



**«FRAMEWORK OF ACTIONS ON GENDER EQUALITY»**

**Third follow-up report**

**2008**

**European Trade Union Confederation<sup>1</sup>**

**BUSINESSEUROPE/UEAPME<sup>2</sup>**

**European Centre of Enterprises with Public Participation and of Enterprises of  
General Economic Interest**

**« FRAMEWORK OF ACTIONS ON GENDER EQUALITY »**

**Third follow-up report**

*Adopted by the Social Dialogue Committee on 12 November 2008*

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<sup>1</sup> The ETUC delegation includes representatives of the Eurocadres/CEC Liaison Committee

<sup>2</sup> UEAPME - European Association of Craft, Small and Medium-Sized Enterprises

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## Foreword

In March 2005, the European social partners adopted a Framework of Actions on Gender Equality<sup>3</sup>.

They identified four areas for priority actions. These priorities are:

1. to address gender roles,
2. to promote women in decision-making,
3. to support work-life balance,
4. to tackle the gender pay gap.

The member organisations of BUSINESSEUROPE, UEAPME, CEEP and ETUC agreed to promote the framework of actions in Member States at all appropriate levels taking account of national practices.

The social partners also decided to draw up an annual report on the national actions carried out on the four priorities identified. After three annual reports, the social partners will evaluate the impact on both enterprises and workers. This evaluation may lead to an update of the priorities identified and/or an assessment on whether or not additional action is required in one or more of the priority areas.

The present document is the third annual follow-up report. It was adopted by the European Social Dialogue Committee on 12 November 2008. It describes how the framework of actions has been followed up into the social partners' activities on gender equality and gives useful information on a selected number of actions taken at European, national, cross-industry, sectoral and company level.

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<sup>3</sup>

The Framework of Actions adopted in March 2005 can be found at annex

## Chapter I – Main trends

This third follow-up report of the Framework of Actions on Gender Equality adopted by ETUC, BUSINESSEUROPE, UEAPME and CEEP in 2005, is based upon the national reports from national social partners in 20 EU Member States and Norway. It provides an overview of a selected number of initiatives that national social partners developed in the context of the objectives set by the Framework of Actions on Gender Equality during 2008 and does not claim to be exhaustive.

The most frequently reported initiatives by the social partners during the third year of the follow-up will be briefly described. In addition, some trends in the social partners' follow-up actions taken at different levels, in comparison with the two first follow-up reports will be highlighted.

As a general preliminary remark, continuity and consistency can be noted in the follow-up actions taken in 2008. Many national reports indicate that activities launched during the two previous years were still operational in 2008.

With regard to the follow-up actions taken in 2008 by national social partners, it is possible to distinguish between:

- Discussions on the framework of actions between social partners and the **integration of its priorities in collective agreements**. As reported in the two first follow-up reports, social partners continued to take the different priorities of the Framework of Actions into account in collective agreements that have been concluded at national, sectoral, regional or company levels.
- Promotion of the approach and priorities of the framework of actions through **tripartite concertation**. In most countries, social partners participate in advisory committees or structures with public authorities to discuss national strategies in the field of gender equality. Different national reports show this year again, that in some countries, in parallel with the social partners' work, public authorities have taken initiatives (including legislative ones) on which social partners were consulted. In a limited number of cases, social partners reported the adoption of measures at national level without sufficient consultation of social partners.
- **Projects or initiatives** which tackle one or more priorities in a more focused way, either jointly between social partners or separately. As in 2006 and 2007, most of the projects mentioned this year have been financially supported by the EU Structural Funds. Other projects have been developed in the framework of regional partnerships between public authorities and social partner organizations either jointly or separately and in some cases in partnership with civil society organisations. Finally, specific trade unions and companies' practices or policies, whose spirit is in line with the approach of the Framework of Actions, have been reported.

In 2006, most emphasis has been placed on the dissemination of the framework of actions at the national level. In 2007, national social partner initiatives were influenced by the 2007 Year of Equal Opportunities for All.

The 2006 and 2007 follow-up reports both concluded that social partner activities under the Framework of Actions during those years focused in priority on work-life balance. This is not the case in 2008. For this report, social partners were specifically asked to provide information on joint experiences in the area of priority 4 – tackling the pay gap,

in so far as was possible. Although not all national reports managed to do this, quite a large number did, with the result that the 2008 report places a greater emphasis on actions to tackle the pay gap than either of the previous two reports.

Overall, therefore, the general trend with this report is that the reporting is more balanced and each of the 4 priority areas have been tackled, to varying degrees by the member organisations.

There are several reasons which may explain this general trend:

- After three years of follow-up activities, national social partner initiatives reflect greater ownership of the broader objectives pursued by the Framework of Actions. This is a very positive evolution, which illustrates the usefulness of the Framework of Actions as an instrument that is able to mobilise social partners in Europe for a common agenda, while leaving it up to national social partners to develop initiatives responding to their national context.
- In 2008, European social partners consulted their national member federations on reconciliation of professional, private and family life. In addition, national social partners were invited to contribute to European activities, such as for example the joint letter on childcare and parental leave negotiations. This may explain why less attention has been given to work-life balance at national level under the Framework of Actions in 2008.
- When launching national consultations for this third report in June 2008, European social partners indicated that in the framework of the general reporting exercise, information on joint experiences in the area of tackling equal pay would be appreciated in view of institutional activities in this area in 2008.

### ***Overview of actions undertaken in each of the priority areas:***

#### **1. ADDRESSING GENDER ROLES**

A significant number of initiatives addressed **gender roles and the fight against stereotypes**, especially in view of tackling gender segregation in the labour market.

Some respondents highlighted the development of national networks aiming to raise awareness on the benefits of diversity at the workplace. In this framework, some initiatives focused on identifying the practical opportunities to break the predictability of men and women's choice of both jobs and education.

The following national initiatives can be mentioned:

- Educational programmes for pupils and teachers in schools, notably to promote the participation of women in technical or I.T professions
- Measures to encourage women's participation in entrepreneurship programmes
- Organization of career fairs and girls' days in enterprises
- Gender indicators in the framework of Corporate Social Responsibility company policies

Several measures were adopted in order to fight discrimination in access to employment, recruitment procedures and classification systems as, for instance, the abandonment of gendered titles in professional classification systems or the development of positive action measures to fight against gender segregation in the labour market.

## 2. PROMOTING WOMEN IN DECISION MAKING

Regarding the promotion of **women in decision-making**, social partner activities mainly aimed at developing more knowledge on the reasons why less women are sitting in company boards of directors and in management. On this basis social partners have identified measures, which can help increase the number of women in decision-making positions.

The actions reported can be summarized as:

- Measures aimed at developing the competencies of female employees to empower them in reaching leadership positions (e.g. trainings, mentoring, networking, etc.);
- Awareness raising activities, including conferences and seminars, aiming to promote women in decision-making both in public and private sectors. In some countries, promotional activities have been carried out for instance through setting up a taskforce, charters, or teams of ambassadors with a view to achieving a more balanced workforce at senior levels including through the promotion of role models.
- Actions specifically targeting female managers to help them find a balance between their professional career and the family and private sphere. In this regard the introduction of part-time schemes for managers and the implementation of coaching programmes for managers returning to work after maternity and/or parental leave have been mentioned.

In addition, different types of awards or labels have been mentioned by respondents: they are granted to distinguished female managers for professional achievements or to companies that promote women in decision making positions.

## 3. SUPPORTING WORK-LIFE BALANCE

Although less emphasis has been placed on **work-life balance** in 2008, national social partner activities continued to reflect the importance that social partners give to the promotion of reconciliation between professional, private and family life, in particular in a context of a shrinking working age population as a consequence of demographic change.

Most national reports highlight the introduction or extension of different forms of leaves, the implementation of flexible working arrangements and the adoption of measures to increase the take-up of these facilities by men.

As in the previous years, some interesting examples of national initiatives include for instance:

- Campaigns and awareness raising events aiming to encourage fathers to make more use of family leaves.
- Tools (including trainings, manuals, mentoring) that support workers who took parental and/or maternity/paternity leave returning to work;
- Toolboxes by companies to audit their family-friendliness organization of work and to disseminate good practices in this regard.
- Awards regarding companies or organizations (including trade unions) applying a family-friendly HR policy.

Social partners continued their work on the negotiation or extension of agreements or legislation on family leaves (scope, length, cash benefits, etc.). In 2008, some respondents have reported the development of pension contributions during maternity leaves.

In addition, the development of tools that promote flexible and innovative forms of work such as telework, continued to be within the top priorities of social partners.

Equally, the importance of taking into account the gender aspects of collective agreements, with regard to the issue of reconciliation has been raised by several countries. In some cases, social partners have drawn guidelines that help in wording collective agreements in a gender neutral manner.

Finally, several respondents mentioned the organization and/or their participation in public debates that dealt with the issue of reconciliation of work and family life.

#### **4. TACKLING THE GENDER PAY GAP**

In 2008, **equal pay between women and men** received greater emphasis than was the case in 2007.

National social partners referred to their involvement in consultative national commissions dealing with equal pay as well as their direct involvement in projects promoted in the framework of the work of these bodies.

National reports also mentioned social partners' participation in round table debates to exchange practices aimed at the elimination of pay differentials between women and men.

Several social partners (at national, sectoral or company level) have, either jointly or on an unilateral basis, developed toolkits aimed at tackling the gender pay gap in negotiations and in collective bargaining. A number of national reports refer to joint efforts to tackle the pay gap via collective bargaining and there are some examples which outline how the issue has been taken on board in collective agreements.

In addition, gender-specific pay statistics or sectoral surveys on the pay gap have been reported as effective ways to compare men and women's wage levels. Many trade unions organise equal pay training for their negotiators, and organise national equal pay action days. Several reports refer to specific studies which have been carried out by national trade unions looking at the impact of parenthood on equal pay.

In conclusion, this third report on the follow-up to the framework of actions on gender equality strongly confirms the interaction between activities and proposals of social partners at European and other levels.

Some differences can be highlighted with respect to the first two years of implementation. This third reporting exercise indeed reflects the four areas of priority action in a more balanced manner.

Further dissemination activities will be required, not only at the national level but also at the European level possibly also through the sectoral social dialogue. In addition, member organisations are expected to continue their joint work on the four priority areas identified in the framework of actions.



In 2009, European social partners are going to adopt their final report under the framework of actions on gender equality. This will be the time to measure to what extent the Framework of Actions has fulfilled its objectives.

**Austria**

Sources of information:

Employers:

IV (Federation of Austrian Industry), member of BUSINESSEUROPE  
WKÖ (Austrian Federal Economic Chamber), member of UEAPME

Workers:

ÖGB (Austrian Trade Union Federation), member of ETUC

INDIVIDUAL SOCIAL PARTNER INITIATIVES:

- **The Federation of Austrian Industry**

**„Industry gets female“**

Since years the Federation of the Austrian Industry is setting a main focus on the participation of young women in technical oriented education. By the initiative “Industry gets female”, which started 2005, the Federation of Austrian Industry points out the chances of women in technical professions. The initiative is a national, as well as a regional and operational measure to promote the comprehension of certain roles and the reduction of stereotypes. Special marketing strategies and the shaping of opinions of pupils, parents, teachers, employers and politics facilitate on the one hand women to make a technical career, on the other hand try to solve the problem of the lack of specialized workforce.

The website [www.industriekarriere.at](http://www.industriekarriere.at), which has been updated shortly, as well as three information folder cover the details (the “womenfolder” – that points out the initiative; the “companyfolder” – that contains motivating messages of employers for interested girls and women and a “checklist for employers” concerning a future-oriented HR-management in relation to female employee potential).

**“MiA- female Migrants Award”**

MiA is an Award for Austrian women with migration background. Due to the growing importance of women as well as migrants for the Austrian economy and society together with several partners, sponsors and supporting companies the Federation of Austrian Industry started this project in March 2008. Female migrants, which are confronted besides common gender discrimination with challenges caused by their migration background, are honoured for their achievements in five categories: Science & Research, Economy, Humanitarian & Social Commitment, Art & Culture and Sports. By this national award the Federation of Austrian Industry highlights examples of succeeded integration and contributes to a better understanding for gender equality.

**“TechWomen”**

Tech Women was founded in 2008 and is an association for national and international projects to support women in technical professions. The platform provides information and network-options for different people, companies, communities and educational

institutions. On the website [www.techwomen.at](http://www.techwomen.at) all members can exchange their ideas and experiences, inform each other about projects or ask for support.

The main target groups are teachers and schoolgirls, as schools are considered to be the places where interests are activated and possibilities are presented. Therefore teachers can request presentations of women working for technical industries or pupils can get informed about internships and excursions.

The Federation of Austrian Industry, which aims to motivate more women to work in the industrial sector, is co-operation partner and thus contributes to an auspicious program which encourages women in non-traditional career paths.

- **Austrian Federal Economic Chamber**

“Women on Chamber Boards”: This project which is part of the EU-project “Women on board of local development” started in 2007 and is still ongoing in 2008. The aim is to promote women in decision making positions within the Chamber. This project is a follow up of the project “Chamber against stereotypes”. The Austrian Federal Economic Chamber - Women in Business has assumed the role of the project leader of the working group “Women on Board of local development”. The other project partners are the Milan Chamber of Commerce and Industry, the Central Chamber of Commerce of Finland, the Slovenian Chamber of Commerce and Industry and the Chamber of Commerce and Industry Schwerin. The objective of the working group is the development of guidelines to increase the presence of women in Chamber boards at all levels. The findings of the project should in the long term increase the number of female Chamber board members and make female business objectives more visible.

#### JOINT MEASURES OF THE SOCIAL PARTNERS WITH THE PARTICIPATION OF 2 OR MORE INTEREST GROUPS

**Child care benefit act:** Due to a joint initiative of the social partners, the Austrian Government amended current legislation by introducing a new child care benefit act. The new legislation, which is in force since January 1<sup>st</sup> 2008, provides three options for parents:

1. 15 months (plus three months for the partner) for 800 Euro per month
2. 20 months (plus four months for the partner) for 624 Euro per month
3. 30 months (plus 6 months for the partner) for 436 Euro per month – this option already existed before

The possibility to choose from these three options allows parents more flexibility to organise their work and family life.

The following two measures have also been described in the previous report but are still ongoing.

**FIT – Women and girls in technics and trade:** (<http://www.fit.sid.at/>) Target groups are girls and young women, who in an advice- and orientation-phase are encouraged to choose a non-traditional profession. FIT contributes to break up gender-segregation in technical parts of universities, economy and industry. FIT raises awareness via directed marketing in schools and in the media. FIT is a measure in certain regions of Austria with different levels of cooperation with the social partners. (Priority 1: to address gender roles)

**Girl’s Day:** Girl’s Day (<http://www.girlsday-ooe.at>) is a national – though regionally operated activity day, to change the one-sided choice of profession by girls. For detailed information see below – GOOD PRACTICE EXAMPLE. In Vienna this activity is called

"Daughter's day (Töchtertag)", <http://www.toechtertag.at/011/Home>). (Priority 1: to address gender roles)

### **Improvements in the Equal Treatment Act 2008**

On the 1st of August 2008, as recommended by the social partners, the equal treatment act was enlarged in the area of equal treatment of women and men concerning the access and supply of goods and services. This means, that unequal treatment due to gender in the areas of insurance, transport, leisure activities and hairdressing is forbidden. In the future it will be imperative to ascertain the purpose that lies behind the nature of harassment.

#### GOOD PRACTICE EXAMPLE

**"Taten statt Worte":** This initiative elects companies in three different categories – small, medium and large – due to their activities aiming at a better reconciliation of work and family life for their employees. Important factors are for instance flexible working hours, women in decision-making positions, flexible working location or on-the-job training. The initiative presents best practice examples from all over Austria and shows the advantages of family friendly measures in companies. The aim is, to motivate companies to introduce such measures in their daily business life and make the reconciliation of work and family life easier for their employees.

## Belgium

Sources: Conseil national du Travail (FGTB, CGSLB, CSC, FEB, UNIZO, UCM, Boerenbond, CENM)

Tous les deux ans, en Belgique, les syndicats et les organisations représentatives d'employeurs au niveau interprofessionnel négocient un accord social interprofessionnel (AIP) comportant des directives pour les différents secteurs et entreprises dans le secteur privé.

Lors du dernier accord interprofessionnel (AIP 2007-2008), la lutte contre toutes les formes de discriminations sur le marché de l'emploi, y compris entre les hommes et les femmes, a constitué un point sur lequel les partenaires sociaux ont pris des engagements importants. Une série de ces engagements ont été effectivement réalisés ou sont en cours de réalisation au niveau interprofessionnel, des secteurs ou des entreprises où des initiatives intéressantes ont été prises par les partenaires sociaux.

### 1. SE PENCHER SUR LES ROLES MASCULINS ET FEMININS

- Conformément à l'AIP, les partenaires sociaux ont procédé à une révision en profondeur de la convention collective de travail (CCT) n° 38 du 6 décembre 1983 concernant le principe de non-discrimination (entre autres concernant le sexe) lors du recrutement et de la sélection de travailleurs. Le champ d'application de cet instrument a été étendu de sorte que désormais, il s'appliquera non seulement au recrutement et à la sélection mais aussi aux autres phases de la relation de travail (l'exécution du contrat de travail et à sa cessation).
- Les partenaires sociaux ont également participé activement à la mise en place par le Gouvernement du label Egalité diversité. Ce label est accessible aux entreprises qui prennent des mesures visant à améliorer l'accès à l'emploi et à accroître la participation durable et la progression des femmes dans l'emploi, pour réduire la ségrégation fondée sur le sexe sur le marché du travail.

L'octroi du label suppose dans tous les cas le respect de la législation anti-discrimination ainsi qu'une analyse tant qualitative que quantitative de la diversité. Les premiers labels Egalité Diversité ont été remis aux entreprises et organisations qui ont répondu aux exigences qui leur avaient été posées. Ces entreprises et organisations sont : Sodexho, Randstad Group Belgium, Groupe-SNCB, la Ville de Leuven, Ethias Assurance, la Police fédérale, Boulot, Age d'Or Services (Liège et Verviers), Crioc et Centers Parcs Belgique.

Pour plus de renseignements voir le site [www.labelegalitediversite.be](http://www.labelegalitediversite.be)

- Au niveau des secteurs, plusieurs CCT sectorielles réaffirment la volonté de respecter le principe de non-discrimination, en exécution de l'AIP 2007-2008 ou d'engagements antérieurs :

- Le secteur horeca a récemment développé un modèle de code de conduite non-discrimination et a invité les partenaires sociaux des entreprises à accepter et à appliquer ce texte.
- Dans les secteurs du métal, plusieurs conventions sectorielles recommandent aux entreprises de prévenir un paragraphe explicite sur le principe de non-discrimination dans le règlement de travail.
- Le principe de non-discrimination a été également réaffirmé dans plusieurs CCT sectorielles concernant les secteurs banques, assurances, etc (secteur 'finance'). Suite à ces initiatives certaines grandes entreprises (KBC, FORTIS) ont conclu des chartres.
- En ce qui concerne les partenaires sociaux régionaux, le Conseil wallon de l'égalité entre hommes et femmes (CWEHF), organe paritaire, a publié un dépliant en vue de promouvoir une politique communale et provinciale d'égalité entre les hommes et les femmes en vue non seulement de mieux répartir les mandats politiques entre hommes et femmes mais aussi de lutter contre les stéréotypes sexués et en vue de lutter contre les violences conjugales. Une attention particulière a été accordée par le CWEHF à l'évolution de la législation anti-discrimination.
- Enfin, à Bruxelles, la charte de la diversité dans l'entreprise connaît un intérêt grandissant auprès des entreprises.

## **2. PROMOUVOIR L'ACCESSION DES FEMMES AUX POSTES DE DECISION**

En 2006, l'Institut pour égalité des femmes et des hommes (IEFH) a poursuivi son partenariat au projet Diane<sup>4</sup> qui a pour objectif de valoriser les femmes indépendantes et chefs de très petites, petites et moyennes entreprises. Le cofinancement a permis la réalisation d'une analyse pour mieux cerner la réalité des femmes et d'identifier les obstacles qu'elles rencontrent.

L'administration flamande a joué un rôle de catalyseur dans ce domaine précis à travers trois mesures intéressantes :

- Favoriser l'intégration des femmes présentant un potentiel au niveau du management par le biais de sessions de formations destinées aux hommes et aux femmes via le netwerk de l'Autorité;
- Prévoir des conditions de promotion plus égalitaires et tenant donc compte du parcours professionnel des femmes, en adaptant le statut du personnel via une assimilation spécifique des années de travail à temps partiel.
- Le service émancipation a préparé un rapport d'évaluation avec des suggestions concrètes pour permettre l'accès à des fonctions dirigeantes à du personnel occupé à temps partiel.

## **3. FAVORISER L'EQUILIBRE ENTRE VIE PROFESSIONNELLE ET VIE PRIVEE**

Certaines entreprises dans le secteur privé et dans le secteur public ont développé des actions pour faciliter l'articulation vie privée-vie professionnelle en rassemblant et diffusant les meilleures pratiques vers les acteurs de terrain des différentes sections européennes d'entreprises, en élaborant des recommandations ainsi que par la sensibilisation des cadres.

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<sup>4</sup> Développement et Intégration pour l'Arrivée des Nouvelles Entrepreneurs

Ainsi l'entreprise Bayer développe un projet consistant à mettre à disposition des diverses sections européennes de l'entreprise, sur le Bayer Europa Forum, un toolbox regroupant les meilleures pratiques (législation, réglementations, CCT, etc.) sur les trois thèmes suivants : égalité des chances (dont l'égalité de genre), combinaison vie privée/vie professionnelle ainsi que le travail des âgés.

Par ailleurs, les autorités régionales continuent d'accorder une attention prioritaire à la mise en place d'une offre de services de garde d'enfants qui soit plus adaptée aux exigences du marché du travail.

#### **4. REDUIRE L'ECART DE REMUNERATION ENTRE LES SEXES**

En exécution de l'AIP 2007-2008, la CCT n° 25 ter a été adoptée, qui actualise et renforce la CCT n° 25 relative à l'égalité de la rémunération entre les hommes et les femmes. Une nouvelle CCT était nécessaire pour prendre en compte les modifications qui sont intervenues aux législations belge et européenne (par ex. : les régimes de sécurité sociale complémentaires).

Cette actualisation a été également l'occasion pour les partenaires sociaux d'ancrer dans la CCT n°25 l'engagement, qui figure dans l'AIP, de mettre en place des systèmes d'évaluation des fonctions qui assurent l'égalité de traitement. Ainsi, l'article 3 de la CCT stipule désormais clairement que les secteurs et les entreprises qui ne l'ont pas encore fait devront vérifier leur système d'évaluation des fonctions et de classification salariale en fonction de l'obligation de neutralité de genre et y apporter, le cas échéant, les corrections nécessaires. La nouvelle CCT est introduite par un rapport préliminaire. Ce rapport, dont l'intérêt didactique pour les acteurs de terrain a été souligné par toutes les organisations, vise expressément le présent cadre d'action du 1<sup>er</sup> mars 2005.

En termes de développement d'outils statistiques, des études ont été menées afin d'essayer de mieux objectiver les différences de situation entre les femmes et les hommes. A noter également que lors de la récente adaptation du bilan social des entreprises, afin de mieux prendre en compte les efforts de formation, les partenaires sociaux ont accordé une attention particulière à la ventilation par sexe des données dans leurs propositions.

En outre, dans le cadre du suivi de l'AIP 2007-2008, un état d'avancement concernant l'actualisation des systèmes de classification des fonctions a été effectué.

On relèvera les initiatives prises dans les secteurs suivants :

- assurances - 2008 - dernière phase de la classification analytique des fonctions neutre en termes de genre
- banques - septembre 2008 - lancement de la phase d'actualisation de la classification analytique des fonctions existante
- employés de la métallurgie - finalisation de l'introduction de la nouvelle classification analytique des fonctions avant la fin de l'année 2008
- monteurs - métallurgie - révision du système existant - phase de finalisation
- entreprises de garage - métallurgie - révision du système existant - phase de finalisation
- carrosserie - métallurgie - accords en vue de réviser le système existant après finalisation secteur du garage
- commerce du métal - accords en vue de réviser le système existant après finalisation secteur du garage

- entretien du textile - nouvelle classification analytique des fonctions neutre en termes de genre introduite depuis le 1er janvier 2008
- confection et habillement - recommandation dans CCT sectorielle d'élaborer une nouvelle classification des fonctions avant le 31 décembre 2009 - travaux entamés
- industrie hôtelière - introduction d'une méthode analytique neutre en termes de genre + approbation paritaire du mécanisme visant à prévoir un mouvement de rattrapage dans les augmentations salariales (maximum + 25 % répartis sur une période allant jusqu'à 2014 et en commençant par les catégories salariales les plus basses)
- attractions touristiques - lancement de l'élaboration d'un système de classification analytique des fonctions neutre en termes de genre (inexistant pour l'instant car commission relativement nouvelle)

#### 4) Exemple de bonnes pratiques

Voir les considérations émises supra au point I. concernant le label Egalité diversité.



