organization of working days” that polled companies have not reported but are helpful in promoting reconciliation with co-responsibility, are all those regarding the rationalization of schedules, such as: summoning work meetings on mornings or on the first hours of the afternoon, so as to make them compatible with school hours; removing work meeting if issues to be discussed can be solved through other means (telephone, email, videoconference, etc.), and organizing meetings with a previously established agenda, establishing fixed starting and finishing time.

Practice 4 Organization of the working day Flexible working days	
Country	Costa Rica
Company	Pfizer
Type	Multi-national private company
Area	Pharmaceutical industry
What does the practice consist of?	<p>Pfizer implements flexible work schedule models making for longer working days from Monday to Thursday and only half-a-day on Fridays. There are three possible schedules: check-in at 7:00 AM, with check-out at 4:30 PM; check-in at 8:00 AM, with check-out at 5:30 PM; or check-in at 9:00 AM, with check-out at 6:30 PM. Depending upon checking-in time, the latest check-out time on Friday is 3:30 PM. Working hours are agreed with the manager and is established in the contract and may be modified in case of changes in personal situation.</p> <p>The company’s philosophy, based on goal-attainment or skill-fulfillment, makes it possible for personnel to have habitual access to leaves of absence. This practice is neither written nor regulated, but is rather a habit of management. Any worker, male or female, may request a leave of absence for a special reason, and these agreements are handled with flexibility by management, since value is placed on the work carried out. Pfizer Costa Rica also carries out a pilot program for telecommuting as part of the efforts for incorporating this option into its flexible working day options.</p>

6.3. Actions and practices for leaves and work permits

Within this category, it is possible to identify four broad types of practices among Latin American companies:

- » Maternity leaves, breastfeeding permit extensions, gradual return to work.
- » Paternity leaves.
- » Parental leaves.

Other practices, to wit: vacation arrangements, leaves of absence because of a relative’s decease, etc.

In contrast with practices linked with the implementation of flexible work schedules, all practices involving leaves and permits for absence represent economic costs for companies inasmuch as they entail the granting of paid leaves of absence in excess of those established by national legislations and these costs must be absorbed by the organizations. Besides, companies must also cover the costs of not having one of its employees during a certain period or having to substitute them.

Nonetheless, many companies seek not to lose trained personnel by means of these practices, as well as to support reconciliation with co-responsibility practices.

According to the sources consulted in the region with regards to gender, one of the risks organizations run by implementing parental leaves is that women may make more use of them than men. This appears to be an expectable trend because, given the gender-divided nature of work in Latin American societies, the responsibility of caring for children fall mostly on women. Nevertheless and beyond this, parental licenses are based on the promotion of reconciliation with co-responsibility and are therefore desirable practices, which, inasmuch as they become available on an individual, non-transferrable basis, will contribute to the transformation of the traditional distribution of gender roles and to the generation of a fairer distribution of responsibilities and opportunities.

From the point of view of its effects, all maternity leaves, although contributing to the reconciliation of the tasks entailed by women's family and work lives, are measures with the least incidence on co-responsibility, as they reinforce the idea of women as main caregivers and with the most responsibility in the domestic realm, while they increase the cost of hiring women, when compared with the cost of hiring men.

In contrast, paternity leaves granted by companies, as well as “parental permits” —permits for both men and women, in order to allow them to take care of their family responsibilities, such as a child's illness, medical visits or school meetings— promote co-responsibility and point to an equalizing of the labor costs represented by the hiring of men and women.

In some cases, a company's good practices regarding the granting of paternity leaves require deep changes in staff measures for reconciliation and co-responsibility, especially when these permits are contemplated in a very restrictive way within national legislations or when they simply do not exist therein, as is the case in some countries of Latin America and the Caribbean (ILO and UNDP, 2013). In this sense, the experience of the pharmaceutical company Pfizer, which grants 15 working days for paternity leave at all its subsidiaries in Latin America and the Caribbean, must be emphasized.

Paternity leaves will be “attractive” and would therefore tend to better promote co-responsibility if workers continue to receive their pay while they last.

Lastly, it should be pointed out that in almost every polled case the leaves of absence implemented by companies (parental permits in addition to maternity and paternity leaves) address the care of children and do not emphasize as much the care for depending adults (the sick, persons with disabilities, the elderly).

