



«FRAMEWORK OF ACTIONS ON GENDER EQUALITY»

Second follow-up report

2007

European Trade Union Confederation*

BUSINESSEUROPE/UEAPME*

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

« FRAMEWORK OF ACTIONS ON GENDER EQUALITY »

Second follow-up report

November 2007

* The ETUC delegation includes representatives of the Eurocadres/CEC Liaison Committee
* 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 Equality¹.

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 ETUC² 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 second annual follow-up report. It was adopted by the European Social Dialogue Committee on 7 November 2007. 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 levels.

¹ The Framework of Actions adopted in March 2005 can be found at annex

² The ETUC delegation includes representatives of the EUROCADRES/CEC Liaison Committee

Chapter I – Main trends

This second 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 18 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 Action on Gender Equality during 2007 and does not claim to be exhaustive.

The most frequently reported initiatives by the social partners during the second year of the follow-up will also be briefly described. In addition, some trends in the social partners' follow-up actions taken at different levels, in comparison with the first follow-up report will be also highlighted in order to indicate the areas on which they have concentrated the most since the adoption of the Framework of Actions.

With regard to the follow-up actions taken in 2007 by national social partners, it is possible to distinguish between:

- Activities related to one or more priorities of the Framework of Actions developed in the context of the **European Year of Equal Opportunities for All**. These activities have usually been developed by the National Implementing Bodies of the Year and social partners, jointly or separately, at national and/or regional level.
- Discussions on the framework of actions between social partners and the **integration of its priorities in collective agreements**. As reported in the first follow-up report, 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.
- **Projects or initiatives** which tackle one or more priorities in a more focused way, either jointly between social partners or separately. As in 2006, 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. Finally, specific trade unions and companies' practices or policies, whose spirit is in line with the approach of the Framework of Action, have been reported.

By comparing the number of measures reported for each priority of action, this year again, the highest amount of initiatives carried out by national social partners

concern the area of **work-life balance**. In this context, they have reported the introduction or extension of care leave, the implementation of flexible working arrangements and the adoption of measures to increase the take-up of these facilities by men.

Some interesting examples reported include for instance:

- the adoption of tools (including trainings, manuals, mentoring) that support workers who took parental and/or maternity/paternity leave returning to work;
- the organization of specific training addressed to workers who will become mothers and fathers about their leave entitlements;
- the use of check-lists by companies to audit their family-friendliness organization of work and measures that do not hinder career progression of women.

Social partners also worked on the negotiation or extension of agreements or legislation on care leave on different aspects (scope, length, cash benefits, etc.) as well as on the development of tools that promote flexible and innovative forms of work such as telework.

A number of different measures (legislative provisions, campaigns and awareness raising events, etc.) were put in place to encourage fathers to make more use of paternity leave.

Moreover, in some countries, the introduction of the following actions has been mentioned:

- service vouchers or grants (generally co-funded by public authorities and enterprises) to cover care costs;
- awards for companies or organizations (including trade unions) applying a family-friendly HR policy.

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 jointly drawn guidelines that help in wording collective agreements in a gender neutral manner. In addition, different countries reported the publication of results of reports or surveys on the implementation of family-friendly HR policies.

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 (e.g. the introduction of tax reduction for certain type of household services).

Social partners have used a variety of instruments to carry out their activities, not least collective agreements.

The second highest number of reported initiatives addressed **gender roles and the fight against stereotypes**, especially in view of tackling gender segregation in the labour market. This year again, in a number of countries emphasis has been placed on the development of educational programmes for pupils and teachers in schools,

on the organization of career fairs or girls' days in enterprises and on the implementation of apprenticeship schemes. Several measures were adopted in order to fight discrimination in access to employment, recruitment procedures and classification systems.

In a few other cases, interactive information campaigns have been jointly developed by social partners with the objective of encouraging young people in non-traditional career paths (such as women in technical or I.T. professions).

The following sectors appeared to be particularly active in trying to attract more female workers and in avoiding bias in recruitment: metal, construction, cleaning and healthcare and entertainment.

The third highest number of initiatives mentioned by national social partners concern the priority of **promoting women in decision-making**. 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.);
- 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.

The economic advantage of having more women in decision-making positions has been highlighted in some national reports. An interesting example reported in this context concerns the employers' organization's project that assesses the business performance of private companies that have a female CEO.

Social partners have also taken part in several debates, seminars and events that dealt with the question of the role of women in top management positions.

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.

Examples of companies that have set targets for representation of women in leading managerial positions have also been included in the national reports. They are often based on company agreements and include the publication of regular reports on the composition of their workforce. Finally, some trade union organizations have been involved in projects addressing the career progression of women in policy-making.

The priority with the lowest number of initiatives reported concerns the issue of **equal pay between women and men**. It is worth noting that this question was the second most addressed in the first follow-up report.

This year national social partners mentioned 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. Several trade unions developed toolkits aimed at tackling the gender pay gap in negotiations and in collective bargaining.

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. The publication of the European Commission Communication "Tackling the Gender pay Gap" in July 2007 has generated some impetus in developing awareness raising activities (debates, recommendations, etc.) around the topic of the pay gap.

In conclusion, this second report on the follow-up to the framework of actions strongly confirms the interaction between activities and proposals of social partners at European and other levels. It can notably be stressed that while work-life balance is mentioned by national social partners as the issue they were most concerned about in 2007, European social partners have decided to launch an exercise to evaluate both the provisions of the framework agreement on parental leave they adopted in 1995 and more generally the existing leave entitlements, care facilities and flexible working arrangements in Member States that support and promote reconciliation of professional, private and family life and assess if joint action is needed. The results of that exercise should be made public in spring 2008.

Some differences can be highlighted with respect to the first year of implementation. In particular, there has been a decrease in the activities to disseminate the Framework of Actions, which was one of the measures most frequently mentioned by national social partners in the first follow-up report. Most of the social partners continue to publish this agreement on their websites and/or in printed version and to disseminate it during events. However, only two new translations have been reported (Hungarian and Latvian) and they can be added to the seven languages currently available (namely Czech, Dutch, German, Finnish, Norwegian, Spanish and Swedish). This demonstrates that most social partners activities are now geared towards the actual follow-up of the priorities of the framework of actions itself.

The joint work programme of the European social dialogue 2006-2008 foresees the continuation of this work in the years ahead. 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.

Chapter II – National evaluation reports

Austria

Sources of information:

- Trade unions: ÖGB (Austrian Trade Union Federation), member of ETUC
- Employers: IV (Federation of Austrian Industry), member of BUSINESSEUROPE; WKÖ (Austrian Federal Economic Chamber), member of UEAPME; CEEP Austrian section / VÖWG (Verband der Öffentlichen Wirtschaft und Gemeinwirtschaft Österreichs), member of CEEP

Austrian Federal Economic Chamber

- **“Woman in business”**

Woman in Business has been the contact partner within the Austrian Federal Economic Chamber for 100,000 female entrepreneurs in Austria. One focal point is lobbying for a better reconciliation of family and entrepreneurship.

- **“Women on Chamber Boards”**

This project is part of the EU-project “Women on board of local development”. 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”. Woman in Business is the project manager of this initiative. (Priority 1: to address gender roles and 2: to promote women in decision-making)

www.unternehmerin.at

- **“Technic rocks”**

This campaign, initiated by the Chamber Salzburg, aims at the promotion of technical oriented education at elementary schools and high schools. It draws attention to the different working and studying options in this fascinating and future-oriented field. At the end of the year 2006, 148 girls have been in technical training (2004: 94). (Priority 1: to address gender roles)

Federation of Austrian Industry

- **“Industry gets female”**

The initiative of the Federation of Austrian Industry “Industry gets female” concentrates on the participation of young women in technical oriented education. Special marketing strategies and the shaping of opinions of pupils, parents, teachers, employers and politics increasingly point out the chances of women in technical professions. For this purpose a website has been created: <http://www.industriekarriere.at/> as well as 3 information folders (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). This is a national, as well as a regional and operational measure to promote the comprehension of certain roles and the reduction of stereotypes. (Priority 1: to address gender roles)

Austrian Trade Union

- **“Pop Up GeM” (Policy and Public Services Push Gender Mainstreaming)**

The aim and purpose of Pop Up GeM is to reduce gender-specific discrimination by implementing equality-orientation into structures of the labour market.

POP UP GeM is a platform for political organisations, GM experts and corporations working as active operative partners "side by side" with the aim of understanding the complex reasons for gender segregation in the labour market, developing tools to create equal opportunities and implement these tools in a sustainable way.

This project was used to develop a basic concept for Gender Mainstreaming within the trade union framework. (Priority 1: to address gender roles, and 4: to tackle the gender pay gap)

<http://www.popupgem.at/>

- **“job.plan”**

The initiative “job.plan – women economy future” aims at the gender pay gap and measures for equal treatment between men and women. A survey carried out by the Chamber of Labour Vorarlberg shows the wage structure and will be the base for further measures tackling the gender pay gap. Those measures could be research, coaching and mentoring for women, girls and couples, qualifications of disseminators and awareness raising of the respective target groups.