## CYPRUS

Sources of information:

Employers:

CYPRUS EMPLOYERS & INDUSTRIALISTS FEDERATION (OEB)

CYPRUS CHAMBER OF COMMERCE & INDUSTRY (CCCI)

Workers:

CONFEDERATION OF CYPRUS WORKERS (SEK)

DEMOCRATIC LABOUR FEDERATION OF CYPRUS (DEOK)

### **1. ADDRESSING GENDER ROLES:**

- OEB's priorities include the abolition of any form of discrimination between men and women, in employment, pay etc. Therefore, OEB promotes gender equality through an array of activities.
- Furthermore, OEB contributes to the promotion of the correct implementation of existing legislation on equality, as well as to the strengthening of the position of women in employment, through seminars such as, "Creating Effective Female Leaders", and, "The Role of the Female Leader in the modern business environment."
- OEB has also issued a "Code of Practice for the Prevention of Sexual Harassment in Employment and Vocational Training" and an Employers Guide for the Promotion of Equality and Diversity in the Workplace, which were disseminated to all its members, urging them to implement them as soon as possible.
- SEK and DEOK set their priorities on the very broad and multidimensional issue of gender equality very high. The trade unions contribute to the social policy formation by participating in the legislative council. In parallel, with determinative interference with the Mass Media, they promote positions and suggestions through which there is an effort to change the current mentality and culture. The Unions try to educate participants through seminars on the issues of gender equality and gender roles.
- DEOK published two Guides on Equal Pay Internationally and in Cyprus and Sexual Harassment in the Workplace – An invisible nightmare. The last subject of sexual harassment was also covered in a brochure.
- In the framework of the European project "Women on Board of Local Development" (<http://www.eurochambres.eu/Content/Default.ASP?PageID=127>): the CCCI has developed an online Guide on Access to Finance for female existing or would be entrepreneurs and also a Guide on How to Write a Business Plan again addressed to female existing or would be entrepreneurs, promoting in this way female entrepreneurship and the participation of more women in decision making.
- Scheme on Strengthening Female Entrepreneurship – with the support and involvement of both CCCI and BPW Cyprus.

### **2. PROMOTING WOMEN IN DECISION MAKING:**

- OEB participates actively in the policy – making bodies dealing with gender issues, such as the National Mechanism For Women Rights, the Sub-Committee of Industrial Relations and the Committee of Gender Equality in Employment.
- Amid OEB's activities for the promotion of gender equality, are also two completed surveys. The first survey entitled, "The position of women in the modern Cypriot enterprise" aimed to identify the role of women in the domestic economic activities, the

female participation percentage in the different levels of employment, the reasons limiting the increase of female participation and what measures can be adopted to improve the existing status. The findings of the survey showed, among other, that female participation in positions of higher management was very limited. For this reason, OEB decided to carry out a second survey covering the Semi – Governmental sector as well as the Banking sector. The aim of the second survey was to identify the specific reasons that prevent women from participating in higher management.

- The effort taken on the behalf of SEK for the promotion of woman to the decision-taking lobbies is a granted. Nevertheless, there are some weaknesses, which are unfortunately located at the insufficient child care-taking services. In combination also with the next issue, regarding the reconciliation of family with work, for years SEK has given a fight for the embedding of a mentality, which will grant the woman with the unhindered opportunity to claim key positions.
- DEOK carried out District Conferences during which women were encouraged to pursue leading positions in employment whilst two women were promoted as District Secretaries and others as members of DEOK Central Board. Women representation within the Board currently stands at 30% and the goal is to reach 40% at the next Conference (11/08).
- The close collaboration of the CCCI with BPW Cyprus and the participation of BPW board members as ex-officio members in the Councils of the CCCI and the local Chambers. See also CCCI Guides mentioned above.
- Female Entrepreneurship Scheme (see above)

### **3. SUPPORTING WORK – LIFE BALANCE:**

- OEB promotes flexible forms of employment such as part – time work, telework etc, which help the reconciliation of family and work life.
- Furthermore, OEB has initiated the “Corporate Social Excellence Awards”, aimed to recognise best practices in the field of corporate social awareness.
- SEK is a coordinator in the Pandora (equal) program, which promotes good practices of reconciliation of family with work. Through the diffusion of information, SEK is trying to sensitize society so that both genders take responsibility of family and children upbringing matters on an equal basis. Additionally, SEK designs and promotes specialized programs aiming at spreading information and promote awareness on equality issues and reconciliation of family and work life.
- DEOK is a coordinator in the “ELANI” (equal) Program, which managed to introduce new approaches at work regarding the conciliation of family life with work responsibilities. Several Guides have been issued on this topic addressing both men and women, employers and generally the society. OEB took active part in ELANI.
- Aid Scheme for the Promotion of Flexible Forms of Employment – with the support and involvement of both the CCCI and BPW Cyprus. This concerns a subsidy scheme for enterprises and organisations which create new and flexible jobs and employ women. This scheme aims to attract to the labour market unemployed or economically inactive women who wish to work on the basis of flexible work arrangements, and who remain unemployed or inactive due to lack of appropriate opportunities. The ultimate strategic objective focuses on increasing the employment rate of women which is lower in relation to that of women.
- CCCI’s involvement in the “Channels of Access” (equal) project, brought forth proposals for facilitating the return of women from rural areas to the labour market. These proposals included the introduction of flexible working hours, addressing in this way the reconciliation of work with family obligations.

### **4. TACKLING THE GENDER – PAY GAP:**

- OEB contributes to the promotion of the correct implementation of existing legislation on equal pay by organizing specialized seminars for its members.

- SEK has eliminated all discrimination concerning equality on compensation in almost all collective agreements. However, it must be pointed out that there is still inequality in compensations in the enterprises and sectors not implemented or existing any Collective Agreements, mainly due to the fact that they is no trade union representation (e.g. supermarkets).
- DEOK has set in its priorities the problem of equal pay and announced a set of measures aimed to tackle the gender pay gap. The measures include the publication of a Guide regarding job evaluation, seminars, brochures etc.
- Social Partners are also involved in the Government's Action Plan to tackle gender pay gap and have already submitted proposals to the relevant Ministry.
- Seminars of the CCCI to inform about existing legislation
- Collective agreements

#### GOOD PRACTICE EXAMPLE

- Aid Scheme for the Promotion of Flexible Forms of Employment (see above).
- DEOK organised a "men only" seminar for the male staff of the Holiday Inn Hotel Cyprus in Limassol. During the seminar discussions were held around social gender roles and male contribution in helping women balance work with family. The seminar aimed to raise awareness amongst men of the position of women and the stereotypes. Different scientific tools were used (questionnaires, work groups etc) which showed the advantages of male active participation in every day life (e.g. cleaning, children care etc).
- SEK carried out social dialogue simulations on the topic of work –life balance at sectoral level. The sectors selected were as follows: Semi-Governmental Organisations, Hotels, Cooperative Banks, Retail and Construction. This resulted in a joint statement being signed by SEK and OEB on common policies regarding work-life balance. The statement was forwarded to the relevant Ministry.
- CCCI Guides in the framework of the European project "Women on Board of Local Development" (see "ADDRESSING GENDER ROLES" above).

## Czech Republic

Sources of information:

Employers:

SPCR

Workers:

CMKOS

### **Introduction regarding the period under consideration: July 2007 - July 2008**

The European Year on Equal Opportunities for All influenced prominently in the second half of 2007 and a number of official events took place with participation of social partners as well as the general public. Both CMKOS and Confederation of Industry actively participated in some events (see enclosure) and kept their members informed on the objectives and events organised in the Czech Republic during the European Year on Equal Opportunities.

During the whole period under consideration the Czech social partners were fully concentrated on the economic and social situation in the country which was affected by the adoption of the public finances reform package and introduction of the corresponding reforms. Unfortunately, this process took place without sufficient consultation of social partners both within and outside of official tripartite consultations. Social partners followed the implementation of reforms and responded to it, in most cases separately, based on their own different positions:

The position of **the Czech - Moravian Confederation of Trade Unions** was based on its own internal analysis. Since the very beginning, CMKOS insisted that the proposed reform measures would necessarily lead to reduction of living standards for the great majority of people, which in turn would adversely affect social cohesion and living conditions of workers.

CMKOS urged the Government to reconsider the whole reform process, correct its serious negative impact, including measures affecting equality of opportunities of women and men. During the whole period under consideration, CMKOS led a strong campaign against this ill-conceived reform included various demonstrations and a warning strike. Male and female employees of various feminised industries, where ensuing problems prevail, actively participated in these activities.

Moreover, CMKOS insisted that the Government should undertake independent periodic analyses of the impact of adopted measures on the situation of women and men, make the results of such analyses public and take necessary remedial measures.

**The employers' attitude towards the implemented reforms** started from the consideration that the period of a good economic performance of the country was the right moment for adoption of reforms leading to stabilisation of public budgets. The employers' priority for stabilisation of public finances was not to burden economic growth by excessive taxes. They primarily insisted on achieving savings of public expenditure.

## **1. ADDRESSING GENDER ROLES**

Although the equal opportunity policies spread into broader awareness thanks to targeted campaigns and activities and thanks to participation of social partners, recent surveys showed that stereotypes concerning traditional division of women and men roles in family keep persisting (including among young people).

The fact that in the area of equal opportunities of women and men the expected progress failed to materialise is apparent from the Government document entitled: "Summary report on implementation of Government priorities and measures to promote equal opportunities for women and men in 2007". Each year, social partners are invited to submit their observations to these periodic reports. On this occasion they noted that, in spite of the implemented campaigns, gender policy does not seem to figure among the Government priorities. On the contrary, certain measures led to strengthening of existing stereotypes.

Social partners have the opportunity to submit their observations and proposals to the Government Council on Equal Opportunities of Women and Men, of which they are members. The Council restarted its work in September 2007. In the future, it is expected to concentrate on the developments in the labour market and on the area of domestic violence.

As concerns labour legislation and protection against discrimination the fact is that, compared to the previous Labour Code, the present Code, which is in force since 1 January 2007, does not contain any substantive protective provisions. This failing is expected to be remedied by the adoption of the so-called Anti-discrimination Act. However, the discussions concerning the draft are very protracted. As a consequence, the present legislation is not fully in line with the provisions of the existing EU standards on discrimination.

CMKOS participated in the project on discrimination issues for trade union organisations from CEE countries run by the women's network of the International Trade Union Confederation. Discussed were problems related to discrimination of women in the workplace, as well as broader problems of discrimination against women. Conclusions were presented on a meeting of the network held in October 2007 in Sofia.

Also projects implemented at regional and industry levels should be mentioned. Among the significant ones was for example a project run by the European Leonardo da Vinci programme entitled: "Learning equality and diversity in the European steel industry" where the Czech union KOVO figured among the partners.

## **2. PROMOTING WOMEN IN THE DECISION MAKING**

Within their own organisational set up social partners continued to promote equal opportunities by using the *gender mainstreaming* approach. CMKOS based its activities on the updated Plan on the promotion of equality of women and men within CMKOS and its member unions. Statistics concerning individual industries are regularly compiled on the basis of CMKOS questionnaire. In October 2007 the CMKOS Committee on Equal Opportunities for Women and Men organised an enlarged meeting on gender problems with participation of selected female trade union officials. CMKOS actively promoted implementation of the ETUC Charter on Promotion of Equal Opportunities within trade unions, which was adopted by the ETUC Congress in 2007.

Unfortunately, as evidenced by long-term statistics, the overall situation did not much change, in particular as regards participation of women in managerial and decision-making positions. This is true for all spheres of the Czech society.

These issues were discussed in the CMKOS Committee on equal opportunities for women and men in October 2007. Various approaches were examined in the light of available financial and human resources. Very important are also projects financed from EU funds where social partners are directly involved. These projects usually cover broad areas and contribute to targeted education and general enlightenment

Czech social partners continue to co-operate with certain non-governmental organisations giving active support to their efforts to promote women in the decision making process. Co-operation is also maintained with women holding political functions at different levels.

### **3. SUPPORTING WORK-LIFE BALANCE**

#### **4. TACKLING THE GENDER PAY GAP**

According to recent statistics the women's employment rate in the Czech Republic rose to 57,8%. In the overall registered unemployment (5,3%) women are represented with 56,7%. Social partners keep unemployment trends under close scrutiny trying to exert favourable influence within the State employment policy and bearing in mind the Lisbon strategy objectives.

In line with initiative at European level main attention by the social partners was focused to the following areas - (a) reconciling work, family and private duties and (b) TACKLING THE GENDER PAY GAP. As stated in the report made by the European Commission on Gender Equality and also by the yearly report made by EUROFOND the gender pay gap in the Czech Republic is higher than the EU average (18%).

Czech social partners perceive this long-term problem very seriously and targeted their activities at seeking workable solutions.

In particular, they continued their efforts within the projects that started already in the previous period: CMKOS experts compiled a learning manual entitled: "Collective bargaining and translating gender equality into practice". The manual forms part of the "Fifty-fifty" project within the EQUAL programme, where CMKOS participated as partner of the NGO Gender studies. We mentioned this manual in our previous report; nevertheless it continues to be relevant and is frequently used by trade unions. In the period under consideration CMKOS repeatedly emphasised the objective of equal opportunities in its recommendations for collective bargaining that are addressed to its member unions.

Several companies attempted to improve the situation regarding gender equality by way of improving their human resource management programmes or by emphasising social responsibility of enterprises. The Confederation of Industry (SP CR) continues to co-operate within the "Gender Studies" and "Business Leaders Forum" in the search and acknowledgement of companies with exemplary gender policies and those achieving good results in the social responsibility programme. Co-operation is still continuing with the Czech Association of Managers and the Association of Woman Managers, both of which strive for supporting the entrepreneurial spirit of women and enhancing their economic activities.

SP CR is also actively involved in the elaboration of yearly IOE studies "Trend at workplace", that include trends in the participation of women in the labour market. Another SP CR activity consists in promoting gender problems within the reform IILS approach in Geneva.

Within a similar context, a group of representatives from CMKOS member trade unions participated in an educational programme on social responsibility based on a joint project with the Czech Society for Quality and acquired a certificate "Manager of company social responsibility". Equality of treatment and its promotion is an indivisible part of the concept of social responsibility of enterprises. Graduates from this educational programme are expected to promote this principle in practice.

At the occasion of the 100th anniversary of the International Women's Day the CMKOS Committee on Equal Opportunities for Women and Men organised, in co-operation with the Friedrich Ebert Foundation, a workshop on flexible work forms and their relationship with reconciliation of family, private and professional life. Invited experts discussed with participants existing findings and put forward arguments and proposals for promoting new ideas in negotiations at different levels, still having in mind the objective of reconciliation of private, family and professional life.

Equally, the workshop contributed towards the campaign run by the global trade unions to promote decent work for women and men, which is still under way and trade unions in the whole world will be actively involved in the World Day for Decent Work (7 October 2008).

Similarly, CMKOS is actively involved in the ETUC campaign for fair wages and salaries indivisible part of which are efforts for elimination the gender pay gap; CMKOS distributed ETUC badges expressing this demand and participated in the demonstration held in Ljubljana (Slovenia) in April 2008. (CMKOS delegation comprised 40 per cent of women.) Thus CMKOS campaign is fully integrated in the struggle waged by ETUC and its member confederations for maintaining the European social model.

A CMKOS representative was member of the ETUC delegation at the "Reconciliation of work and family life" ad hoc working group of the Social Dialogue. Examined were, among others, replies to a questionnaire supplied by national social partners, including those from the Czech Republic. The Czech social partners welcomed the agreed follow-up activities and the results achieved by the Committee for social dialogue and will continue to participate in the efforts for the revision of the EU parental leave directive.

Representatives of the Czech social partners' in the European Economic and Social Committee actively participated in the discussions held by the working group with a view of formulating the Committee's opinion on the EC Commission Communication "Tackling the pay gap between women and men" as well as other opinions concerning this issue.

Social partners are actively involved in current discussion concerning equal opportunities for women and men that are related to EU membership. They are represented in a working sub-group for issues related to equal opportunities for women and men, which reports to a Ministry of Labour and Social Affairs co-ordination group for EU issues. They are also involved in negotiations held at European level, maintain co-operation with members of the European Parliament, with the Permanent Representation of the Czech Republic at EU, etc.

Czech social partners do their best to contribute to the Czech EU Presidency to be held in the first half of 2009. Where issues of equality of opportunity and treatment are at stake, social partners are prepared to actively contribute and participate in all related activities. Confederation of Industry and its partner organisations in France and Sweden developed their priorities for the French, Czech and Swedish EU presidency and the same did CMKOS with its partner organisations in France and Sweden. Trade union priorities include a statement that promotion of equality of women and men in EU has to assume greater priority as integral part of the desirable strengthening of the social dimension in the European Union.

The CR social partners are aware of the unique role of social dialogue at all levels with a view of achieving progress in the two areas in question (reconciliation and pay gap), as well as in other areas. For this reason they become involved in joint projects aiming at strengthening social dialogue at all levels. Most recently they launched implementation of a joint project aimed at strengthening social dialogue by way of modernisation of institutions, promotion of human resources development and improvement of the quality of services supplied by social partners. The project is co-financed by the European Social Fund.

In addition to their own activities, social partners participated in activities staged by non-governmental organisations and other institutions (ministries, Institute of Sociology, the Friedrich Ebert Foundation, etc.). They made available and promoted texts on equal opportunities at their web sites, in their periodicals, etc.



<b>Annex</b>
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**The main activities at the national level carried out in 2007/2008**

<i>Activities/Events</i>	<b>Level</b>	<b>Date</b>
The European Year on Equal Opportunities for All:  CMKOS participation in the Conference on „Support of women in entering politics: opportunities to apply positive instruments" organised by the civic association Forum 50% in cooperation with the Institute of Sociology of the Academy of Sciences of the CR and with Governmental Office  CMKOS participation in the panel "Equal gender opportunities" of the closing conference of the "Year"	Prague  Brno	2007  September  October 2007
<b><i>Participation of CMKOS and business representatives at the Conference on "Parental Work or Parental Leave?" organised by the Institute of Sociology of the Academy of Sciences of the CR</i></b>	Prague	October 2007
CMKOS participation in the panel "Politics and strategies for promotion of gender equality" of the Conference on the Women's Position at the Labour Market organised by the Gender Studies, Heinrich-Böll-Stiftung and Maternity Centres Network	Prague	October 2007
CMKOS participation in the Network of CEE countries of the ITUC/PERC seminar on discrimination at workplaces	Sofia	October 2007
CMKOS participation in the EC Conference on work-life balance under Portuguese Presidency	Lisbon	July 2007
CMKOS participation in the EC Conference on 50 years gender equality law	Brussels	October 2007
SP CR participation in the Conference „ The European Parliament of Equal Opportunities for All"	Brussels	October 2007
ETUC conference on equal rights, respect and dignity for workers regardless of their sexual orientation or gender identity	Brussels	January 2008
<b><i>CMKOS participation in the seminar on „ Governmental reforms from gender perspective" organised by the NGO</i></b>	Prague	March 2008

<b>Coalition for Equality</b>		
<b>Interview for the Gender Studies, o.p.s. on positive and negative aspects of the flexibility from gender perspective, given by ČMKOS and SP</b>	<b>Prague</b>	March 2008
<b>CMKOS participation in the Conference on responsibility of society actors for supporting family and employment, organised by the Centre for Family and Social Care</b>	Prague	May 2008
<b>CMKOS and SP CR participation in the seminar organised with the ETUC on implementation of social partner's autonomous agreements</b>	Prague	May 2008
<b>CMKOS participation in the seminar on the Czech Presidency and women non-profit organisations, organised by FES</b>	Prague	June 2008
<b>Bulletin SP „Spektrum“ and electronic information</b> Revue CMKOS SONDY and electronic information	various levels	regularly
<b>WEBSITE information</b>	various levels	regularly

## Denmark

Sources of information:

Employers:

DA, The Danish Employers Organisation,  
Danish Regions  
Local Government Denmark  
State Employers' Authority

Workers:

LO, The Danish Confederation of Trade Unions  
[The Central Federation of State Employees' Organisations \(CFU\)](#)  
Association of Local Government Employees' Organisations (KTO).

### **DA and LO Contribution**

DA and LO have a continuous close dialogue on gender equality. However, during the reporting time span, there have been no plans of actual joint initiatives. The descriptions below is a selection of specific measures within the reporting time frame. The day-to-day efforts are not described.

#### **1. ADDRESSING GENDER ROLES**

The National level

In the Spring of 2008, LO has set up a network of trade unionists, researchers and persons working with guidelines and visitation who are to take a closer look at the practical opportunities of breaking with the predictability of men and women's choice of both jobs and education. The work will culminate in a public hearing in the Summer of 2009 as well as a number of specific visionary recommendations in this area.

The regional level

Homosexuality: LO has decided to contribute to and participate actively in the conference session of World Outgames (Olympics for homosexuals), which Copenhagen is to host in 2009.

The company level

Companies organised in DA are, as part of the collective agreement result of 2007, under the obligation to provide women an extra pension contribution – from the birth of their child and 14 weeks ahead – in addition to the one that has already been provided in accordance with the collective agreement. The pension contribution has the purpose of preventing women's pensions to be eroded during maternity leave.

#### **2. PROMOTING WOMEN IN DECISION MAKING**

National level

21 April 2008 marked the 100th anniversary of the political decision to grant Danish women the right to vote. First it was the right to vote in district council elections. LO, political parties and interest organisations celebrated this with a major festive procession through Copenhagen. The 100<sup>th</sup> anniversary is also marked with a number of events in

2008, among others under the auspices of the FIU-fund (the trade union movement's internal training system.)

The Central Organisation of Industrial Employees (DI) has, in cooperation with the Welfare Government Ministry, organised a team of ambassadors for women in managing positions consisting of 10 prominent men and women from both public and private companies. The team of ambassadors is to help bring the debate to the company-level and ensure that the companies' initiatives and motives for working with diversity and drawing attention to the issues as well as setting the agenda in the public.

The commitment of the ambassadors is to lead to an inspirational leaflet which gives both specific and tested advice and results for companies working with promoting greater diversity in management and boards. It is also to shed light on the personal and professional motivation of the ambassadors as role models in the area of women in management positions.

### **3. SUPPORTING WORK-LIFE BALANCE**

The National level

DA gives great focus to the area "work-life balance" because if the companies give priority to the balance between family and working life contributes to attracting and retaining employees which is extremely important in view of the present very high demand for labour. This workforce deficit will extend to all countries in Europe in future.

DA has therefore launched a major analysis effort through which the organisation examines why certain groups on the labour market work more than other groups and whether this has any influence on the working hours of the individual workers.

### **4. TACKLING THE GENDER PAY GAP**

The Spring of 2008 was characterized by the public collective agreements ending in a major dispute under the title: "Men's wages for female-dominated jobs". The conflict ended in a settlement with the public parties and a three-year pay agreement. It has not yet been clarified whether the government will establish a Commission on the gender pay gap as a further result of the conflict. This will probably happen by the end of September. It is therefore also unknown whether the social partners will sit on such a commission and whether it will cover both the public and the private sectors.

As part of a four-year intensified initiative on the gender pay gap, LO is preparing a report on the sustainability of the collective bargaining system with a view to TACKLING THE GENDER PAY GAP.

During 2007/2008, DA and its member organisations have carried out a long line of initiatives on equal pay. As a consequence of the amendment of the Act on Equal Pay, in accordance with which the companies are under an obligation to prepare pay statistic indicating gender differences with effect as of 1.1. 1 January 2008, and alternatively an equal pay report, the companies have been working with pay differences and explanations underlying possible wage differences.

Companies in the DA-area have, through their employer organisation web sites, access to gender specific pay statistics for companies for year 2006 and 2007. The gender specific pay statistic which is offered to companies lives up to the requirements in accordance with current legislation.

The gender specific pay statistics give the companies the possibility for comparing women and men's wage levels in groups of ordinary workers with similar work functions in a company.

### BEST PRACTICE EXAMPLE

LO; "The mainstreaming network"

The mainstreaming network is a network with the country's prominent individuals in the mainstreaming and gender equality area. This network includes organisational representatives and professional gender equality consultants from most of the major trade union organisations and central organisations in Denmark, researchers (in the fields of gender, the humanities, social studies etc.) from a number of universities, ministerial units and institutions as well as a number of individuals. All in all the network includes 36 active members and 20 observers (including politicians and reporters.)

The main objective of the network is to promote gender equality through:

- The generation of knowledge on and the further development of mainstreaming.
- Strengthening of the mainstreaming process in own organisations and institutions
- Emphasize public authorities' obligation to mainstream their companies
- Supporting major administration units, councils and committees in the development of mainstreaming skills.
- Strengthening of the dialogue of a gender balance in all levels of society.

The Secretariat network is situated in one of the country's biggest trade union organisations. The network's size, surface of contact and diversified skills create a unique platform for knowledge sharing and the exchange of experiences at a high level. The network supports the efforts in its own organisation/institution – just as it launches joint initiatives on a continuous basis.

The network has thus sent several deputations for the Parliament with a view to point to deficiencies and opportunities in the Danish statutory mainstreaming requirement. The network lobbies both in the parliamentary system and the state administration. For example, the network works to qualify the model for the local authorities' 2-year gender equality report and to evaluate gender representation among local authorities.

The main strength of the network is that it is a network in working progress. In this way, the network makes use of the synergy that lies in bringing the broad group of mainstreaming players together and create a joint platform for a more targeted and strategic mainstreaming effort.

### **Joint Danish fiche - Public Sector**

#### **Social Partners at local level and social partners at regional level**

#### **Maternity/paternity leave**

With the 2008 collective agreement the regulations concerning maternity and paternity leave have been altered. The regulations for maternity and paternity leave remain the same until the child's 14<sup>th</sup> week, and entails 8 weeks before birth and 14 weeks after birth maternity leave. Furthermore it contains 2 weeks paternity leave at the birth of the child. After the 14<sup>th</sup> week new regulations apply which allows 6 weeks earmarked maternity leave and 6 weeks earmarked paternity leave. In addition another 6 weeks leave can be taken as either maternity or paternity leave or divided between the parents. The new regulations increase the paternity leave from two till six weeks.

### **Child's second day of illness**

The 2008 collective agreement amends the regulations concerning parents' days lost through child's illness. Before the 1<sup>st</sup> of April 2009 either parent had the possibility of one day's paid leave on the child's first day of illness. The amendment stretches the regulation as to also include the child's second day of illness. The parent or legal guardian will thereby have the possibility of two day's paid leave during the child's first two days of illness.