Probably, this reflects the situation of national legislations of Latin American countries, in which these provisions continue to be scarce. Nevertheless, this “restrictive” aspect of care should be

considered with regards to the aging exhibited by many populations of Latin American countries. In this sense, it is likely that the reconciliation needs of many female and male workers are not exclusively related with the caring of young children, but also of adults requiring care.

In those cases where companies grant leaves of absence for the purpose of taking care of special situations regarding family responsibilities, such as parental permits, even when they are regulated (i.e., when they are formally present in a company's standards), it is necessary for them to be incorporated into the culture of the organization and to be considered as workers' rights for both females and males.

Some of the informants contacted have pointed out that, even when these provisions exist, their use "is not well seen" by managers, inasmuch as they are perceived as a "lack of loyalty" towards the company, as the overriding idea is that workers should at all times be available to the organization. At other times, even though leaves of absence exist, their use may have negative impacts if it affects compensation, for example when affecting premiums for presence.

When use of these licenses has a negative effect on measured presence, careers may be affected. This may prove to be especially negative for women's careers, as it is likely that women may make more use of these leaves of absence, given the traditional distribution of gender roles that is still in effect in Latin American societies.

Some Latin American countries do not contemplate paternity leaves in their legislation (for example, Costa Rica) or, if they do, they grant very few days to them (as is the case of Mexico). In the face of this and as a way to promote their co-responsibility policies, some companies have opted for granting this kind of licenses to their employees or days in addition to those contemplated by national legislation. The tables that follow include examples of this kind of practices.

Practice 5 Paternity leaves	
Country	Costa Rica
Company	Banco Popular y de Desarrollo Comunal
Type	Public company
Area	Financial services
What does the practice consist of?	The institution grants five working days of leave to men for the birth or adoption of a child. This leave may be taken in two different moments. During the leave, the employee receives 100% of his wage.

Practice 6 Paternity leaves	
Country	Costa Rica
Company	Pfizer
Type	Multi-national private company
Area	Pharmaceutical industry
What does the practice consist of?	The company grants 15 days of paternity leave. This practice is followed in all Latin American and Caribbean countries where the company has subsidiaries.

Practice 7 Paternity leaves	
Country	Mexico
Company	Information and Communication System of the State of Puebla and Women's Institute of Puebla
Type	State public entities
Area	Management
What does the practice consist of?	These entities grant five working days of 100% paid paternity leave for the birth or adoption of a child.

Practice 8 Maternity and paternity leaves	
Country	Mexico
Company	Kraft Foods
Type	Private company
Area	Food industry
What does the practice consist of?	<p><i>Maternity & Paternity Leave</i></p> <p>The company implements a practice called “Maternity and paternity leaves for birth and/or adoption”, which contemplates two plans:</p> <ul style="list-style-type: none"> • Mothers are granted a temporary, unpaid leave (of up to six months), while fathers are granted a temporary, unpaid leave of up to two months. This leave is offered once the legal maternity leave is fulfilled, which in Mexico contemplates 12 weeks. • Mothers have the possibility of working part-time after the legal post-birth period. This permit is granted for two months of paid leave. • The company grants fathers five days paid leave for the birth or adoption of a child.

Practice 9 Leaves of absence: special cases for care/parental leave	
Country	Mexico
Company	Information and Communication System of the State of Puebla
Type	Public State entity
Area	Management
What does the practice consist of?	Permits are granted for attending school meetings or events, or for the illness of children. In order for staff to make use of these benefits, they must comply with the entity's operational rules, such as being in compliance with attendance and punctuality provisions and not have unjustified absences, among others.

Practice 10 Leaves of absence: special cases for care/parental leave	
Country	Mexico
Company	Institute for Social Security and Services for the Workers of the State of Zacatecas
Type	Public State entity
Area	Management
What does the practice consist of?	The Institute detected that, in cases where fathers requested leaves of absence to be able to take care of their children in cases of acute illness, the leaves were denied, given that the entity only granted that right to mothers. Thus, in order to allow men also to be able to take care of their children's health, a leave for parental care of up to ten days was implemented, so that fathers could also miss work during the treatment of acute illnesses of their direct descendants.

