

Table 1 - Policies and procedures related to gender equality

1. EMPLOYMENT AND COMPENSATION	2. WORK-LIFE BALANCE AND CAREER DEVELOPMENT	3. HEALTH, SAFETY AND FREEDOM FROM VIOLENCE	4. GOVERNANCE AND LEADERSHIP	5. CUSTOMS ADMINISTRATION AND STAKEHOLDER RELATIONS
a. Wages, Benefit & Pay Equity	a. Flexibility policies	a. Health Benefits	a. Governance & Management	a. Customs Policies and Procedures
1. Competitive and equitable wages and benefits for all staff, compared with public and private sectors	1. Flexible work options that meet the needs of employees	1. Equitable health coverage and insurance that meet the needs of women	1. Review of the demographics of all executive positions	1. All clients are treated equality, and procedures have been automated to reduce the incidence of corruption
2. Audit of job classification, compensation policies and benefit packages	2. Periodic assessment of employee needs and use of flexible work options	2. Information is proactively provided upon notification of health situations	2. Analysis of the number of women promoted to executive positions	2. Women traders are provided with relevant information
3. Wages take into consideration relative risks and hardship of some operational posts	3. Facilitation for medical care	3. Monitoring system for understanding the cause of absences	3. Interview of managers in cases where promotion is rejected	3. Procedures have been simplified
4. Written policies on the way decisions about compensation and merit-based promotions are made	4. Temporary and extended leave programmes		4. Measurement of employee feedback on GED practices and analysis of the results by gender	4. Measures exist to support SMEs
5. Periodic review of compensation	5. Managers are to encourage employees to use flexitime	b. Domestic Violence	5. Proactive efforts to recruit and appoint women to managerial positions	5. Training is organized to increase the compliance of traders
6. Parents are given flexibility in order to care for their children	b. Dependant & Family Care	1. Incidents of gender-based violence are audited	6. Proactive search, inside and outside the organization, for potential female candidates for executive positions	
b. Discrimination	1. Periodic assessment of needs as regards family care	2. Policy and guidance exist to enable immediate action and protection of victims	7. Assessment of managers' commitment to GED	b. Border Operation
1. HR procedures prohibiting all forms of discrimination, and written HR policies	2. Access to support services like kindergartens, playgrounds, health insurance, official housing facilities, and to sports and religious facilities	3. Training on warning signs and how to manage such situations	8. Examining compensation, training and recruitment practices which have an impact on women's development.	1. Clients are treated with equal respect and dignity
2. Non-discrimination policy	c. Career Advancement	4. Policies related to workplace wellbeing and victim support		2. Understanding the specific risks faced by women traders and ensuring that body searches are conducted by a female employee
3. Education of employees on existing policies	1. Periodic analysis of promotion rates among various groups	c. Workplace Violence	b. Leadership	3. Service standards are clearly visible
4. Training HR-related decision-makers to ensure decisions are bias-free	2. Support for employee-led groups that support career advancement	1. Reporting and support mechanisms to encourage victims to come forward	1. GED is part of our vision, strategic goals and values	4. Dialogue is established with private sector
5. Employees' private life is respected and all enjoy the same working conditions	3. Mentoring & Coaching programme for women	2. Regular assessment of workplace safety	2. Oversight of GED is assigned to a Taskforce	5. Appropriate infrastructure to facilitate the deployment of female and male officials
c. Requirements & Hiring	4. Flexible training opportunities	3. Rules and procedures to prevent harassment based on ethnicity, gender, sexual orientation, religion, etc.	3. Mechanisms exist to ensure accountability and implementation of GED policies	6. Separate infrastructure for the public to avoid interaction
1. GAP analysis on recruitment	5. 'Registration of interest' system for determining the job interests and career goals of employees	4. Promoting the Zero Tolerance Policy for all forms of violence, investigating cases and providing legal assistance to employees	4. GED initiatives are audited on a regular basis	c. Stakeholder Relations
2. Competency-based HR management and recruitment	6. Providing equipment for posts presenting a security risk	5. Ensuring employees received support from counsellors, psychologists, security officers and police officers when faced with violence	5. Executives are engaged in the implementation of GED policies	1. Consultation with a broad range of groups
3. Regular discussions with employees on recruitment	7. Equality of access to IT skills certification and training	6. Regular and mandatory training on detecting, preventing and addressing harassment	c. Implementation	2. Training is organized to ensure compliance
4. Cooperation with external bodies to increase the number of candidates from under-represented groups	8. Training for personnel involved in performance evaluations		1. Developing communication materials such as guidelines, booklets, brochures, and social media posts, and organizing related activities such as social gatherings, seminars and talk shows	3. Traders have 24/7 access to Customs for requesting information or filing complaints
5. Internships and apprenticeships to encourage career exploration			2. Developing GED-related targets for managers and linking promotion, compensation and bonuses with the achievement of set objectives	4. Zero tolerance for harassment and intimidation and effective processing of complaints through an application (app)
6. Periodic review of job descriptions			3. Allocating sufficient human, financial and technical resources to the GED Taskforce	5. Active cooperation with other government institutions at the national and international levels to ensure GED policies at the border are consistent, and are enforced
7. on existing vacancies				
8. Training for personnel involved in recruitment and hiring				
9. Equal career opportunities				
10. Cooperation with temporary staffing agencies and contractors with positive records on gender equality				

Caption:
■ measures for which the set objectives were achieved (38 measures, or 47%)
■ measures for which more actions and efforts are required (35 indicators, or 43%)
■ measures for which results are poor (four indicators, or 5%)
■ measures considered as a priority for the coming year