

## **EXTENT OF IMPLEMENTATION OF GENDER EQUALITY POLICY AT BRADY PHILIPPINES CORPORATION: BASIS FOR CONTINUOUS IMPROVEMENT**

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### **ABSTRACT**

*This study has been conducted to study the extent of implementation of gender equality policy in Brady Philippines Corporation. The descriptive method of research was applied among 61 employees as respondents. The data gathered were tallied, tabulated, encoded, and analyzed accordingly using Frequency Distribution and Percentage, Weighted Mean, and one-way analysis of variance (ANOVA). The results showed that the gender equality policy within the company really works as per the evaluation of the employees' level of comfort in the mechanism, their level of agreement in all areas of employee development and welfare and the policy regardless of their gender. Also, it showed that discrimination exists nowadays yet an effective gender equality policy will be able to resolve and furthermore eradicate any future incidents of discrimination within the company. The researchers recommended that the management of the company may develop different strategies to promote gender equality policy through the use of advocacy with the help of BE GLAD Organization (LGBT organization inside the company) by using all the tools possible such as creating a Facebook page to increase awareness regarding the matter.*

**Keywords:** *Marketing research, gender equality, continuous improvement, descriptive design, Philippines*

### **INTRODUCTION**

Gender diversity is the concept which refers to the quality of being different but not treated as inferior or superior and it is currently being increased and strengthened most especially in the workforce, as a result of the desire to maximize the value of human capital. (Association of Chartered Certified Accountants, 2015) Gender diversity represents different genders appropriately in different settings. It is often used to refer to male and female,

however, it is also used to refer to those who fall into non-binary categories of gender. (Sytsma, 2006) Being educated about gender diversity plays a significant role in the study since having respect for, and an appreciation of differences, without bias, will enable us to get the best out of people and situations we encounter.

Gender equality continues to be a popular issue in the world, and while Philippines remained to be the top performer in the Asia-Pacific in terms of gender equality regarding the gap between men and women according to the Global Gender Gap 2014 (Remo, 2014), continuing efforts to fight for equal rights for the LGBT community is empowered even more in our country by the legalization of same sex marriage in the United States. It may be that no national law protects LGBT people against discrimination in the Philippines, however, a number of jurisdictions have enacted anti-discrimination ordinances that include sexual orientation and/or gender identity and expression among its protected categories namely: Angeles City, Pampanga, Antipolo City, Bacolod City, Candon City, Ilocos Sur, Cebu City, Dagupan City, Davao City, Quezon City (in 2003 and 2014), Vigan City, Municipality of San Julian – Eastern Samar, Brgy. Bagbag, Quezon City, Brgy. Greater Lagro, Quezon City, Brgy. Pansol, Quezon City, Agusan Del Norte, and Cavite City (Manalastas, 2015). Moreover, this issue regarding gender equality affects many people, regardless of their gender identity whether they are male, female, lesbian, gay, bisexual or transgender which is why debaters from different work settings have been attracted by inequality in the workplace to raise their positive or negative opinions and interpretations in this issue. In essence, there are widespread effects of gender inequality in the workplace and understanding them is a way to eliminate the issue of gender inequality from every work setting. Since positive progress in fighting gender equality is eminent in our country, so is the success of BPO employees with their careers without the limitation that is being set by gender inequality. (IBEX Global Philippines, 2015)

Tholons (2014), a leading full-service Strategic Advisory firm for Global Outsourcing and Investments has published on December 2014 the Top 100 Outsourcing Destinations for 2015 which exhibited that Philippines stand on second place while India stays on the top spot. This data strongly infers that BPO truly is one of the fastest growing industries in our country and as a matter of fact, it has already hit the one million mark, or 1 percent of the population, as more and more foreign firms outsource work in the Philippines. The result of this economical attainment is the significant attention from different kinds of sectors such as government, business, as well as from the academe, which led us to this research, “Extent of Implementation of Gender Equality Policy at Brady Philippines Corporation: Basis for Continuous Improvement”.

The subject company of this research is Brady Philippines

Corporation, which is a BPO company and an international manufacturer and marketer of complete solutions that identifies and protects premises, products and people. Based on the information provided by the Human Resource Department of the company, no case of gender discrimination has ever happened within the company which is a strong implication that the company considers their employees as one of the most valuable asset they acquire. However, this information is not a solid basis to use as a proof that Brady Philippines Corporation has a policy implemented regarding gender equality within the company. The researchers aim is to know if gender equality policy in the company exists, and to examine its extent of implementation.