### **Agreement on work climate/job satisfaction**

As a part of the agreement on working climate/job satisfaction in the Regions focus has been given to night work as a part of the support to the work-life balance and the health of the employees. It is stressed that employers should to the largest possible extent try to reduce the amount of night work.

Further, the employers should to the largest possible extent adhere to the employees' individual requests concerning working conditions and scheduling of working hours ect.

### **Social partners in the State Sector:**

The following recent actions taken jointly by the State Employer's Authority and the Confederation of Danish State Employees' Organisations (CFU) are linked to the priority of SUPPORTING WORK-LIFE BALANCE, but can also be said to hold references to the priority of ADDRESSING GENDER ROLES.

### **Maternity/paternity leave**

With the 2008 collective agreement the regulations concerning paid maternity and paternity leave have been altered. The regulations for maternity and paternity leave remain the same until the child's 14<sup>th</sup> week, and entails 6 weeks before birth and 14 weeks after birth maternity leave. Furthermore it contains 2 weeks paternity leave at the birth of the child (this applies also to registered partners who have been living together for 2½ years). After the 14<sup>th</sup> week new regulations apply which allows 6 weeks maternity leave and 6 weeks earmarked paternity leave. In addition another 6 weeks leave can be taken as either maternity or paternity leave or divided between the parents. The new regulations increase the paternity leave from two till six weeks and increase the total leave from 12 to 18 weeks if both parents are employed in the state. If only one parent is employed in the state, he/she can take 12 weeks leave.

### **Child's second day of illness**

The 2008 collective agreement amends the regulations concerning parents' days lost through child's illness. The amendment stretches as from 1 October 2008 the regulation of one day's paid leave on the child's first day of illness to also include the child's second day of illness. The parent or legal guardian will thereby have the possibility of two day's paid leave during the child's first two days of illness. If the parents wish, they can share the two days, so the one parent can stay home on the first day and the other parent on the second.

### **Job satisfaction and work-life balance**

In connection with the collective bargaining 2008, the social partners have agreed to put extra focus on job satisfaction and work-life balance. Among a number of specific initiatives with the aim of strengthening the local work on working environment, the partners have agreed to elaborate joint inspiration material on work-life balance.

## Finland

Sources of information:

Employers:

Confederation of Finnish Industries  
Commission for Local Authority Employers  
Office for the Government as Employer  
Commission of Church Employers

Workers:

Central Organisation of Finnish Trade Unions  
Finnish Confederation of Salaried Employees  
Confederation of Unions for Academic Professionals

### **Actions taken to follow-up the four priorities of the framework of actions:**

#### **National equal pay programme**

Since 2006 the Finnish social partners have participated in the implementation of the national equal pay programme. Many of the measures and projects which were launched during the previous years continued throughout this reporting period.

The **information campaign to encourage fathers to use more family leaves** continued from the previous year. The campaign website provided information on the legal framework on family leaves and practical tools for the families on the calculation of family benefits. The campaign received a fair amount of visibility in the national media. A short English summary of the campaign can be found at [www.isyys.net](http://www.isyys.net).

The Finnish Ministry of Social Affairs and Health organised together with the private sector employer organisations a **seminar on female leadership and women's career prospects**. The seminar was a follow-up on the round-table discussion with CEOs of Finnish enterprises organised a year before and this time it was aimed at HR managers of Finnish enterprises.

The equal pay programme organised in May 2008 a **seminar gathering and presenting many of the various projects and research on gender equality and equal pay** for networking and information purposes.

Two extensive **projects on the relationship of wage systems and equal pay** were launched at the beginning of September. The projects will continue until 2010 and 2011. The social partners will participate in the work of the steering groups in both projects.

#### **10<sup>th</sup> anniversary of the social partners' round table on gender equality**

The social partners have cooperated on a permanent and regular basis on gender equality issues for over ten years. To mark the tenth anniversary of the Roundtable on Gender Equality the social partners organised a seminar on current topics relating to gender equality and equal opportunities. In addition to the social partners, the seminar

gathered together around 100 researchers, government representatives and representatives of the civil society.

### **Gender equality issues in the collective agreements**

The social partners negotiated the sectoral collective agreements in 2007 and 2008. The negotiation round and the resulting wage increases were influenced by the vivid political discussion relating to gender equality and women's wages in the female-dominated municipality sector (especially the health sector).

In many collective agreements, there are provisions relating to cooperation in gender equality issues (eg. regular monitoring of wage differences, establishment of sectoral-level gender equality working group etc.). Relating to reconciliation, the negotiating parties agreed to include the provisions on paid maternity leave in the agreements in those fields where it was not included before. In some fields (mainly in the private service sector) a short period of paid paternity leave (eg. 6 working days) was introduced in the agreements.

#### GOOD PRACTICE EXAMPLE

As a part of the general collective agreement for the years 2007-2010 for government employees, the social partners agreed that the gap between women's and men's pay will be narrowed with a gender equality bonus amounting up to 0,2% of the total payroll. For the negotiations of the allocation of the gender equality bonus the social partners will monitor the effects of the intra-agency collective agreements on the equal pay. Furthermore they will study whether women and men are paid equally for the same or equally complex tasks and to what extent gender predicts wage after the other justifiable antecedents of wage are controlled.



## France

Sources:

Employeurs:

MEDEF (membre de BUSINESSEUROPE),  
CGPME, UPA (membres de UEAPME)

Salariés: CFDT, CFTC, CGT, FO

Le dialogue social concernant l'égalité professionnelle entre les femmes et les hommes a surtout été marqué depuis un an par la conférence tripartite qui s'est déroulée en novembre 2007, sur l'égalité salariale. Cette conférence, à l'initiative de l'Etat, faisait référence à la communication de la commission européenne de juillet 2007 « Combattre l'écart de rémunération entre les femmes et les hommes » mais aussi à la loi du 23 mars 2006 visant l'égalité salariale entre les hommes et les femmes en France d'ici 2010 ; les organisations syndicales y ont fait référence au cadre d'action européen. Elle a permis de proposer un ensemble d'actions destinées:

1. À résorber les inégalités salariales constatées,
2. A lutter contre les facteurs structurels des inégalités professionnelles.

S'agissant de l'égalité salariale, les débats ont porté sur la nécessité de faciliter la mesure et l'analyse, par les entreprises, des écarts salariaux, préalable à l'identification des causes objectives et à la mise en place d'éventuels budgets visant à résorber les écarts injustifiés, dans le cadre de la négociation dans les entreprises. Ainsi, un groupe de travail a œuvré sur l'amélioration du Rapport de Situation Comparée (outil d'aide à la négociation obligatoire pour toutes les entreprises de + de 50 salariés comportant des indicateurs obligatoires sexués), ce qui a permis d'une part la modification de certains indicateurs, mais aussi une meilleure accessibilité de cet outil aux entreprises. De plus, un guide d'utilisation de ce rapport a été élaboré aussi bien pour les grandes que les petites entreprises. Il est également prévu la réalisation de l'ossature d'un Rapport de Situation Comparée adapté, pour les entreprises de - de 50 salariés.

Par ailleurs, un travail sur le dossier de candidature pour l'octroi du label « égalité professionnelle » a été fait afin d'en faciliter la rédaction, en insistant davantage sur le respect par les entreprises candidates, de la législation portant sur l'égalité professionnelle. Il a été décidé également de répertorier l'ensemble des bonnes pratiques ou initiatives en matière d'égalité professionnelle, mises en place dans les entreprises labellisées, afin de les mettre en exergue et d'en faire la promotion auprès des entreprises à la recherche d'initiatives pertinentes.

Le bilan 2007 de la négociation sur l'égalité professionnelle montre un accroissement sensible du nombre d'accords (plus de 800 textes signés en 2007). Toutefois, même si certains textes abordent le sujet de façon spécifique, le plus grand nombre l'aborde dans le cadre d'une négociation plus large. De plus, le fait que le sujet soit abordé n'implique ni que des inégalités aient été mesurées, ni que le texte contienne des dispositions précises pour les réduire. L'année 2007 aura toutefois été marquée, au niveau de la branche, par la reprise de la négociation sur ce thème : neuf accords spécifiques ont été signés (un seul en 2006, deux les années précédentes) et 24 accords y font référence (18 en 2006, trente en 2005), comme six des onze conventions collectives signées en

2007 (10 sur 16 en 2006). De façon générale, on notera que les accords dits de 2eme vague c'est à dire que font suite à un premier accord, sont beaucoup plus précis et pertinents ; ceci semble être normal : le premier accord marque les premiers pas de l'entreprise dans le domaine de l'égalité professionnelle entre les hommes et les femmes. Bien que ces accords ne fassent pas référence au cadre d'action européen, les 4 axes y sont repris en totalité ou partiellement.

Une Charte sur la parentalité en entreprise à l'initiative de l'Etat a été signée en avril dernier par 28 entreprises et 2 associations.

Une table ronde sur le temps partiel serait en vue d'ici la fin de l'année ; ainsi qu'a été évoquée une négociation sur la conciliation des temps de vie.

Cependant, il n'y a pas eu d'action ni de communication particulière commune entre les salariés et les employeurs pour promouvoir spécifiquement ce cadre d'action.

#### 4 – EXEMPLES DE BONNES PRATIQUES :

##### Se pencher sur les rôles masculins et féminins :

Accord de branche IEG (12/06/2008) : au sein de cette branche peu féminisée, la mixité a été l'objet de revendications fortes. Il s'agit de travailler de concert avec l'Education Nationale afin de faire changer les comportements en matière d'orientation scolaires et professionnelles des jeunes filles pour qu'elles se dirigent davantage vers les filières techniques et scientifiques. De plus, les entreprises devront atteindre un objectif de mixité à tous les niveaux hiérarchiques, notamment en proposant aux femmes de suivre des formations permettant des promotions ou encore de faire valider les acquis de l'expérience.

Avenant à l'accord PSA (14/11/2007) : un travail d'état des lieux des conditions de travail est prévu afin de dégager des pistes d'actions et ainsi promouvoir la mixité dans une entreprise automobile. Un partenariat est également prévu avec l'Education Nationale afin de qualifier des femmes aux métiers techniques de l'automobile. La commission de suivi de l'accord est renforcé par la désignation de référentes « féminisation » chargées de proposer des pistes pour la féminisation des postes et cela dans chaque unité de PSA.

##### Promouvoir l'accès des femmes aux postes de décision :

L'accord d'entreprise Direction du courrier (la Poste/09/07/2008) : un équilibre sera recherché dans la présentation des candidatures à la promotion ainsi qu'une non discrimination dans le choix des candidats (critère compétence et expérience, seuls choix de sélection). Une action est engagée pour faciliter l'accès des femmes aux postes d'encadrement en tenant compte de périodes de contraintes familiales par l'ouverture de fonctions de responsabilités et en proposant une alternance entre les postes à responsabilités fonctionnelles et opérationnelles.

##### Favoriser l'équilibre entre vie professionnelle et vie privée :

L'accord RTE (Réseau de Transport d'Electricité/mai 2007), propose la possibilité d'expérimenter un « emploi partagé » : deux salariés désirant réduire leur temps de travail tout en conservant le même niveau de responsabilité peuvent le faire en emploi partagé, sur la base du volontariat avec l'accord de la hiérarchie.

L'accord GIAT/NEXTER (Métallurgie/avril 2007) : favorise le temps partiel choisi : les personnes qui souhaitent prendre un temps partiel peuvent cotiser sur du temps plein ;

l'entreprise prend à sa charge à hauteur de 75% le surplus de cotisation patronale qui serait sinon à la charge entière du salarié.

L'accord FLEURY MICHON (Alimentation/octobre 2007): prévoit le financement du congé parental d'éducation, à raison de 70% par l'entreprise et 30% par le Comité d'Entreprise, au delà des 3 ans de l'enfant (jusqu'à 5 ou 7 ans).

❑ Réduire l'écart de rémunération entre les sexes :

Le nouvel accord France Télécom (24/10/2007) : prend en compte les problématiques d'égalité salariales et réserve une augmentation salariale de 0,8% (0,2% les années précédentes) pour les femmes qui constitue 36% de l'effectif. Il garantit la neutralisation du congé parental et de maternité avec le maintien de la rémunération fixe variable.

L'accord RTE (Réseau de Transport d'Electricité/mai 2007) prévoit une réflexion méthodologique pour isoler le « facteur sexe » des autres facteurs ayant une influence sur la rémunération. Dans un premier temps, l'écart entre rémunérations principales corrigées de chaque échelon est examiné. Puis dans un deuxième temps, cet écart est examiné selon deux critères : ancienneté et niveau de diplôme. Si à l'issue de cet examen, un écart significatif en défaveur des femmes apparaît, une mesure de rééquilibrage d'entreprise est mise en œuvre dans l'attribution des augmentations.

## Hungary

Sources of information:

Employers: MGYOSZ (Confederation of Hungarian Employers and Industrialists),

Workers MszOSz, LIGA, ASZSZ, SZEF-ESZT, MOSz

### ***General Overview***

During preparations for European Year of Equality, Hungary followed the gender equality agenda 2006-2010. Within the Gender Equality in Society Department there exist six working groups comprising civil organizations and experts. These working groups are set up in line with the most important objectives in the field and the themes of Framework of Action agreement concluded between the European Social Partners. Working groups are as follows:

- Equal economic independence
- Reconciliation between work, private and family life
- Equal participation in decision making
- Abolishment of gender crime and human trafficking
- Dissolving gender-related stereotypes in society
- Promoting gender equality outside the EU
- Equal pay for equal work

Ministry wrote out several calls for proposals for employers' federations, trade unions and civil organizations in the field of promoting equality. These calls are in line with the implementation of the objectives set by the European Year of Equality. Eg.: Employers could submit proposal for financial support to elaborate equality plan at workplace.

Trade unions at state and budgetary bodies as well as in the private sector are also prepared to elaborate and adopt equality plans in compliance with the Hungarian law. To this end seminars and conferences were held.

The Equal Treatment Authority can show results, not only because effective as a state authority but also because it made public its decisions in a unique way (audit) in the administrative system.

### **Actions taken to follow-up the four priorities of the framework of actions:**

#### **1. ADDRESSING GENDER ROLES**

The European Year of Equality has focused role of women on participation in state affairs and society. It has largely contributed to highlighting the differences between genders in the society.

At state and budgetary bodies it is mandatory, in the private sector it is recommended to work out equality plans in which women are at first place amongst the relevant trade unions. These plans also confirm that the traditional concept of gender roles change quite slowly.

It can be considered as a positive example that FIONA - Young Women Foundation initiative on Male stereotypes where they examined the male opinion on women decision makers in politics and in other spheres of economy, and on the importance of the Family Friendly Workplaces.

The Miskolc University on Adult Training Regional Center organised a Nóra's sisters – Brave decisions – female stereotypes in the 21 century Hungary - titled conference, where the changes were compared during historical perspective.

## **2. PROMOTING WOMEN IN DECISION-MAKING**

In this respect the situation is quite contradictory. President of the Hungarian Parliament is female. Furthermore, the Minister of Social Affairs and Labour as well as the Minister of Foreign Affairs are also female. Number of female MPs, however, has dropped significantly. At the head of companies, we cannot find females in larger number either. Lately the proportion of HR directors has increased. Numerous projects were implemented with state support to improve self-esteem with females but it has not been brought to success yet to apply the principle of transparency at selecting managers, people in decision making or to plan careers in a predictive way. Hungarian society is greatly negative vis a vis the female quota. That is why politicians should show example at the elections.

State support (primarily via projects) and civil organizations both strongly contribute to the promotion of female entrepreneurship. Despite their efforts results are rather modest. Shortage of crèches is a great obstacle in this sense. The Hungarian average is lagging behind the EU (8.7 for 100 children in HU while 30 in EU).

According to sociological studies this is effected by the globalization and the future perspective and also that women have less "fight power" when going for decision making position.

## **3. SUPPORTING WORK-LIFE BALANCE**

The Family Friendly Workplace Award is becoming widespread know and the competition for attaining the award is more popular.

The award involves various categories for different workplaces small and medium sized companies and large companies. There were several forums where the award winner companies could introduce their support for family reconciliation as a good practice example.

"Family Friendly Workplace" reward is becoming more and more popular with companies and the number of applications grows yearly – this proves its overarching success. Those who already won such a recognition, they consider it as business success.

In the future it seems to be important to have follow up, as monitoring and auditing at the companies on this aspect as to be able to maintain the quality of the attained award.

## **4. TACKLING THE GENDER PAY GAP**

The gender pay gap is in average 11% in Hungary, it is well known and figures also prove that in certain sectors pay gap can exceed even 16%.

Situation has remained intact in sectors, too, where female workers dominate. The higher we observe positions, the less female we find employed and the less they earn

with the same qualification and the same work experience compared to male workers. Pay gap can attain even 20%.

There are no tariff agreements in place and social partners are not obliged to conclude such agreements. Equality plans do not take initiative to investigate and take practical steps against gender pay gap.

Only a few of the recently established sectoral social dialogue committees set as an objective to sign sectoral tariff agreements.

Labour inspectorate covers only compliance with regulation on minimum wage. Discriminative elements of the working contract are not in scope.

## Ireland

Sources of information:

Employers:

Irish Business and Employers Confederation

Workers:

Irish Congress of Trade Unions;

**Actions taken to follow-up the four priorities of the framework of actions:**

Please summarise the most relevant actions carried out to follow-up the priorities of the framework of actions. You should indicate at which level the actions have been taken (national level, sectoral level and/or company level) and to which priority they are linked:

1. ADDRESSING GENDER ROLES,
2. PROMOTING WOMEN IN DECISION MAKING,
3. SUPPORTING WORK-LIFE BALANCE,
4. TACKLING THE GENDER PAY GAP.

This summary should not exceed 1 A4 page maximum.

Ireland's current national agreement, *Towards 2016* accessible at the following link (<http://www.taoiseach.gov.ie/index.asp?locID=181&docID=2755>) contains many significant commitments in relation to gender equality. The social partners are following up on these commitments in collaboration with the State:

**People of Working Age Vision:**

"Every person, irrespective of background or gender, would enjoy equality of opportunity and freedom from discrimination". This vision is developed in an equality section which includes further commitments towards the achievement of a fairer society and equality for all citizens, acknowledging that the achievement of true equality necessitates a holistic approach and a society-wide understanding of the complementary roles and skills of men and women. In particular, the Government is committed to promoting gender equality across all stages of the lifecycle through a range of measures.

**National Women's Strategy (NWS)**

The most significant development stemming from the partnership agreement has been the publication in April 2007 of a National Women's Strategy 2007-2016. The strategy sets out 20 objectives and 200 actions that will affect the quality of women's lives across three broad thematic areas:

1. Equalising socio-economic opportunity for women
2. Ensuring the wellbeing of women
3. Engaging women as equal and active citizens

The first thematic area is particularly relevant to social partners as it addresses issues related to the employment of women; women's income and the gender pay-gap; women in education; women in specific sectors and professions; and pensions.

Objectives under this theme include:

- To increase the participation of women in the labour force
- To decrease the gender pay gap
- To support women as entrepreneurs
- To ensure girls achieve their full potential in the education system
- To ensure childcare services meet the needs of parents and children
- To reduce the numbers of women experiencing poverty

The social partners are members of the implementation group for the NWS, as well as being named leaders of particular relevant actions.

Apart from the NWS, there are also specific commitments in the current national agreement to the continuation and development of two important Committees:

### **National Framework Committee for Equal Opportunities at the level of the Enterprise**

The National Framework Committee for Equal Opportunities at the level of the Enterprise will continue its work in developing and disseminating practical supports for the equal opportunities workplace, supporting individual projects and engaging with cost effective equality planning and equality reviews.

### **National Framework Committee for Work Life Balance**

The National Framework Committee for Work Life Balance will continue to support and facilitate the development of family friendly policies aimed at assisting in the reconciliation of work and family life at the level of the enterprise. The activities of the Committee will continue to be supported by a specific budget.

During 2008, a new consultancy scheme to support the introduction of work-life balance policies in SMEs has been rolled out through the Committee, and social partners have actively promoted the scheme to their members.

### **GOOD PRACTICE EXAMPLE**

Please describe one particularly relevant example of a good practice at national, sectoral or company level. You should indicate to which priority it is linked, what were its objectives, main features and outcomes.

The Equal Opportunities Framework mentioned above has identified a series of actions to tackle the gender pay gap, including 1) the possibility of promoting use of the Congress gender pay gap toolkit amongst trade unions and 2) the possibility of pay audits in various companies.

Work is currently underway to identify potential companies to take part in the pay-audit process, and a terms of reference for the development of this work is being scoped out. Further progress is expected in early 2008.



## Italy

Sources of information:

### **Employers:**

BUSINESSEUROPE's member organisation, CONFINDUSTRIA  
UEAPME's member organisations, Confapi and APID  
CEEP-IT

### **Workers:**

CGIL, CISL and UIL and sectoral trade unions

CONFINDUSTRIA and CGIL, CISL and UIL deem it appropriate to note that meetings on the issue of equal opportunities have been organised between employers' associations and trade unions in which disagreement was never recorded on the initiatives to be undertaken in this regard.

We list some of the actions taken at institutional level and we enclose some contracts where the issue of equal opportunities was a subject of bargaining.

### **1.1 The institutional level**

- Initiatives in the 2006 Finance bill to tackle the problem of violence against women including the setting up of the Observatory for violence against women within the Ministry for Equal Opportunities and the creation of a Fund on violence against women.
- Welfare agreement of July 23, 2007 where new rights and forms of protections were envisaged for women, young and elderly people, thus achieving the goals of greater social equity and profitable solidarity among generations.
  - Over three million low pensions were increased and the commitment has been undertaken to create a permanent forum for negotiating with the trade unions representing the retired people, so as to consider the possibility of further increasing all pensions.
  - In Italy women's rate of participation in the labour market is significantly lower than the E.U. average and the goals set in Lisbon. To this end measures were envisaged with a view to increasing women's employment by upgrading and modernizing the welfare system (policies of incentives, contribution relief, enhancement of the tools envisaged by article 9 of law 53/2000, strengthening of the services provided to children and elderly people who are not self-sufficient).
- It was agreed with social partners to press ahead with the initiatives to reduce the tax wedge in favour of open-ended employment contracts for women in the companies located in the South of Italy and the implementation of a series of measures to foster their integration into the labour market.

- Priority shall be given to young women in the use of micro-credit and the creation of funds for training, support measures and integration into the labour market during their whole active lives.

With a view to reconciling professional life and family life, measures shall be taken with reference to working time and the lack of children care services.

The agreement reaffirms the decisive importance of increasing women's participation into the labour market, with a view to reaching the Lisbon goals.

Again in the framework of public finance equilibrium, the following measures shall be taken to this end:

- relief targeted to support flexible working time arrangements linked to the need for reconciling professional life and family life;
- incentives to long-term part-time arrangements.
- As to part-time employment, collective bargaining alone shall define elastic and flexible clauses; long-term part-time jobs shall be encouraged; the turning of full-time contracts into part-time contracts shall be facilitated when applications are submitted on the basis of well-proven care tasks; there shall be a priority right in case of full-time jobs available.
- 2006 circular letter on the Organizational Wellbeing within the Public Administration.
- Creation in 2007 of the so-called "Bollino Rosa" and initiatives to combat the Pay Gap.
- Transposition of the Directive by Ministers Pollastrini-Nicolais of May 23, 2007 for the Public Administration, in compliance with the principles of equal opportunities enshrined in the Constitution and the E.U. regulations.
- 2007 Targeted Programme by the Labour Ministry, which envisages funds for positive action projects in favour of flexicurity.

**1.2 We enclose herewith a contribution provided by the collective bargaining unit where the issues of equal opportunities have been examined and tackled concretely.**

**L'ÉGALITÉ DES CHANCES ENTRE HOMME ET FEMME DANS LE MONDE DU TRAVAIL EN ITALIE**

*Dans le monde du travail en Italie, l'égalité entre homme et femme est plus que jamais évidente.*

*Depuis la Constituante, le cadre législatif s'est, et continue à se renforcer, jusqu'à ce que soit institué en 2000 un réseau de conseillers de la parité dans le but de faire que les politiques sur la parité soient de plus en plus efficaces.*

*Les progrès de la législation se sont depuis toujours accompagnés de l'espérance des négociations collectives visant à renforcer les normes impératives et à les rendre plus efficaces sur les lieux de travail.*

En ce qui concerne les négociations collectives nationales, il convient de signaler l'adoption des initiatives suivantes:

<b>Ccnl industrie textile</b>	Analyse de la conformité des structures de formation, scolarité et d'orientation professionnelle, pour s'assurer de conditions égales et d'opportunités égales sur le marché du travail
<b>Ccnl industrie électrique</b> <b>Ccnl industrie chimique</b> <b>Ccnl industrie du verre</b> <b>Ccnl industrie de la métallurgie</b> <b>Ccnl activités ferroviaires</b> <b>Ccnl industrie alimentaire</b>	Contrôle statistique périodique, aussi sur la base des rapports biennaux, pour être à connaissance de la situation du personnel féminin occupant diverses positions de travail dans les entreprises, et pouvoir les encadrer et les conseiller quant aux moyens de formation et aux carrières concernées. Promotion d'initiatives visant à créer une égale dignité de la personne, en particulier pour prévenir et éliminer les cas de harcèlement sexuel et atteintes à la liberté du travailleur homme ou femme. Elaboration d'un code de conduite sur la tutelle des personnes faisant partie du monde du travail valable pour toutes les entreprises du secteur. Activités de mise à jour organisées par les entreprises pour aider à la réintégration du personnel féminin à leur reprise de service au terme d'une période d'absence pour maternité et pour d'autres raisons prévues. Actions informatives et de formation de suggérer aux entreprises pour faciliter si nécessaire la réintégration productive des travailleurs hommes et femmes après une absence pour maternité ou paternité.
<b>Ccnl industrie chimique</b>	Contrôle de la marche annuelle des rétributions effectives en se référant aux principaux instituteurs payeurs, suivant des critères à définir d'un commun accord.
<b>Ccnl industrie du verre</b>	Informations aux organisations syndicales sur les éléments connus en ce qui a trait aux congés des parents qui travaillent.
<b>Ccnl industrie de la métallurgie</b>	Analyse des caractéristiques du marché du travail et de la situation de l'emploi féminin dans le secteur, selon les différentes formes de rapport de travail et l'utilisation des instruments juridiques pour affronter des crises, des restructurations et réorganisations ou conversions de l'entreprise. Mise en évidence d'actions positives significatives, en particulier la flexibilité des horaires, adoptées dans les entreprises métallurgiques avec indication des résultats obtenus.
<b>Ccnl industrie de la</b>	Analyse des caractéristiques de la présence féminine dans le secteur et localisation d'initiatives en matière d'orientation et de formation

<b>métallurgie</b> <b>Ccnl activités</b> <b>ferroviaires</b>	professionnelle dans le but de faciliter la rencontre entre l'offre et la demande de travail : favoriser les choix professionnels et l'accès aux nouvelles professions, en tenant compte notamment des réalités des entreprises intéressées par les processus de restructuration et réorganisation.
<b>Ccnl industrie</b> <b>de la</b> <b>métallurgie</b> <b>Ccnl activités</b> <b>ferroviaires</b> <b>Ccnl industrie</b> <b>alimentaire</b>	Initiatives directes à favoriser l'emploi des femmes dans les rôles ayant trait aux nouvelles technologies.
<b>Ccnl industrie</b> <b>de la</b> <b>métallurgie</b> <b>Ccnl activités</b> <b>ferroviaires</b> <b>Ccnl industrie</b> <b>alimentaire</b> <b>Ccnl industrie</b> <b>du papier</b>	Initiatives en vue de prévenir toute forme d'harcèlement sexuel sur les lieux de travail et recherches sur la diffusion et les caractéristiques du phénomène.
Ccnl industrie alimentaire <b>Ccnl industrie</b> <b>du papier</b>	Examen des problématiques ayant trait à l'arrivée du personnel féminin aux activités professionnelles non traditionnelles.