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

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

- **FIT – Women and girls in technics and trade** <http://www.fit.sid.at/>)

Target group are girls and young women, who in an advice- and orientation-phase should be lead to choose a non-traditional profession. FIT contributes to strengthen gender-democratic structures in technical parts of universities, economy and industry. FIT acts sensitizing through directed marketing in schools and in the media. FIT is a measure taken in certain regions of Austria with different levels of cooperation through 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 you find for this purpose the so called “Daughter´s day (Töchertag)”, <http://www.toechtertag.at/011/Home>). (Priority 1: to address gender roles)

- **Klara – Network for Equal Pay and Gender-Equality on the labour market** (<http://www.netzwerk-frauenberatung.at/klara/>)

Aim is to create a tool-set on income-fairness directed to employees and employers, as well as an Equal-Pay-Course as an offer in further education for 15 multipliers,

who want to enlarge their knowledge concerning how to reduce the pay gap. (Priority 4: to tackle the gender pay gap)

- **Parental leave and Career**

The project "active parental leave for men and women" (<http://www.karenzundkarriere.at/>) has its main focus on the reconciliation of work and family life. It serves to develop innovative combinations on the interfaces between fathers, mothers and companies. (Priority 3: to support work-life balance)

Participation of the social partners as strategic partners in the EQUAL- development partnerships with a special gender focus. Those projects are running out this year.

GOOD PRACTICE EXAMPLE

Audit FAMILY & PROFESSIONAL CAREER

The aim of this initiative is to help a company with the use of an intensive criteria catalogue, to check its level of family-friendliness, evaluate the results of the measures taken and develop further its level of family-friendliness. The Audit Family & Professional Career is therefore a check-up of the whole company culture regarding family-friendly and operationally reasonable solutions.

The point is not to implement all measures immediately and completely. Important is, that with the help of the Audit an internal process starts with the target to implement appropriate measures within a period of 3 years in terms of a family-conscious personnel policy. For this reason it is possible to restructure companies in a family-friendly way (e.g. flexible placement of employees and the work place). (Priority 3 national and operational)

Belgium

Sources of information:

- Trade unions: FGTB-ABW (General Federation of Labour in Belgium), ACV-CSC (Confederation of Christian Trade Unions) and CGSLB (General central of liberal trade unions of Belgium), members of ETUC
- Employers: VBO-FEB (Federation of Belgian enterprises), member of BUSINESSEUROPE ; UNIZO (Union of self entrepreneurs) and UCM (Union of middle classes), members of UEAPME, Boerenbond, CENM

Every two years, Belgian trade unions and employers try to conclude an interprofessional social agreement ("accord social interprofessionnel AIP") involving directives for the different sectors and companies in the private sector. In 2006, during the last interprofessional agreement (AIP 2007-2008), the fight against all types of discrimination on the labour market including between men and women, was a subject on which social partners took on important commitments.

In 2006, several companies and organisations, both in the private and the public sectors, also took on voluntary actions within their human resources framework to realise equality between men and women and to promote women to positions of responsibility.

1. ADDRESSING GENDER ROLES

In accordance with the AIP, studies are underway with a view to a possible modification of Collective Labour Agreement (CLA) n°38 of 6th December 1983 concerning the principle of non-discrimination during recruitment and selection of workers. These discussions relate to the opportunity of extending the field for application of CLA n°38 to all levels of working relations, taking into account the important modifications that were recently brought about by the anti-discrimination law in Belgium.

Certain collective sectoral agreements reaffirm the will to respect the principle of non-discrimination. Thus, in the cleaning sector, it is provided that:

- Social partners recall the prohibitive legal clauses of discrimination;
- Discrimination of any nature, being racial or gender based, is forbidden;
- Each will strive to avoid discriminating in his/her attitude towards customers, workers or colleagues.

The AIP also provides that social partners adopt many targeted measures within the regulation frameworks of part-time work, fixed term and replacement work contracts, in view of reducing the secondary effects of the existing regulation considering that women more often have these types of contract.

Within its objectives to be achieved as regards training, the AIP recommends a particular consideration be afforded to women. Within Joint Committee ("Comité paritaire" JC) 218, the auxiliary national joint committee for white-collar employees, a joint working group will examine which sectoral training and employment initiatives could be undertaken to improve diversity in all its forms. Women are among the targeted groups.

Of course, efforts to fight against male and female roles are also carried out in public sectors. For example, since 2000 the Belgian Armed Forces have incorporated gender as a dimension of their diversity policy. Training courses accessible to all but with a priority to people serving as « intermediaries » such as recruiters, trainers and confidential counsellors are gender mainstreamed. Teaching resources and original teaching methods have been developed.

2. PROMOTING WOMEN IN DECISION-MAKING

In 2006, the Institute for the Equality of Women and Men (IEWM) continued with its partnership in the Diane³ project the objective of which is to increase the standing of self-employed women as well as heads of very small, small and medium enterprises. This cofinancing has enabled an analysis to be carried out in order to better understand the situation of women and to identify the obstacles that women face.

Several companies have also pursued their actions to break the glass ceiling. Thus Total Belgium has undertaken several measures to facilitate young women's expatriation. Expatriation, which generally takes place during the third post, has been brought forward to the second post and outplacement measures have been taken for the spouse. Expatriation is an important element in executive positions. The third post coincides with pregnancy which makes expatriation harder. Breaking the glass ceiling is not limited to highly qualified people. In this manner, Centre Parks has developed a skills management policy that enables low-skilled women to develop and progress within the company. Etap lightning has trained female operators to get them through to the higher level of technical operators.

3. SUPPORTING WORK-LIFE BALANCE

The n°77 CLA quarter concerning the time-credits has been modified following the AIP since 1st June 2007. The CLA thus allows for a more flexible work time reduction of 1/5 compared to that of 1 day or 2 half-days a week. Besides, if the right to a full time career breaks is in principle limited to one year, dispensations are provided for, particularly when the time-credit is taken to raise a child younger than 8 years old. It must be noted that the field of application of the CLA 77 quarter covers both men and women.

Some companies in both private and public sectors have developed actions to ease the reconciliation of work and private life. Alcatel, for example, provides a take-away service at canteen prices at its Mont-sur-Marchienne site. Ferrero has put in place a bus service for their employees to their work place. Men also benefit from these actions but it is mostly women who make use of them.

4. TACKLING THE GENDER GAP

Realising that average wages between men and women still vary greatly, social partners have asked sectors and companies that haven't yet evaluated their wage and positions classifications to do so in view of ensuring gender neutrality and, where necessary, to make the appropriate corrections.

The possible costs incurred due to this revision will be charged to the calculation of the evolution of wage costs that sectors agree to within the framework of the wage norm (limited raise) defined at the interprofessional level. They will also have to take

³ Development and integration for the arrival of new entrepreneurs

into account the tools provided for to this effect by the federal authorities as well as the positive experiences and bests practices of the sectors that progressed.

The Office of the Ministry of Labour has developed with social partners' experts and the IEWM, an evaluation tool, that should help companies to verify their function classification systems with ease and thus to see whether they are gender neutral (www.igvm.fgov.be / www.iefh.fgov.be).

Within the follow-up framework of the ISA 2007-2008, it appears that a certain number of JCs encompassing very varied sectors of activities have worked on adapting functions classifications in view of eliminating gender discriminations before the end of 2008.

Moreover, following the implementation of the interprofessional agreement, CLA n°25 relating to the equality of wage remuneration between men and women will be updated.

Czech Republic

Sources of information:

- Trade unions: CMKOS (Czech-Moravian Confederation of Trade Unions), member of ETUC
- Employers: SPCR (Confederation of Industry of the Czech Republic), member of BUSINESSEUROPE; Union of Employers' Associations of the Czech Republic, member of CEEP

Preamble

The period between the 1st report and the 2nd follow-up report, June 2006- July 2007, is characterized by an increasing awareness of social partners in the Czech Republic in the field both of the gender equality and anti-discrimination as such. There are several reasons for this positive development – the European Year of Equal Opportunities for All and many initiatives at Community level; national priorities and activities linked to the governmental gender strategy and related policies; better promotion of the Framework of Actions on Gender Equality and positive actions listed in the first report. Czech social partners welcome initiatives of European social partners, namely of the BUSINESSEUROPE and its equality network serving as an information and experience exchange forum for the employers at the national level, of the ETUC and its May Congress conclusions, especially the ETUC Charter on Gender Mainstreaming in Trade Unions adopted by the Congress.

Gender and diversity policies are progressively becoming a part of the management and economic process at company level and gender and equality issues find their place on the agenda of the social partners' organisations at all levels. They take most concrete forms at enterprise level – though there is still much to do whereas general principles are recognized more easily as an integral and explicit part of the collective agreements. Increasingly, firms in the Czech Republic, especially multinationals, adopt principles of non-discrimination in the framework of codes of conduct or corporate social responsibility.

On the other hand, sectors as commerce, textile, health with a prevailing female labour force, still face the inequalities and difficulties to be tackled by Framework of Actions.

An increasing effort of the different organisations to co-operate, to reach synergy effects in many fields and to create step by step a well functioning network is obvious in the Czech Republic. Czech social partners have been fostering their co-operation with some NGOs such as Gender Studies, o.p.s., Business Leaders Forum and Czech Association of Female-Managers, Fórum 50% and others.

Czech social partners are represented in The Government Council for Equal Opportunities for Men and Women and cooperate with the Ministry of Labour and Social Affairs. The SP CR and the CMKOS also appreciate the close co-operation in the field of gender equality with their international organisations, the IOE and the ITUC respectively, and their activities within the ILO framework.

It is to be mentioned that Czech social partners were not sufficiently consulted concerning the public finance reform presented by the governmental coalition and already approved by the Parliament in August 2007. The social partners will carefully follow the impact of the reform on different spheres, including the gender policies.