The pursuance that fuels this study is the belief that profitability is not the only factor to be considered when measuring a company's competitiveness. Focusing on the financial aspects is not a justifiable and reasonable basis for success because beyond every success of a company, there are people who work hard for its success whom are the employees.

### **Framework of the Study**

The genders of the employees (Female, male, transgender, lesbian, gay, bisexual) are presented as the independent variable of the study. In order to determine the level of comfort of employees on the extent of implementation of gender equality policy we have to capture the following : Existence of gender equality policy; Access to policy; Existence of mechanism or procedure for handling discrimination; Occurrence of gender discrimination; Procedure for handling discrimination; Resolved issue; Advisory for gender issue. Also the researchers determined the level of agreement when it comes to gender in the following areas: Access to training and development; Recruitment and promotion opportunity; Benefits and incentive; Policies. In addition, the researchers also determined if there was as a significant relationship between the employees' gender in following areas: Access to training and development; Recruitment and promotion opportunity; Benefits and incentive; Policies.

### **Objectives of the Study**

The objectives of the study was to determine the extent of implementation of Gender Equality Policy at Brady Philippines Corporation through determining the gender of their employees (female, male, transgender, gay, lesbian, bisexual), the level of comfort on the extent of implementation (existence of gender equality policy, access to policy, existence of mechanism or procedure for handling discrimination, occurrence of gender discrimination, procedure for handling discrimination, resolved

issue, and advisory for gender issues), the level of agreement of the different genders of the employees and if there was a significant difference between the ratings of employees in the following areas of employee development and welfare and the policies when grouped according to gender: access to training and development, recruitment and promotion opportunity, benefits and incentives, and policies. After the study, the researchers should propose a program for the continuous improvement of gender equality policy in Brady Philippines Corporation.

## **Review of related literature**

### **Gender Equality**

Men and women experience differences in perception in the workplace. An employee's gender can illustrate differences in perception related to organizational structure, problem-solving style and view of work-related conflict. Also, differences in individual working style are prominent. Women perceive that individual work styles should be combined, where everyone works as part of a whole. Men, on the other hand, recognize that work should be completed self-reliantly without the assistance of others. Women also tend to be more supportive managers, whereas men are more direct. (Scott, 2015)

Research shows that gender characteristics do exist and that it plays an influential role in the workplace. (Gannon, 2012) As stated by Ryan (2011), "equality issues, including discrimination, remain significant in the workplace and in the course of employment. Employers therefore should have proactive measures in place to inform and protect their employees and the company. An employer is responsible for all equality issues within the workplace and should deal with equality issues". Therefore, achieving gender equality is important for workplaces not only because it is 'fair' and 'the right thing to do', but because it is also vitally important to the bottom line of a business and the productivity of our nation. Gender equality is viewed as an independent development objective, as well as for instrumental reasons contributing toward efficiency and growth—the idea of it being "smart economics". Gender equality is a realistic policy goal that enhances growth and development. If both women and men are more likely to remain with an organization they view as fair, employee turnover for an organization offering gender equality can be reduced, thereby decreasing the high expense of recruitment. Companies with gender equality perform better and a considerable body of research suggests a link between gender equality and better organizational performance. While there are a range of reasons to explain this link, one factor is that diversity brings together varied perspectives, produces a more analysis of the issues an organization faces

and spurs greater effort, leading to improved decision-making. (Workplace Gender Equality Agency, 2013)

There is no denying that the fight for gender equality is gaining ground all over the world especially in this country. Here in the Philippines, where women and men enjoy the same access to education, remains in the top 10 countries with the least gender gap. From ninth place on the previous year, the Philippines ranks eighth among 135 countries on 2011, with a score of 0.768. The annual survey shows that four Nordic countries—Iceland, Norway, Finland and Sweden—lead the world again in promoting equality of the sexes. Other countries in the Top 10 are Ireland (5th), New Zealand (6th), Denmark (7th), Lesotho (9th) and Switzerland (10th) (Remo, 2011). While according to the World Economic Forum, the Philippines bested other countries in the Asia-Pacific region in terms of gender equality. Though it is geared towards male and female equality, it is important to acknowledge that though there is no national law that protects LGBT people against discrimination, Philippines now have jurisdictions enacted as anti-discrimination ordinances that include sexual orientation and/or gender identity and expression among its protected categories namely: Angeles City, Pampanga, Antipolo City, Bacolod City, Candon City, Ilocos Sur, Cebu City, Dagupan City, Davao City, Quezon City (in 2003 and 2014), Vigan City, Municipality of San Julian – Eastern Samar, Brgy. Bagbag, Quezon City, Brgy. Greater Lagro, Quezon City, Brgy. Pansol, Quezon City, Agusan Del Norte, and Cavite City. (Manalastas, 2015)