Practice 11 Leaves of absence: special cases for care/parental leave	
Country	Uruguay
Company	ANTEL, UTE and ANP
Type	State public entities
Area	Communications services, electrical power services and port company, respectively.
What does the practice consist of?	<p>These companies provide three types of leaves of absence to their staff:</p> <ul style="list-style-type: none"> • Ten days of paid leave of absence for women, in case of sudden illness of a relative, be they children, parents or grandparents of the worker. Condition must be proved with a medical certificate. • Unjustified absences: up to two days per year. • Leave availability of three hours a month for checking out early, without the need to present a justification.

6.4. Actions and practices for services and transfers to families

This category groups a great variety of practices addressing the possibility of facilitate direct care services to families or economic aid so that families may hire said services in the market. Thus, within Latin American companies it is possible to identify the following practices:

- » Childcare and development centers at the workplace.
- » Breastfeeding rooms at the workplace.
- » Transfers, monetary aids or bonuses for paying kindergartens, schools, etc.
- » Agreements with schools and sports clubs close to the workplace.

- » Transportation services provided by companies.
- » Activities during school vacations for children.

As is the case with leaves of absence and permits, these practices entail economic costs for companies, but are of great help to families, especially in those countries where there is no extensive public care services network¹⁵.

Thus, when companies set up child care centers or make economic grants to families to pay for this kind of service, they are somehow having a “de-familiarizing” role, as they alleviate to some extent the family from the burden represented by the care and transfer it to an external agent (in this case, companies). It could also be said that they fulfill a “de-commercializing” role concerning the provision of care, inasmuch as they reduce expenses to families who, in the absence of company-offered services, would be forced to hire such care in the market, absorbing the related costs themselves. Regarding children care centers available at workplaces, these have the advantage of reducing transportation time to those female and male workers whose children make use of these services.

When companies offer child care services, it is essential that they take into account the basic standards and requirements said services must comply with. Also, it is very important to include teaching or recreational activities that contribute value to those services, as well as having the proper, specialized personnel for the job. Thus, these services will be more attractive to both female and male workers.

Regarding the implementation of breastfeeding rooms at the workplace, it is an appreciated practice that is highly regarded by women after birth, for which breastfeeding is a right. Nevertheless, in spite of these benefits that lead to a better appreciation of a company by its female workers, it is a practice with limits in terms of co-responsibility, as it is a service that can be taken advantage of only for a limited time.

As in the case of leaves granted by companies in addition to legal provisions, the cost of which are absorbed by the company, services and transfers given to families have economic costs for organizations, even when they are financed through some sort of co-payment between companies, on the one hand, and female and male workers, on the other.

¹⁵ See, for example, Rossel and Mogni (2009).

Practice 12 Child care centers	
Country	Chile
Company	IBM Chile
Type	Multi-national private company
Area	Technology industry
What does the practice consist of?	<p>For the purpose of responding to the demands of reconciliation between the work life and family life of its personnel, IBM Chile opened in 2007 a child care center and an educational space for children, adapted to the needs of the company's female and male workers. For the purpose of creating this service, the company's Human Resources Dependent Care area carried out a study, based upon polling and the conducting of focus groups among staff, revolving around the question "how should the ideal nursery be?" In response to detected needs, a center was created for providing the services of a regular nursery that offers additionally several innovations that differentiate it from commercial options and public services of this kind in Chile.</p> <ul style="list-style-type: none"> • Back-Up Care: oriented towards the care of boys and girls who only attend kindergarten certain days per week. • After School: this is an option for "hourly" care for girls and boys between 5 and 12 years of age, available for their care after school hours. • After Hour: for the care of girls and boys between 18:30 and 22:30 PM. <p>The center is located in the corporate building of IBM Chile, in the city of Santiago. Even though the children of the company's personnel have a preferential access, it is a center that is open to the community, so all working mothers and fathers who need it can use it.</p>