1. ADDRESSING GENDER ROLES

The awareness is getting better but there is still space for improvements. Stereotypes in the roles of men and women are still evident in society, in families, at workplaces. It is also a generation problem. Positions of women and men within the younger generation will be of great interest as well as their readiness to accept new roles in the public and private spheres.

Gender issues are regularly on the agenda of the CMKOS bodies. The CMKOS Committee for Equal Opportunities for Women and Men as well as the whole CMKOS promote gender mainstreaming in their activities. The actions of the SP CR Working Group on Equal Opportunities are a part of standard activities. The task of this WG is to inform the membership and formulate the SP CR positions.

The Czech social partners expect the adoption of the comprehensive anti-discrimination legislation which is still in the process.

Social partners use the press to provide information, they contributed to the important periodical of the NGO Gender Studies, o.p.s. on gender issues and made known the Framework of Actions to a large public. They publish articles on gender subjects in their respective internet and printed media (Sondy, Spektrum).

2. PROMOTING WOMEN IN DECISION-MAKING

The Czech social partners monitor the situation of women in decision-making positions at all levels, in team-work, including international organisations, etc. For example, the CMKOS delegations to the world trade union congress (November 2006) and to the ETUC Congress (May 2007) were gender balanced. The CMKOS endorse the ETUC Charter on Gender Mainstreaming in Trade Unions adopted by the 11th ETUC Congress. In this context it is to be mentioned again, that the CMKOS Congress in 2006 elected a woman to the CMKOS leadership.

Czech social partners seek to present a gender balanced nomination of their representatives in European (if it is the case, international) structures. For instance, a gender balanced representation was adhered to in the nomination of representatives for the EESC in 2006.

The social partners maintain contacts with some NGOs oriented at the promotion of women's representation in political life, co-operate with several female politicians at the local, regional and national levels.

Through a specialized department, the CMKOS implements programmes focused on human resources development, including those dealing with the enhancement of self-confidence in women and broadening their possibilities to be involved in the decision-making process. The SP CR in co-operation with its member organisation "Czech Management Association" awards annually "*The Male and Female Manager of*

the Year” highlighting high managerial skills of both genders and demonstrating equal opportunities for men and women in entrepreneurship and management.

3. SUPPORTING WORK-LIFE BALANCE

It was the most prominent sphere in the last period.

Czech employers’ and trade union organisations in their role of social partners were involved in the development of national policies (legal and non-legal framework) focused on the reconciliation of family, private and professional life: a new family policy, solidarity between generations, flexible working conditions. The concept of flexicurity is being discussed (new forms of work organisation, working hours arrangements and child care facilities).

In the framework of the ITUC Women Network involving trade union organisations from CEEC countries, a project aiming at the promotion of gender equality (especially in view of work-life balance) by collective bargaining was carried out. The CMKOS participated in the project and organised – in cooperation with the FES -, a conference presenting the results.

4. TACKLING THE GENDER GAP

This is the most complex problem.

Since collective bargaining is recognized as one of the best instruments to decrease the pay gap, CMKOS is engaged in a number of activities in this respect.

In September 2006 the CMKOS organized the above-mentioned conference, the conclusions of which were used as recommendations for collective bargaining. The CMKOS elaborates these recommendations annually for branch trade unions.

The CMKOS, as a partner of Gender Studies, o.p.s. in the EU-EQUAL project “Fifty-Fifty”, worked out a text-book “Collective bargaining and gender equality in practice”. This text-book contains chapters on social dialogue at various levels and clearly specifies collective bargaining methods and possibilities from a gender perspective. A model collective agreement is appended to the text-book, based on the new Labour Code being in force from the 1st January 2007 to clarify to employees the ways of using collective bargaining to obtain such provisions as make it easier to reconcile family, private and professional life. One important part of the text-book is aimed at the gender pay gap.

GOOD PRACTICE EXAMPLES

- Between September and December 2006 the Czech social partners were involved in the twinning project CZ-Germany “Gender Equality Treatment: The Role of Social Partners at the Workplace” organized by the Czech Ministry of Labour and Social Affairs and focused on equal opportunities of men and women at work. A massive campaign for the reduction of the pay gap in the Czech Republic was part of the project. The social partners have cooperated by preparing and distributing specific posters related to the pay gap.
- Employers side: Introducing the EC Communication on the pay gap in Europe, describing the situation in the Czech Republic and distributing the guide for

employers called How to tackle the pay gap provided within the project EQUAL and presented by Gender Studies, o.p.s. (July 2007)

- Awarding the best in the domain: SP CR (employers) is cooperating with Gender Studies, o.p.s. to find the best companies in the field of gender equality and award them. A representative of the SP CR is a member of the evaluating commission.
- Publishing of the above mentioned guide by the CMKOS: "Collective bargaining and gender equality in practice" (April 2007) and its distribution on a large scale to affiliated branch trade unions and grassroots trade union organisations.

Denmark

Sources of information:

- Trade unions: LO (Danish Confederation of Trade Unions), FTF (Salaried Employees' and Civil Servants' Confederation), AC (Danish Confederation of Professional Associations), ETUC members; CFU: Central Federation of State Employees' Organisations, KTO: Association of Local Government Employees' Organisation
- Employers: DA (Confederation of Danish employers), member of BUSINESSEUROPE; KL (Local government Denmark), Amtsrådsforeningen (Committee of Danish Regions), Danske Regioner (Danish Regions), and Personalestyrelsen (State Employer's Authority), members of CEEP

PRIVATE SECTOR

We have chosen to contribute two examples of good practice in this year's follow-up report. The two examples cover the four areas of action. The examples represent the private labour market covered by DA and LO.

A. WOMEN ON BOARD (2. PROMOTING WOMEN IN DECISION-MAKING)

The Confederation of Danish Industries (DI) and the Danish Centre for Information on Women and Gender (KVINFO) have initiated a project called 'Women on Board', aimed at promoting the appointment of more women to the boards of directors in the private companies. The main feature is a database of information on women who are qualified for board positions. Members of DI can search the database for prospective board members and the aim is to match women candidates with private companies. Presently there is a lot of competition for competent board members and it is important to take advantage of all talents.

DI has made a number of recommendations to its members, namely to private companies in the industry sector, in an effort to increase women's representation in management positions; such recommendations include making visible opportunities available for flexible working time, offering career development programmes and management training. This initiative was launched as a reaction to a survey showing that career development was among the top priorities for female managers, while only 30% of companies offer such programmes.

All members of 'Women on Board' have been approved by an Advisory Board appointed by DI.

Members represented in the 'Women on Board' database all possess:

- Management experience
- Core competencies in relevant areas
- A comprehensive understanding of business and economy
- Competency in discussing strategic business development

COLLECTIVE AGREEMENTS 2007. (1. ADDRESSING GENDER ROLES, 3. SUPPORTING WORK-LIFE BALANCE, 4. TACKLING THE GENDER PAY (PENSION) GAP)

Since the beginning of the 1990's, the inclusion of family policy themes in the collective agreements governing the DA/LO-area has increased markedly. By the lapse of the collective agreement period on 28 February 2010, the collective agreements covering the DA/LO-area will include many and extensive provisions regarding the work- life balance.

The collective agreements regulate the following family policy issues: Pensions, work-free days, pay during sickness, pay for child's first day of sickness, **1) pay during maternity/paternity leave, 2) maternity/paternity equalisation**, pay during child's hospitalization, **3) increased pension contributions during maternity/paternity leave**, cooperation and security, senior policy, skills development and specific savings/free-choice wage accounts.

- 1) During this round of collective bargaining, the parties reached an agreement to extend parents' right to paid maternity/paternity leave with further 3 weeks. There is thus the right to 4 weeks of paid leave before birth and 14 weeks after birth for the mother and two weeks' paternity leave for the father. In addition to this, parents now have the right to a total number of 9 weeks of leave with pay (before it was 6 weeks). Presently 3 weeks are reserved for the mother, 3 weeks are reserved for the father and the remaining 3 weeks can be shared freely between the parents. This is a first step in the right direction in terms of persuading the fathers to take longer leaves and it will hopefully contribute to a labour market characterised by equal opportunities for men and women.
- 2) Adding to this, is the fact that the contribution to the maternity/paternity equalisation at the collective bargaining period of 2007 has increased noticeably (20%). This scheme was initiated in connection with the collective agreements in 2004 and will hopefully also help to promote a more equal labour market.
- 3) With a view to increasing women's pension pay, the negotiating parties agreed in 2007 that the pension contribution from the 14 week period after giving birth (foretold women) was to be increased. This increase in pension size will positively affect women's salaries.

PUBLIC SECTOR

1. ADDRESSING GENDER ROLES

As an activity in the European year of Diversity and equal opportunities, the State Employer's Authority has hosted a Conference "*Diversity through Equality in public administrations in Europe*" in October 2007. The conference was arranged in close cooperation with the European Public Administration Network, the Trade Union's National and European administration Delegation as well as national trade unions.

Diversity and equal opportunities are central, societal topics that have gained still more attention in the public sphere throughout a number of European countries.

These topics are matters of major concern within the public administrations of the EU-countries and directly related to the aims of the conference:

- To initiate and further enhance strategic discussions of future challenges for diversity and equal opportunities in Europe.
- At a methodological level to inspire and motivate by exchanging experiences and presenting good practice.
- To discuss the role of social dialogue at national and EU level in achieving equality and diversity at the workplace.