Thanks to different organizations promoting gender equality in the BPO industry, call center agents can reach their maximum potential without their gender imposing limits on their career success. In relation, IBEX concluded that the benefits of gender equality result to talented, fulfilled, and happy call center agents. Top notch performances both on the individual and over-all level. Call center agents not only achieve excellent attendance records, but they also perform at their very best. The company experiences a healthy growth, which can further benefit its employees, creating a cycle that only gets better in time. (IBEX Global Philippines, 2015)

### **Continuous Improvement**

Continuous improvement is a long-term strategy to improve your business in terms of customer value and satisfaction, quality, speed to market, flexibility and reduced cost. In today's economic climate, many businesses are looking at short-term strategies just to survive. One of the main objectives of continuous improvement strategies is to increase the skills and capabilities of all employees so they can effectively participate in problem solving at work. (Bradley, 2015)

Continuous improvement was achieved by many business

professionals by continually examining their processes to discover and eliminate problems. They accomplish this by having small changes rather than making a large-scale adjustment. They primarily focus on making things better without blaming anyone in the organization, determining where problems exist and taking actions to solve the problems to reduce defects by seeking solutions as a team, removing activities which gives no value, improving customer satisfaction through careful analysis, eliminating root causes by identifying the problem and details about what should be done to remedy the situation and evaluation by using operational metrics to gauge success. (Duggan , 2015)

Whether working in an advertising company or a manufacturing company, in a huge corporation or in simple eatery, or working at a preparatory school center, living in anywhere else in the world, businesses do work to find area for improvement. Imagine a product assembly line in a manufacturing company make some small improvement every week but useful to its process. A better instrument might help, it is easier to reach point of assembly, next is replacing a common part towards to two similar parts, and so on. Though changes were simple and has limited effect, the stable accumulation of these improvements over time made for a dramatically improved operation. (Fishman, 2006)

In addition, continuous improvement in an organization setting means a continuous effort to expose and remove root causes of problems. Typically, it involves many small-step improvements rather than one massive innovation. It involves everyone, management and labor, in finding and eliminating waste in the process. (Inman ,2013)

## **METHOD**

This chapter discusses the method the researchers used in measuring the variables in this study. This chapter includes research method, research design, research locale, sample and sample technique, research instrument, data collection procedure and data analysis.

### **Research Design**

Descriptive research methodology, the most widely-used research design as indicated by the research reports of institutions, was used to gather information concerning the current condition of the phenomena to describe what exists with respect to variables or conditions in a situation (Alceso, 2011).

### **Research Locale**

The study was conducted at Brady Philippines Direct Marketing Inc. (inside Worldwide Corporate Center) Shaw Boulevard, Mandaluyong City, Philippines. Brady Philippines is a well-known in-house contact center and support service arm of Brady Corporation. Brady Corporation is an international manufacturer and marketer of inclusive solutions that identify and protect premises, products and people. Its products help customers increase safety, security, productivity and performance and include high-performance labels and signs, safety devices, printing systems and software, and precision die-cut materials.

Since its founding in 1914, the company has now millions of customers in electronics, telecommunications, manufacturing, electrical, construction, education, medical and a variety of other industries.

### **Respondents of the Study**

The respondents of this study were the employees of Brady Philippines in Shaw Boulevard, Mandaluyong City and the researchers used G-Power-Software to determine the sample size of the respondents with the effect of 0.4, alpha, error of 0.05 and power of 0.90. The result of number of respondents that was needed to answer the survey questionnaire was 58.

This chapter provides a description of the situation of men, women, lesbians, gays, bisexuals, and transgender inside of Brady Philippines if they are treated equally in the workplace. Also, this study provides information whether the policy and organizations concerning the gender equality in Brady Philippines are being implemented properly. Those respondents were the ones who are knowledgeable enough to answer the problems posed in this marketing research.

