BETTER IS POSSIBLE

DOĞAN GROUP

GENDER EQUALITY
Guidelines

KNOWS
AND
CREATES
VALUE

Dogan

Contents

Dear Colleagues,

Doğan Group believes that a strong and modern society can only exist and move forward by raising modern generations who respect universal values and contribute to the solution of social and economic problems.

An economic, environmental and social sustainability approach guides the key strategies of Doğan Group, which we define as a "value-driven, responsible investment holding". Gender Equality, number five among the United Nations Development Programme's (UNDP) 17 Global Goals, is a key focus of our sustainability approach. The social responsibility projects, including 'Aile İçi Şiddete Son' (Stop Domestic Violence), 'Baba Beni Okula Gönder' (Daddy, Send Me to School), and 'Haklı Kadın Platformu' (Women Are Right Platform), carried out by Doğan Group and Aydın Doğan Foundation, founded 25 years ago, to achieve gender equality and to empower girls through quality education continue to create impact and raise awareness, demonstrating how much we value gender equality.

Doğan Group recognizes gender equality and women's empowerment as fundamental human rights and essential for society's development. Inequality in women's participation in the workforce, lack of equal opportunity in access to education, and perpetuating gender inequality through educational and communication content are only a few of the major problems that continue around the world and in our country.

We need to change the stereotypes and be careful about the language, style and expressions we use in communication to prevent perpetuating gender inequality and to break out of this negative cycle. United Nations Secretariat's informative guideline ST/IC/1992/67 dated 29 October 1992 states: "Bias-free language is important because language reflects the attitudes of the user. Expressions or words that suggest superiority of one gender over the other should be avoided." Doğan Group, which makes investments and develops projects to raise awareness on this topic and to contribute to social transformation, aims to increase the ratio of female members on the board of directors to at least 30% and the ratio of women in senior management roles to at least 40% by 2025.

We urge all our stakeholders, starting with our colleagues, to observe these Gender Equality Guidelines in their actions and communication.

Corporate Communications & Sustainability Department

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Gender refers to the roles, behaviors, actions, and characteristics of men and women that are socially constructed by society.

Biological sex refers to the different genetic characteristics attributed to being a female or male at birth. Gender, on the other hand, is socially constructed and may vary culturally in terms of the social attributes associated with being female and male. An individual's gender is not assigned naturally and biologically and instead consists of roles and characteristics imposed by norms and stereotypes.

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Gender Stereotypes

Gender stereotypes can be defined as basic assumptions and ideas about the way women and men behave. Gender stereotypes are the practical manifestations of the gender perceptions in society. They are rooted in stereotypes and entrenched over time.

They are the source of disparate relations between genders. When constantly reiterated, such assumptions and ideas restrict the multi-dimensional and complex nature of individuals, leading to uniform perceptions. Gender stereotypes also assert that society is binary and predicate the superiority of one gender over the other.

Gender stereotypes manifest in language and all forms of communication, especially in areas such as character, physical characteristics, roles, and occupations. Male characters are typically represented as being aggressive, competitive and assertive while female characters are generally represented as passive, cooperative, and shy. The man is generally positioned as the breadwinner while the woman is assigned the role of mother/wife and homemaker.

Regardless of the individuals' attributes, physical characteristics and occupations are also coded with femininity and masculinity stereotypes.

	FEMALE STEREOTYPES	MALE STEREOTYPES	
Character	Polite	Assertive	
	Vulnerable	Brave	
	Emotional	Competitive	
	Nagging	Henpecked	
	Gossiping	Rude	
Physical Characteristics	Weak	Strong	
	Well-groomed	Unkempt	
	Graceful	Rough	
Roles	At home	In public	
	Wife and/or mother	Breadwinner	
	Responsible for house work	Rule/decision maker	
	Taking care of family	Protector of the family	
Occupations	Nanny	Physician	Technician
	Nurse	Tradesman	Foreman
	Flight attendant	Engineer	Judge
	Teacher	Pilot	Manager
	Secretary	Repairman	Fireman

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Generic use of 'Man'

In contrast to languages such as English, German, French, and Spanish, etc., there's no distinction between masculine and feminine in Turkish language. Furthermore, the third person pronoun is gender inclusive. However, this does not mean that Turkish language is free from sexism. There are sexist Turkish words, expressions, idioms and proverbs that the language continues to perpetuate historically, socially and culturally.