Gender equality and mainstreaming will be primary topics through the conference.

2. PROMOTING WOMEN IN DECISION-MAKING

The State Employer's Authority is working proactively raising the number of women in managerial positions. The number of women in these positions is increasing. Since 2001 the numbers of women in managerial positions and of women at top managerial level in the state sector have risen by 37 pct. and 35 pct. respectively. The latest initiative in 2007 has been to introduce a new mentoring-system with women managers from the state sector as well from the private sector to stimulate women's carriers and discussions on leadership and management across sector-boarders.

3. SUPPORTING WORK-LIFE BALANCE

In 2007, the social partners in the state sector have published a new, updated version of the Guide on maternity/paternity leave etc. The guide contains comprehensive information, e.g. on the possibility for women to take up to 66 weeks of maternity leave (including up to 30 weeks paid leave) and for men to take up to 48 weeks of parental leave (including up to 14 weeks paid leave). The parents' periods of leave can be taken simultaneously, in turns or in prolongation of each other.

Statistical data on men's use of parental leave show that this has increased over the last year.

LOCAL/REGIONAL SECTOR

1. ADDRESSING GENDER ROLES

The social partners have initiated a project regarding "More men in the local sector". The aim of the project is to promote ideas and methods inspiring municipalities to recruit and maintain more male associates in the care sector. The project shall expose which factors encourage men to apply for jobs in the care sector – and which factors repel. The outcome of the project is to support and encourage local projects promoting the aims of the "More men in the local sector"-project and to communicate the outcome of the local projects.

2. PROMOTE WOMEN IN DECISION-MAKING

The social partners have initiated a project regarding "Women with careers". The aim of the project is to increase the awareness of the executive potentials of women employed in the local sector. The increased awareness should be leading to more women feeling comfortable applying for positions as executive managers. Furthermore, the project should be leading to decision-makers increasingly

appointing women as executive managers. The outcome of the project will be a book with interviews and profiles of women who are executive managers. The focus of the book will be the circumstances and conditions which have taken the women to the position as executive managers.

3. SUPPORTING WORK-LIFE BALANCE

- **Amendment in old agreement on parental leave**

As appears in Agreement on Maternity Leave employee has a right of 2 days of compassionate leave - with wage - each calendar year until the child turns 8 years. The days must be used within the calendar year - if not they will be lost.

The question - on whether a restriction on the possibility in conveying not used days - has on KTO's request been heard by The Gender Equality Board to settle if this is in consistent with the Law on Equal Opportunities in situations where the leave goes further than a calendar year.

The Gender Equality Board concluded that the Local authorities must recognize that the clause is inconsistent with the Law on Equal Opportunities if the clause leads to women who make use of the right to maternity leave exceeding a calendar year, loses the right to hold compassionate leave.

The parties have on this behalf prepared an amendment to the Agreement on Maternity Leave. Employees who make use of the right to extend their maternity leave and the leave as a consequence extend a calendar year has a right to convey the days of compassionate leave from the year where the child is born, to the following year.

- **New agreement on funding expeditors for parental leave**

A new agreement between management and labour, has been adopted to secure that expenditures in connection with maternity leave, do not rest with the individually workplace in the municipalities.

In connection with the renewal of the collective agreements in 2005 it was agreed to an agreement to try to help that the expenditures that spring from maternity leaves was not an unilateral obligation put on the workplaces were many woman works for instance in kinder gardens and similarly.

The arrangement should be established by first of January 2007 in all municipalities. The arrangement shall be obligatory.

The arrangement compensates the workplaces the expenditures to full salary to the worker under maternity leave.

The arrangement compensates 80 pct. of the total cost in connection with maternity leave for the workplace.

The agreement is intended to stop discrimination on women on the labour market on the grounds of fear from the future cost to maternity leave when assigning young women.

Finland

Sources of information:

- Trade unions: SAK (Central organisation of Finnish trade unions), STTK (Confederation of Salaried Employees) and AKAVA (Confederation of Unions for Academic Professionals), members of ETUC
- Employers: EK (Confederation of Finnish Industries), member of BUSINESSEUROPE; VTML (Office for the Government as Employer), Commission for Local Authority Employers and The Commission of Church Employers, members of CEEP

ACTIONS TAKEN TO FOLLOW-UP THE FOUR PRIORITIES OF THE FRAMEWORK OF ACTIONS:

In 2006 and 2007, the Finnish Social Partners (listed above) have been actively involved in implementing the national equal pay programme which was started last year. The main aim of the programme is to promote equal pay and bridge the gap between women's and men's pay. To achieve this, 30 measures relating to e.g. horizontal and vertical segregation, women's career development, gender equality planning and reconciliation of family and working life have been undertaken.

The Finnish legislation on family leaves has been amended in 2006 and 2007. The main objective of the legislative revision is to share the costs of family leaves more equally between all employers and to encourage fathers to take up more often parental leave. Relating to priorities 1 and 3, the social partners and the government have launched **an information campaign to encourage fathers to use more family leaves**. The campaign uses television and radio spots, direct mail and telephone calls addressed to fathers, mothers and work organisations. The aim of the campaign is to spread information on the provisions on maternity, paternity and family leaves and the role of taxation in deciding who uses family leaves. The interactive website provides answers to concrete questions on family leaves and the revised legislation. The campaign is active throughout the 2007, especially in May and November. A short English summary of the campaign can be found at www.isyys.net.

Relating to priority 2, the Finnish Ministry of Social Affairs and Health organised in January 2006 a **round-table discussion aimed at the CEOs of 100 top Finnish enterprises to encourage discussion on women's participation, career development and advancement in business life**. This event will be followed later on this year by another business forum aimed at the HR managers of enterprises. The theme will be promoting good practices on women's career advancement. Some of the social partners (mainly private sector employers) were involved in planning these events.

The Finnish Business and Policy Forum EVA launched a **project "Women to the Top!"** in August 2006. The project presents business views on women's career development. The report on the history of top Finnish business leaders, published in

May 2007, will be followed at the end of September 2007 by two publications. The EVA Report will look at the best practices in the business world. The EVA Analysis entitled "Female Leadership and Firm Profitably" studies whether having a female CEO or a larger share of women on the corporate board affect business performance. The Confederation of Finnish Industries has had a representative in the steering group of the project.

The social partners concluded **a joint analysis on the gender aspects of collective agreements**. The social partners recommend to member organisations (employer associations and trade unions) that they regularly monitor the development concerning the gender pay gap. This compendium of good practises relates to priorities 1, 3 and 4. The social partners have also continued collecting **good examples on gender planning** from workplaces and have created a data bank for these under website of the Centre for Occupational Safety.

GOOD PRACTICE EXAMPLE

- **Social partners' information campaign "Unbiased career choices"**

The Finnish social partners undertook in 2007 a joint project to encourage young people to make untraditional and unbiased career choices. The campaign presents men and women who have decided to "go their own way", i.e. choose careers which are strongly identified with one gender only (eg. nursing seen as typically women's job in Finland). Men and women working in male and female-dominated branches have been interviewed and asked questions on eg. their educational choices and their career paths and on their views on being the "only man or woman" at their workplace. These "testimonials" are published on a popular website aimed at school children making decisions on career choices. The careers presented include male nurses, male teachers in charge of children's family day-care, female locomotive drivers and airline pilots, female welders and metal workers, female border guards and female physicists. Material on unbiased career choices is also distributed on career fairs and in contact with the school counsellors.

The main aim of the campaign is to influence the strong segregation of the labour markets and it relates to priorities 1 and 4. All the national social partners have been involved in the campaign. The Economic Information Office (see <http://www.tat.fi/tat/en/group/>) that promotes better cooperation between schools and enterprises, has been in charge of the technical implementation of the campaign.

France

Sources of information :

- Trade unions: CFDT/UNSA (French democratic confederation of work), CGT (General confederation of work), CFTC (Confederation of Christian trade unions), members of ETUC
- Employers: MEDEF (Federation of enterprises of France), member of BUSINESSEUROPE; CGPME, UPA, members of UEAPME

ACTIONS TAKEN TO FOLLOW-UP THE FOUR PRIORITIES OF THE FRAMEWORK OF ACTIONS:

Social dialogue on equality between men and women at work seems to be progressing more in recent years: probably aided by the laws and instruments mentioned in the last report. Of 400 company agreements concluded in 2006, 70% concerned salaries (compared with 209 in 2005). Many agreements have been concluded in various sectors (metal working, banking) that are in line with the framework of actions.

In the same way, respect for legal obligation is now a criteria for the awarding of the "professional equality" label, which had been granted to date to 29 companies employing 615 000 employees.

The law of 23 March 2006 providing for equal pay between women and men by 2010, mentioned in the first report of the framework of action, has made it possible for equal pay to be addressed in a more precise manner in collective agreements concluded in the past year: these provide for budgets to compensate for wage gaps, quantitative objectives, deadlines etc. This allows for equal pay for men and women to be better combined with gender equality at work in general, as well as the development of gender-balance at the work place.

There is, however, a tendency to treat the subject of equality in employment along with the subject of diversity, which results in a different approach.

The negotiations on equality at work are still more difficult to undertake in small and medium-sized enterprises where they should be addressed with particular attention and in a different manner.

Furthermore, with regards to the communication of the European Commission dated July 2007: "Tackling the pay gap between men and women", the Ministry of Labour will hold a conference on equal pay and equality in the workplace in November 2007, the objective of the government being to achieve equal pay by 2009.