### ***The National Contract of the textile sector***

A specific group has been entrusted with the task of preparing study and research programmes designed to promote positive actions in favour of female staff - by using the results of knowledge - agreed jointly at national, sectoral and industry levels.

The group shall also make an analysis on the adequacy of the education, training and guidance structures to ensure equal conditions and opportunities on the labour market.

Finally the partners are entrusted with the task of disseminating – within their own associations - knowledge of the training projects agreed upon and assessing the effectiveness of the programmes implemented.

### ***The National Contract of the telecommunication sector***

#### ***The Observatory on industrial relations***

In the telecommunication sector the Observatory on industrial relations shall be set up at national level, composed of 12 members on an equal footing and belonging to each of the two partners (six for the employers' side and six for the unions' side).

The Observatory shall be a forum for a systematic analysis, verification and exchange of views on the relevant issues of mutual interest.

The Observatory shall also tackle the issues related to equal opportunities, with specific reference to women's employment trends and the related problems.

While performing its tasks, the Observatory can also avail itself of experts or external professional structures jointly selected.

### ***Information at national/local/corporate levels***

The employers' associations shall provide to trade unions information also regarding the employment level trends broken down – where possible – by gender, industry and age bracket.

At local level (for specific areas identified by the National Contract) the relevant employers' Associations shall provide to trade unions information regarding the employment level trends broken down – where possible – by gender, industry and age bracket.

Also in the light of the analyses made within the Observatory, the companies which employ more than 250 people shall provide to trade unions and also to the RSUs (joint trade union networks), if any, information regarding – *inter alia*:

- ✓ the targeted programmes regarding training and retraining, with specific reference to the actions promoted in favour of female staff and workers affected by mobility processes;
- ✓ the employment trends broken down by gender, type of contract and job profile.

### ***The National Joint Committee on equal opportunities***

A National Joint Committee is set up with 6 members belonging to both partners, three for the employers' side and three for the unions' side.

The Committee, which usually meets every six month, is entrusted with the following tasks:

1. analyze the characteristics of female employment in the sector - also in relation to possible initiatives in the field of guidance and vocational training - jointly with the National Committee on Training;
2. promote measures to facilitate women's reintegration into the labour market after their maternity leaves and ensure their professional standing;
3. identify initiatives aimed at fostering female employment in jobs associated with new technologies;
4. collect information on significant initiatives pursuant to law 125/81;
5. promote initiatives to protect women's and men's dignity at the workplace, in keeping with the related E.U. principles; in this regard, initiatives shall be envisaged to prevent and fight against possible discrimination at the workplace for reasons of ethnic origin, religion, personal beliefs, age, disability and gender.

### ***The National Contract of the electric industry***

In the electric sector the National Joint Committee was set up on the issues of female employment and the achievement of equal opportunities in this sector.

The Committee operates in close cooperation with the sectoral Observatory created in the framework of industrial relations.

The Committee is composed of six members appointed by the National Secretariats of the trade unions which signed the National Contract and of six members appointed by

the employers' associations that signed the Contract, one of whom with coordination tasks.

The Committee has the task of:

- a) promoting and implementing general study and research initiatives on the situation of female employment within companies;
- b) promoting – also on the basis of bi-annual reports – regular statistics for information purposes on female employment within companies, broken down by different job profiles, as well as monitoring the related training and career pathways;
- c) stimulating companies to launch positive action projects;
- d) monitoring the positive action projects implemented at corporate level and other issues identified on a case-by-case basis in the framework of its activity.

The Committee has also the task of:

- a) promoting initiatives designed to ensuring dignity and equal opportunities to people, in particular to prevent and eradicate possible forms of sexual harassment and damage to freedom of individual male and female workers;
- b) possibly drafting a code of conduct on the protection of people at the workplace to be applied by all companies.

The partners have committed themselves to creating joint bodies at corporate level within the companies employing more than 150 people with open-ended contracts, where such bodies do not already exist.

Companies shall promote retraining activities to foster female workers' reintegration into the labour market after maternity leave or other regimes and institutions envisaged for them.

In case of possible changes of job roles and profiles also resulting from industrial restructuring, and in keeping with the proposals put forward by the Committees on Equal Opportunities – if any – companies are urged to take measures designed to favour real equal opportunities in working conditions and professional career development for female workers.

### ***The National Contract of the chemical industry***

#### *Sector-wide industrial relations*

The National Observatory on industrial relations – set up in the chemical sector – performs its activity at national, local and provincial levels. It performs its activity at local level when, according to the Observatory itself, areas – including interregional ones – characterized by high homogeneity and a significant concentration of companies so require. It also performs its activity at provincial or district levels– as identified by the Observatory itself due to the high concentration of companies in one specific province or district.

One of the tasks falling within the Observatory's competence is monitor female employment trends in this sector, particularly in crisis areas, and take possible positive actions designed to implement equal opportunities pursuant to the legislation in force.

While reaffirming their commitment to equal opportunities, both in terms of labour market access and career progress, the partners gathered in a specific joint Committee

foster the implementation of equal opportunities, by also availing themselves of the experience gained at corporate level and also identifying possible scope for dialogue between them on these issues.

The partners shall identify guidelines for training the members of the joint Committees, which may be created at corporate and local levels.

Furthermore, the joint Committee is entrusted with the task of identifying information and training activities to be suggested to companies with a view to facilitating – where possible – the reintegration of female and male workers after their parental leaves.

At national level the Observatory shall monitor the yearly trend of real wages, with reference to the major pay regimes and according to criteria to be agreed upon jointly.

#### *Industrial relations within industrial groups*

Every year, in the framework of a specific meeting called by the industry-wide employers' Association, each industrial group shall also inform trade unions of the female employment trends and related problematic issues.

In particular:

- ✓ employment trends also in the light of the results emerging from the bi-annual report;
- ✓ possible specific problems arisen in terms of labour organization, mobility, flexibility and professional upgrading.

The participation and contribution of female employees having appropriate knowledge on these specific matters is envisaged, with a view to fostering positive actions designed to implement equal opportunities.

#### *Industrial relations at corporate level*

In the case of companies and productive units employing more than 100 people, every year the employers' Associations shall inform trade unions – assisted by RSUs (joint union networks) – of the female employment trends and related problematic issues.

In particular:

- ✓ employment trends also in the light of the results emerging from the bi-annual report;
- ✓ possible specific problems arisen in terms of labour organization, mobility, flexibility and professional upgrading.

The participation and contribution of female employees having appropriate knowledge on these specific matters is envisaged, with a view to fostering positive actions designed to implement equal opportunities.

Training initiatives are envisaged, prompted by possible retraining needs for female workers after their maternity leaves.

#### ***The National Contract of the energy and oil industry***

The energy and oil industry has set up a joint national Observatory at sectoral level, composed of 12 members on an equal footing (six for the employers' side and six for the unions' side).

The Observatory shall be a forum for a systematic analysis, verification and exchange of views at national level on a series of issues, including equal opportunities.

The Observatory's activity can hinge around joint Committees entrusted with the task of tackling specific issues of common interest, by also availing itself of external experts.

The Committees' work can lead to the drafting of study documents and material which may be useful for the analyses made by the Observatory and for collective bargaining purposes.

### ***The National Contract in the glass industry***

In the framework of the tasks performed by the National Observatory on industrial relations – set up for this specific productive sector – as a forum for the coordination of union policy, the partners shall make a joint analysis of the female employment trends, particularly in crisis areas, as well as the possible actions to be taken with a view to ensuring equal opportunities pursuant to law.

Within the Observatory, a joint committee is set up (representing both the employers' associations and trade unions) in charge of better achieving the goal of equal opportunities.

The National Observatory can also operate at local level should specific problems (including those related to equal opportunities) emerge in particular regions of the country.

The contract entrusts the signatory parties with the task of identifying information and training actions to be suggested to the companies, with a view to facilitating the male and female workers reintegration into the labour market after their parental leaves.

Every year the association representing glass manufacturing companies and all the companies characterized by one single plant employing more than 150 people shall inform trade unions of:

- ✓ the number of workers, broken down by gender and age racket, with specific reference to the data regarding female employment;
- ✓ the female employment trends, by paying specific attention to the issue of equal opportunities;
- ✓ the details regarding parental leaves.

As to the issues of female employment and equal opportunities, the participation and contribution of female employees having appropriate knowledge on these specific matters can be envisaged. In the event of their analysis - made also in relation to the results of the bi-annual report – leading to identify positive actions designed to implement equal opportunities and enhance women's professional standing, the partners shall specifically delve into them within the national Observatory.

### ***The National Contract of the metal-working industry***

#### *The Joint Committee on equal opportunities*

In this sector the "joint Committee on equal opportunities" has been set up, composed of six members representing each of the two union groups which signed the contract, with a view to carrying out study and research activity to promote equal opportunities and



identify possible obstacles which do not allow to achieve real gender equality at the workplace, as well as the ways to remove these obstacles.

The Committee operates by:

- ✓ studying the labour market characteristics and the female employment trends in this sector, with specific reference to the different job profiles and the use of legal tools for facing crises, restructuring processes or corporate reorganizations, by using the national Observatory data;
- ✓ following the evolution of Italian and foreign legislation on equal opportunities at the workplace and the action programme for implementing the E.U. Charter of Fundamental Social Rights;

with the task of:

- ✓ analyzing the characteristics of female employment in this sector and identifying initiatives for professional guidance and vocational training, with a view to fostering the matching of labour supply and demand and favouring the diversification of professional choices and the access to new job profiles, with specific reference to companies affected by restructuring and reorganization processes;
- ✓ promoting initiatives capable of facilitating female workers' reintegration into the labour market after their maternity leaves and ensuring their professional standing;
- ✓ identifying initiatives designed to foster female employment in roles associated with new technologies;
- ✓ collecting information and reporting to the local Committees on equal opportunities significant positive actions and initiatives - with specific reference to working time flexibility - adopted by metal-working firms, as well as the results reached in this regard;
- ✓ identifying information initiatives to promote behaviours consistent with equal opportunities at the workplace;
- ✓ proposing initiatives designed to prevent forms of sexual harassment at the workplace, also by means of studies on the spreading and characteristics of this phenomenon;
- ✓ following the activity of the local Committees on equal opportunities and providing any useful information to perform their activity.

The Committee shall meet every three months, or upon either party's request, and the meeting shall be alternatively chaired by a member of the two groups. It is entrusted with the task of reporting - to the delegations which signed the National Contract - on its activity and the activity performed by the local Committees for equal opportunities.

While performing its tasks the Committee can avail itself of the contribution of experts jointly appointed.

Three months before the expiry of the National Contract, the Committee shall conclude its works by submitting a final report including all the material collected and processed: in this forum both the proposals on which consensus was reached within the Committee and the evaluations and positions of each of the two groups can be presented.

#### *Local Committees on equal opportunities*

The local employers' associations shall promote - jointly with similar local organizations of the trade unions which signed the National Contract - the creation of joint Committees

on equal opportunities, composed of six members appointed by the local employers' associations and six members appointed by the trade union local organizations. These Committees shall have the task of carrying out research, promoting gender equality and identifying possible obstacles which prevent real equal opportunities at the workplace, as well as the ways to remove these obstacles.

The Committees shall operate in close cooperation with the National Committee on the basis of the information, data, studies and proposals put forward by it, with the task of:

- ✓ analyzing the characteristics of the labour market and the local specificities of the female employment trends in the sector;
- ✓ proposing to the parties which created the Committee - in close cooperation with the National Joint Committee – specific initiatives for professional guidance and vocational training, with a view to fostering the matching of labour supply and demand;
- ✓ promoting initiatives capable of facilitating female workers' reintegration into the labour market after their maternity leaves and ensuring their professional standing;
- ✓ considering the possibility of testing positive actions and initiatives– with specific reference to flexible working time - also upon the indications of the National Joint Committee. To this end, upon a joint request made by the parties interested in said initiatives , the local Committee can create a specific joint working group within it, entrusted with the task of monitoring the implementation of said initiatives, in close cooperation with the parties which made the request;
- ✓ considering the possibility of carrying out – at local level – studies and research into the spreading and characteristics of sexual harassment at the workplace with a view to promoting – in close cooperation with the National Joint Committee – behaviours consistent with the goals of ensuring dignity of female and male workers at the workplace.

The local joint Committees shall meet every three months, or upon either party's request, and shall be alternatively chaired by a member of the two groups which set up them. They are entrusted with the task of reporting to the National Joint Committee on the activity performed.

#### *Corporate Committees on equal opportunities*

In the companies employing more than 2,000 people, of whom at least 350 work for the same productive unit, a joint Committee on equal opportunities may be set up – upon request of either party – composed of six members at the maximum representing the Management and jointly the national or local trade unions that signed this contract and the RSU (joint trade union network).

The Committee shall consider the possibility of implementing the initiatives and measures identified by the National Committee with specific reference to the goals of:

- ✓ promoting behaviours in line with the principles of equal opportunities at the workplace;
- ✓ facilitating women reintegration into the labour market after their maternity leaves;
- ✓ fostering female employment in jobs associated with new technologies;
- ✓ preventing forms of sexual harassment at the workplace.

These possible initiatives shall be implemented in close cooperation with the local Committee.

The Committee is entrusted with the task of examining possible disputes on the corporate implementation of gender equality principles, with a view to promoting their amicable settlement and avoid recourse to other forms of protection.

Possible corporate agreements existing on these matters shall continue to be applied.

#### *Information on equal opportunities*

The companies shall draft a bi-annual report on the situation of male and female employment and shall submit the processed data to the RSUs (joint union networks) on the occasion of a specific meeting.

### ***The National Contract of the railway sector***

#### *The National Joint Committee*

The National Contract has envisaged the creation of a National Joint Committee on equal opportunities with the task of identifying and proposing to the signatories tools and initiatives aimed at promoting behaviours and positive action consistent with the principles of gender equality and equal opportunities in terms of access to the labour market and organizations, as well as working conditions, training and career progress.

The Joint Committee is composed of a representative for each trade union that signed the National Contract and an equal total number of members from the entrepreneurial side.

The Committee operates by:

- 1) studying the labour market characteristics and female employment trends in the sector, with specific reference to the different type of contracts and the use of tools capable of fostering the integration of women into the labour market and their development;
- 2) following the evolution of the Italian and foreign legislation on equal opportunities at the workplace, with specific reference to the 1991-1995 E.U. action programme and the subsequent one, as well as the programme implementing the E.U. Charter of Fundamental Social Rights;

with the task of:

- a) analyzing the characteristics of female employment in this sector and identifying initiatives for professional guidance and vocational training, with a view to fostering the matching of labour supply and demand and favouring the diversification of professional choices and the access to new job profiles, with specific reference to companies affected by restructuring and reorganization processes;
- b) promoting general initiatives capable of facilitating female workers' reintegration into the labour market after their maternity leaves and ensuring their professional standing;
- c) identifying initiatives designed to foster female employment also in roles associated with new technologies;
- d) keeping contacts with the corporate committees on equal opportunities – if any - and spreading information on the projects defined on these matters;

- e) collecting information and report to the parties that signed the National Contract on positive actions and initiatives adopted by railways companies, as well as the results reached in this regard;
- f) identifying information and training initiatives to promote behaviours consistent with equal opportunities at the workplace;
- g) proposing initiatives designed to prevent forms of sexual harassment at the workplace, also by means of studies on the spreading and characteristics of this phenomenon.

The Committee shall meet every three months, or upon either Party's request, and shall be alternatively chaired by a member of the two groups.

Every year the Committee shall report on its activity to the parties that have signed the National Contract.

While performing its tasks the Committee can avail itself of the contribution of experts jointly appointed.

The proposals put forward by the Committee shall be examined by the parties that signed the National Contract, with a view to assessing possible initiatives to be undertaken in this regard.

Three months before the expiry of the National Contract, the Committee shall conclude its works by submitting a final report including all the material collected and processed: in this forum both the proposals on which consensus was reached within the Committee and the evaluations and positions of each of the two groups can be presented.

#### *Corporate joint committees*

Subject to further specifications in relation to the different corporate realities, committees on equal opportunities can be set up at company level with the same goals and with the tasks and operation ways previously outlined.

In the case of companies belonging to corporate Groups, if the Group employs at least 1,200 people one single committee on equal opportunities can be set up for the whole Group.

#### *Information at national level*

Every year, and usually within the first quarter, in a specific meeting the employers' Association representing the sector shall provide to the National Secretariats of the trade unions that signed the contract – also in the light of the results reached and the assessments made within the National Observatory and the National Joint Committee on equal opportunities – information also related to gender equality, with specific reference to the qualitative and quantitative trends of female employment and the related problems.

#### *Information at corporate level*

Every year, and usually within the first quarter, the companies which employ more than 200 people, in a specific meeting, also called upon a request of the trade unions that signed this contract, shall provide information also related to employment trends, with specific reference to female employment.

## ***The National Contract of the food industry***

### *The National Joint Committee on equal opportunities*

The National Joint Committee composed of twelve members (six representing the employers' side and the other six representing trade unions) shall be set up in the framework of the national Observatory of the sector and shall perform the following tasks:

- ✓ examine the female employment trends in the sector;
- ✓ follow the development of national and EU. legislation on these matters;
- ✓ examine the problems related to the access of women to non traditional professions;
- ✓ study measures capable of facilitating women's reintegration into the labour market after their maternity leaves and ensuring their professional standing;
- ✓ study initiatives designed to prevent forms of sexual harassment at the workplace, also by means of studies on the spreading and characteristics of this phenomenon;
- ✓ assess possible schemes for promoting positive actions and initiatives.

Again in the framework of the national Observatory, and as long as this National Contract is in force, sub-units of the National Joint Committee on equal opportunities can be created for specific areas (initially Bologna, Genoa, Milan, Parma, Rome, Salerno and Turin) where there exists a significant concentration of companies working in the food sector.

### ***Joint committees on equal opportunities at local level***

The employers' associations of the above stated towns – with the preliminary agreement of similar local bodies of the trade unions that signed the agreement – can set up joint committees on equal opportunities entitled to operate in close cooperation with the National Committee – also with regular joint meetings – on the basis of the information, data and results of studies provided by it.

These Committees shall be composed of twelve members, six of whom appointed by employers' associations and the other six appointed by the above stated local union organizations.

The Committees are entrusted with the task of:

- ✓ analyzing the labour market characteristics and the territorial specificities of female employment trends in the sector;
- ✓ examining the issues related to female employment in roles associated with new technologies;
- ✓ studying measures suitable for facilitating women's reintegration into the labour market after their maternity leaves and initiatives capable of ensuring their professional standing;
- ✓ considering the possibility of carrying out local studies and research into the spreading and characteristics of sexual harassment at the workplace;
- ✓ evaluating possible tests to be carried out on the basis of the indications which may be provided by the National Joint Committee.

As a general rule, the national and local committees shall meet every six months and be chaired alternatively by a representative of the entrepreneurial side and by a trade union

representative. Every year they shall inform the parties that signed the National Contract of the activity performed.

### ***The National Contract of the paper industry***

In the framework of the National Observatory on industrial relations a National Joint Committee on equal opportunities is set up, composed of six members, three of whom appointed by the employers'Associations that signed the contract and the remaining three by the trade unions that signed the contract.

The Committee has the following tasks:

- ✓ examine the female employment trends in the sectors regulated by the National Contract;
- ✓ define projects for positive actions;
- ✓ examine the problems linked to women's access to non traditional professions;
- ✓ study initiatives capable of preventing forms of sexual harassment at the workplace, by preliminary ascertaining the spreading and characteristics of this phenomenon.

The partners shall disseminate – within their own associations - knowledge about the results of the Committees' work.

The Observatory shall meet as deemed appropriate by the partners and, however, at least twice a year.

### **Separate report by CEEP-IT, CGIL, CISL, UIL and sectoral trade unions**

#### **Equal opportunities committee**

The collective agreements for Public Sector established the equal opportunities committee in 1998. The committees operate inside each public administration performing the following tasks:

- a) Collection of data on the matters concerning its competence;
- b) Formulation of proposals regarding the same issues;
- c) Promotion of initiatives to implement EU directives on equal opportunities and positive actions according to the Law 125/1991.

The Committees implement measures to promote equal opportunities in working conditions and professional development over the following issues:

- a) Access to the vocational training courses;
- b) Flexibility in working time;
- c) Pursuit of an effective balance of positions in the functional classification system;
- d) Mobility.

Public administrations shall support the action of the committees by giving efficacy to the results achieved. The Committees are required to perform an annual report on the conditions of women workers.

As for Poste Italiane, a network of equal opportunity committees at regional level has been set up with postal Unions. Those bodies, in coordination with the national equal opportunity body, have implemented a lot of analysis and initiatives aiming at making concrete equal opportunities within the company.

### **Gender pay gap and promotion of women in decision making**

As for the gender pay gap, the Italian collective agreements system provides an equal discipline to the employment regulation, especially for the pay. The problem concerning the gender pay gap is more related to the access of women in decision making.

The law 165/2001 governs principles on the manager's procedures of appointment for the public sector: article 19, paragraph 4a and 5b provides that criteria to appoint managers must take into account the conditions of equal opportunities. Furthermore, the directive 23 may 2007, issued by the Presidency of the Council of Ministers, requires taking steps to encourage the rebalancing of women decision making positions when there is at least a two thirds gap between genders.

### **Measures provided by the annual financial law for 2008 (Law 244/2007)**

Specific measures to encourage women's employment:

- Established a tax credit for working women belonging to the category of disadvantaged worker;
- Established incentives to female entrepreneurship;
- Established a fund for financing the "Welfare Protocol": the protocol provides measures to support women's employment and to promote the integration of women in employment.  
It includes tax incentives and measures to reconcile professional and private life such as flexibility of working hours and part-time;

Equal opportunities policies:

- Established a fund for policies on human rights and equal opportunities;
- Established a fund for inserting gender statistics in the annual statistic rapport.

### **Projects and good practices**

- "Rete per le pari opportunità" (Network for equal opportunities): promoted by the Minister for Equal Opportunities, the project constitutes a tool for exchanging information, experiences and best practices among stakeholders of equal opportunity. It works as a platform for communication and processing of proposals and methodological instruments relating to equal opportunities.  
The project has been implemented thanks to the financing of the European Social Fund (ESF) and European Fund for Regional Development Fund (ERDF);

- P.A.R.I. "Padri attivi nella responsabilità interna della famiglia" (Participation of father in family life and responsibilities): promoted by the Minister for Equal Opportunities and Presidency of the Council of Ministers, the project fits into the context outlined by the "EU Charter of Fundamental Rights". It aims at encouraging and supporting reconciliation of work and family life. The project has as partners the National Isfol and S & T and a network that includes the State-Region Conference, ANCI, UPI, UNCEM and employers' organizations. A European network is composed by the Directorate General for Equal Opportunities of the City of Madrid (Spain), the Panhellenic Women's Organization\_Panathinaiko (Greece), and the National Equal Opportunities Office in Slovenia;
- "PER.FOR.MA.GE": The project is aiming at enhancing the gender culture within Central Public Administration in Italy. 12 national Ministries are involved in workshops and specific training courses with view to internalise gender perspective in different sectors and policies at all levels. The project would like to build a course useful to support the main institutional actors of the Ministries in the development and diffusion of gender mainstreaming and equality. In particular:
  - support in the construction of policies and administrative actions of the economic planning;
  - support in the determination of the government choices as for social and economic policies in favour of gender equalities;
  - support in the development and harmonisation of professional competences for the integration of gender equality in the planning processes and in the policies definition.

A second expected result is that of the valorisation of gender differences as a quality factor of the administrative action. Indeed, implementing equal opportunities means to raise the level of the services produced by public institutions with the goal of giving a more efficacious and efficient answer to the needs of male and female citizens.