The generic use of 'man' in daily life is considered gender neutral. Even if this word may not refer ambiguously to male or human being, the generic use is problematic because it may lead to omitting the distinctive elements of female experience and behavior. Moulton claims that regardless of the author's intention to use the generic 'man' cannot be interpreted as gender neutral. Casey Miller and Kate Swift (1976) cite a study in which college students chose pictures to illustrate chapters of a sociology textbook.

Those with chapters entitled "Society," "Industrial Life," and "Political Behavior" tended to select pictures of both females and males. However, when the same chapters were named "Social Man," "Industrial Man," and "Political Man," students of both sexes tended to select pictures of males only. This example is a rather convincing evidence that when the word 'man' is used generically, people tend to think male, and tend not to think female (Miller and Swift, 1976, p. 21). As a matter of fact, 'man' is a word with the implicit meaning of being male, and is associated with being human/man, making the women invisible while claiming to include 'all'.

Using selective words for "woman"

The words "male" and "female" refer to sex and "man" and "woman" to gender. When it comes to referring to or addressing individuals, people use "man" or "Mr." in almost all cases involving men while they tend to be more selective in their choice of words toward women.

Mrs., Ms. and Miss are titles used before surnames or full names as a sign of respect. Traditionally, Mrs. is a title used for a married woman, Ms., for a woman whether she is married or not, and Miss for an unmarried woman.

However, Ms. is generally regarded as a neutral term. Therefore, as a more formal form of address in a professional setting or as a professional title, it is best to use Ms., if asking for the individual's preference is not possible.
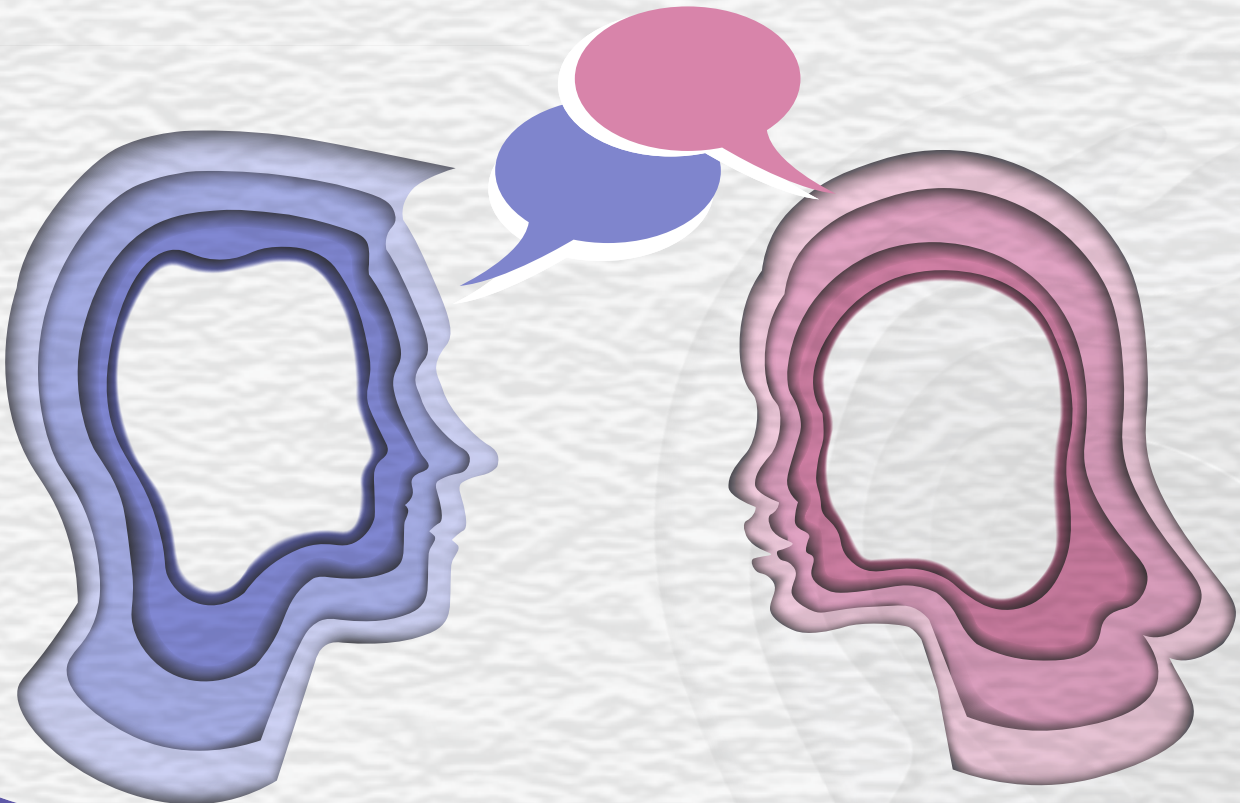
Gender Sensitive Communication