### **Data Collection Tools/Research instruments**

The researchers designed a questionnaire survey instrument from the data they have gathered from their interview with Miss Caroline Co, the company's site director, and Sir John Bautista, the company's Employee Engagement Officer. The questionnaire was furthermore assessed by Miss Caroline and Sir John to ensure the welfare of their employees.

### **Data Gathering Procedure**

A pre-test was done by the researchers in Brady Philippines with a smaller number of respondents before the actual survey was made. The result of the pre-test was utilized by the researchers to improve the draft questions they originally formulated for their survey. After the approval for

their questionnaires, the researchers proceeded to the actual survey which was conducted online, via Google form. The data retrieved were all tabulated and analyzed.

## **Data Analysis**

The statistical techniques used in the interpretation of data of the study include Frequency Distribution and Percentage Method, Weighted Mean and Anova.

1. Frequency Distribution and Percentage Method was used to interpret the respondents in terms of gender. It was also used to determine the extent of the implementation of mechanism among the respondents and their level of comfort with the mechanism as to existence of policy, access to policy, procedure for handling discrimination, try to capture if discrimination have been experience and how the issue of discrimination resolved.

2. Weighted Mean was used to compute for the level of agreement of the different genders (female, male, transgender, lesbian gay and bisexual) in the following employee development and welfare and the policies.

3. To interpret the weighted mean of the level of agreement of the different gender (female, male, transgender, lesbian gay and bisexual) in the areas of employee development and welfare and the policies, the researchers used the following verbal interpretation for the Likert Scale.

Range	Verbal Interpretation
1.00 – 1.49	Strongly Disagree
1.49 – 2.00	Disagree
2.49 – 3.00	Neutral
2.49 – 4.00	Agree
4.49 – 5.00	Strongly Agree

4. % Agreement (Based on a Five-Point Likert Scale) - This was used to determine the level of agreement of the respondents in each questions presented in percent.

5. The one-way analysis of variance (ANOVA) was used to draw various results if there was a significant difference between the employees and the areas of employment development and welfare and policies when they were group according to gender.

## **RESULTS AND DISCUSSION**

**Table 1 Demographic profile in terms of Gender**

Respondents in terms of gender	Female	Male	Gay	Lesbian	Bisexual	Transgender
	56.00%	29.51%	6.56%	4.92%	1.64%	1.64%

In the results illustrated in Table 1, most of the employees were female. According to PSA-Philippine Statistic Authority (2010), more than half (54.9%) of the total workforce (212,990) for BPO activities or 116,866 were female workers.

**Table 2 Level of comfort of employees to mechanism as to Existence of the policy**

Level of comfort of Employees to Mechanism as to : Existence of the policy	Yes	No
	96.72%	3.38%

The result illustrated in Table 2 indicates that majority of the employees with about 96.72% answered "Yes" which constituted that gender equality policy existed in Brady Philippines Corporation and that only 3.28% of the respondents answered "No".

According to the IBEX (2015), the Philippines defeated other countries in the Asia-Pacific region in terms of gender equality because different organizations promoting gender equality in the BPO industry existed.

**Table 3 Level of comfort of employees to mechanism as to Access to policy**

Level of Comfort of Employees to Mechanism as to: Access to Policy	Online Documents	cd or device	usb	Scheduled Orientation	Others
	65.57%	4.92%		25.59%	4.92%

Table 3 shows the employees access to policy used to determine the mechanism implemented for handling discrimination. The questionnaires considered the comments of the respondents who answered "others" equivalent to 4.92%, that they accessed the policy through a bulletin board.

Under section 5 of the House Bill No. 1180 of the Republic of the Philippines, it is stated that “The state shall ensure that BPO companies allow their workers and employees access to relevant information to make them understand their rights, benefits, obligations, conditions and realities attending to their profession. BPO companies shall not restrain their employees from organizing or attending activities, such as, but are not limited to, workshops and symposia, that seek to equip BPO workers with relevant information with regard to their rights, welfare and conditions.