The final result will be the activation of a circular mainstreaming process that will virtuously effect the governance culture fostering interventions;

- According to the article 70 of the annual financial law for the year 2002, many Ministries and enterprises with public participation created inside their work structures a kindergarten. The initiative aims at improving the work life balance of the employees. An example in this direction could be provided by Poste Italiane that opened the first of the seven planned kindergarten in 2007.

**Separate report by Confapi (Confederation of Small and Medium Enterprises) and APID (Association of Women Entrepreneurs) – UEAPME members**

**"Da donna a donna". EQUAL project**

Through this project it has been understood which were the real needs of working women in fields such as work life balance, reconciliation of work and family life. As a consequence helpful services have been studied and tested.

**"Vision 2000: il genere nella certificazione di qualità". LEONARD project**



The final goal of this project was giving tools to enterprises in order to introduce and to certify human resources management in gender perspective. The aim was to study and to test new models for business management considering gender perspective, and to create a new entrepreneurial culture where quality and equal opportunity are linked.

**“Time conciliation: i nuovi modelli di organizzazione del lavoro”. POR – Fondo Sociale Europeo (ESF) – obiettivo 3 - Misura E1**

The aim was to obtain from enterprises and from Turin and Novara municipalities employees precise needs in specific fields such as working hours organization and supporting methods for family. Entrepreneurial and political figures had been made aware of the opportunity of introducing flexibility and reconciliation. The project wanted to define some guide lines to construct models on labour organization able to reflect reconciliation needs.

**“Un liguaggio comune per le pari opportunità” POR – Fondo Sociale Europeo (ESF)– obiettivo 3 - Misura E1**

Project’s general aims were to provide subjects and matters to orientate territory at initiatives on labour policies in Equal Opportunities perspective. The project tried to develop cognitive and organizational conditions to integrate Equal Opportunities in SME’s human resources management and to spread information on Equal Opportunities policies among enterprises.

**“Manager della conciliazione”. POR – Fondo Sociale Europeo (ESF)– obiettivo 3 - Misura E1**

Project’s aim was to promote careers and abilities of 20 women employed in association in order to create a figure able to know all topics related to reconciliation, the so-called «reconciliation and empowerment manager».

At the end of the project, managers and Presidents of Turin SME associations had signed a document to create a «lobby on reconciliation» that will give a benchmark on territory both for enterprises and institutions.

**BSP III – BUSINESS SUPPORT PROGRAM BULGARIA ROMANIA CROATIA AND TURKEY**

Project’s overall objectives are to help craft and SMEs in Bulgaria, Romania, Croatia and Turkey to understand and apply the community acquis in selected areas, to strengthen the SME organizations of Bulgaria, Romania, Croatia and Turkey, to create an efficient network between the different partners, especially between the associations from EU Member States and candidate countries.

Working together in such a project will help to build an efficient network of SME organizations, which can be very useful for creating new business opportunities and for strengthening the role of SMEs the future process of European integration.

**ILO “Add value, break stereotypes” – PROGRESS Programme**

The overall objective of this project is to help private sector companies to better understand the benefits of combating gender stereotypes, and improve their ability to act.

By the end of 2008, a training and awareness-raising campaign on the why and how to combat gender stereotypes in small and medium sized companies will have been

developed, adapted, advertised and implemented in 15 EU - EFTA countries. At least 300 "relay" agents will have been trained and be able to disseminate the training kit at national level. Some 10 small and medium-sized European companies will also have pilot -tested the measures and tools proposed in the training kit.

**"Che fa concilia? (Job Sharing)". Progetto di azione positiva Legge 125/91.**

Project's purpose was to encourage, through a new labour organization, the balance between family and professional responsibilities and to reallocate better such responsibilities between women and men. Thanks to the project the employers and employees involved had a deep knowledge on reconciliation possibilities and policies already existing in Italy, on flexibility and on training access given by the national law 53/00 and by Job Sharing contracts.

**"C'è parità per te" Progetto di azione positiva legge 125/91**

The project wants to give to territory an opportunity to develop gender policies in a system. In order to use Equal Opportunities principles in the access to work and social life it's necessary to compare policies and to act in different areas. Thanks to this project, in fact, a training on Equal Opportunities has been made on teachers of the municipalities involved on the project and a recognition was given to an enterprise that applies Equal Opportunities principles.

**"Empowerment: imprenditrici torinesi allo specchio e alla finestra" Progetto di azione positiva legge 125/91**

This project wants to implement professional training, qualified work and to promote women's participation to categories where they are not sufficiently represented, as in the high level of management. The twelve entrepreneurs involved in the project are still working together even if the path finished with Business Theatre. They have been able to create a good network that will exist and will work in the future

## Latvia

Sources of information:

Employers:

Employers' Confederation of Latvia (LDDK)

Workers:

Free Trade Union Confederation of Latvia (LBAS)

### **Actions taken to follow-up the four priorities of the framework of actions:**

#### **1. ADDRESSING GENDER ROLES**

In 2008 new Gender Equality Council at national level was established. The responsible Government institution ensuring the work of this Council is Ministry of Welfare of Latvia. LBAS and LDDK are the members of the Council and take active part in elaboration of guidelines and work program for gender equality at national level.

During 8 March campaign LBAS addressed the Cabinet of Ministers of Latvia pointing out gender inequalities in Latvia in different fields.

Trade Union negotiators are advised to provide CBAs with special articles referring to promotion of greater gender mix in some professions.

In 2008 LDDK organized the competition "The Best Employer", which was organized in all regions of Latvia. The awards were given to the best employers, which were evaluated by different criteria, including gender equality observation in the enterprise.

LDDK is UNO Global Compact national network focal point coordinator. LDDK every year informs the society about the principles of the Global Compact and calls the enterprises to join this compact. One of the principles of Global Compact is non-discrimination, which also includes gender equality. Information about principles of social responsibility contributes to take into account all the non-discrimination principles, including the gender equality. In January 2008 new enterprises were welcomed to UNO Global Compact in formal LDDK meeting "Leader Breakfast".

Every year LDDK organizes the award "Good Governance Practice" for enterprises, one of the principles of this award is responsibility and partnership, which also includes the gender equality principle.

#### **2. WOMEN IN DECISION-MAKING**

As was mentioned in previous report there is a Program on Implementation of Gender Equality for years 2007-2013 at national level where issue regarding women in decision-making is addressed. Both LBAS and LDDK took active part in the working group that elaborated this program.

LBAS and LDDK is continuing promotion of women participation in the process of elaboration, implementation and supervision of collective agreements as well as to take active part in decision-making institutions at company level.

In March 2008 LBAS joined the Network of Women Organisations of Latvia and will take part in a special joint campaign to encourage women participation in the next Municipal and Parliament elections in 2009 and 2010.

LDDK has cooperation with women organization "Leader" in promoting women participation in decision-making and management. The statistical data show that Latvia has one of the highest levels of women involved in decision-making.

### **3. SUPPORTING WORK – LIFE BALANCE**

This issue is on the agenda of LBAS and LDDK activities.

In 2007 LBAS published guidelines for trade union negotiators "CBA in Every Enterprise" with special provisions for ensuring gender equality principle in collective bargaining, budgeting, monitoring, vocational training and decision making as well as special provisions of reconciliation of work and family life ( parental leave, flexible working time, co-financing of pre-school facilities). This publication also explains situations of indirect or direct gender discrimination and how to avoid it.

Guidelines were negotiated with LDDK, Ministry of Welfare and State Labour Inspectorate. These guidelines are being distributed to trade unions and employers' organisations.

In 2007 LDDK in co-operation with Philip Morris organized the information campaign about the new working forms, including work life balance.

### **4. TACKLING THE GENDER PAY GAP**

In autumn 2007 LBAS organised several major protest actions at national level regarding increase of wages and improvement of social protection for teachers, health care workers, post-office workers. In these sectors about 80% of workers are women. Protest actions will continue in autumn 2008.

In March 2008 LBAS participated in Women Forum of Latvia and submitted a resolution on women wages and gender pay gap with a clear demand to tackle seriously these issues. The resolution was adopted and sent to the President of Latvia, Parliament members and the Government.

#### **GOOD PRACTICE EXAMPLE**

As was mentioned in the previous report according to joint LBAS and LDDK initiative at the beginning of every year a special event takes place: "Award of the Best Partnership". For this award trade unions nominate enterprises, private companies and state institutions where the cooperation between the management and unions are the most successful. One of the criteria to receive a special LBAS award is also an effective implementation of gender equality issues at the company level.

In June 2008 Cooperation Network of Women Organisations of Latvia (LBAS Gender Equality Council is a member organisation) organised an event "Gender Equality Award". This year Heads of Latvia Municipalities were nominated for this award. LBAS nominated a Head of Rural Municipality who is not only very supportive to trade unions but is also ensuring equal opportunities for men and women at the local level.

## Lithuania

Sources of information:

Employers:

Lithuanian Business Employers' Confederation (LVDK)

Workers:

Lithuanian Trade Union Confederation (LPSK)

### **1. ADDRESSING GENDER ROLES**

Equal rights of women and men in all fields de jure are secured in Law on Equal Opportunities for Women and Men and in many legal acts in Lithuania are integrated gender equality principal.

In practice, in many areas women and men positions remains different. However the role of women in fighting discrimination, promoting gender equality in Lithuania, participating in decision-making in all levels constantly strengthens.

Major influence has both acting trade unions and social partners in Lithuania. They coordinate actions and implement them according to the 2007–2008 social partnership development plan approved by the Government of the Republic of Lithuania, trade unions and employers' organizations.

### **2. PROMOTING WOMEN IN DECISION MAKING**

Lithuanian Trade Union Confederation (LPSK) Women's Centre cooperates with leaders of branch trade unions and leaders of women's organizations. The priority of LPSK Women's Centre is given to the activities regarding gender equality questions and all levels of decision-making. We keep the principle of equal participation both in decision-making and all the events we organize.

Though LPSK women member makes 62,5 % of all trade union members, but in twenty six trade union branch organizations 38,5 % are the women leaders and from thirty two LPSK Board members 40,6 % are women. In order to increase women's influence in working places, signing collective agreements and equal payment for the work LPSK Women's Centre organized seminars, forums–discussions on the following themes:

- "Gender equality in Lithuania"
- "Dialogue between women and men: diagnoses and prognoses".

LPSK Women's Centre together with Lithuanian NGO's provides proposals to the Commission on gender equality for women and men regarding measures to promote gender equality of women and men on the national and local levels. In order to reach the continuation of the National Programme on Equal Opportunities for Women and Men 2005–2009, it is necessary to prepare a new national programme on equal opportunities for the year 2010–2015. Or a long-term gender equality strategy, with foreseen priorities:

- implementation of women and men gender equality opportunities in local/municipal level;

- implementation of gender equality in working places and trainings (preparation) and raise of qualification of gender equality specialists in enterprises and institutions;
- reduction of labor market sectoral and professional segregation;
- reduction of the gender pay gap
- reduction of women and men lifetime difference;
- integration of gender equality aspect into education system;
- decrease of gender stereotypes.

In order to effectively coordinate the National Programme on Equal Opportunities for Women and Men, implementation of the strategy not only in the national but also in the local level by actively cooperating with Tripartite Council and social partners.

### **3. SUPPORTING WORK-LIFE BALANCE**

Social exclusion, poverty, discrimination and violation of human rights in Lithuania are still the social reality that can't be ignored.

Therefore the initiative practically to help women and men to combine professional and family life is appreciated. In order to combine professional activities, family and personal life both employers and trade unions have to encourage flexible working time system, to develop care services, to apply better policy for the work-life balance.

In 2007 was implemented a "Work-Life-Balance in the Baltic Sea region" project by trade union women organizations in Germany, Poland and Lithuania. This project helped employees and employers to understand better the policy of work-life balance. The concept of work-life balance was not really well known or just in the initial stage of the enterprises and organizations that took part in this project therefore it not also helped to know more on the work-life balance but also to adapt some principles into the work of enterprises. The project was useful and we are preparing for the implementation of the follow up project next year.

### **4. TACKLING THE GENDER PAY GAP**

In 2007 increased inflation and slowed the rise of wages. According to the Lithuanian Statistic department average gross hourly earnings of women compared to average gross hourly earnings of men in 2007 reaches 80,7 %, in private sector – 77,8 %, in public sector – 82,0 %. This is due mainly to the fact that there tends to be better collective agreement coverage and less pay dispersion in the public sector than the private sector. The lowest wages received health care workers, nurses, librarians and teachers.

In Lithuania teachers arranged a strike regarding increase of wages. The Government was constrained to sign, together with trade unions, a long-term strategy for the wage increase of education employees and the agreement regarding wage increase for the health care employees.

LPSK and social partners influence that social dialogue plays an important role in this area and find that for instance a balanced participation of women and men in negotiating teams at all levels could lead to improvement of the situation.

However, Lithuanian trade unions have to take all efforts (give all struggles) regarding strong implementation of ILO Convention (No.100) concerning Equal Remuneration for Men and Women Workers for Work of Equal Value.

## Luxembourg

Sources :

Employeurs:

Fedil – Business Federation Luxembourg, membre de BUSINESSEUROPE et la Fédération des Artisans et Chambre des Métiers, membre de l'UEAPME.

Salariés:

CGT-L (OGBL/FNCTTFEL) et LCGB, membres de la CES.

Les partenaires sociaux luxembourgeois ont convenu d'un plan d'actions sur plusieurs années, chaque année se penchera sur un sujet spécifique tout en mettant l'accent sur le fait qu'il s'agit d'actions promouvant l'égalité entre hommes et femmes sur le marché du travail :

**2008-2010 : « Les rôles des hommes et des femmes sur le marché de l'emploi »**

Le sujet sera abordé dans sa globalité en s'adressant à l'orientation professionnelle et scolaire pour les différentes voies de formation et en fonction des besoins du marché de travail.

Partenaire potentiel : Ministère de l'Education nationale, Ministère de l'Economie, Ministère du Travail, CEPS

*ACTIONS PLANIFIEES*

- 1. fin 2008 conférence de presse ; présentation du programme*
- 2. 2008-2010 étude sur les stéréotypes dans le choix professionnel*
3. organisation de formations « gender mainstreaming » côté employeurs, côté syndicats
- 4. début 2010 conférence avec présentation des résultats de l'étude et définition des pistes à suivre*

Des actions se baseront prioritairement sur la communication en vue de la sensibilisation de tous les acteurs (les parents, le corps enseignant, les entreprises)

**2009-2010 : « La conciliation vie professionnelle, vie privée, vie familiale**

Les sujets abordés seront les possibilités existantes au niveau de l'aménagement du temps de travail, notamment les conclusions des négociations entre partenaires sociaux luxembourgeois sur le contrat de travail à temps partiel et le télétravail, ainsi que les résultats des discussions au niveau communautaire du groupe adhoc du dialogue social. L'action consistera notamment dans une conférence de sensibilisation sur les bonnes pratiques existant en matière de conciliation vie professionnelle, vie privée, vie familiale. Partenaire potentiel : Ministère de la Famille, Ministère du Travail

Canevas de la conférence :

1. *Situation actuelle des infrastructures et services disponibles* (parascolaires / garde d'enfants / enfants malades/ soins pour personnes dépendantes)
2. *Présentation de bonnes pratiques favorisant la conciliation*

### **2011 : « L'équilibre entre hommes et femmes dans la prise de décision »**

Le sujet sera décliné aussi bien au niveau des créations d'entreprises qu'au niveau de la hiérarchie dans les entreprises. Un accent prioritaire sera mis sur la formation et le mentoring en vue d'acquérir les compétences pour un poste à responsabilité ainsi que sur l'ouverture des entreprises pour des promotions basées sur les compétences et des nominations équilibrées à des postes à responsabilité.

Il s'agira d'organiser des campagnes d'information et de sensibilisation en présentant des bonnes pratiques et des exemples de femmes dans la prise de décision. Les moyens à utiliser sont des publiereportages et une conférence.

Partenaire potentiel : Ministère de l'Economie, Ministère des Classes moyennes

### **2012 : « L'équilibre salarial »**

Une conférence devra informer sur l'évolution en ce qui concerne l'équilibre salarial, les statistiques les plus récentes et des bonnes pratiques.

Partenaire potentiel : Ministère de l'Egalité des chances, *STATEC, CEPS*

### **Exemple de bonnes pratiques**

Veillez décrire un exemple particulièrement éloquent de bonne pratique au niveau national, sectoriel ou de l'entreprise développé en 2007 et/ou 2008. Vous devrez indiquer à quelle priorité elle se rapporte, quels étaient ses objectifs, ses principales caractéristiques et ses résultats.

"Women Initiative: Walking the road together" par Deloitte SA Luxembourg, lancée en mai 2007

Sur base d'une enquête effectuée en 2006 par Deloitte, une initiative visant l'amélioration générale de la "work/life balance" de ses collaborateurs a été lancée. Elle porte notamment sur des arrangements du temps de travail sans influence sur les promotions, vise la réduction des taux de turnover féminin et assure un recrutement équilibré en terme de genre. L'objectif majeur de l'initiative est de garantir à tous les salariés la possibilité d'utiliser pleinement leurs capacités professionnelles, tout en prenant en compte le mieux possible leurs situations personnelles.

Plusieurs sujets ont été abordés par des actions spécifiques :

- changement culturel (encouragement d'une communication ouverte, sensibilisation au niveau du management relative à la diversité du genre);
- développement professionnel (accompagnement des femmes par des formations et du mentoring, identification de jeunes talents et implémentation de plans de développement ciblés);
- conciliation vie professionnelle/vie privée (conversion du 13ième mois en jours de congé, télétravail, discussion systématique et structurée relative au plan de carrière avant chaque absence de longue durée p.ex. maternité).

L'asbl *Jonk Entrepreneuren Luxembourg* qui regroupe des représentants du milieu scolaire et des représentants du monde économique fut créée afin de perpétuer et de dynamiser le mouvement « esprit d'entreprendre » au niveau de l'enseignement



luxembourgeois (primaire, secondaire et enseignement supérieur). Cette association a ouvert son conseil d'administration à une représentante de la FFCEL (Fédération des femmes cheffes d'entreprise du Luxembourg) afin d'intégrer la dimension de l'entrepreneuriat féminin dans ses activités visant à donner le goût d'entreprendre aux jeunes.

En coopération avec le Ministère d'égalité des chances les partenaires sociaux sont engagés dans des actions positives dans différentes entreprises. Ces programmes d'actions positives sont des initiatives menées par l'employeur et la délégation du personnel et portent sur la conciliation vie professionnelle, vie privée, vie familiale, l'accès des femmes aux postes de décision, la promotion du sexe sous-représenté dans les entreprises et dans différentes formations, des formations sur l'égalité entre hommes et femmes, les écarts de salaire et bien d'autres.

## The Netherlands

Sources of information:

### Employers:

VNO-NCW (Confederation of Netherlands Industry and Employers), member of BUSINESSEUROPE; MKB-Nederland (Royal Dutch Association of SMEs), member of UEAPME; LTO (Dutch Association for Agriculture and Horticulture)

### Workers:

FNV (Federation of Netherlands Trade Union), MHP (Trade Union Federation for Intermediate and Higher Employees) and CNV (National Christian Trade Union Confederation), members of ETUC

## **1. ADDRESSING GENDER ROLES**

- Several sectoral organisations, like the construction sector, have developed programs to attract more women and to stimulate a higher representation of them in managerial positions.
- The government established a 'Taskforce Parttime plus' on request of social partners. Goal is to stimulate part-timers (mostly women) to work more hours, in order for them to become economic independent. This taskforce will develop activities together with (decentral) social partners.
- National Network on Diversity Management (DIV). DIV is a national network aiming to raise consciousness of employers, especially of SME's, with respect to the advantages of diversity as an aspect of company policies in general and human resources policies in particular. MKB-Nederland (Royal Dutch Association of SMEs) is closely involved in the work of this organisation. Some examples of the activities of DIV: 1) advice to several branches (construction, metal industry, transport) about hiring people from underrepresented groups, such as women who want to be reemployed; 2) developing tools to help companies to implement diversity management, such as part-time work diagnosis tool and glass ceiling index; 3) exchange of good practices between SME's.

## **2. PROMOTING WOMEN IN DECISION MAKING**

- The chairpersons of the largest confederations of employers and trade unions (VNO-NCW and FNV) have participated in the taskforce 'Women to the Top'. They have played an important role in the development of the Charter 'Talent to the top'. Several companies and organisations, including VNO-NCW and FNV, signed the Charter and committed themselves to a diversity policy and to formulated concrete and specific targets.
- The Diversity Award, which is presented by the Confederation of Netherlands Industry and Employers VNO-NCW, is designed to persuade companies to pursue an active policy on diversity. By presenting the Diversity Award, VNO-NCW wants to formally recognise these companies with a view to achieving a more balanced workforce at senior levels and encourage them to continue these policies. This year the Award was granted to 'Dutch Rail' (NS).

- The trade union of women within the FNV started an empowerment project to increase the number of women of black and migrant women in decision making bodies within the FNV. The government supports this project with a subsidy.

### **3. SUPPORTING WORK-LIFE BALANCE**

- The Labour Foundation has recently prepared a recommendation to companies and social partners at decentral level on teleworking and flexible working hours. Goal is to spread out the mobility of employees in order to avoid rush hours and also to promote a better work life balance.
- In the annual memorandum on labour conditions the joint peak employers organisations asked their members to give special attention to arrangements for workers that facilitate care for dependants and to flexible working arrangements.

### **4. TACKLING THE GENDER PAY GAP**

- The Day of Equal Pay is an initiative of social partners and other organisations to raise awareness about the topic among employers and employees. For the second time the Labour Foundation organised in 2008 Equal Pay Day in close collaboration with the Dutch government and the Equal Treatment Commission.
- Social Partners are also participating in an unofficial working group on equal pay which is established by the government. This group is monitoring the results of the recommendations of the National Working Group Equal Pay.
- Social Partners on sectoral level are also paying attention on awareness raising on this matter. Several sectoral surveys have been carried out (ordered by the FNV) and discussed with employers, work councils and female workers also have received information about equal pay.
- Social partners at national level regularly meet in the Labour Foundation to discuss this theme. Information is published on the website [www.stichtingvandearbeid.nl](http://www.stichtingvandearbeid.nl). Another well known website is [www.gelijkloon.nl](http://www.gelijkloon.nl)

#### GOOD PRACTICE EXAMPLE:

The Taskforce Women to the Top was installed in 2007 to stimulate government, corporate business and women themselves to introduce more female talent at the top. An important instrument that was developed is the Charter Talent to the Top, presented in May 2008. Public and private companies are invited to sign this charter. About 50 companies did so in the same year.

The Charter provides for 'praising and naming' to promote the policy in which both female and male talent is developed to the same degree and in which a more proportional representation of men and women at the top will be realized. The Charter is established as a result of close cooperation between Confederation of Netherlands Industry and Employers (VNO-NCW), Dutch Trade Union Federation (FNV), the Social and Economic Council (SER) and representatives of corporate business, the Ministry of Education, Culture and Science (OCW) and the Ministry of Economic Affairs (EZ).

The basic principle of the Charter is that organizations are responsible themselves for the required cultural shift at the top of their organization. A continuous smooth flow of talent should be a common challenge for both men and women. For this purpose, organizations must take concrete, measurable initiatives

Signing the Charter is voluntary. Within six months after signing the Charter, the organization sets clear and measurable targets for more women getting to the top (influx

and continuation). The company also decides on an effective strategy to reach these targets. For organizations that have already set these targets in a wider diversity policy, the objectives are simply placed within the context of the Charter.

Participating companies will report annually about the progress they made to a Monitoring Committee. In this report, they clarify their score with regard to the diversity targets (M/W) they have set for themselves. This clarification is based on the principle of 'comply or explain'.

Part of the Charter is a catalogue of proven national and international best practices in the area of diversity policy.

Further information in English about this project can be found on the following website:  
<http://www.talentnaardetop.nl/web/show/id=26111/langid=42>

## Norway

Sources of information:

NHO – Confederation of Norwegian Enterprise

KS – The Norwegian Association of Local and Regional Authorities

KS Bedrift – The Norwegian Employers' Organisation for Locally owned Enterprises

HSH – The Federation of Norwegian Commercial and Service Enterprises

LO – The Norwegian Confederation of Trade Unions

Unio – The Confederation of Unions for Professionals

YS – Confederation of Vocational Unions

FAD – Ministry of Government Administration and Reform (from May 2007)

The employers' association Spekter (from December 2007)

Akademikerne - The Federation of Norwegian Professional Associations (from December 2007)

### **1. ADDRESSING GENDER ROLES**

### **2. PROMOTING WOMEN IN DECISION MAKING**

**The Confederation of Norwegian Enterprise** (NHO) has decided to continue the Female Future programme which was supposed to be terminated in 2008. The programme is planned for another 2 years in seven regions in Norway. The programme is also established in the Oil Industry Association (OLF). The Female Future was reported as best practise in 2006. The programme is designed to promote women in decision-making and to increase the number of women on company boards of directors and in management. The programme lasts for one year, and consists of management training, a board competence course and a network building course. More than 50 percent of the participants in the program have received an offer to join a Board of Directors or advanced as managers.

**The Norwegian Employer's Organisation for Locally owned Enterprises** (KS Bedrift) has recently launched a mentoring programme for women in managerial positions. The programme is a developing programme where new female managers in member companies meet with, and are trained by experienced managers.

### **3. SUPPORTING WORK-LIFE BALANCE**

The subject is partly taken care of by the Equal Pay Commission (see next paragraph) and the social partners have given input to the commission.