Gender refers to the roles, behaviors, actions, and characteristics of men and women that are socially constructed by society. An individual's gender is not assigned naturally and biologically and instead consists of roles and characteristics imposed by norms and stereotypes.

Language shapes the way we interpret the world and guides how we think and behave. The words we choose for communicating also reflect our assumptions about the world, including gender relations.

Gender stereotyping language has permeated our workplaces and daily lives. Views and behaviors can be changed by revising the communication language and managing the communication content. The language we use may lead to reinforcing and perpetuating inequality between the sexes, but it also has the potential to instill the concept of gender equality in society.

Gender Sensitive Communication

Strategies to mitigate negative impact

Gender stereotyping imposes the risk of assigning gender-specific duties and responsibilities to people, matching people with certain attitudes and behaviors, and consequently, the risk of stereotyping people. This standardization, or gender stereotyping, is based on the idea that everyone belonging to a group has similar characteristics. To avoid gender stereotyping, the communication language should be as inclusive and diverse as possible.

Inclusion and diversity can only be possible when the different experiences and views of women and men are represented and included. Analyzing the needs and experiences of men and women belonging to different cultural, ethnic, socioeconomic, etc. groups and representing them in communication materials will be an important step toward achieving gender equality.

In communication materials, the physical appearances and clothing of individuals should be as diversified as possible. Furthermore, representing individuals from different age groups ensures that men and women are not categorized into specific physical attributes. Depicting young women as slim or in a 'perfect' body and middle-aged women in bigger bodies and in 'mom' roles may lead to perpetuating certain stereotypes.

Gender Sensitive Communication

Strategies to mitigate negative impact

In addition to their physical characteristics, individuals should also be represented in different roles. It should be noted that men and women have different roles and identities that complement each other. For example, a woman can work and be a mother at the same time. Or women who work but do not have children may have the same motivations as women with children. Therefore, women should not be depicted only as mothers in the communication materials but they should also be represented in different roles such as employees, managers, teammates.

In communication materials, it is important to position women who work to represent different professions such as banking professionals, entrepreneurs, engineers, or physicians, etc. instead of depicting them as assistants, teachers, or nurses. Therefore, depicting women at different career levels, positioning them in management and leadership roles to represent power and authority, which is generally associated with men, will be an important step toward breaking stereotypes. Men may also be featured in communication materials to represent different roles, including fatherhood, instead of showing them only as the breadwinner or in the workplace.

Gender Sensitive Communication

Exercise sensitivity when using visual materials

Place people at the core. Use images that represent men and women equally.

Make sure that the images do not show men and women in traditional roles.

Avoid using images that depict the disadvantaged individual or survivor as the victim.

Avoid promoting individuals with their sexual identities.

Avoid using images that perpetuate gender stereotypes.

Use images that show gender roles equally (i.e. avoid stereotypical images such as a mother cleaning the house or a father returning home from work).

Analyzing Different Aspects of Communication

The information used in internal and external communication and received through different communication channels should be reviewed and analyzed. The frequency of media coverage regarding gender issues should be monitored and the content should be assessed to determine whether it is addressed as a key issue or just as a perfunctory service. All of these will demonstrate your organization's approach to gender and where it stands in the country.

The following points reflect your organization's approach to and actions on gender equality:

- Use of language
- Use of materials
- Communicated messages
- Target of the message

Use gender sensitive language in external communication

- The website should be gender sensitive in terms of the language and images used.

- The company spokespersons' speech copies should comply with gender equality principles.

- Your communication on gender issues should be reviewed to assess how the media would cover them.

- A woman and a man should be appointed as the official spokespersons of the organization.

- The speaker lineup of any event should be planned in a way to ensure gender equality.