**Table 4 Level of comfort of employees to mechanism as to Procedure for handling discrimination**

Level of Comfort of employees to Mechanism as : Existence of Mechanism or Procedure for handling discrimination	Yes	No
	93.44%	6.56%

According to the guidebook of Brady Philippines Corporation, Brady Philippines strives to create an atmosphere free of even the suggestion of discrimination or harassment. As a responsible Brady Philippines employee refrain from making jokes, comments that may offend any person neither should you treat an individual differently because of his or her race, color, gender, sexual orientation, religion, disability, marital status, etc. Doing so will subject you to disciplinary action up to and including termination. Brady Philippines encourages the immediate reporting of all incidents or harassment to the supervisor or a representative of the Human resource Department.

**Table 5 Level of comfort of employees to mechanism as to Occurrence of Gender Discrimination**

Level of Comfort of Employees to Mechanism as to: Occurrence of Gender Discrimination	Yes	No
	96.72%	3.27%

The results illustrated in table 5 shows that 96.72% of the respondents said that there is “NO” occurrence of gender discrimination inside the company, while 3.27% of the respondents said “YES”.

As stated by a business owner, Finn (2015) concluded that

discrimination still exists in the workplace today despite laws put into place to protect the rights of every employee. Even though Title VII of the Civil Rights Act of 1964 states that an employer cannot discriminate against an employee for race, age, gender, disabilities and wages, there were still 99,412 discrimination claims filed in 2012, according to the Equal Employment Opportunity Commission.

**Table 6 Level of comfort of employees to mechanism as to Procedure for Handling Discrimination**

Level of Comfort of Employees to Mechanism as to: Procedure for Handling Discrimination	Personally Approached the person /group involved	Reported the issue to the Human Resource Department	No Action was taken	Others
	50%	50%		

The results at table 6 were adapted from the percentage of employees who answered "Yes" from the table 5. Human Resource Department has the power to lead through communication in regards to anti-discrimination. It has been proven that relying solely upon written corporate policies and procedures in employee handbooks and signed acknowledgements does not assure understanding and compliance (Soylu, 2010).

**Table 7 Level of comfort of employees to mechanism as to Resolve Issues**

Level of Comfort of Employees to Mechanism as to: Resolved Issues	Yes	No
	50%	50%

Table 7 shows whether the issue regarding gender discrimination was resolved. According to the guidebook of Brady Philippines Corporation, whoever experienced discrimination shall report to the Human Resource Department and the guide book point out that whoever does a discrimination act will subject you to disciplinary action up to and including termination.

Discrimination complaints are among the most sensitive and difficult issues for HR professionals to handle. When a discrimination complaint is reported, the HR department acts quickly and professionally to resolve the

matter in a way that is satisfactory to the employee presenting the complaint and protect the company from possible litigation. If an employee comes forth with any kind of discrimination complaint, Human Resource department takes steps to investigate the claim. (Hrab, 2014)

**Table 8 Level of comfort of employees to mechanism as to Advisory for Gender Issue**

Level of Comfort of Employees to Mechanism as to: Advisory for Gender Issue	My Immediate Superior/or Department Head	Human Resource Department	I would not feel comfortable approaching anyone in the company	Others
	77.05%	22.95%		

Table 8 indicates to where the employee would go for advice regarding any issue in gender. It was written in the guidebook “Brady Philippines encourages the immediate reporting of all incidents or harassment to your supervisor or a representative of the Human resource Department. Supervisors who observe or become aware of a situation of potential harassment...”

Human resources department must act as a coordinator to eliminate and minimize discrimination problems and challenges. Employers can solve the problems by helping employee understanding through communication, diversifying the workforce, hiring qualified employees and establishing a mediation program to handle complaints in this regard. (Soylu,2010)

**Table 9 Significant differences on the ratings of the employees on the following areas of employee development when group according to gender**

Areas of Employees Development and Welfare and the Policies	Weighted Mean	Verbal Interpretation
Training and development: A wide variety of training is available to meet my needs both as an employee and a person, regardless of my gender.	4.57	Strongly Agree
Training and development: Advice on career and personal development is readily available to all employees regardless of gender.	4.50	Strongly Agree
Training and development Opportunities to broaden ones experience in one's current job function are present and manifest regardless of	4.64	Strongly Agree

gender.