### **4. TACKLING THE GENDER PAY GAP**

In our second follow-up report, we mentioned the Norwegian Equal Pay Commission. The result of the work of this commission has been published in Official Norwegian Report (NoU) 2008:6 Gender and Pay (Facts, analyses and measures to promote equal pay). The social partner organisations have taken part in this work as a reference group, and all social partners have also been invited to present separately their comments on the proposals put forward in this report. The report and the comments from the organisations will now be subject to discussion and an official hearing at national level. The report is posted on the following website:

[http://www.regjeringen.no/upload/BLD/Rapporter/2008/Gender\\_and\\_Pay\\_English\\_summary\\_of\\_NOU\\_2008\\_6.pdf](http://www.regjeringen.no/upload/BLD/Rapporter/2008/Gender_and_Pay_English_summary_of_NOU_2008_6.pdf)

As reported from The Technical Reporting Committee on the Income Settlements in Norway, women's wages as part of men's on average declined slightly from 86,8 to 86,5% (full time) from 2006 – 2007. The gender pay gap was strongly focused in the collective bargaining round this year. In the protocol from the agreement the partners agreed on further cooperation on equal pay and to promote equal pay in the tripartite cooperation. The central framework includes measures to stimulate activities on a local level in order to reduce the gender based wage differences.

The same protocol refers to the right to have wage-discussions or your wage-level reconsidered after periods of leave/when returning to work (e.g. after parental leave). The partners believe focusing on pay-challenges in relation to leave-periods might help reducing the gender pay gap.

In March 2008 **Unio**, the Confederation of Unions for Professionals, arranged a national conference focusing on "TACKLING THE GENDER PAY GAP". **LO-Norway** arranged on the 8<sup>th</sup> of March a seminar with focus on the report from the Equal Pay Commission "Gender and Pay"

#### GOOD PRACTICE EXAMPLE:

A big share (44%) of the female workforce in Norway work part time. Most of them because the employer's organising of the work results in part time jobs, especially in the municipalities. As many of the women are employed in this sector it has been of great importance for **LO Norway** to focus on part-time work. These women need to work full time for making a living for themselves and their children, but part-time is also an important reason for the pay gap between women and men. LO-Norway has therefore produced (?) a brochure on part-time work which gives an overview of the numbers of part time workers in Norway, an analysis on the situation, but also information about the importance of working full time and how to claim for full time work. In the brochure there is a recipe on how to use the law to get full time work. The brochure was used in activities on 8<sup>th</sup> March, but is also spread to National Unions, local unions and to members for follow up work at local level.

*Please describe one particularly relevant example of a good practice at national, sectoral or company level developed in 2007 and/or 2008. You should indicate to which priority it is linked, what were its objectives, main features and outcomes.*

**The social partners in Norway** will carry out a survey amongst female top and middle management executives during autumn 2008. The survey named "Balancing between working life and private life – the puzzle of life" will focus on:

- Why do many women choose not to make a management career?
- Why do many women choose to give up their career as executives after a shorter period than do men
- What may explain assertions such as "women do not wish to take on executive responsibility, but rather prefer specialising in their professional field "

The survey is a joint venture with The Norwegian Work Research Institute (WRI). It is an extension of a survey carried out by The NHO - Confederation of Norwegian Enterprise in 2007 ("Female Future"). An extended survey will make it possible to make comparisons between the private and the public sector. The conclusions from the survey will be presented on March 8 2009.

## Poland

Sources of information:

Employers:

Polish Confederation of Private Employers (PKPP) LEWIATAN,  
Polish Craft Association,

Workers:

Trade Union NSZZ "SOLIDARNOŚĆ"

### **PKPP Lewiatan**

In response to the problem of women's discrimination in the workplace PKPP Lewiatan takes part in the parliamentary and ministerial debates on the employment and pension policy of the government. We were consulting several government proposition on life-work balance, i.a. modifications of the Polish Labour Code.

Jointly with the experts at the United Nations Development Programme (UNDP) in Poland we created the Gender Index Project. Its goal is to develop solutions for effective company management incorporating equal opportunity policies. The Gender Index Project aims to create good workplace environments that promote equal opportunities for men and women in Polish companies. UNDP and PKPP Lewiatan encourage employers to adopt innovative and progressive solutions in management to use their human resources to their fullest potential. By popularising solutions promoting gender equality in the workplace, we introduce tools that increase a company's profits and improve its effectiveness. The project promotes specific firms that recognise employees' needs to achieve a work/life balance. Thus, Gender Index addresses the problem of gender discrimination on the labour market. PKPP Lewiatan takes a part in this project as a partner. Specialists from PKPP Lewiatan have organised a Forum Of Entrepreneurs – Equal Chance – Higher Efficiency. Forum concerned HR management, diversity management and Polish labour law. PKPP Lewiatan is in group which is responsible for a training model.

PKPP Lewiatan has also run the "Employers Against Discrimination" Project. It was a part of 2007 – European Year of Equal Chances for All. The aim of the Project was a verification if Polish labour market is a friendly and creates an accessible environment for different kind of employees. Research module has been accomplished by the Institute of Sociology of the Warsaw University.

### **NSZZ SOLIDARNOSC**

In the period in question "Solidarnosc" took part in the debates on the employment and pension policy of the government. Actions announced by the government to increase the number of childcare facilities and make it easier to open private kindergartens were approved by our organization. In view of the debate on the possible increase of the pension age for women, our organization adopted the statement on this subject. In this statement "Solidarnosc" states that attempts to unify the position of men and women should start from the work on equalizing their wages and working conditions. "Solidarnosc" conducts the campaign "Decent work – decent pension" The main

objectives to boost the investment in workers, their safety, education and employment possibilities. The main target are the most vulnerable groups.

As women are the majority in the low earning group, the campaign is aimed also on closing the wage gap. As to the joint actions with employers, there were no such actions taken on national level and we do not have any record of joint actions taken on local or workplace level. FoA as a document was not discussed by social partners nor were any future possibilities of setting common goals or carrying common activities.

## **POLISH CRAFT ASSOCIATION**

In the period in question Polish Craft Association (in Polish ZRP) took part in the debates on the rules concerning labour law i.a. equal retirement age for men and women, changes in the Labour Code – equal treatment and parental privileges. ZRP also sent opinion the Bill on Equal Treatment.

ZRP supports work-life balance attitudes and participates in the social dialogue in several bilateral talks as well as in Tri-partite Commission on Socio-Economic Issues in subject of i.a. telework, part-time jobs, flexible work.

Craft Association also took part in consultation process in programming period of the "Solidarity of Generations" Governmental Programme. These consultancy actions were disseminated to the regional craft chambers.

ZRP also takes part in projects financed from European Social Fund – CIP EQUAL:

- Model system of human resources adaptation to change
- Entrepreneurship in network

In both of them one of main horizontal issues were equal opportunities – reconciling family and professional life. In the period in question these projects were in the phase of dissemination and mainstreaming.

In November 2008 Craft Chamber in The City of Lodz (a part of ZRP) plans to begin the educational and entrepreneurial project addressed to unemployed women 50+.

### GOOD PRACTICE EXAMPLE:

#### **PKPP Lewiatan**

Good practice and a result of the project Gender Index are:

- **The Gender Index Measure** The Gender Index Measure is a tool that analyses the workplace and a company's personnel policies from the perspective of the equal treatment of women and men. The Measure involves:
  1. A synthetic index examining various dimensions of a company's performance (recruitment and hiring, access to training and promotion, salaries, work/life balance, specific tools preventing discrimination).
  2. A research methodology enabling a company to be assessed with a numerical value and to determine the ranking of companies.

The index is determined by collecting information from three sources: the human resources department, the company's management board and its employees.

- Competition **„Equal Opportunities Company”** is a competition that distinguishes these companies – Polish business leaders – implementing innovative ways of incorporating the opportunities provided by adopting equal opportunities policies and diversity management recommendations. Companies



entering the competition are researched using the Gender Index Measure. In the first edition of the competition 52 Polish companies enrolled in the initiative.

- **The Good Practice Guide “How to manage an equal opportunity company”**, which is the first Poland’s good practice guide on innovative tools for human resources management in companies concerning gender equality. The Guide is based on the experiences of firms active in the Polish market that use the best solutions for utilising the full potential of women and men in the workplace. The publication covers good practices in such areas as:
  - building a corporate culture that promotes the equal treatment of women and men
  - recruiting the best employees
  - promoting career development in the company
  - developing transparent guidelines for promotion and salary grades
  - achieving work/life balance
  - preventing sexual harassment and mobbing
  
- Training **„How to manage an equal opportunity company”**. Within the framework of Gender Index a training program for employers on “How to manage an equal opportunity company” has been developed and more than 100 companies have been provided with training. Training aims at providing key business players with knowledge and skills in workplace diversity management. During the workshops, entrepreneurs and managers acquire essential knowledge on how to incorporate the principles of gender equality in their company management practices. They gain know-how in personnel management, workplace organisation and creating a corporate culture that fully utilises the potential of every employee.

**NSZZ SOLIDARNOSC** is a member of The Council of Women in Baltic Countries – a network of trade union women from Germany, Lithuania and Poland have finalized a project „Work-life balance in the countries of the Baltic Area”. Main theme of the project was the analysis of the role of trade unions as active partner in reconciliation of work and family life. There were research activities and debates organized in all participating countries. Final conference and the summery of the project took place in Neubrandenburg, November 8<sup>th</sup> 2007. Participants of the project applied for the continuation of funding for further research.

## Portugal

Sources of information:

Employers: CIP (Confederation of Portuguese Industry), member of BUSINESSEUROPE and APOCEEP (CEEP Portuguese Association)

Trade Union: CGTP-IN (General Confederation of the Portuguese Workers – Intersindical Nacional); UGT (General Workers Union) - Both Unions are ETUC members

### **1. ADDRESSING GENDER ROLES**

At sectoral level, the CGTP-In is developing, in the framework of the EQUAL Project-Acting for Equality, awareness-raising and training actions on gender equality, targeting elected Union officials from different sectors: Education, Metal, Chemical and Electrical Industries, with particular emphasis on gender roles, social representations and deconstruction of stereotypes.

These actions intend to supply theoretical and practical knowledge to Union officials in their practical action.

The UGT is developing a Project to implement equality plans, in the framework of the human potential operational programme (POPH/QREN) targeting unions from different sectors. Through this project, the UGT aims at, on the one hand, to enhance the formal implementation of measures that already exist in the Unions and that may set the boundaries of the current human resources management policy and, on the other hand, to disseminate the above-mentioned equality plans, to foster enterprises in adopting them.

The UGT drafted and disseminated among its member organisations reference clauses for collective bargaining that foresee positive action measures to eliminate discrimination and ensure equal opportunities and equal treatment.

The UGT carried out a study named "Gender perspective in a society of solidarity", whose main objective is promoting a more balanced men and women's participation in society, namely concerning employment and training; sharing decision-making power; reconciling family life with work and gender violence.

At national level, UGT and CGTP are developing, in the framework of the EQUAL Project «social dialogue and gender equality in the enterprises», several actions among member organisations; enterprises, auditors and consultants to disseminate the products: gender equality self-evaluation guide for enterprises; training curriculum on gender equality for auditors and consultants; gender indicators in the frame of corporate social responsibility; question and answer booklet - encouraging good practices and a video.

APOCEEP included in its Action Programme for 2008/2010 a Project named "Igualdade na Diversidade" (Equality in Diversity) with the collaboration of the IEFP (Institute of Employment and Vocational Training). The objective of the Project is to follow-up the results of the European Conference on the same subject promoted by the European CEEP and organized by APOCEEP in 2007.

This Conference took place under on the Portuguese Presidency of the EU, was financially supported by the European Commission and counted with almost 50 participants from different EU Member-States.

### **3. SUPPORTING WORK-LIFE BALANCE**

The CGTP-IN, carried out, at sectoral level, a Project named "Practice and law : paths towards equal opportunities", with the aim of drafting proposals to complete and strengthen the legal framework concerning equal opportunities, particularly in areas related with maternity and paternity rights and reconciliation between and family/personal life.

For that purpose CGTP-IN checked 18 Company Labour Agreements and Sectoral Collective labour agreements and detected several types of social support that contribute to the improvement of men and women's working conditions and company practices that enhance the reconciliation between work and family/personal life, by applying benefits above those contained in the general law.

The good practices that CGTP-IN identified, through collective bargaining, or in company practices (working hours compatible with family needs; creation of equipment and services), were the essential basis for the proposals presented by the CGTP-IN to the Committee for Citizenship and Gender Equality, which, in the scope of its institutional duties, is proposing a new legislative framework.

Especially directed at Priority 3 – reconciliation of work and family life, the UGT organised training actions for trade union officials from different sectors, who are in charge of bargaining, to try and foster the adoption of clauses that reflect some loopholes in this area, such as creating social support infrastructures, namely concerning pre-primary schools. From the analysis of collective labour regulation instruments UGT concluded that most collective labour agreements transcribe labour legislation, hence the need of organising training and giving trade union negotiators knowledge and techniques that enable them to negotiate innovative clauses in this field.

The referred European Conference organized by APOCEEP, addressed fundamental subjects such as equality principles without ignoring the diversity and the reconciliation of work, private and family life, considering the maternity and paternity rights, the promotion of career developments, the participation of women on the decision making process, equal opportunities and the promotion of programmes for the development of new tasks regardless of its traditional gender.

In this domain, it must be highlighted the activities of several APOCEEP associated companies, namely Caixa Geral de Depósitos (public bank) and C.T.T – Correios de Portugal (Portuguese postal services).

### **4. TACKLING THE GENDER PAY GAP**

At the sectoral level, the CGTP-IN, in the framework of a tripartite partnership (trade union representatives (FESAHT), employers (ARESP), government (CITE), research centre (CESIS) and the ILO), developed the EQUAL Project - "Revalorise work to promote equality", with the aim of applying a methodology to evaluate work posts, free from gender bias, allowing for the effective application of the principle "equal pay for equal work or work of the same value", thus implementing Convention 100 of the ILO, which Portugal ratified. CGTP-IN will organise training sessions for trade union negotiators and management, with the aim of practically applying the new methodology for analysis which results from the Project

In the cork industry the CGTP-IN unions signed an agreement with the employers, with the aim of overcoming the occupational and pay gap of Group XVI workers , which is a group of women, and the cork industry categories of Group XIV , a men's group, of the Cork Industry Collective Labour Agreement, where the salary gap was 97,66 Euros/month.

The parties agreed that the less favoured group will have a monthly pay rise of 12,50 Euros, 14 months per year, to try and come closer to the salaries of Group XIV, from June 2008, in a time horizon of 8 years and without damage to their career development.

## Slovenia

Sources of information:

### Employers:

Združenje delodajalcev Slovenije (**ZDS**) – Association of Employers of Slovenia ([www.zds.si](http://www.zds.si))– member of BUSINESSEUROPE; Gospodarska zbornica Slovenije (**GZS**) – Chamber of Commerce and Industry of Slovenia ([www.gzs.si](http://www.gzs.si))

### Workers:

Zveza svobodnih sindikatov Slovenije (**ZSSS**) – Association of Free Trade unions of Slovenia ([www.zsss.si](http://www.zsss.si)) – member of ETUC

**ZDS** as employer's organisation actively took part in promotion of certificate "Family friendly Enterprise" (see <http://www.certifikatdpp.si/english/>).

**Information on certificate Family Friendly Enterprise:** The "Family Friendly Enterprise" represents a significant novelty in the Slovenian business environment. Sociological research conducted in 2006 within the scope of the project by the Faculty of Social Sciences (University of Ljubljana) demonstrated that Slovenian managers do not regard balancing work and family as an issue to be discussed in the workplace. Rather, it is treated as something that the employees need to manage by themselves and ought not to raise at work with their supervisors.

The goal of introducing the certificate "Family Friendly Enterprise" was

- to sensitize businesses about negative business impact of discriminating (potential) parents in the workplace as well as in the labour market,
- to provide businesses with tools for implementation of such HR policies that enable better balancing of work and family for their employees,
- to publicly recognize those business with a positive attitude to provide options of balancing work and family of their employees

The certification methodology is based on the system "European work & family audit", developed by the German organization "Berufundfamilie". The Slovenian DP adopted the German methodology to the specifics of the Slovenian economic and legislative framework

**GZS:** Organised workshops on raising awareness on stereotypes in enterprises (SMEs too) on gender and professions (an EUROCHAMBRES action) as part of better human resources management to fully develop employee potentials. Workshops were organised in cooperation with trade unions (a ZSSS presenter was invited to workshop!).

### GOOD PRACTICE EXAMPLE

**ZSSS:** on International Women's Day (8 March) a ZSSS reward ("roža mogota") for extraordinary achievement was presented to Dr. Lučka Kajfež Bogataj who is a member of IPCC, a Nobel Prize winner in 2007. (Women engaged in technical or scientific occupations as "ambassadors" can inform and raise awareness of girls about opportunities of technical or scientific professions). Award was much noticed by general public.

## Spain

Sources of information:

Employers:  
CEOE, CEPYME

Workers:  
CCOO, ELA, UGT, USO,

Employers' and Trade Union Organisations (CEOE, CEPYME, CCOO and UGT) decided to **extend for 2008 the Interconfederal Agreement for Collective Bargaining – ANC 2007**. As it was stated, in this agreement some general criteria within the equal treatment and opportunities as well as equal opportunities between women and men were recommended.

In this Extension 2008, different measures related to the **priorities** of the Framework of Actions are developed. For instance:

### **1. ADDRESSING GENDER ROLES:**

- Sexist job titles should be eradicated with regard to the professional classification system (categories, functions, duties).
- Including positive action clauses in agreements, in order to encourage women's access in equal conditions than men, to those sectors where women are currently under represented.

### **2. PROMOTING WOMEN IN DECISION MAKING:**

- Studying or establishing different recruitment, classification, training and promotion systems, based on technical, neutral and objective gender grounds.

### **3. SUPPORTING WORK-LIFE BALANCE:**

- Incorporation of measures on journey, holidays and training programs that permit conciliation of production needs and those familiar or personal ones.

### **4. TACKLING THE GENDER PAY GAP:**

- Rectifying those existing salary differences due to a non appropriate implementation of the principle of equal pay between men and women for work of equal value. An analysis and application of valuation job systems would be helpful in order to value periodically the professional classification.

Furthermore, in this extension 2008, there is an attachment related to new issues in compliance with **Act 3/2007** that is being developed in collective bargaining.

- Establishing positive action clauses, in order to encourage women's access to those jobs where they are underrepresented.

- Establishing positive action clauses in different recruitment, classification, training and promotion systems, so that in equal conditions those under represented could be favoured.
- Equality Plans
- Measures to encourage work life balance
- Measures to prevent sexual harassment related to gender

GOOD PRACTICE EXAMPLE:

Relevant examples of good practice at national level developed in 2007 and/or 2008:

State Agreements with references to the Equality Plan and the Equality Commission: Chemical and related Industries, Tans, Belts, and Industrial Leather, Industrial Cooling, Footwear Industry, Leather goods, Glass and Ceramic, Banks..., and Credit cooperatives, Mediation companies on Privates Insurances, Mutual of prevention, Temporary Employment Agencies, Printing, Customer help in the rail services, Distribution companies, General Civil Servant, Catching water, Drainage and clean up of waste, Services of Dependant Care, Flour and semolina, Wood, Textile and Clothing industry, Parking regulation system, Hotel Business.

Regional level: PILSA (Cleaning Services Enterprise) and Txintxurreta S.A. (metal enterprise) in the Basque Country and Martiko (food industry) in Navarra.

Likewise CCOO, CEOE, CEPYME, ELA, UGT and USO, continue its commitment to eradicate any possible discrimination or inequality affecting women appeared in collective agreements.

## Sweden

Sources of information:

### Employers:

BUSINESSEUROPE's Swedish member organisation: The Confederation of Swedish Enterprise (Svenskt Näringsliv)

CEEP's Swedish member organisation: The National Section of CEEP in Sweden (members of the section are The Swedish Association of Local Authorities and Regions – SALAR (Sveriges Kommuner och Landsting); The Swedish Agency for Government Employers – SAGE (Arbetsgivarverket) , KFS – The Swedish Organisation for Local Enterprises (KFS) , Fastigo (Fastigo) and Pacta – Employers' Association for Local Federations of Local Authorities and Enterprises (Pacta)

UEAPME's Swedish member organisation Företagarna (separate report)

### Workers:

ETUC's Swedish member organisations: The Swedish Trade Union Confederation (LO), The Swedish Confederation of Professional Employees (TCO), The Swedish Confederation of Professional Associations (SACO)

The Swedish members of BUSINESSEUROPE/UEAPME, CEEP and ETUC made 2006 a joint translation into Swedish of the Framework of actions on gender equality. The joint translation has led to further knowledge and recognition of the framework. The translation has been made in printed paper and is also easily available as a PDF-file at the Swedish organisations' homepages.

Several of the good examples of projects and activities that were reported in the first and second Swedish follow-up report are still proceeding this year.

As this report shows, the Swedish social partners continuously work with gender equality issues.

## **1. ADDRESSING GENDER ROLES**

SALAR has published a book called "Men's violence within close relationships". An English summary of the book called [Men's violence to women - A Swedish perspective](#) (pdf-file) was presented on a well-attended seminar in Brussels in November 2007 in the house of the Committee of Regions. Men's violence against women is a serious social problem and represents a major threat to women's and children's health, welfare and lives. It's the most extreme example of the prevailing imbalance of power in the relationship between women and men. Violence against women and their children is also a serious obstacle to equality between women and men. The aim with the book is to spread knowledge of the problem, to spread models of successful work aimed at prevention, to promote collaboration between authorities involved and to support municipalities and county councils in their work against violence.

## **2. PROMOTING WOMEN IN DECISION MAKING**

Saco has, as a part of the work to tackle the gender pay gap, started to analyze why high-educated women do not reach higher positions in work-organisations as frequently



as high-educated men. The results show that women express that they want to make a career and have managing positions as often as men express this. The report is summarised in a pamphlet in English; "More common than is commonly thought". [More in common than is commonly thought](#)

The governmental authority Verva has the assignment to organise a 3-year programme with the aim to support state authorities to create good conditions for managers, suitable for women as well as for men. One of the objectives is to stimulate and prepare women for top-level jobs. Verva works in cooperation with the social partners in different reference-groups to the program.

The programme for equal possibilities for men and women has continued since last follow-up within the Development Council for the Government Sector. Some of the methods for promoting equality found in the study are: demands for action from existing managers, setting goals for mobility in the agency, reconstructing job requirements and redefining roles for management. An evaluation of the programme during spring 2007 gave positive results. The social partners in the government sector has agreed to let the Social partners Council for the Government sector (former Development Council) continue and increase the efforts to promote equal opportunities for women and men during the contract period.

AMF Pension is a pension insurance company, jointly owned by the Swedish Trade Union Confederation and the Confederation of Swedish Enterprise. AMF Pension is one of the largest investors at the Swedish financial market. The owners (the mentioned social partners) have decided that when AMF Pension is represented in a nomination committee of a company, in which AMF Pension invests, AMF Pension is to promote equal representation of men and women on the board, which means to advocate women in a company with a majority of men on the board. The result of this explicit policy is that more women than earlier are elected members of the boards.

### **3. SUPPORTING WORK-LIFE BALANCE**

The Barcelona objectives on childcare are that in year 2010 33 % of children under 3 years and 90 % of children between 3-6 years should have childcare. These objectives are fulfilled in Sweden.

Children registered in preschool care in Sweden 2007: Percentage of all children in the population, by age: 0 years: 0 %, 1 year 49,3 %, 2 years: 90,8 %, 3 years: 94,5 %, 4 years: 97,4 %, 5 years: 97,7 %, 6 years: 85,9 %. *Source: National Agency for Education*

In Sweden, the parental leave benefit is paid for 480 calendar days as a total for both parents. 80 % of earnings are paid for a total of 390 calendar days for both parents if they have joint custody of the child, and 180 SEK per day for the remaining period of 90 calendar days. If the parents have joint custody, each parent is entitled to benefits for half of the leave. A parent may give up his or her right to parental benefits to the other parent, except for a period of 60 calendar days. Parents are entitled to use their parental benefit days to reduce their working hours by three-quarters, half, one-quarter or one-eighth of their normal working hours.

In July 2008 the government introduced a gender equality bonus in the parental leave benefit. Accordingly, parents who share parental leave evenly – by each taking the same number of parental days with benefit – will receive the maximum bonus. The bonus is paid to the parent that has taken the largest number of days with parental benefit in total, based on the number of days the other parent has been on parental leave. The aim with the bonus is to encourage parents to share the parental leave. Maximum bonus is

3000 SEK/month. The concept of a gender equality bonus originally was launched by TCO. Though the suggestion of TCO was regulated differently, the idea is the same.

In July 2008 the Swedish government also opened up a possibility for the local authorities to finance a reform to support parents with a new form of care benefit, a "childraising allowance", as an alternative of using the public child-care system. The social partners were consulted in the process but there is no consensus about the proposed impact on family life of this reform.

As mentioned in last year's Swedish report was the possibility to have tax reduction for certain household services introduced in 2007. According to the employers' organisation Almega (affiliate of Swedish Enterprise) has this reform increased the demand for such services especially by families with children. The social partners will separately evaluate the outcome.

The collective agreement for blue collar workers in the private sector has been revised in 2008. It now points out that premiums to the occupational pension scheme "Avtalspension SAF-LO" are to be paid by a premium waiver insurance during parental leave up to 13 months per parent and child. This increases the possibilities for parents to share the parental leave in equal parts.

As a way to support work life balance and TACKLING THE GENDER PAY GAP, KFS in all their collective agreements has given an extra cash benefit during 120 of 480 parental leave days. Employees, who have been employed for more than one year, get a compensation for 10% of the wage loss due to the parental leave. Further the collective agreements give the employees right to at two occasions get time off without deduction of the salary for visiting the maternity centre. Both parents can use this right. KFS also continuously inform the member of the organisation about equality and the subject is also integrated in KFS educational programme.