- Roles assigned to men and women in events should be equally distributed.

- Equal participation of women and men in the events should be encouraged.

- Women's roles in the events should not be limited to presenter, moderator or facilitator.

- The content, language and images used in the corporate communications and promotional materials should embrace a gender sensitive approach.

- The language used in shows, documentaries and radio broadcasts on gender topics should be carefully crafted.

- Press releases and social media posts should not contain gender stereotypes.

- Men and women should be represented equally in the images shared with the print, visual and social media.

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Use gender sensitive language in internal communication

Gender stereotyping is also seen commonly in internal communication. Certain communications among employees and behaviors in the workplace sometimes support stereotypes and enable them to be perpetuated. Creating inclusive work environments, conducive to promoting equality requires the language used in the office and the reflections of language on behavior to be carefully considered.

Discriminatory language against a profession: Biased language directed at a profession is still discriminatory language. Stereotypes, based on the idea that certain genders are more compatible with certain jobs, according to the characteristics attributed by society, lead to the categorization of jobs as "women's jobs" and "men's jobs."
As a result, men and women are assigned different roles, responsibilities and duties in the workplace.
Due to these tendencies, women are typically employed in jobs that require less skill and in sectors such as apparel production and service industry while men generally work in sectors like automotive, software, etc. in jobs with higher career potential.

Discriminatory language may also be used in job postings, causing people to focus on specific areas and apply for certain jobs. Therefore, paying attention to the words used in job postings when providing details about the work environment, job description and required qualifications is of critical importance.
Using words such as "competitive" and "leadership" in the job postings may encourage more male candidates to apply while women tend to apply more to job postings containing words such as "support" "team player".

Expressions perpetuating gender stereotypes in professional life

Using terms of endearment: Using terms of endearment such as **"dear," "honey," "sweetie,"** etc. as a sign of a friendly office environment actually reinforces the hierarchical structure of the organization and downplays the position of the other individual. To avoid such situations, you should learn the names of your colleagues and address everyone by their name.

Misuse of **"girl/woman": "Girl"** is typically used to refer to innocence, youth, and inexperience while **"woman"** is considered rather rude. Since **"female"** and **"male"** refer to sex, **"woman"** should be used to express gender. However, such usage should not be confused with forms of address such as **"Mr. – Ms."** or **"Sir – Madam."** Furthermore, using **"girls"** to address adult women as a whole group would imply a discourteous approach and therefore should not be preferred in conversation at the office.

Different adjectives for men and women: Adjectives such as **"aggressive"** and **"sensitive"** can have different meanings depending on whether they apply to a man or a woman. When women in leadership positions demonstrate confidence and persistence in decision-making processes, they are usually described as more "aggressive" than men. Adjectives like **"cheerful," "charming," "sweet"**, or **"cute"**, which may be used to compliment women, are also examples of biased language. These adjectives define how women are perceived in the workplace and make them stand out more with their personality traits instead of their qualifications as employees. As a result, they may be less likely to be taken seriously in the workplace and move forward in their career.

Expressions Perpetuating Gender Stereotypes in Professional Life

Discriminatory language based on biological attributes: Expressions and terms that categorize people based on certain biological attributes or hormonal changes constitute discriminatory language targeting biological characteristics. Expressions such as **"adolescent", "menopausal"** and **"in andropause"** or implications that pregnant women may be affected due to their condition are some examples of this discriminatory language. **Furthermore, the employees are encouraged to refrain from using expressions such "that time of the month" or "women problems" and to instead use unbiased words like "period" or "menstruation."**

Discriminatory language based on physical characteristics, age, and clothing preferences: **Remarks about physical characteristics such as height and weight or age should be avoided.** Assuming that a female employee is sick when they don't wear make-up or asking the female employees to dress more **elegant** or **stylish** clothes are examples of discriminatory language based on individuals' clothing and preferences. **Provided that the employees abide by the organization's rules and regulations on office attire, they should not be subjected to remarks and criticisms regarding their personal tastes and preferences about what they wear, whether it is clothing, make-up, shoes, or accessories.**

Analyzing Different Aspects of Communication

How gender equality in communication reflects on behaviors

Gender stereotypes may manifest themselves in behavior just as they do in communication, leading to gender-based expectations in the workplace. Expecting women to assume tasks such as serving food/beverage or organizing events and men to take on tasks such as lifting heavy stuff in the office are some of the examples for such expectations, which may even extend to meetings. Seeking the opinions of male and female employees equally, ensuring that male employees do not dominate the discussions, and distributing tasks such as keeping the minutes equally are actions to consider in meetings.