Practice 13 Holiday activities	
Country	Chile
Company	Banco Security, Banco Estado Microempresas, IBM and Novartis
Type	Private companies
Area	Technological, financial and pharmaceutical services
What does the practice consist of?	<p>Some companies organize sporting or cultural activities during the Summer or Winter holidays for the children of their female and male employees.</p> <p>Banco Security (Chile). It has a program for girls and boys between 6 and 12 years of age that operates in the Winter and Summer holidays. During the Summer, the Program covers two weeks, during which girls and boys take part in various recreational and sporting activities. During Winter vacations, the Program lasts three days and is more oriented towards cultural activities (museums, the theater, movies).</p> <p>Additionally, the company grants two free afternoons to mothers and fathers during the Winter holidays, so that they may share time with their children during the recess.</p> <p>Banco Estado Microempresas (Chile). It organizes a week of recreational, sporting and cultural activities for the daughters and sons between 6 and 12 years of age of their female and male employees during the Winter and Summer holidays.</p> <p>IBM (Chile). Since 2006, it has a program called "Holiday Club", in which the daughter and sons of the firm's employees may carry out various sporting and cultural activities. To that end, the company has an agreement with a sporting center.</p> <p>Novartis (México). It has a Summer program called "Novartis Kids" for its female and male workers' daughters and sons.</p>
Sources:	<p>María Paz Lagos V., Reconciliation of family and work. Good practices guide, Santiago de Chile, Fundación Chile Unido (United Chile Foundation), 2007; http://www.americalatinagenera.org/sello/category/conciliacion/</p>

**Practice 14
Breastfeeding Rooms**

Country	Uruguay
Company	State Sanitation Works (OSE, by its Spanish initials)
Type	Public company
Area	National drinking water supply services and sanitation.
What does the practice consist of?	<p>This company detected that several of its female employees were pregnant or had recently given birth and that there were women of reproductive age among its new female personnel. Consequently, it decided to create two breastfeeding rooms: one in the central office of the company, in Montevideo, and another one in Aguas Corrientes, in the province. Although the central office room already existed, it was not being used, because it did not have the amenities needed to fulfill its purpose. Thus, both rooms were conditioned in this second phase, using the technology adequate for offering quiet and hygienic spaces, where mothers could breastfeed their children or extract and store their milk.</p> <p>The OSE breastfeeding rooms may be used by both employees of the company and by customers visiting its offices for the purpose of doing business with it. Thus, OSE has implemented a reconciliation practice that not only benefits the women working there, but also provides a valuable service to the community at large.</p>

**Practice 15
Reconciliation and co-responsibility practices**

Country	Chile
Company	ENDESA
Type	Private company
Area	Electrical power generation and services.
What does the practice consist of?	<p>La empresa ENDESA Chile, dedicada a la producción de electricidad, implementa desde el año ENDESA Chile is in the business of producing electrical power and has implemented, since the year 2008, a series of practices seeking to make compatible the working day with the personal needs of its female and male workers, facilitating the discharge of some family functions. These practices are as follows:</p> <ul style="list-style-type: none"> • <i>Flexible schedules.</i> This action allows switching the working day check-in time up to one hour ahead or behind with regards to the check-in time contemplated by the work contract. This does not alter the duration of the daily workday, as the number of working hours is maintained. This benefit is meant for male and female workers of the company who do not work in shifts and who may make use of it as per their personal needs through a previous verbal or written agreement with their direct superior. The benefit is valid for a period that is jointly established by the employee and the said direct superior. • <i>Benefits for working mothers.</i> The company has defined two main measures for the benefit of mothers with children between 0 and 18 months of age: <ol style="list-style-type: none"> 1) <i>Gradual reincorporation:</i> female workers may modify their work contract, in order to gradually resume their regular work, after completion of the legal post-partum leave. Gradual reintegration can be completed as follows: i) at the end of the legal post-partum leave, while the child is between 85 and 115 days of age, the working day lasts until 2:00 PM; ii) while the child is between 116 and 146 days of age, the working day lasts until 3:00 PM; iii) while the child is between 147 and 180 days of age, the working day lasts until 4:00 PM. These three options include the time established by the law for breastfeeding. 2) <i>Telecommuting:</i> in accordance with the nature of their functions and having reached a previous agreement with their direct superior, the female worker may opt for the following working options: i) at the end of the post-partum leave, while the child is between 85 and 135 days of age, the mother may telecommute; and ii) while the child is between 136 and 180 days of age, she may opt for completing 50% of her workday at the workplace and 50% by telecommuting. • <i>Paternity leaves.</i> Male workers have the right to a paid six-day leave after the birth of a child. <p><i>Nursery.</i> This consists of a reimbursement to the company's female and male workers with children under 2 years of age, up to the maximum defined by the company</p>
Sources:	ENDESA Chile, "Policy for reconciliation of family and work life" [online], Human Resources, February, 2008, http://www.endesa.cl/rse/trabajadores/Polica de Conciliaci3n de Vida Familiar y Trabajo, pdf [Consultation date: June 18, 2012]; http://www.endesa.com/es/uneteanosotros/unliderglobal/ Paginas/comprometidosconlaspersonas.aspx