#### **4. TACKLING THE GENDER PAY GAP**

Women's wages/salaries as percent of men's by sector, weighted full-time salaries, in Sweden 2007:

Municipalities: 99 %

County councils: 95 %

Central Government: 94 %

Private: white-collar workers 91 %, blue-collar workers 95 %

*Source: National Mediation Office, 2008. Weighted values take into account the differences between women and men in age, educational background, full-time/part-time, sector and occupational group.*

The actual gender pay gap is wider due to the fact that women and men to a large extent work in different sectors that are valued differently. Furthermore women more often than men have part time work.

Saco has presented a study; "Wage-differences between couples and singles". The result shows that married men still have a better wage-development compared to women and also to single men. TCO presented a follow up study of "The hidden child effect", showing that men after becoming fathers have a better wage-development compared to other men, but that is not the case for mothers compared to other women.

In 2007 new collective agreements concerning wages for blue collar workers were concluded. There were deliberate demands from the trade unions representing blue collar workers for higher wage increases in contractual sectors with low wages and a

high number of women. LO describes this as a special means for promoting gender equality and sees the outcome as a move towards more equal wages.

SALAR´s and Pacta´s collective agreement with Swedish Municipal Workers´ Union gives a higher pay adjustment guarantee for occupational groups with a high number of women.

SALAR´s and Pacta´s collective agreements assume the employer to analyse pay differentials between women and men. There is a tool kit "Lönelänken" to facilitate that comparison. The tool is useful to work with wage setting and wage structure. It makes it easier to compare occupational groups dominated by women with occupational groups dominated by men. During 2007 and 2008 SALAR has participated in a wage conference and also contributed to a book "the market and objective setting of wages".

In order to highlight the salary differences between men and women, Fastigo has, together with the union parties, composed some general information regarding the setting of salary levels and how the member companies should implement it. During the current contractual period of the collective agreements the parties should also consider women´s comparative salary level in relation to that of men.

#### **GOOD PRACTICE EXAMPLE: AID (arbetsidentifikation – work identification)**

The AID system is a new (2007) collective agreement between the employer organisations SALAR and Pacta and the trade unions for all employees in municipalities and county councils in Sweden with 1, 1 million employees.

The objectives of the AID system are to

- analyse pay formation on local and central level
- give basic data for pay statistics
- identify job content and responsibility

The AID system contributes to facilitate surveys on pay differentials and surveys on sex disaggregated data but is not a system for job evaluation.

Job contents are much more evident than previous systems. The AID system has eliminated titles like manager – leader – foreman. Responsibility is defined and described which makes that more exact and correct. To identify job content and responsibility gives a better and more gender neutral description of jobs. This gives especially female dominated professions **more** visibility and clarity.

#### **Separate report of Företagarna – member of UEAPME**

##### **Commercials**

Företagarna has produced three commercials, broadcast at the turn of the year 2007/2008 on commercial television, to promote Företagarna. The films were about three fictitious persons who started their own business and how happy they felt then. Two of them were women.

##### **Reports**

Företagarna has delivered two reports in the area. One (April 2007) is a report that focuses on the fact that female enterprise in Sweden is at a low level compared to other countries in Europe.

The other report (January 2008) is a report that compares the ratio of women to men in enterprise on a regional level in Sweden. The statistics show that some parts of Sweden have a significantly larger proportion of female enterprise than others. It also shows that, in total, there are two and a half times more men that are entrepreneurs than women.

Both reports discuss what steps can be taken to change this. One feasible step is to increase the possibilities to act as entrepreneurs in areas that now belong to the public sector. Another is to improve the social security system for full-time self-employed persons. A possible third step is to introduce entrepreneurship as a standard school subject.

### **Ambassadors for Women's Enterprise**

The Swedish government started an initiative to elect ambassadors for Women's Enterprise. Företagarna has putting forward a great number of suitable candidates. From the beginning the goal of the Minister for Enterprise and Energy Maud Olofsson was to get 500 ambassadors. Företagarna put 250 names forward and could easily have contributed more, but stopped after delivering 250 names, to make it possible for others to contribute.

In March 2008 the minister presented the names of the 880 ambassadors for Women's Enterprise.

The ambassadors have been chosen to encourage women across the country to start and run businesses. The aim is also to increase the knowledge of enterprising, to make women who run businesses more visible for women to see enterprising as an option. In addition to this the idea is that the ambassadors function as inspiration to many women.

The ambassadors come from all parts of Sweden and represent a wide variety of sectors. The ambassadors' role is to inspire women by sharing their stories and experiences as entrepreneurs. Each ambassador is encouraged to speak in schools, universities, different networks and so on. The national coordinator is the Swedish Agency for Economic and Regional Growth (Nutek). On the regional level Företagarna has been given the role of local coordinator in many counties.

## UK

Sources of information:

Employers:

CBI (Confederation of British Industry) member of BUSINESSEUROPE,  
The UK section of CEEP.

Workers:

TUC (Trade Union Congress), member of ETUC

### **1. ADDRESSING GENDER ROLES**

The Equal Opportunities Commission and the Women and Work Commission have both published reports illustrating some progress in the area of gender segregation in Apprenticeships. The CBI responded to these reviews, welcoming this progress and the proposals to achieve greater diversity in Apprenticeships. The TUC, however, reached a different conclusion in its report on these issues in February 2008, showing that this progress has been exaggerated and that these problems still need addressing. As such, the TUC is developing a campaign around Apprenticeships, including the need to improve apprentice pay and break down occupational segregation. Improvements in apprentice pay would disproportionately benefit female apprentices, who are most likely to be working in lower paid Apprenticeships.

Ongoing campaigns are in place in the health and education sector to attract more men into nursing, caring and in particular childcare roles where they are currently under-represented. In Transport for London, advertising campaigns have been launched to seek to recruit more female bus and underground drivers.

Employers report that their efforts to tackle gender issues are hindered by a lack of clarity about how they can use positive action both effectively and legally within their organisations. The joint CBI/TUC publication, 'Talent Not Tokenism', addressed this concern, outlining practical solutions for employers through case studies and how to use positive action to redress gender imbalances.

### **2. PROMOTING WOMEN IN DECISION MAKING**

The TUC is focusing attention on the representation and participation of female trade unionists. A report published in 2008 highlighted both progress made and the challenges still faced by women within the trade union movement and aimed to stimulate renewed action to achieve greater representation of women throughout the trade union movement. The TUC continues to monitor progress through its biennial "equality audits" of its affiliates.

The National Health Service continues its efforts to increase the number of women in management positions and the share of female chief executives of NHS Trusts continues to increase. Similar schemes involving mentoring and support are in place in the local government sector.

The Equality and Human Rights Commission released its 'Sex and Power' report in September – its first survey of women in positions of power and influence. The CBI welcomed evidence of progress made in women's representation in several categories, most encouragingly in FTSE 100 executive and non-executive directorships: from 8.6% in 2003 to 11.0% in 2007/8. There is also positive evidence in the CBI's Employment Trends Survey 2008 that members have taken significant action to create a flexible working environment in which women can rise to senior positions. Two in five firms actively encourage staff at management level to adopt flexible working patterns. Most encouragingly, 15% of senior managers are taking up opportunities to work flexibly, setting a positive and workable example to their less senior colleagues.

### **3. SUPPORTING WORK-LIFE BALANCE**

The TUC and the CBI have been taking part in an ongoing review of the right to request flexible working to parents of school-age children, commissioned by the Government. The final report of the review recommended that the right should be extended to parents of children up to the age of 16, without any phasing. The recommendations have been accepted by the Government and have been published for consultation.

Employers report that the current right to request flexible working for parents and carers is proving successful. The CBI Employment Trends Survey showed that 95% of requests from parents and 96% from carers are accepted by employers under the current legislation. With 69% of employers reporting a positive impact of flexible working on employee relations, the CBI believes that the extension of the right to request can be similarly successful if firms are given enough time to prepare.

In the health, local and central administration, education and transport sector, guidance on work life balance policies has been drafted and/or is currently being updated in consultation between employers and trade unions.

### **4. TACKLING THE GENDER PAY GAP**

The TUC published an update report about the gender pay gap in March 2008, highlighting the strong link between the gender pay gap and women's poverty. Thirty-five years after the Equal Pay Act, TUC figures show that the gap is still nearly 17% for FT women and nearly 40% for PT women. The report highlights the interconnectedness of part-time work, occupational gender segregation and the onset of family responsibilities as causal factors in the UK. The TUC identified low pay as an important cause of women's poverty and has launched a campaign to tackle three interlocking problems: the poverty of women, children and low paid workers.

In the context of the announced review of the EU equal pay legislation and the new Equality Bill, local government employers have focused on raising awareness of their efforts to reduce the gender pay gap, which they feel are being undermined by current trends in no-win-no-fee legal cases. These cases appear to have had the effect of eroding possibilities for collective agreements on the outcomes of job evaluations and are diverting resources away from measures which would tackle the pay gap more effectively (e.g. measures to reduce labour market segregation). Both central and local government, as well as the National Health Service, have agreed a framework for job evaluation through social dialogue.

Both the CBI and the TUC are represented on the Government Equalities Office's new Senior Stakeholder Group, whose discussions will help to shape ideas on increasing transparency and TACKLING THE GENDER PAY GAP, amongst other issues. The Group

will offer strategic advice to the GEO on how to strengthen equality protection through the Single Equality Bill and complementary non-legislative measures.

GOOD PRACTICE EXAMPLE:

In 2008, the TUC and CBI worked together with the Equality and Human Rights Commission to produce a new publication, titled "Talent not tokenism", which outlined the business benefits of workforce diversity. The report set out the business case for greater diversity to employers and businesses. Containing extensive case studies and 'top tips' from a wide range of businesses, the report demonstrates that promoting diversity need not be complicated or expensive. The businesses surveyed within the publication reported benefits ranging from higher morale and productivity, improved retention rates and lower recruitment costs, greater responsiveness to the communities they served and help in filling skills shortages. Case studies include:

Transport company Arriva works with its trade unions to deliver innovative training so that all staff are valued at work and treated fairly. It has sent 5,800 staff on diversity courses, set up 24 learning centres to raise skills, and begun a diversity recruitment programme. As a result, Arriva North West & Wales has seen an increase of 60% in female bus drivers and Arriva Yorkshire has seen a third reduction in the number of people leaving within two years of employment.

Recruitment and training provider PPDG finds local knowledge and commitment is invaluable when taking on new employment coaches and other staff. This has resulted in a diverse workforce which understands the needs of different communities and has seen its market share in some areas rise from 50% to 63%, while lower staff turnover has also saved the firm money.

Pinsent Masons solicitors' positive approach to lesbian and gay equality, including working with suppliers to improve their diversity, has won it lower staff turnover and attracted new clients. Its lawyer turnover rate has fallen from 17% to 12%: a substantial saving when losing a solicitor costs a law firm an average of £110,000.

## The European level

### **Actions taken at European cross-industry level**

The European social partners continued to actively disseminate the framework of actions in 2008, notably:

- by making the framework of actions and the good examples of follow-up practices known to the public through different means, including conferences, meetings and Internet.
- by organising meetings with national and European sectoral social partners to disseminate the framework of actions and explain its rationale. The framework of actions was for example studied in detail during capacity building seminars organised by ETUC, BUSINESSEUROPE, UEAPME, and CEEP with their members
- by supporting projects organised by their members to promote the framework, notably projects financed through EU Structural Funds and EU Commission budget lines.
- by participating individually or jointly in international, EU, national and/or regional conferences and promoting the framework of actions, such as the jointly organised conference which took place in Berlin in July 2008.

A considerable part of activities were realised under the framework of the European Social Partners' Integrated Programme, and specifically under the section devoted to social dialogue capacity building. In this context, a series of activities dealing directly or indirectly with the content and objectives of the Framework of Actions on gender equality were carried out.

*1) Mentoring programme:* This programme is available for national employers' and trade union organisations and individuals wanting to strengthen their knowledge and content and procedures of the European social dialogue. The programme was managed with a different approach from the trade union and the employers' side respectively. On the trade union side, via Seminars on "*Training and mentoring on European social dialogue*" around 40 trade unionists from EU member states and the candidate countries, with a working knowledge of English but little knowledge of the European social dialogue mechanisms, were introduced to the content and background of a number of European social dialogue results, with a view to further developing their negotiation skills. With specific regard to the framework of actions on gender equality, its content was described and the main points relevant from a trade union perspective outlined. As a result, participants became acquainted with the objectives of the Framework of Actions and could share their experiences regarding its follow-up at national level. Moreover, the impact of this cross-industry agreement was extended with the experiences that have been developing at sectoral level through interventions made by representatives of European Industry Federations. On the Employers' side, the training was not conducted in collective sessions, but towards tailor-made programmes for individual members of BUSINESSEUROPE, CEEP and UEAPME who applied for the mentoring programme.



*2) Translation Fund:* In order to promote full implementation of EU social dialogue texts throughout Europe, a fund has been created for translating texts negotiated through the EU social dialogue into languages of EU member states as well as candidate countries. The fund is jointly managed by ETUC and BUSINESSEUROPE (on behalf of the European employers' organisations) and their respective affiliated member organisations may use it. To date, the European framework of actions on gender equality has been translated into the following languages through this fund: Croatian, Estonian and Latvian. These translations have been made available in the EU Employers' and ETUC Resource Centre websites (see below)

*3) ETUC Resource Centre website and Employers' Resource Centre website:* The ETUC as well as the European Employers' organisations have published on their respective resource centre websites the original version of the framework of actions together with all the translations into the EU languages available (realised through the translation fund or other EC funded projects). In addition, follow-up reports under this framework of actions have been published by the European social partners. See: <http://resourcecentre.etuc.org/> and [www.erc-online.eu](http://www.erc-online.eu)

Furthermore, a number of joint initiatives were taken by the European social partners relating to priority 3 - reconciling work and family life, via the European Commission's consultation on the issue. While these actions were not carried out as a result of the Framework of actions itself, they are related and in some instances have provided a catalyst for actions to either begin or be continued at national level: The joint actions include a joint input to the Tripartite Social Summit in March on the broad issue of reconciliation; a joint letter to the European Commission on childcare; as well as a joint decision to revise the Directive on Parental Leave, negotiations for which began in September 2008.

In addition to those joint activities, there have been unilateral initiatives from the European social partners' organisations. We would like to mention, amongst others:

*The ETUC second level training "Developing a common understanding of European social dialogue instruments and their impact at the various levels".* Between September 2007 and June 2008, the ETUC organised three two-day seminars involving trade unions confederations from the new EU Member States. These seminars aimed to further develop the skills and knowledge of trade unionists from the new EU Member States in order to help them to contribute effectively to the implementation of the European social dialogue at national level.

Throughout 2008, the ETUC has continued to promote and disseminate the framework of actions to its members, both through meetings of its womens committee as well as through the training and mentoring programme on European social dialogue it organises with its members. In addition, ETUC is regularly invited to and participates in, meetings organised by its member organisations, as well as academic organisations, civil society organisations and others, where the framework of actions is discussed.

### **Actions taken by EUROCADRES and CEC**

In the framework of actions, CEC/EUROCADRES have taken special responsibility in particular for the Chapter two (women in decision-making).

- **EUROCADRES actions**

According to the report "Who answers to Women" presented by UNIFEM at a conference in New York, the process of getting towards gender equality is advancing too slowly,

even worse in developing countries. Whenever you look at the school system where sometimes 57 % of the children not attending school are female, or the comparison of salaries where the pay gap rises up to 50 % for example in Georgia as well as the fact that worldwide the relation of male and female CEOs is 9:1 in the middle management, we have to admit that there is still a long way to go to come somewhere near equality. The European Social Forum held in Malmö in mid September concluded that there was a step backwards concerning the rights of women in total Europe.

Nevertheless, since the last follow-up report in November 2007 there have been several initiatives and programmes promoting the framework of actions on gender equality in Member states and on European level that resulted being very successful. It is always essential to evaluate the work critically but it is also time to worship some accomplishments. EUROCADRES has carried out relevant actions in all the priorities of the framework of actions in 2007 as well as in 2008.

### **1. Addressing gender roles:**

EUROCADRES is partner in a project called "Gender Floor – a new pathway for professional and familiar life reconciliation in behalf of managerial women" conducted by the Italian organisation APQ (member organisation of EUROCADRES) which aims are a mutual learning and exchange of the various reconciliation tools, a harmonization between private and professional life, a collection and analysis of the reconciliation tools existing in the European countries as well as new instruments to be established in the framework of welfare state and labour rights for women P&MS. Issues to be tackled in this project vary from working environment (establish an environment where the individual person is of value and tolerance and diversity are key factors) to family friendly working places (care services for children, predictable time schedules, less external travelling) to salaries and to competencies' development, such as yearly plans for vocational training or mentorship for men and women for career guidance. See also 2), 3) and 4).

### **2. Promoting women in decision-making:**

In March 2008 EUROCADRES presented a new project application with the title "Female Leadership for a sustainable European Management Model (EMM)" to the Commission and received the funding for it. This project will support EUROCADRES and its member organizations to develop a political concept of female leadership which will then be transported into the European social dialogue. The focus lies on the questions how to keep women in leadership positions, to learn more about female leadership models and to develop concepts and strategies. EUROCADRES has created FEMANET – a network for successful women from all over Europe – two years ago and nowadays is consisting of around 90 women from 15 different countries, all very engaged in the field of improving and strengthening women in decision making.

### **3. Supporting work-life balance**

In September representatives of EUROCADRES participated in a round table session "New Global" discussing on "Policies and Strategies Fostering Global Collaboration of European Companies". In the break-out session I dealing with Globalisation and the Human Factor it became clear that there is a radical change in the way people behave and/or work and this change does not at all facilitate a well done work-life balance. Mobility, competitiveness among colleagues and the constant race towards innovation and creativity are obstacles employees face. EUROCADRES concludes that policy initiatives need to provide better conditions for maintaining social security and labour flexibility.

In June EUROCADRES participated in the Ad Hoc SDC Group on the "Implementation of the work related stress-agreement" held in Brussels. One finding dominated the meeting: it is of utmost importance to support managers in companies to find good and sustainable solution for work-life balance. Mostly the stress factor defined by work time, working conditions and work load in this context caused disturbances in the balance and this is the starting point for future activities and incentive to new project proposals.

#### **4. Tackling the Gender Pay Gap**

As mentioned before, EUROCADRES is partner in the project "Gender Floor" where one main part of the Common report will be dealing with revealing the percentage difference among salaries in the respective countries.

EUROCADRES was also present at the "Follow-up on the Framework of actions for gender equality" in Berlin in the beginning of July and contributed to the discussion by presenting some interventions and by pointing out the importance of supporting P&MS women.

Within a period of one year's time a number of actions have been taking place in the Member States and also on the European Level. EUROCADRES has been very engaged in promoting gender equality in publications, newsletters, projects and networks and still is, because a society is only as strong as its weakest element.

- **CEC European Managers actions:**

##### **At EU level:**

The **CEC European Managers** has organized a conference in June 2007 in Stockholm entitled "Better Performance through Diversity – Equal Opportunities as an Asset for Tomorrow's Management".

The outcomes of the conference have been published in a **toolkit** providing useful information and practical advices for managers to be implemented in the companies.

This brochure entitled "Diversity and Equal Opportunities at the Workplace – a Toolkit for Managers" has been presented during the conference on the European social dialogue held on November 29 and 30 in Lisbon.

The toolkit can be downloaded on CEC website in French, English, Italian and German:

<http://www.cec-managers.org/download/toolkit%20 EN.pdf>

##### **At National level (CEC National Members Organisations):**

**Country:** Sweden

**Organisation:** Ledarna, the Swedish organisation for managers  
[www.ledarna.se](http://www.ledarna.se)

##### **Actions taken to follow-up the four priorities of the framework of actions:**

At Ledarna's congress in 2006 it was decided that gender equality is one of the key issues for our organisation. The effect of this is that all aspects of our work must have a clear gender focus. This is not an easy goal to reach but we have started our journey

and a lot of steps have already been taken. Our work for gender equality can be summarised in three areas:

- a) communication and information
- b) addressing our members
- c) addressing external parties

#### Addressing gender roles

Ledarna's gender policy is concluded in "Agenda for equality" which is our ideological platform concerning equality. The agenda presents Ledarna's point of view on how employers should act in order to achieve a gender balance at decision making positions. This in order to create the best possible environment for good leadership based on competence, not on gender stereotypes. These ideas have been more thoroughly introduced in our handbook about leadership and gender, "Leda jämt".

Another important aspect in our work is to prepare our members for to the changes concerning new labour laws, the so called discrimination act. In 2009 there will be one instead of several laws concerning discrimination. Ledarna will meet those new demands with seminars held for members. These will take place in three cities in Sweden. The new regulations and the effect it will have on employers work will be summarized in a new information package from Ledarna.

To assure a high level of knowledge in this area and to receive new knowledge on discrimination on managerial levels Ledarna has organized a project group.

When it comes to our opinion work we have arranged a debate between our Chairman and the chief economist of the Confederation of Swedish enterprises. This debate, which will be held in one of Sweden's largest venues, is going to address the problem of management and gender equality under the headline "Gender equality – an opportunity for Swedish enterprises".

#### Promoting women in decision-making

During the period of 2007 and 2008 Ledarna have organised and administrated a number of programs and network-gatherings for women in decision making positions. Each year we elect the winners of "the future female leaders" together with the career network "Shortcut". We also arranged and were responsible for a special development program for more women in managerial positions in the association "Teknik och Motor". Alongside this we actively support networks amongst our female members with information and expertise.

#### Tackling the gender pay gap

In April in 2008 we presented statistical information about wages. This was the first time we presented gender separated statistic in an effort to visualise and address the pay gap on managerial levels which created a substantial media interest as a result.

Another way to address this problem is our cooperation with several employer organisations. The aim for this cooperation is to inform employers on how to conduct gender surveys where the wage issue is an important part.

#### **Good practice example:**

Ledarna is especially proud to present that our organization, together with representatives from a large company and the Swedish parliament, were asked to inform 67 female managers from Japan about gender equality issues in Sweden. During a few days these managers visited Sweden and Norway with the purpose to learn more about the Nordic model to achieve gender equality on decision making levels.

The managers learned about the function of the Swedish labour market and the Swedish gender discrimination act. They also learned more about the obstacles that exist in Sweden for achieving gender equality on all levels but also different strategies and best practice examples in achieving gender equality.

The seminar was appreciated even though our countries differentiate in structure, legislation and work conduct.

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**Pays :** France

**Organisation :** CFE-CGC

[www.cfecgc.org](http://www.cfecgc.org)

### **Actions menées pour assurer le suivi des quatre priorités du cadre d'actions**

#### Promouvoir l'accèsion des femmes aux postes de décision

Pour la CFE-CGC c'est l'un des trois axes phare de notre confédération. Pour nous, la promotion des femmes est essentielle. Dans tous nos documents, nos interventions en entreprises, en région, au niveau ministériel, nous reprenons ce thème. Il n'est pas acceptable que les femmes, qui ont autant de capacités et de compétences que les hommes ne puissent accéder à des postes à responsabilités. Cet état de fait est quasiment toujours lié à des mentalités qui n'évoluent pas en France.

Comment ? Dans les entreprises : En demandant dans tous les accords égalité professionnelle à ce que les femmes à haut potentiel soient repérées dès l'embauche, formées comme les hommes afin qu'elles accèdent des postes de dirigeantes avec les mêmes critères que ceux utilisés pour les hommes.

Dans les Régions : En martelant un message argumenté dans toutes les publications, les réunions publiques qu'il est anormal que les femmes en France ne puissent pas accéder à des postes à responsabilité.

Au niveau gouvernemental. En demandant lors de la conférence ministérielle du novembre 2007 et lors des Conseils Supérieurs de l'Égalité Professionnelle à ce qu'une table ronde spécifique sur l'accèsion de femmes à des postes de responsabilité soit organisée par le ministère (pas de date à ce jour).

La CFE-CGC n'a jamais été pour les quotas, privilégiant toujours les compétences pour les femmes et les hommes, mais se dit que finalement les quotas sont malheureusement un facteur un déclenchant et favorisant l'accèsion des femmes à des postes de dirigeantes...

#### Réduire l'écart de rémunération entre les sexes

Lors de la conférence de Novembre 2007 sur l'égalité professionnelle dans laquelle la CFE CGC a été un acteur majeur, il a été décidé que toutes les entreprises (conformément aux lois françaises déjà existantes) doivent impérativement un rapport de

situation comparée entre les femmes et les hommes. Après analyse de ces rapports, les entreprises ont l'obligation d'effectuer ces rattrapages avant 2010. En cas de non application de cette loi, des sanctions non encore définies seront appliquées aux entreprises. La CFE CGC forme tous ses délégués syndicaux afin qu'ils prennent contact avec les DRH et les Directions, pour leur rappeler que ces dispositions sont obligatoires pour tous.

### Favoriser l'équilibre entre vie professionnelle et vie privée

Pour la CFE CGC c'est l'axe le plus important que nous devons travailler en France. Trop d'heures de présence sur le lieu de travail – Pas de respect du temps partiel pris à 84 % par des femmes, ce temps partiel qui était parfois choisi est devenu presque partout subi. Il arrive même que le temps partiel soit synonyme de précarité.

Quant à la neutralité des congés parentaux dans une carrière pour les femmes et les hommes c'est difficile à réaliser en France. Il est à noter que les structures d'accueil pour la petite enfance et la dépendance sont insuffisantes en France. C'est une amélioration de tous ces sujets que demande la CFE CGC au gouvernement. Elle insiste aussi pour que dans les entreprises et dans les accords d'égalité professionnelle tous ces paramètres soient pris en compte avec des indicateurs pour bien mesurer l'évolution au fil des ans.