Finally, two measures have been developed especially to facilitate the reconciliation of private and family life with professional life.

- The Universal Employment Service Voucher (CESU) pre-financed by the employer and/or the works council has seen an exponential rise with 635 000

beneficiaries in June 2007; it is a means of payment which allows the employee to benefit from personal services (childcare, domestic tasks, assistance for the elderly etc.).

- The Family Tax Credit: put in place in 2004 affecting 1193 companies in 2006 for a total of 25 million Euros. This credit covers 25% of the expenses of the company, especially in paying or training workers on parental or educational leave, paying workers on maternity or paternity leave or of financing the setting-up and running of crèches.

GOOD PRACTICE EXAMPLES

1. ADDRESSING GENDER ROLES

- Faced with recruitment problems, the construction sector continues to promote its trades among women who represent only 10% of workers in the sector. A framework agreement was signed in 2007 in the craft industry in order to develop gender balance and gender equality in the workplace.
- The agreement of 19 June 2007 of the metal branch provides for the reinforcement of actions in educational institutions by the partnership agreements aimed particularly at young girls by means of information visits, work placements with companies. The development of cooperation between teaching staff at training institutes and campaigns aimed at changing the representation and the image of scientific, technological and industrial trades are also foreseen.

2. PROMOTING WOMEN IN DECISION-MAKING

- The agreement of the banking sector in November 2006, like the above-mentioned agreement in the metal branch, have reinforced the role of the observatories of trade and qualifications in order to identify the crafts with a large gender imbalance and support efforts to redress the balance. The banking sector has fixed the medium-term objective of 40% of its executives being women by 2010 (instead of 36% currently).
- The evaluation in 2006 of the results of the Peugeot PSA agreement, presented during the negotiation of the framework of action, shows that clear progress: the proportion of women among executives has risen to 17.4% (compared with 11.7% at the end of 1999) which represents a 106% increase of women executives.
- The Paris Airport agreement of 7 November 2006, provides for temporary corrective measures to give priority to women for vacant posts at supervisory and executive level. The management committed itself to advancing gender balance in the decision-making bodies (executive and steering committee) by the end of 2009.

3. SUPPORTING WORK-LIFE BALANCE

- The law of 21 December 2006 saw the appearance of our 'family support leave': non-paid leave of a duration of 3 months which can be repeated without exceeding a year, in view of caring for a relative who is disabled

or who have difficulty caring for themselves.(ascendants, descendants or collaterals).

- The agreement of Société Générale includes a commitment to couples working at Société Générale: one or the other of the parents can, at the end of maternity leave, benefit from additional conventional leave of 45 days 100% paid or 90 days 50% paid as well as conventional parental leave of 45 with 100% pay.
- The agreement of the supermarket chain "Champion" has granted a childcare allowance of 10€ per day to count towards childcare fees for workers undergoing training outside their normal working hours.

4. TACKLING THE GENDER PAY GAP

The law of March 2006, which imposes a reduction of pay gaps by 2010 has provided a new impetus. The number of negotiations on this subject can be expected to rise sharply.

- The AXA France agreement, signed in March 2006, foresees a budget for reducing unjustified wage discrepancies: 250 000 euro per year for 3 years has been set aside for a period of 3 years. An evaluation will be carried out at the end of these 3 years.
- The agreement of Electricité de France where the pay gap between men and women was 4.9% in 2002, provides for women being given, for the duration of the agreement, a range of individual pay rises corresponding to an advancement rate of 1.5 points on the total workforce in the current pay system.

Germany

Sources of information:

- Trade unions: DGB (Confederation of German Trade Unions), member of ETUC
- Employers: BDA (Confederation of German employers' federations), member of BUSINESSEUROPE; ZDH (Central federation of German craft), member of UEAPME; CEEP/Verband kommunaler Arbeitgeber (VKA)

Like last year, the actions undertaken by the social partners in Germany in the field of gender equality have been clearly oriented towards projects established by the federal government, many of which are implemented together with the social partners. Since 2002 stakeholders in Germany have focused particularly on actions designed to achieve a better work/life balance. In 2003 the social partners were among the founders of an "Alliance for the Family", an umbrella for campaigns, projects and strategic cooperation aimed at enabling men and women to combine their family and working lives more effectively. Consequently, the third priority defined within the framework, "supporting work/life balance", is once again a thematic focus in this annual report.

1. ADDRESSING GENDER ROLES

Employers' associations

- **Gender-oriented HR policies**

This field of action, implemented by the Thuringian Business Institute and the Bildungswerk, the educational arm of industry in the State of Thuringia, offers practical tools based on a modular training scheme. The participants use check lists to analyse the status quo in each policy field where there is a need for action, and can then work with their instructors to identify the potential for change and possible solutions tailored to their company. An additional aim here is to encourage participating firms to apply for TOTAL E-QUALITY certification and offer them technical support for this process. A manual with a CD has been compiled in parallel that facilitates implementation in the company.

- **EU project "promise" – Promotion of Migrants in Science Education**

Gesamtmetall is an industrial partner in the EU project "Promise", which will run from 2005 to 2008. This project is designed to support and assist young people from migrant and economically disadvantaged families in science education, and especially in choosing careers and courses in the natural sciences. It aims to develop natural science teaching in the project partner countries Germany, Austria, Bosnia-Herzegovina and Turkey so as to ensure as much equal educational opportunity as possible for pupils of both genders. The thematic focus of the project in Germany is to promote gifted female pupils from migrant families at higher secondary level by means of Club Lise – a programme based within the universities that is specifically designed to encourage girls who take an interest in the natural sciences at school – as an effective tool to support young women in choosing and beginning a course.

- **Girls' Day 2007 – new record set**

The BDA played an active role in Girls' Day, both in 2006 and in the record-breaking event in 2007. In a partnership with the Berlin company Collonil, girls attending the 9th, 10th and 11th year of school gained insights into how a national association functions and, at Collonil, of the production and development operations of an innovative SME in the shoe and leather business.

Trade unions

- **Girls' Day 2007**

The DGB continues to campaign for improved career opportunities for girls and held a further open day in 2007 with the aim of introducing interested schoolgirls to a career in the political sector. 25 pupils from a general secondary and a grammar school in Berlin witnessed the broad range of work that needs doing, including by a deputy general secretary of the DGB. The invitation to the girls was also a contribution to European Year of Equal Opportunities.

The DGB regions and affiliated trade unions also organised various activities of their own to mark Girls' Day.

- **Masters of the trade**

The construction union IG BAU is running a training campaign called "You clean Germany", where women in the cleaning sector can attend a range of seminars about the job, how they see their role as women and their rights on works councils

- **A school for both genders**

Children need education that does justice to both genders so that they can develop free of stereotyped pigeonholes. The education union GEW has published a brochure as a practical tool for teachers. The brochure encourages staff to reflect on their own approach to teaching, to sharpen their awareness of gender relations in school and to try out some new methods.

- **Gender Report 2006**

The executive of the education union has compiled a report with data on participation in education and employment in schools, vocational training and further training. It addresses the gaps between boys and girls or men and women in school and college achievement, career choices, access to training and the transition to work.

Companies

- **MuT**

MuT stands for Girls and Technology. It also means courage. In 2007 the company Stihl took part in a regional MuT project. The aim of the four-day programme implemented jointly with the public employment service was to inspire girls to seek careers in technical fields. An information campaign was also aimed at female applicants attending university and trainee fairs. A target has also been agreed for giving female trainees jobs in the technical occupations and manual trades after their training.

2. PROMOTING WOMEN IN DECISION-MAKING

Employers' associations

- **Mentoring for returners**

The Bildungswerk der Thüringer Wirtschaft is running a mentoring project from October 2006 to March 2008 for women returning to work. Human resource development is still a much neglected field, especially for female management potential. These women need particular support in their careers. Mentoring for women is one way of breaking open fossilised structures and adopting new, more flexible approaches.

Companies

- **Cross-mentoring**

Daimler Chrysler, Allianz, Bosch SMART and IKEA introduced cross-mentoring in the Stuttgart region in 2006.

- **Workshop for women supervisors**

Daimler Chrysler introduced a workshop for women supervisors in 2006 to address topics of interest to female supervisors as women in positions of leadership and tap their experience with "diversity in production" for the benefit of the company.

- **Cross-mentoring programme at Sanofi Aventis**

Since September 2007 Sanofi Aventis has been participating with companies from other sectors in a cross-mentoring programme. The aim is to continue increasing the percentage of women in management, which was at 20.3% in 2007.

- **Training for women in leadership positions**

In 2006 the railway operator DB introduced a specialised group-wide course for women in leadership positions. In 2007 this training has been extended to include an Outdoor Day. The aim is to help women recognise their own abilities and build self-confidence.

- **Women mentors' network**

In Frankfurt the DB group plays a committed role in the women mentors' network set up by the Goethe University. An event involving 120 mentors of both genders from technical careers and study disciplines took place in March 2006 at DB premises.

- **Gender training (European Diversity Scorecard)**

Ford's Diversity Scorecard 2007 aims to support and establish gender diversity pilot training. This training is geared to decision-makers for continuous training schemes and career promotion schemes. It sets out to raise their understanding of the advantages of women in management. The decision-makers should also raise their own awareness of stereotypes they harbour themselves about female managers. The training sessions explore the roles participants ascribe to women and men.