Practice 16 Reconciliation and co-responsibility practices	
Country	Chile
Company	Banco Santander
Type	Private company
Area	Financial services
What does the practice consist of?	<p>Within its Quality of Life Program, Banco Santander Chile has developed several initiatives for the purpose of promoting balance between work and personal life. Most of these measures consist of provisions regarding schedule flexibility and care for the company's female and male workers' sons and daughters.</p> <ul style="list-style-type: none"> • Flexible schedules: the workday is made flexible by offering the possibility of four different check-in and checkout times. • Nursery and kindergarten: a benefit for employees with children under 2 years of age (nursery) and under 4 years of age (kindergarten). • Special nursery. This consists of an at-home service for the care of female and male employees' son and daughters with health problems, up to 2 years of age. • Seven post-partum days for fathers of children: an additional day is contemplated on top of the post-partum legal period for fathers. • Reduced workday after coming back from post-partum leave: mothers may opt for reduced workdays as they reincorporate to their jobs. • Special leave plus: consists of three additional holidays as an acknowledgement of good work performance.
Source:	Banco Santander Chile, Sustainability Proceedings 2010 [online], http://www.santander.cl/contenidos/info corporativa/Resp social/pdf/memoria sostenibilidad 2010.pdf [Consultation date: June 1, 2012].

Practice 17 Reconciliation and co-responsibility practices	
Country	Uruguay
Company	CUTCSA
Type	Anonymous partnership grouping 1,073 partnerships (each transportation unit is a partnership unto itself, divided in associated parties)
Area	Financial services
What does the practice consist of?	<p>Proposal of the United Nations Development Program (UNDP) in Uruguay to take part in the project "Reconciliation with social co-responsibility: towards full citizenship for women", as a pilot company for the execution of actions along four prioritized areas within the theme:</p> <ol style="list-style-type: none"> 1) Organization of working time. 2) Leaves for family responsibilities. 3) Support services or economic transfers to attend to the care needs of depending persons. 4) Actions concerning symbolic culture with regards to co-responsibility or gender. <p>A team constituted by representatives from the Human Management, Human Resources and Management and Social Development areas took part on behalf of the company. CUTCSA designated a project coordinator for the purpose of coordinating the Human Management area within the company, answering directly to General Management. This team was joined by the UNDP's coordinators and facilitators. Actions carried out (first six months of work: from June to December, 2102)</p> <ul style="list-style-type: none"> • Company diagnosis with regards to the subject. • Awareness workshop on gender-related and reconciliation with social co-responsibility matters for the CUTCSA team working on the project. • Inclusion of the subject of gender relations and social co-responsibility in the Strategic Plan of the Human Resources area, approved by Management. • Carrying out a workshop on inclusive language for the benefit of people involved in the company's communications. • Introductory workshop for the training of internal referees concerning the subject of reconciliation and co-responsibility ("training of trainers"). • Internal survey design for the purpose of getting to know the family composition and the care needs of the female and male workers of CUTCSA. • Inclusion of the object of gender relations and social co-responsibility in the material of the introductory workshop and in the corporate social responsibility activities. • Carrying out of internal survey for getting to know the family composition and the care needs of the female and male workers of CUTCSA which, in turn, would be useful to update and correct all of the personnel's personal and work data. <p>Design and execution of the Adaptation Plan for internal (including internal regulations and a graphic awareness campaign) and external (web and press releases) communications, in order to incorporate an inclusive language and the concept of co-responsibility.</p>

Final considerations and recommendations



As a result of the analysis of the practices under study, it is possible to posit certain general considerations and to identify the necessary learning processes in order to ensure their deeper application and dissemination among other companies and organizations.

Companies fulfill an outstanding role in the construction of new agreements regarding the care for depending persons. In this sense, this guide aims towards a rethinking of the workplace and to integrate, with innovation and creativity, the needs for care and the efforts towards attaining an increase in productivity.