### Se pencher sur les rôles masculins et féminins

La France doit se pencher sur les rôles masculins et féminins. Ce sujet n'avance pas à cause d'une part des mentalités qu'il faut faire changer et d'autre part du manque de structures (garde d'enfants – dépendance etc..) qui devraient permettre la facilitation des temps de vie. Au niveau Européen la CFE-CGC s'est investie dans le projet TEMPORA – EQUAL et récemment QUALITEMPS (Prenons le temps d'être Père).

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**Pays :** Autriche

**Organisation :** WdF – Austrian Managers Association  
[www.wdf.at](http://www.wdf.at)

### **Actions menées pour assurer le suivi des quatre priorités du cadre d'actions**

#### Promouvoir l'accès des femmes aux postes de décision

Janvier 2008 : Communiqué de Presse (action nationale) « Seulement 9% des cadres sont des femmes en Autriche »

#### Réduire l'écart de rémunération entre les sexes

Pour promouvoir l'accès des femmes aux postes de décision le WdF a communiqué les chiffres des femmes Autrichiennes aux postes de cadres et aussi leur rémunération (étant un tiers inférieure à celle des top-managers hommes).

### **Exemple de bonnes pratiques**

Avril 2008 : Discussion publique (action nationale)  
« La pharmacie – un secteur féminin ? »

Pour promouvoir l'accès des femmes aux postes de décision le WdF montrait des exemples d'une branche très féminine et les expériences des cadres avec les promotions

dans leurs entreprises et dans leur vie professionnelle entière (récit de la discussion - <http://www.wdf.at/content/site/wien/veranstaltungsberichte/article/249.html>).

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**Country:** Germany

**Organisations:**

-German Confederation of Managers (ULA) – [www.ula.de](http://www.ula.de)

-German Association of Managers within the Chemical Industry (VAA) – [www.vaa.de](http://www.vaa.de)

**Actions taken to follow-up the four priorities of the framework of actions:**

In Germany, the ULA launched last year a project called 'Images in Leadership' in order to analyse how leadership is pictured in companies. Moreover the ULA takes part in conferences on this subject and cooperates with the EWMD (European Women's Management Developments) and the EAF (European Academy for Women). National level.

The VAA, member of the ULA, published in 2006 a study about gender equalities. Sectoral level.

**Good practice Example:**

As a member of a company network called "Erfolgsfaktor Familie", the ULA gave its input and co-signed the first German declaration encouraging the implementation of family-friendly measures in companies.

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**Country:** Slovenia

**Organisation:** Managers' Association of Slovenia (MAS)

<http://www.zdruzenje-manager.si/si/>

**Actions taken to follow-up the four priorities of the framework of actions:**

Addressing gender roles, Promoting women in decision-making

The Managers' Association of Slovenia (MAS) is aware of the issue of Equal opportunities for all and established a Section for businesswomen already in 1991. The aim of the section is to actively promote women in management, women in decision making levels in networking among business community.

Promotional activities:

- Conference
- Awards
- Networking.

Since 2000 the Section for Businesswomen conducts a conference: The Excellence of Women in Management with international speakers. The conference is dealing with many important issues concerning women in management positions: what are the obstacles to get on top and stay there; is there a difference in the leadership of women and men; does the future of leadership belong to women; international experiences regarding the

gender topic and much more. This year the key speaker was Avivah Wittenberg-Cox, founder and honorary president of European Professional Women Network (national and company level).

Every year the Section presents an award Business-women Friendly Company of the Year. The ceremony is presented at the Spring Conference where traditionally Slovenian top managers gather for two days. The award is presented to the company that best met the criteria of promoting women within the company.

Another important award for MAS is Artemida (from the Greek goddess Artemis). It is an award that is presented to women who have shattered the glass ceiling and assumed the highest position in a company. The award's intentions are to publicly promote women managers as role models since role models are one of the most important factors in changing of attitudes (national and company level).

#### Tackling the gender pay gap.

According to the statistics survey at national level conducted by Statistical Office of the Republic of Slovenia from 2006 the difference between men and women's remuneration is of 5 percent. Women achieve 95% of the gross payment of their male colleagues with the same level of education. The result is general and the situation differentiates from branch to branch. Therefore in the constructions field the payment of women is higher than male, probably at the expense of the lower qualified workers that are predominantly male.

MAS has also conducted a survey among Slovenian managers about wages, but the specimen of women is too low to draw realistic conclusions.

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**Country:** Italy

**Organisations:** Federmanager  
[www.federmanager.it](http://www.federmanager.it)

#### **Actions taken to follow-up the four priorities of the framework of actions:**

Federmanager has carried out a research on women managers « *Donna e manager: un binomio possibile* » 3 years ago and participated to an OECD workshop about this subject in Paris (national level). This project was linked to the 4 priorities of the framework of actions.

Report available on:

<http://nazionale.federmanager.it/tools/elenco/Pubblicazioni.asp?r=557&a=4346&s=6541&v=3327&t=16>



## **Actions taken at European sectoral level**

### **Sectoral Social Dialogue Committee on Local and Regional Government**

On 14 December 2007, the Council of European Municipalities and Regions (CEMR) and the European Federation of Public Service Unions (EPSU) adopted guidelines to drawing up gender equality action plans in local and regional government.

While recognizing the importance of gender equality in all spheres of public life and the key role of local and regional authorities in promoting gender equality in their communities, both as employers and service providers, the guidelines exclusively address the employment and working conditions aspects of gender equality in local and regional administration.

For more information:

[http://www.epsu.org/IMG/pdf/gender\\_guidelines\\_EN\\_final\\_version.pdf](http://www.epsu.org/IMG/pdf/gender_guidelines_EN_final_version.pdf)

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## Annex II



22/03/2005

### **FRAMEWORK OF ACTIONS ON GENDER EQUALITY**

#### **I. SOCIAL PARTNERS' APPROACH**

1. The European social partners, UNICE/UEAPME, CEEP and ETUC<sup>5</sup> are committed to enhancing gender equality on the labour market and in the workplace. In this context, they have a key role to play. They have adopted the present framework of actions to contribute to the implementation of the Lisbon strategy for economic growth, more and better jobs and social cohesion as well as of the EU legislative framework on equal treatment between women and men.
2. Bearing in mind that the causes of remaining inequalities on labour markets are complex and interlinked, European social partners are convinced that success in tackling them requires integrated strategies to promote gender equality including, in particular, actions to desegregate labour markets and to address gender roles in society. The social partners take as a basic analysis for their joint actions that gender roles and stereotypes have a strong influence on the existing division of labour between men and women, both in the family, the workplace and society at large, producing and reproducing gender gaps. Addressing gender segregation (both horizontal and vertical) in occupations and the labour market on the one hand, and existing barriers for a better compatibility of work and family life for both men and women on the other hand, in an integrated approach, is therefore key.
3. Explicitly addressing gender equality through social partners' actions, at the appropriate levels, in accordance with national industrial relations practice, such as social dialogue, collective bargaining, joint statements, recommendations, etc. helps to create a supportive framework.
4. Embedding gender equality initiatives in broader diversity management policies presents the advantage of responding to increasingly diverse needs of individual women and men in a way which also suits the production requirements of the employer. Such an approach also helps to increase support or involvement of both male and female workers.

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<sup>5</sup> The ETUC delegation includes representatives of the EUROCADRES/CEC Liaison Committee

5. ETUC, CEEP and UNICE/UEAPME have studied a rich variety of good practice cases, showing that on all relevant levels and in many different ways social partners are contributing to achieving gender equality on the labour market. They have identified four priorities on which they ask national social partners to take action during the next five years. Under each of these priorities, they have highlighted elements on which social partners, acting and intensifying their dialogue at different levels, can add value. Inspired by current practices in various Member States and companies of different sectors and sizes, they identified examples of tools, which can inspire social partners' actions across Europe. A more detailed description of the case studies from which these examples of tools were extracted is provided in the annex.

## **II. CHALLENGES**

6. Living up to the economic, demographic and social challenges facing Europe requires a new perspective on the role of women and men as economic actors in relation to their roles in society. Demographic changes are putting increasing pressure on economies and societies at large. They may also lead to increased and sometimes contradictory pressures on women in particular. The challenge is to encourage women to become or remain active on the labour market. This can only be achieved by an integrated approach, combining measures to promote labour market participation with measures to ensure equal treatment in employment, and actions to allow men and women, to combine professional and family responsibilities.
7. The need to take measures to improve women's participation on the labour market is an integral part of the Lisbon strategy to turn Europe into the most competitive knowledge based society in the world, capable of sustainable economic growth, with more and better jobs and greater social cohesion, as illustrated by the following objectives, to be reached by 2010:
  - the objective to reach an employment rate as close as possible to 70 % and to increase the number of women in employment from 51% to more than 60% by 2010 (Lisbon conclusions, 2000);
  - the objective to remove disincentives to women's labour force participation and strive, taking into account the demand for child care facilities and in line with national patterns of provisions, to provide child care by 2010 to at least 90% of children between 3 years old and the mandatory school age and at least 33% of children under three years of age (Council conclusions, Barcelona 2002);
  - the objective to achieve by 2010 a substantial reduction in the gender pay gap in each Member State, through a multi-faceted approach addressing the underlying factors of the gender pay gap, including sectoral and occupational segregation, education and training, job classifications and pay systems, awareness raising and transparency (Council decision of 22 July 2003 on the employment guidelines).
8. Equality between women and men has been one of the fundamental principles of the European Union since the very beginning. Since the 1970's, equal treatment legislation has grown to form a coherent legal framework which has played and will continue to play a crucial role in promoting a more equal participation of

women and men in Europe's economies and societies. This has resulted in significant progress towards gender equality across the EU. The EC report on equality between women and men 2004 clearly points to positive evidence that:

- societal patterns have changed over the last twenty years, away from the male breadwinner model to dual-earner families;
- young women now remain in education and initial vocational training for longer, in the same way as young men do, outnumber men in upper secondary or tertiary education in most Member States and represent the majority of graduates in the EU;
- employment rates have increased more for women than for men and now stand at 55.6% compared with 50% in the first half of the 1990's;
- there is a general trend of narrowing gaps between women and men in employment, education and research;
- participation of women in managerial positions has increased due to the fact that more women entered high level professional and managerial positions in the 1990s.

9. Economic growth and general progress in society have made these developments possible. However, significant gender gaps remain and the economic slowdown experienced since 2001 reveals that women continue to be more vulnerable than men to unemployment and economic inactivity, especially when they have a low level of education. Among the evidence of remaining obstacles to gender equality, the EC report on equality between women and men 2004 highlights the following elements<sup>6</sup>:

- persistent difficulties to reconcile family responsibilities with full time employment illustrated by
  1. the fact that women with young children have, on average, a lower employment rate by 12.7 percentage points than women without children whereas men with children show 9.5 percentage points higher employment rates than men without children;
  2. evidence that women continue to do the majority of work in the home or family, tend to have interrupted patterns of employment, with all potential negative effects for career, wages and pensions, and are over-represented in part-time jobs;
- statistics on education, which show that despite the fact that women no longer lag behind in level of education
  - i. traditional patterns remain in high education with only 39% of all PhDs awarded to women (compared with 61% to men), and
  - ii. women's and men's educational choices tend to reproduce gender stereotypes with an EU average figure of 36% of women among graduates in science, mathematics and information technology and only 21% in the field of engineering, building and construction;

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<sup>6</sup>

This is confirmed in the EC equality report 2005 published in February 2005

- the fact that a high level of occupational and sectoral gender segregation remains in the labour market, with women dominating in low paid and low skilled jobs or in sectors such as health care and social services, education, public administration and retailing while a disproportionate number of men work as technicians, engineers, finance professional and managers;
  - the fact that the EU gender gap in average pay levels is still 16% but that only some countries have taken effective steps towards a significant reduction.
10. The female workforce is a key resource that tends to be under-utilized or under-valued despite the progress made. Further improving the situation of women on labour markets is in the interest of individual women and men, and the economy and society as a whole. Anti-discrimination legislation exists and is necessary but legislation in itself does not bring about gender equality. It requires interaction and cooperation between all relevant actors, in order to address, in an integrated approach, the contradictions and tensions generated at the interface between the household, the community, and employment structures. Social partners are determined to live up to their own responsibilities but public authorities, education institutions and individuals also have a key role to play.
11. Wishing to enhance the overall performance of Europe's labour markets and to contribute to reaching the above mentioned Lisbon objectives through appropriate actions in their own field of responsibility, UNICE/UEAPME, CEEP and ETUC undertake to encourage social partners at all levels and in all EU countries to step up their involvement in devising and implementing integrated strategies in favour of occupational gender equality.

### **III. PRIORITIES FOR ACTION**

12. The four priorities on which CEEP, UNICE/UEAPME and ETUC want national social partners to take action during the next five years are set out below:
- ADDRESSING GENDER ROLES,
  - PROMOTING WOMEN IN DECISION MAKING,
  - SUPPORTING WORK-LIFE BALANCE,
  - TACKLING THE GENDER PAY GAP.
13. These priorities are interconnected and of equal importance. Actions at national, sectoral and/or company levels are most effective if the various aspects of these priorities are tackled in an integrated approach.

#### **1. ADDRESSING GENDER ROLES**

14. Traditional gender roles and stereotypes continue to have a strong influence on the division of labour between men and women at home, in the workplace and in society at large, and tend to continue a vicious circle of obstacles for achieving gender equality. Although the role of the social partners is not to interfere with private life, social partners do have a role to play in ADDRESSING GENDER ROLES and stereotypes in employment and in the workplace.

15. In the past three decades, women's employment rates have increased significantly and faster than men's, but not equally in all sectors and occupations. Women tend to be overrepresented in specific areas of activity related to traditional gender roles such as care, education, cleaning, retail etc., and to be underrepresented at higher levels of occupation.
16. Breaking down cultural barriers to ensure that women and men follow a more diverse range of careers and to encourage their participation across the labour market is a complex task given the numerous socio-economic factors to be taken into consideration. It is nevertheless crucial to desegregate labour markets in order to achieve occupational gender equality.
17. A number of EU enterprises reflect on the influence cultural attitudes and gender roles have at the workplace. They check their internal practices and policies in order to actively encourage particular groups of people to enter and remain in employment. Initiatives have also been taken by social partners at company, sectoral and/or national levels, jointly, separately or in cooperation with public authorities.
18. European social partners believe that the following elements are key to fight stereotyped gender roles on the labour market.
  - Promoting non-gender biased education in schools, universities as well as efficient and non-stereotyped careers advice services, for students and those already at work, to enable individuals to make better informed education and career choices. Encouraging pupils, students and parents to consider all the available career options for girls and boys at an early stage. Examples of practical tools to do so include:
    - Organising open days in companies for girls in order to show that pre-conceived ideas about women's compared with men's jobs are not justified in practice and inform them about career options they may not have considered otherwise;
    - Encouraging parents to promote companies as a place for their daughters to pursue careers;
    - Cooperation programmes with public and/or education authorities to raise awareness on labour markets needs;
    - Participation in career fairs.
  - Making a special effort to attract girls and young women into technical and scientific professions which can also help address skills and labour shortages hampering economic growth. Examples of practical tools to do so include:
    - Setting targets to increase the number of girls taking up apprenticeships in technical and scientific professions as a way to step up female recruitment in the future;
    - Sending women engaged in technical or scientific occupations as "ambassadors" into schools to inform and raise awareness

of girls about opportunities of technical or scientific professions.

- Promoting the recruitment and retention of women and men with adequate skills at the enterprise level in sectors and occupations where they are underrepresented. Acknowledge, and where possible, enrich the skills content of female occupations so as to offer better career paths and opportunities for women in female dominated sectors. Examples of practical tools to do so include:
  - Reviewing the way in which job titles, job descriptions and advertisements are formulated to enhance their attractiveness for women and making managers who recruit aware of the issue;
  - Adapting the workplace to enable a greater gender mix at work (ergonomics, local services);
  - Informing about internal job offers and career prospects on intranet;
- Raising awareness of middle managers in companies on ways to promote equal opportunities for all employees throughout the employment relationship. Examples of practical tools to do so include:
  - Using all available communication tools to highlight top managers' commitment to a diverse workforce and its benefits both for the workers and the company;
  - Training managers on the benefits of diversity management and making them accountable for the implementation of the company's diversity policy;
  - Ensuring good information flow between the designated contact persons for staff grievances on equal opportunities issues, and managers, who have the responsibility to take action;
  - Highlighting cases of women breaking new ground;
- Promoting entrepreneurship as a career option for both women and men at sector and/or national level. Examples of practical tools to do so include:
  - Identifying potential female business starters and/or top managers, and train them.
- Encouraging competence development for adults to allow men and women to evolve in their careers throughout life and to address deficits created by the structure of the education system in the past, with particular attention to supporting SMEs in their efforts. Examples of practical tools to do so include:
  - Ensuring transparency and transferability of competences and qualifications;

- Promoting the participation of low-skilled workers and/or workers in non-standard employment in further education and training and lifelong learning;
- Setting gender balance objectives at sectoral level for access to vocational training.

## 2. PROMOTING WOMEN IN DECISION MAKING

19. The number of women in decision-making positions in all spheres of society is growing, notably as a result of increased participation of women in the labour market and their success in higher education. However, only 30 % of managers are women, only 10 % of members of boards of directors are women, and only 3 % of CEO's or equivalent positions are taken by women<sup>7</sup>. Social partners have a clear responsibility to ensure that the overall working environment supports a more balanced participation of women and men in decision-making.
20. Companies who have successfully encouraged women's participation at managerial level report that they did so as part of their efforts to achieve a high performance workplace by taking initiatives to release women's untapped potential. PROMOTING WOMEN IN DECISION MAKING positions is an investment for a more productive, innovative and stimulating working environment and better economic performance. It also contributes to bringing about improvements for women in workplaces and on the labour market in general.
21. European social partners believe that the following elements are key to improve women participation at all levels within enterprises.
- Promoting competence-based gender neutral recruitment in enterprises. Examples of practical tools to do so include:
    - Putting in place transparent and gender neutral recruitment, selection and promotion criteria;
    - Checking that the recruitment of women is proportionate to the number of female applications for the job and review results on a regular basis.
  - Retaining women in enterprises, to avoid loss of competence. Examples of practical tools to do so include:
    - Discussing at an early stage with employees their career expectations as well as work-life balance needs of both women and men and how to combine them with company's needs;
    - Conducting interviews with women leaving the company to understand the reasons for doing so in order to further refine the company's human resources policy;

<sup>7</sup>

EC database on women in decision making:

[http://europa.eu.int/comm/employment\\_social/women\\_men\\_stats](http://europa.eu.int/comm/employment_social/women_men_stats)



- Conducting regular staff surveys to check employees satisfaction.
- Encouraging career development of both women and men. Top-management's commitment for initiatives PROMOTING WOMEN IN DECISION MAKING positions is key in this respect. Examples of practical tools to do so include:
  - Developing networks, mentoring or self confidence building schemes across enterprises to address the issue of self-deselection;
  - Setting targets for the promotion of women in proportion to the number of women in the relevant occupational level and review results on a regular basis;
  - Identifying possibilities for non linear career development paths alternating periods of higher professional involvement and periods of greater family responsibility as an alternative to a culture of unnecessarily long working hours;
  - Facilitating geographical mobility of managers by helping the worker's partner to find a job in the new region of occupation.
- Promoting female entrepreneurship as a complementary way of increasing women in decision-making and raising women's participation in the labour market. Examples of practical tools to do so include:
  - Putting in place regional programmes for women willing to start their own business;
  - Supporting projects to ease generational handover to women in SMEs.
- Promoting women's role in the social dialogue at all levels, both on the employers' side and the trade union side, is important, notably in collective bargaining committees and units. Special attention should be paid to the possibility for women to take up responsibilities in worker representation, both in terms of scheduling of meetings and availability of facilities.

### **3. SUPPORTING WORK-LIFE BALANCE**

22. Work life balance arrangements can enhance employee satisfaction, promote workplace equality, contribute to an organisation's reputation as an employer of choice, and benefit employers as well as workers. Successful policies to support work-life balance need to be tailored to the needs of individual women and men, bearing in mind that these can vary throughout the life course and taking into account that long and/or irregular working hours can be an obstacle to reconcile work and family life for both men and women. However, it is equally important that account is taken of different companies needs, bearing in mind that these can vary too depending on the production cycle or customers needs. Although

workers' and company's needs do not necessarily coincide, the best results are achieved through dialogue in the framework of a win-win approach.

23. While the responsibility of dealing with work-life balance issues arising at the workplace undoubtedly lies with employers and workers, public authorities have a crucial role to play in addressing the wider societal aspects. This applies in particular to ensuring the availability and affordability of quality care facilities, for children, elderly and/or other dependents, to allow men and women to join the labour market. Where appropriate, partnerships between public authorities and social partners can help in devising innovative solutions.
24. Social partners and enterprises across the EU have found numerous ways of supporting workers' efforts to find a good work-life balance. The tools used have varied greatly from enterprise to enterprise and from individual to individual. These policies are often reviewed and adapted to respond effectively to changing workers and companies needs.
25. European social partners believe that the following elements are key to support a good work-life balance.
  - Considering flexible working arrangements that can be taken up on a voluntary basis by both women and men, including leave arrangements, designed in a way that does not undermine their long term participation and position on the labour market. Examples of practical tools to do so include:
    - Making available a mix of various working arrangements that allow for flexibility in working time or the organisation of work, such as part-time work, job-sharing, reduced hours, compressed working week, school term-time working, staggered or gliding hours, time-off and ad hoc home working etc.;
    - career breaks and parental leave arrangements.
  - Promoting a more balanced take-up of possibilities to ease work-life balance. Examples of practical tools to do so include:
    - Company internal awareness raising schemes to promote take-up of flexible work options, especially by men, including in male dominated professions;
    - Information campaigns about leave possibilities available to both women and men and encouraging parents to share leave periods more equally.
  - Jointly approaching public authorities to develop instruments that help increase the availability of accessible and affordable child care facilities of good quality and seeking innovative ways of providing essential private household or caring services. Examples of practical tools to do so include
    - Attracting on site services such as travel office, shops, bank and insurance offices etc;

- Sponsoring child care centers or providing an allowance covering part of the nursery costs to parents;
- Creating funds by collective agreements or other means to “mutualise” the costs of maternity or parental leave allowances helps to ensure that women no longer represent a more costly source of labour than men. Similar measures can be useful to support childcare projects addressing specific needs of working parents such as care for sick children, care outside regular opening hours, etc. This can help in particular SMEs.

#### 4. TACKLING THE GENDER PAY GAP

26. Within the EU there is a strong legal framework, based on article 141 of the EU-Treaty, providing women and men with the right to equal pay for equal work and work of equal value. The wages of individual employees are influenced by many different factors. Social partners of all Member States have a clear obligation to ensure that the pay systems they put in place do not lead to pay discrimination between women and men.

27. Social partners are struck by the persistence of a gender pay gap across Europe. It may, among other things signal labour market dysfunction. They are also concerned by the fact that the reasons lying behind this gap are not always well understood. They therefore believe that it is very important to seek to better understand the numerous and complex factors explaining wage differences between women and men and take action accordingly.

28. Recognising the link between labour market segregation and the gender pay gap, social partners at different levels have used or developed a variety of instruments to act on the underlying causes of gender pay differences, such as equal pay reviews, equality plans, benchmarking, etc. Practice also shows that using modernisation of pay systems as an opportunity for gender mainstreaming can be extremely effective. In the case of a significant overhaul of pay systems, it is essential to plan and spread the implementation of the pay system modification over a sufficiently long period to ensure the financial sustainability of the approach and to avoid jeopardising the competitiveness of companies.

29. European social partners believe that the joint commitment of social partners at all relevant levels and the following elements are key to tackle the gender pay gap.

- Informing about existing legislation on equal pay and giving guidance on how to help closing the gender pay gap at different levels. Examples of practical tools used to do so include:
  - Practical guide, especially for SMEs, on how to live up to their legal obligations;
  - National or sectoral collective agreements or framework agreements.

- Developing clear up to date statistics at sector and/or national level to enable social partners to analyse and understand the complex causes of pay differentials. Promoting the availability of gender specific information at the appropriate levels (national, sectoral and/or company level). Examples of practical tools used to do so include:
  - Develop a joint method, taking into account as wide a range of variables as possible, in order to have a detailed and analytical picture of the underlying causes of wage differences between women and men.
- Ensuring that pay systems, including job evaluation schemes, are transparent and gender neutral and paying attention to the possible discriminatory effects of secondary elements of pay. Using or developing methods and instruments to address the gender pay gap in a systematic way, that allows for monitoring and evaluation as part of a wider strategy. Examples of practical tools used to do so include:
  - Screening job descriptions to check that they don't contain discriminatory elements;
  - Reviewing pay criteria to check that they are not discriminatory;
  - Developing tool kits comprising different elements in order to give background information to negotiators dealing with gender equality issues and to offer practical advice on what employers and workers can do in enterprises;
  - Use existing on-line tools providing information on wage formation and enabling individuals to compare their salaries with that of other employees.

#### **IV. ACTIONS AND FOLLOW-UP**

30. The member organisations of UNICE/UEAPME, CEEP and ETUC (and the liaison committee EUROCADRES/CEC) will promote this framework of actions in Member States at all appropriate levels taking account of national practices, through joint and separate actions, as appropriate. Given the interest of the matter under consideration, the social partners have also decided to transmit this document to all relevant players at European and national levels, including EU sectoral social partners, EU and national public authorities etc.
31. The national social partners will draw up an annual report on the actions carried out in Member States on the four priorities identified. The members of EUROCADRES/CEC have a particular role to play with regard to the priority "PROMOTING WOMEN IN DECISION MAKING".
32. The European Social Dialogue Committee will be entrusted with the preparation of the overall European report.
33. After four annual reports, the European social partners will evaluate the impact on both companies and workers. This evaluation can lead to an update of the

priorities identified and/or an assessment on whether or not additional action is required in one or more of the priority areas.

34. When preparing the next EU social dialogue work programme, the social partners will take account of this framework of actions.

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