Another way that stereotyping manifests on behavior is benevolent sexism, which is based on the premise that women need to be protected by men. Holding the door open as a courtesy in the office or giving the bill to the male employee at lunch are examples of benevolent sexism. Mansplaining is yet another behavior that draws from stereotypes. Interrupting women in meetings or underestimating their knowledge on a subject, based on the assumption that women need men's opinions, are examples of mansplaining.

Gender sensitive communication:
Solidarity among the team

Gender sensitive communication requires making it a habit to use a language of solidarity instead of confrontation and competition. To achieve this, we recommend paying attention to the following issues, even if they are not directly associated with gender.

Employees in the workplace should build relationships based on cooperation, mutual respect, honesty and recognizing each other's rights. Changing our communication culture starts with actively listening to, empathizing with and helping others (altruism). On the other hand, gender sensitive communication is not just about situations related to men and women. It also requires letting go of overbearing relations in communication.

Only when individualistic and competitive behavior and the vertical, power-driven hierarchical relationships are replaced by horizontal relationships based on open communication, exchange of ideas, collaboration and trust, we can start to develop gender sensitive communication.

Examples and recommended alternatives

Argument	Conversation
Thinking there is only one correct answer and they are the one who knows it	Thinking that multiple people have different parts of the answer
Trying to show that the other party is wrong	Prioritizing collaboration and working together to find common ground
Focusing on winning	Trying to find common ground
Looking to find fault and coming up with counter arguments	Listening to understand, finding meaning, and collaborating
Defending one's own assumptions as truth	Accepting that other ideas improve us
Trying to find the flaws and weaknesses of others	Elevating the strengths and value of others
Evading discussion by creating a loser and a winner	Being open to advancing the topic, even after the discussion ends
Seeking confirmation or conclusion by justifying the situation	Exploring new situations, remaining open

Appendix

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Ensuring the use of gender sensitive language
and breaking gender stereotypes

SUPPORT GENDER EQUALITY BY USING THE PROPER TITLES AND PROFESSIONAL REFERENCES	
Biased	**Unbiased**
Salesman, saleswoman	Sales representative, salesperson
Career woman	Professional, executive, business owner
Hostess, host	Flight attendant
Male nurse	Nurse
Housewife, househusband	Homemaker
Businessman, business woman	Business owner, entrepreneur
Cleaning lady	Cleaner
Landlady	Owner, lessor

AVOID USING NON-INCLUSIVE TERMS	
Biased	**Unbiased**
Man	Human, person, individual
Mankind	Humankind
Cameraman	Camera operator
Policewoman, policeman	Police officer
Female doctor, male doctor	Doctor
Founding Fathers	Founders
Becoming a man	Growing up, obeying the rules of society
Gentleman's agreement	Unwritten agreement
Ordinary man	Ordinary person
Motherland	Homeland
Mother tongue	Native language
Thinking man	Thinker/intellectual
Man of his word	Keeping one's promise
Man-hours/Man-days	Person-hours/Person-days

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Ensuring the use of gender sensitive language and breaking gender stereotypes

AVOID PERPETUATING STEREOTYPICAL TERMS	
Biased	**Unbiased**
Like a woman	Polite
Maiden name	Pre-marriage surname
Like a girl	Shy, adorable, and brand new (depending on where it is used)
Handyman	Technician

AVOID USING SEXIST PROVERBS AND IDIOMS	
Man in the street	Man of action
Man of straw	Man of few words
Old wives' tale	A man's man
Right-hand man/woman	Laugh/walk like a girl
Scarlet woman	As one man
Man to man	Company man
The way to a man's heart is through his stomach	Every man has his price
Men don't cry	Make a man of someone
Woman is the root of both good and evil	Spinster
Hell hath no fury like a woman scorned	Tomboy
Be the bigger man	A good man is hard to find
Boys will be boys	It's a man's world

• Gender Mainstreaming Crash Course workshop, presentation by Barbora Galvankova, 22-23 September 2015, UN House, Ankara, Turkey

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