In the first place, it is relevant to point out that the companies that have incorporated labor practices of reconciliation with social co-responsibility report positive results that have a direct impact on the

organization's environment and company's productivity. Results of the study allow concluding that reconciliation measures aid in attracting highly qualified personnel, reduce personnel turnover and absenteeism, promote the loyalty of staff towards the company and contribute to improving the image of the company, which gets acknowledged for the implementation of desirable practices, for promoting values and for improving its organizational culture.

These measures of reconciliation with social co-responsibility must be adapted to the characteristics of the company and to the needs of female and male workers. Therefore, they will vary in accordance with the socio-demographic profile of female and male workers, with the need to have workers physically present at the workplace, with the work shifts of the company and the availability of public care services, among other aspects.

Also, the reconciliation measures with co-responsibility that are implemented must be monitored and evaluated. Once the actions of reconciliation with co-responsibility are set in motion, it is necessary to take into account that these are always flexible processes. Personnel needs with regards to reconciliation may change if the staff in a company is modified, so measures that were appropriate in a given moment may cease to be so in another. Besides, it is necessary to carry out periodical evaluations to estimate the impact of these practices in eliminating gender gaps in the labor market. To this end, it is vital to build adequate indicators and have relevant information available.

In turn, it is necessary to ensure advancing towards the implementation of practices that promote co-responsibility in the markets and in families (and the State), as well as among men and women, for the purpose of going beyond symbolic "maternalistic" actions.

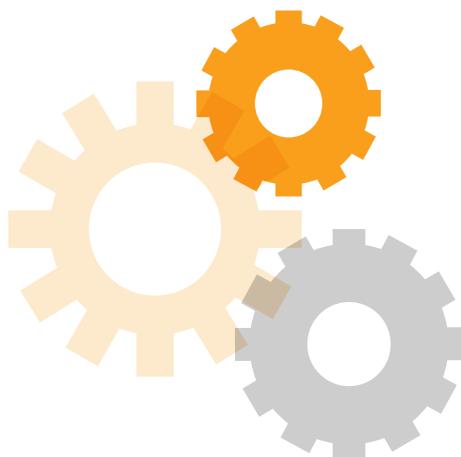
It is equally necessary for Latin American companies to evaluate the possibility of advancing towards practices of reconciliation with co-responsibility that address not only the needs of mothers, but those of fathers with young children, and also those of people who are responsible for dependent senior adults. In accordance with the trends observed in the demographic matrices of many Latin American countries, this is a reconciliation need that needs to be appraised and addressed.

It is also necessary that the design of practices of reconciliation with co-responsibility within companies ensures participation processes that incorporate the point of view of both entrepreneurial and union agents, so as to increase the legitimacy of these actions within the organizations. Also, it is necessary that all those involved, especially management, be committed to the values of co-responsibility, for otherwise there is the risk that the measures designed become meaningless.

It must be underscored that emphasizing the implementation of practices of reconciliation with co-responsibility within companies does not mean the role of States is being disregarded. They are the main agents in designing and implementing public policies oriented towards addressing the care needs of populations. Companies, nevertheless, inasmuch as they are relevant agents in the

labor markets, can and should adopt supplementary measures that contribute to improving labor relations and increase the wellbeing of female and male workers.

Lastly, States, in their role as promoters of certification programs that foster gender equality practices within companies and in their role of market regulators, must take into account that the promotion of co-responsibility practices must be carried out within the framework of the values established by decent work approach.



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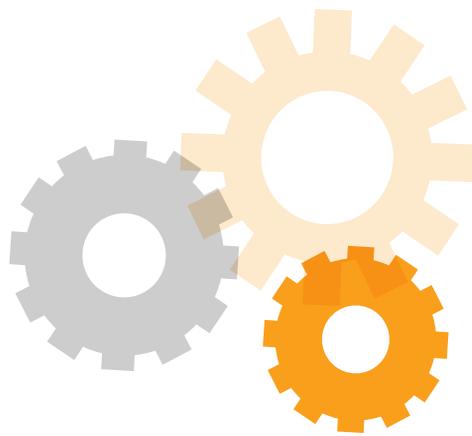
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