- **WorkLife Week**

On 26 January 2007 the management and works council at Ford-Werke GmbH signed a company agreement on a workplace code of conduct based on partnership. The declared aim of the signatories is to prevent and eliminate discrimination based on race, ethnic origin, gender, religion, world view, disability age, sexual identity or other behaviour which can prevent people expressing their personality freely, notably as a result of bullying. Ford also holds a Global Diversity WorkLife Week for its employees every year.

This enables any member of the workforce to participate in a wealth of seminars, talks and other events on diversity and work/life balance.

- **Equal opportunities initiative in Berlin's regional economy**

The federations of employers' associations in Berlin and Brandenburg are active in a regional initiative on Equal Opportunities as a Business Success Factor. To promote gender equality, specific measures are envisaged in the following fields: working with partners in industry, politics and research; changing awareness and culture in companies, business organisations and training providers; promoting business initiative and entrepreneurial activities among women; creating conditions for an optimum interplay of economic growth and enhanced equality; special measures to promote women in industry; better integration of women in industrial decision-making.

Trade unions

- **GEW Gender Report 2006**

The education union GEW publishes a Gender Report with data on trends in the education and research sectors which describe the employment situation and career opportunities for women. The 2006 edition contained an overview on Germany, some international comparisons, and also a sector comparing the situation for teachers in schools and universities in different federal states of Germany.

The GEW has also published the study it commissioned on "A School Career and Gender", outlining the employment situation and career patterns in the compulsory education system in Germany from a gender policy perspective.

3. SUPPORTING WORK/LIFE BALANCE

Projects by the social partners

- **Consultation folder on the implementation of family-conscious HR policy**

The employers' association in the German chemicals industry and the concomitant trade union IG BCE have published a consultation folder. It contains "modules for a family-conscious HR policy" and "10 steps towards implementing family-conscious measures in practice", with useful ideas for implementation in company HR policy. The material is designed so that measures can be applied either separately or as a package, depending on circumstances.

- **Social partner event**

On 3 May 2007 the employers' association and trade union in the chemicals industry in the State of Baden-Württemberg held a joint event entitled "For Equal

Opportunities and Family Awareness in HR Policy". Practical examples from various companies in the sector were presented, intended to provide stimulus and assistance to implementation in an innovative working environment.

- **Social partner event**

On 9 May 2006 the chemical employers' association in the State of Hesse and the IG BCE region representing chemical workers in Hesse and Thuringia jointly held an event entitled "An Innovative Work Environment: Work/Life Balance". The event included practical cases of implementing work/life balance in chemical companies in Hesse and presentations of the Work/Life Audit and pme-Familienservice GmbH.

- **Social partner event**

On 30 October 2006 the employers' association representing the chemicals industry in the State of Lower Saxony and the Northern Region of IG BCE held a social partner event on the theme of work/life balance. The aim was to raise awareness of family-conscious HR policy, address issues relating to the work/life balance and provide examples of best practice.

Employers' associations

- **Brochure on Work/Life Balance**

The employers' association in the chemicals industry in the State of Rhineland-Palatinate published a brochure in summer 2006 on Work/Life Balance which describes fields for corporate action and names company contacts.

- **"Families build futures – BDA proposals for family policies"**

The brochure "Families build futures – BDA proposals for family policies" indicates ways to improve the situation of families and the work/life balance by means of up-to-date family policies.

- **Child care grant**

The association of chemicals employers in the State of Hesse pays its own employees a grant of up to € 400 gross a month to help them pay third parties for child care during regular working hours. The grants is available for care and board in company or non-company nurseries, afternoon centres for primary school children, pre-school and creche facilities, schools offering a full-day schedule and comparable institutions such as child minders during weekdays or weekends or daytime special care centres. Parents who have their children cared for in their own home, e.g. by nannies, housekeepers or other third parties (except family members) also qualify. The grant also covers school or nursery holiday schemes, as long as this holiday care is provided by an entity recognised by the local authority child and youth services.

- **"Family and Career. We're working on it." – International Family Day**

The BDA again supported the annual action day for "local alliances in support of families" to mark International Family Day on 15 May 2007. The aim of this year's action day was to debate work/life balance issues on International Family Day, to canvas for more companies to join local alliances, to develop the work of the alliances and to encourage more areas to set them up.

- **Family-conscious counselling for companies and the workplace**

The Bavarian Ministry for Labour, Social Affairs, Families and Women, the Bavarian Association of Industry and the Bavarian Metalworking and Electrical Industry Association ran their project for family-conscious counselling for companies and the workplace from January 2003 to December 2006. The project enabled small and medium-sized businesses to obtain free advice about family-friendly measures such as introducing flexible, family-friendly hours, creating flexible employment structures such as teleworking and offering company(-supported) child care.

- **Information event on “Fathers – a bonus for companies”**

The chemical employers’ association in Hesse invited managers of member companies to an information event on 14 June 2007 entitled “Fathers – a bonus for companies”. The following issues were discussed: What commercial advantages can a company gain from innovative HR development policies aimed at fathers?

Why and when do fathers need particular support? How can companies reach out to fathers? What policies and tools are available? How does a company start implementing these and ensure their ongoing efficacy?

- **Wiesbadener Gespräche: social policy debating forum**

On 23 March 2006 the employers’ association HessenChemie held the second Wiesbadener Gespräche, a debating forum on social policy. Experts from the political, academic and business communities discussed what companies and politics could contribute towards a family-friendly living and working environment with a particular focus on “pro-family infrastructure”, “time” and “finances”.

- **Even devoted to “Work/Life Balance: How family-friendly policies help today’s businesses to succeed”**

The chemical employers’ association in Rhineland-Palatinate held an event in March 2007 called “Work/Life Balance: How family-friendly policies help today’s businesses to succeed”. The event was intended for specialists and managers with some knowledge of the benefits of family-friendly policies and their advantages to companies.

- **Parental leave and returning: A manual for HR managers**

The Bavarian employers’ associations have produced a manual on parental leave to assist member companies. The manual outlines the advantages of family-oriented HR policy and offers recommendations for action that responds constructively to parental leave and returning workers. It also contains a detailed overview of the laws, check lists for interviews with employees and summaries to support internal organisational planning in companies.

- **HR Potential Check-up**

As work forces grow older and shortages of skilled labour increase, small and medium-sized companies need to consider how to meet their requirements for qualified workers. Family-friendly HR management can contribute substantially. In Thuringia, the regional rationalisation and innovation centre RKW and Bildungswerk, the employers’ training provider, compiled this check-up for HR potential jointly in 2006. This is a diagnostic tool enabling HR managers in companies to conduct an online SWAT analysis of the status quo. After filling it in they immediately receive a company profile indicating which company departments are robust and where action needs taking.

Trade unions

- **There is no *or* between work and life**

This is the title of a DGB consultancy project for SMEs. Action to enhance the work/life balance can be tailor made for each company with the help of shop floor representatives and management. Any company can draw free of charge on about eight days of consultancy capacity.

- **Shaping the Work/Life Balance**

Following the project "Priority for Families" in 2005/2006, the DGB launched a follow-on project on 1 June 2007 called "Shaping the Work/Life Balance". This centres on building the skills of men and women who serve on works councils and is designed to inject new momentum into the work of works and staff committees. It includes mainstreaming the issue in trade union training measures and linking it into other themes in collaboration with the trade unions, training providers and team leaders. Networking and courses should promote knowledge transfer by means of workshops, conferences and seminars for trainers.

This features variable training modules, advice and support for courses and PR work, regular printed and online bulletins on family policy issues and a toolkit containing family policy strategies and examples of best practice.

- **Family policy conference**

In September 2006 a nationwide expert conference was held in Berlin as part of the DGB project "Priority for Families" on "Concrete Family Policies – Reconciling Work and Family".

- **Work/Life Balance in the Baltic Region**

This project brings together women trade unionists from the German State of Mecklenburg-Western Pomerania, Polish Western Pomerania and Lithuania to discuss the work/life balance and draw up recommendations for action by industry and politicians. There are network meetings during the year and examples of good practice with regard to work/life balance policies are visited and analysed to pass on the success factors, with joint discussion of whether these approaches can be transferred to other situations. The project will run until the end of 2007 and should end with a final conference where the recommendations for action will be presented.

- **Is my family a career threat?!**

Following a survey of regional works council members on the subject of whether their companies operate family-friendly policies, the mining, chemicals and energy union IG BCE produced a brochure called "Is my family a career threat?!". Apart from addressing corporate culture, working hours, work organisation, child care and managing caring and returning to work, it above all offers guidance for action.

- **Certificates awarded**

On 19 June 2007 certificates were awarded in Berlin for the Work/Life Audit carried out during the campaign for "family-conscious HR policies: reconciling work and family". IG BCE was distinguished for its efforts in reconciling work performance with family life by means of flexitime, part-time arrangements for people approaching retirement, season tickets for employees, gender officers, workforce surveys, commitment and further training.

- **Active at work for family-conscious HR policies**

The IG BCE campaigns for HR policies that promote equal opportunities and family life. It has begun a reform of family policy activities with the aim of achieving pronounced improvements in the companies within its remit. All IG BCE activists have contributed to the success of these measures: works council representatives, shop stewards and the membership raise key arguments at their workplace. The IG BCE supports them with material for the campaign on family-conscious HR policy.