Recruitment and promotion	Brady Philippines Corporation promotes a culture of merit and thus, I can look forward to promotion and achievement should these opportunities become available.	4.55	Strongly Agree
Benefits and incentives	Company incentives are fair and their attainment is based on performance and compliance with the law.	4.69	Strongly Agree
Policies:	Brady Philippines Corporation promotes a culture open, professional communication, where people are free to express opinions without fear discrimination, regardless of gender.	4.66	Strongly Agree
Policies	Changes to the gender equality policy, if any, are effectively and swiftly communicated to the workforce.	4.53	Strongly Agree
Policies	Where cases of discrimination have been reported. Brady Philippines Corporation handles these cases fairly and swiftly, while ensuring the confidentiality and continued dignity of all parties involved.	4.55	Strongly Agree

Verbal Interpretation: 4.49-5.00-Strongly Agree    3.49-4.00-Agree    2.49-3.00- Neutral  
1.49-2.00-Disagree    1.00-Strongly Disagree

Table 9 shows that majority of the employees have a satisfactory level in all areas of employee development and welfare and the policies.

In addition, according to IBEX Global Philippines (2015) employees in some BPO industry in the Philippines are highly motivated because their incentives, training and development, promotion are based on their performance and not on their gender in call center industry. They are not only rewarded with benefits that they deserve, but they also contribute to the company's growth with their diverse set of strength and capability.

**Table 10. Significant difference in the ratings on the following areas of employment development when respondents are grouped according to gender (Anova Table)**

Variables	F-Value	P-Value	Interpretation
Training and Development (access)	4.33	0.002	Significant
Training and Development (advice on career)	3.69	0.006	Significant
Training and Development (opportunities)	4.26	0.002	Significant
Recruitment & promotion	3.42	0.009	Significant
Benefits and incentives	6.91	0.001	Significant
Policies (open culture)	6.98	0.001	Significant
Policies (changes)	4.18	0.003	Significant
Policies (implementation)	4.19	0.003	Significant

P-value is significant with  $p < 0.05$

P-value is not significant with  $p > 0.05$

Table 10 above shows that there is a significant difference between the employees and the policies in all areas of employee development and welfare and the policies if we group the employees according to gender. The transgender was the only one of its kind in the respondents, so it was not surprising that it would result in significant findings in the said areas.

Transgender individuals face workplace discrimination and harassment at even higher rates than gays and lesbians. The National Center for Transgender Equality and the National Gay and Lesbian Task Force release comprehensive study on transgender discrimination that revealed problems at the workplace. Some of these were as follows: Ninety percent of transgender individuals have encountered some form of harassment or mistreatment on the job; Forty-seven percent of workers have experienced an adverse job outcome because they are transgender. The study also found out that forty-four percent were passed over for a job and twenty-three percent were denied a promotion and 26 percent were fired because they were transgender (Crosby&Kreshley 2011).

**Table 11 : Weighted mean rating on areas of employment development and welfare and the policies**

Areas of employment development and Welfare and the policies	Female	Male	Transgender	Gay	Lesbian	Bisexual	Total
Training and development (access)	4.60	4.68	2.00	4.50	4.00	5.00	5.00
Training and development (advice on career)	4.58	4.74	2.00	4.50	4.00	5.00	4.56
Training and development (opportunities)	4.67	4.74	2.00	4.50	5.00	5.00	4.66
Recruitment and promotion	4.58	4.61	2.00	4.50	5.00	5.00	4.57
Benefits and incentives	4.72	4.79	2.00	4.50	5.00	5.00	4.70
Policies (open culture)	4.72	4.74	2.00	4.50	4.67	5.00	4.67
Policies (changes)	4.58	4.63	2.00	4.50	4.67	5.00	4.56
Policies (implementation)	4.58	4.63	2.00	4.50	5.00	5.00	4.57

Verbal Interpretation:

4.49-5.00 – Strongly Agree      3.49-4.00- Agree      2.49-3.00- Neutral  
1.49-2.00-Disagree      1.00- Strongly Disagree

## CONCLUSIONS

After the thoroughly study of the researchers of all the data gathered, they have concluded that the Brady Philippines Corporation's workforce composed of various genders namely; female, male, gay, lesbian, bisexual, transgender, is dominated by the female gender. Also, the findings show that their employees have a satisfactory level of comfort in the gender equality policy within the company which implies that the policy exists and works, considering the fact that only 3.27% of the respondents reported incident of gender discrimination, 50% of it are resolved. Additionally, the employees have a high level of agreement in all areas of employee development and welfare and the policies and that there is a significant difference when they are grouped according to gender namely when it comes to transgender individuals.

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