Companies/ Company agreements

- **Intra-group agreement**

In 2007 German railway operator Deutsche Bahn concluded a company agreement on work/life balance which applies to all companies in the group. This agreement provides for and describes a number of issues, including the promotion of part-time work and teleworking in the home, covering periods of leave granted to care for parents or other family members in need, new technologies and measures to maintain skilling levels, current vacancies, participation in training and complementary formats for child care and caring for family members. The agreement also provides that the job of a parent taking advantage of parental leave legislation can be covered by a temporary position of up to 3 years.

This enables workers to return to their old job when the leave ends. DB set up a working party in November, answerable to the Chief Executive for Human Resources, to further build family-friendly policies in the group. The aim of the working party is to ensure more self-evident take-up of existing company measures to help people reconcile work and family life.

- **Lukids' Southern Creche**

On 10 January 2007 BASF opened its second facility, Lukids' Southern Creche, to care for children from the age of 6 months to 3 years. This means that since 2005 the overall number of creche places has doubled. From the 1st quarter of 2008 BASF staff can use "Lukids ad hoc" to have their children looked after for short periods if family or other private arrangements suddenly break down. 20 places will be available here. Moreover, since October 2006 BASF has been working in partnership with a children's NGO, Kinderschutzbund Ludwigshafen, to offer employees with children advice on finding the right kind of child care.

- **Event on being prepared for ante-natal and parental leave**

In April 2007 Sanofi Aventis held its first event entitled "Well prepared for ante-natal and parental leave". These events, lasting 2 to 3 hours, are aimed at workers who are about to become mothers and fathers. It provides information about the legal situation and measures to help them combine working and family life at Sanofi Aventis.

- **The Ark Creche**

The Ark Creche is a child care project born out of a partnership between Sanofi Aventis and FRAPORT. Since September 2006 60 young children in five groups have

twelve have been looked after in the Sindlingen district of Frankfurt. The children are aged 8 weeks to 3 years. Each group is cared for by two nurses and has its own playroom and bedroom, designed with babies and toddlers specifically in mind.

- **Sommerkinder: summer holiday playscheme for children**

The children's holiday playscheme SOMMERKINDER is a contribution by the Bavarian federation of employers' associations (VBM) and the metalworking and electrical industry employers in Bavaria (BayME) to filling the gap in provision. From 31 July to 24 August 2007 working parents in Regensburg can send their children here for supervised care from 7.30 am to 5 pm. The unusual feature about this scheme is that parents have complete flexibility: they can book by the week, day or hour. Over 100 children can take part over 4 weeks. Many Regensburg firms such as Areva, BMW, E.ON Bayern, Infineon Technologies, Kronos, Maschinenfabrik Reinhausen, Osram Opto Semiconductors, REWAG and Siemens VDO support the project. The organisation, coordination and local implementation are provided by the business consultancy for family-conscious working environments at bfz Augsburg.

- **Child care at MEKRA Lang**

In August 2006 the company MEKRA Lang opened its own day care centre for children between 6 months and 12 years. It opens from 5.30 am to 6 pm to cater for shifts and takes on schoolchildren too during the holidays. The day care centre applies Montessori principles and is bilingual. One day a week is spent out in the woods and importance is attached to a balanced diet.

3. TACKLING THE GENDER PAY GAP

Trade unions

- **Tools for action**

The united services union ver.di is helping to tackle the gender pay gap by making a wide range of brochures and action tools available. The brochure "**Collective bargaining policy and the General Equality Act**" selects several aspects of the new General Equality Act that are particularly relevant to collective bargaining negotiators and members of collective bargaining committees. The action tool is a check list offering a rapid overview of areas covered by collective bargaining agreements and the possible pitfalls.

The brochure "**(gender) fair remuneration: the breakthrough or breakdown of the performance principle in pay settlements**" sets out to expose arrangements that look "innocent" at first. There is a description of the legal framework, a summary of different procedures for measuring and evaluating performance, an outline of discriminatory mechanisms and modules for designing non-discriminatory, performance related pay systems, as well as a check list for assessing the discrimination potential of reward schemes.

The brochure "**Equal opportunities: agree them – implement them – live them**" in collective bargaining and in-house agreements looks at: the legal framework, scope of rules, pay and how it breaks down, working hours, time off and calculating periods of leave, training and promotion, securing employment, protecting workers from rationalisation measures, falling standards in collective

bargaining, participation in decision-making. There are proposals for provisions that go beyond anti-discrimination.

The brochure **“Ironing out equal pay”** shows how to identify discriminatory pay structures, how workforce representation can assist the process, the legal channels, and contains some references to case law and other more in-depth information.

- **“Finishing in equal place?”**

In September 2006 the DGB and the Friedrich-Ebert-Stiftung held a conference on how close we are to the goal of equality: “Finishing in equal place?” The basic debate was about whether equality can be legislated or whether voluntary agreements remain the best way forward. Experts from the world of politics, the trade unions, industrial associations and academic research exchanged experience to date and future options.

- **Equal Pay Workshop**

In late August 2007 the DGB organised a workshop in which all affiliated unions participated. Two days were spent discussing equality-oriented collective bargaining policy, the work of the collective bargaining committees, the legal framework and the situation in companies from various perspectives. Apart from analysing the status quo, the participants considered ideas and strategies for improvement. Specific measures were adopted by both the individual trade unions and the movement as a whole.

- **The BR-aktiv.verdi.de network**

ver.di’s virtual network for works council members seeking to play an active part in pursuing equal opportunities aims to facilitate networking and exchange between works council representatives and offer them information on current issues in this policy field, legal developments and company strategies. Equal opportunities, the promotion of women, work/life balance and equal pay are all discussed and developed within the virtual network.

- **Pre-school teachers deserve more**

The pay scale grade of pre-school teachers was a priority for action when the new collective bargaining agreement was introduced for the public services. Apart from their active role in pay negotiations, two brochures were published: “Arguments for pay scale classifications in social teaching. A GEW debate” and “Pre-school teachers deserve more. How to equate pre-school teachers with other technical college graduates”.

Companies/ Company agreements

- **Skills passport in textile technology companies**

The company PALLA Creativ Textil Technik responded to a works council initiative by producing a skills passport for all workers, which can also be used as evidence of formal qualifications for which no certificate was issued. This will make pay scale classification fairer and indicate further training opportunities more visibly. This practice will help in many ways to promote equal opportunities for women.

- **Charting work to close the gap – framework agreement on pay in North Rhine-Westphalia**

A gender mainstreaming project was carried out in the vacuum foundry VAC at Hanau, a typical male domain, in conjunction with the arrival of the new framework agreement on pay in the metalworking industry. The aim was to expose typical types of gender discrimination in pay structures and identify concrete markers for implementing gender mainstreaming in various fields of trade union and company action. Pay statistics disaggregated by gender were compiled and evaluated. Job descriptions were scrutinised in terms of equal work rather than simply taking on the old profiles. Brothers and sisters on works councils were trained to deal with these.

The above cases of company practice are just two out of 20 practical examples of corporate policy on gender and equal opportunities compiled by women in the trade union IG Metall for the brochure "Women and equal opportunity policy ... a tonic!"

Hungary

Sources of information:

- Trade unions: MSZOSZ (National Confederation of Hungarian Trade Unions) member of ETUC
- Employers: MGYOSZ (Confederation of Hungarian Employers and Industrialists), member of BUSINESSEUROPE

General Overview

Late summer 2006 with the restructuring of the Hungarian governmental system gender and in generally equality-related issues were transferred to the Ministry of Labor and Social Affairs. Under the equality state secretariat a department was established for gender equality in the society. This unit is commissioned with the preparations for the "European Year of Equality" as well as the operation of the Council for Gender Equality in Society.

During preparations for European Year of Equality, Hungary entirely follows 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

Hungarian translation of "Framework of Action" and its Annex is finished, they will be soon available on the website of the Ministry, employers' federations, trade unions and civil organizations.

The working groups will work continuously: they will monitor the accomplishment of the set objectives and will bring up further proposals together with guidelines to attain them.

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 outstanding 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

Participation in gender roles has not witnessed significant changes despite all efforts from the state and the society. It has to be admitted though that the European Year of Equality has largely contributed to highlighting the differences between genders in the society. Public opinion is obviously occupied with the introduction of so-called female quota to the parliamentary and local elections, upon the proposal of two MPs the political participation of women and the issue of equal pay.

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. They focus on catching up with the unfavoured position of female workers at the workplace due to stereotypes in society, compensating inequality instead of equal treatment of men and women, ensuring gender equality.

It can be considered as a positive element in the fight against unbalanced stereotype gender roles in the Framework that there are numerous so-called cooperative programs (Equal, HR Operational Programs, Society Reform Operational Program, etc). These programs facilitate the integration of female workers in the labour market, gender equality and equal treatment through the cooperation of public authorities and civil organizations. What's more, more effectively than in the past.

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).

3. SUPPORTING WORK-LIFE BALANCE

Despite state efforts, due to well integrated and stubborn stereotypes in the society, the lack of gender equality is apparent by the fact that female- workers with - family cannot take such a position as male workers, the difference can be traced in terms of enumeration as well as promotional possibilities. At workplace since working and rest time is not planned in a predictable way, male and female workers cannot take equal part in family care. In reconciling between work and family life, childcare institutions have an important role to play. Unfortunately, there are not enough of such institutions. Employers do not support their operation. We are in lack of good examples and practices to disseminate.

The number slightly grew of those young male workers who take childcare at home as full employment for a while. They are the fathers who spend more hours with housework than the average.

4. TACKLING THE GENDER PAY GAP

Despite the data published this spring that states that gender pay gap is only 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%. Regulation of 1992 on sectoral wages has not been reviewed yet. 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.

There exist 20 collective agreements in force that apply to several employers and 4 sectoral collective agreements. 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.

GOOD PRACTICE EXAMPLE

With the support of EQUAL Program, civil organizations and national as well as international trade unions a so-called "wage indicator" program (www.berbarometer.hu – available also in English) was launched. This program processes a large number of data, investigates reasons behind gender pay gap, and assists to social partners, civil organizations to implement the "equal pay for equal work" principle and to minimize, finally to abolish gender pay gap.

A good example of reconciliation between work and family life was presented by West Hungary Consulting Kht. This company has already proved its success before "Social Dialog – Gender Equality" Committee. This consultancy launched a so-called "Woman support card" program, ie they prepared services that could ensure the full-

time and equal employment of female workers (childcare, assistance in housework, purchasing household appliances, etc.).

“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.

Latvia

Sources of information:

- Trade unions: Free Trade union confederation of Latvia (LBAS) member of ETUC
- Employers: Employers' Confederation of Latvia (LDDK) member of BUSINESSEUROPE

1. ADDRESSING GENDER ROLES

Gender stereotypes still prevail in the society in general. Within the framework of "EQUAL" project during last year a lot of research has been done on professional segregation with assistance of LDDK and LBAS. Also in several Collective Agreements at enterprise level there are special articles referring to promotion of greater gender mix in some professions.

LDDK continued distribution of guidelines on implementation of gender equality in companies' human resources management between new members of LDDK. Guidelines explain employers' and workers' rights and obligations establishing employment legal relationships, as well as during the period of existence of employment legal relationships, in particular when promoting an employee, determining working conditions, work remuneration or occupational training, as well as when giving notice of termination of an employment contract. Target audience: employers and human resources managers.

2. PROMOTING WOMEN IN DECISION-MAKING

At national level there is adopted a Program on Implementation of Gender Equality for years 2007-2013 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 has ensured gender parity in all its decision-making institutions. Shop-stewards at enterprise level are mostly women.

Together with LDDK a lot of seminars were organised at regional, enterprise and sector level on gender issues. Main purpose of those activities is to promote 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.

3. WORK – LIFE BALANCE

During last years this issue has been on the agenda of LBAS and LDDK activities. Collective Agreements are seriously elaborated by different new articles regarding improvement of reconciliation of family, private and professional life: flexible working time for parents with children, promotion of fathers' child care leave, family events. Special LBAS broadcastings were organised on gender equality issues (22 in 2006),

on professional segregation, women in decision making, work-life balance, pay gap with participation of NGO, Government, LDDK experts. LBAS Gender Equality Council visited several enterprises to discuss gender equality issues at company level. Within the framework of ESF project guidelines for trade union leaders and experts were published "Is gender important when protected your rights in the labour market" and "Main Trends of Gender Equality Principles in Collective Bargaining". All the materials have been distributed to branch trade unions and shop stewards of enterprises.

LDDK elaborated Guidelines on implementation of telework and guidelines on flexible working time arrangements in order to facilitate work – life balance. In order to have the common understanding Guidelines were negotiated with trade unions, government representatives (Ministry of Welfare) and Members of Parliament. Guidelines are distributed to members of LDDK, governmental institutions and trade unions' members.

4. TACKLING THE GENDER PAY GAP

In Latvia gender pay gap results mainly from professional segregation. Recently a lot of protest actions of teachers, health care workers, post office workers are being organised by LBAS in order to increase their salaries and improve social protection. In these sectors about 80% of workers are women. LBAS has elaborated and published new guidelines on collective bargaining at enterprise level where issues concerning gender pay gap and other relevant gender equality issues are being described in order to help management and unions to implement them in practice.

LDDK continued consulting members of LDDK about problems with gender pay gap and direct or indirect discrimination based on gender.

GOOD PRACTICE EXAMPLE

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.

Lithuania

Sources of information:

Trade unions: Lithuanian Trade Union Confederation (LPSK), member of ETUC

Employers: Lithuanian Confederation of Industrialists (LPK), member of BUSINESSEUROPE, Lithuanian Business Employers' Confederation (LVDK) member of UEAPME

1. ADDRESSING GENDER ROLES

Lithuanian Trade Union Confederation (LPSK) is in good relations with employers' organizations solving the social, economical and other questions. LPSK Women's Centre with national employers' organizations is not in close relations as other NGO's. Since 1st October 2004 LPSK Women's Centre together with Women's Information Centre and Mothers' and child pension started implementing EQUAL project "FORWARD! Family and Work Reconciliation Development". The aim of this project is to reduce social exclusion of the families with preschool children and to integrate families into the labour market. LPSK Women's Centre role is to spread the information and liaise with employers, in order to change the existing negative attitude towards employees with preschool children.

Trade union representatives liaise with employers, finding mutual beneficial solutions, to improve employers' positions in work place with the help of collective agreements.

2. PROMOTING WOMEN IN DECISION-MAKING

The number of women in decision-making positions in all spheres in all levels of society is growing, notably as a result of increased participation of women in the labour market, in political spheres. The proportion of women among the Parliament members increased from 7 per cent in 1992 to 22 per cent in 2004. Women Ministers and Vice-ministers, State Secretaries of Ministries make up 28 per cent.

According to the Labour force survey data 2006, 40 per cent of all managers (legislators, senior officers and managers) were women.

In Lithuanian Trade Union Confederation 44.2 per cent highest decision-making body and 50 per cent highest executive policy-making body are women.

Social partners and trade unions in Lithuania is convinced that better participation of women in the trade union movement in order to protect their labour rights and to guarantee their social rights, to ensure equal rights to more balanced participation of women and men in decision-making.

A Programme of Equal Opportunities for Women and Men for the year 2005-2009 was adopted of the Republic of Lithuania on 26th September 2005 and on 1st December 2006 the EU Cabinet Office for employment and social problems has endorsed establishment of the Institute for Gender Equality in Vilnius.

3. SUPPORTING WORK-LIFE BALANCE

The basic conditions of women's labour market participation and the reconciliation of family life and work are on the one hand access to appropriate quality child-care services and other care services providing for the care of old family members, and on the other hand the availability for work organizations and forms of employment, primary part-time work that allow more flexibility in combining family and work.

In order to increase birth-rate in the country and the increase in the qualified workforce it is essential to include women into the labour market and to provide conditions effectively combine family and work needs. By implementing this attitude in coming decades EU not only increases the work force but also reduce the poverty.

In the Baltic Sea countries is formed a trade union women's network, which according to the project "Work-Life-Balance in the Baltic Sea region" analyses this theme. The trade union German-Polish-Lithuanian women's network has investigated and compared the frame conditions for the compatibility of work life and family/private life in Mecklenburg-Vorpommer, Western Pomeranian and Lithuania. Companies were interviewed concerning their practical experience. Now we are spreading information on good practice examples of the companies that implements the principles of work-life balance.

4. TACKLING THE GENDER PAY GAP

In 2006 average gross monthly earnings of women in the whole economy (individual enterprises excluded) were by 17.9 per cent lower than men. Human capital factors play a minor role in explaining the gender pay gap as women have a relatively high level of education. Based on statistical evidence, the official national documents (e.g. national programme of equal opportunities for women and men for 2005-2009) indicates the importance of horizontal and vertical segregation of the labour market in explaining the gender pay gap.

The expected positive effect of equal pay is in developing the legislation.

LPSK together with social partners in the Tripartite Council influences the increase of minimum monthly wage in Lithuania. The social partners play an important role in this area and by the help of collective agreements promotes to maintain the balance of the wages between men and women.

LPSK together with other national trade union centres on 10th November 2006 organized a protest action that had an impact to reduce of prolong of working hours and increase of wages in Lithuania.

Luxembourg

Sources of information:

- Trade unions: CGT-L (Confédération Générale du Travail au Luxembourg) and LCGB (Confédération Luxembourgeoise des Syndicats Chrétiens), members of ETUC
- Employers: FEDIL (Federation of Luxembourg's Industrialists), member of BUSINESSEUROPE, Fédération des Artisans (Federation of Craftsmen) and Chambre des Métiers du Grand-Duché de Luxembourg, members of UEAPME

1. ADDRESSING GENDER ROLES

Active participation of the social partners' in the Girls' Day, 11th May 2006, and the Girls' Day – Boys' Day, 26th April 2007, by offering an open day to young girls and boys where they can discover trades and professions considered "atypical" for their gender.

Increase in the number of female apprentices:

- within the framework of discussions at national level of the Tripartite Coordination Committee in March-April 2006, the employers committed to proposing a larger number of apprenticeships including for technical professions to people from the under-represented gender;
- joint actions of the social partners in view of encouraging girls taking up technical professions particularly by the intermediary of apprenticeships counsellors from the Employers and Labour Chambers of Labour and Trade.

Active participation of the social partners to the "Role of men in promoting equality among men and women" conference on 23rd and 24th October 2006.

Women's work committee: close collaboration between the social partners and the government, sound gender balance in the committee's composition.

2. PROMOTING WOMEN IN DECISION MAKING

Promoting corporate spirit: the "Woman Business Manager of the Year Award" is an initiative from Dexia BIL in collaboration with the Federation of Businesswomen of Luxembourg and the Ministry of Equal Opportunities, with the support of the guild chamber, the chamber of commerce, the Ministry of Economy and the Ministry of Middle Classes. The first "Women Business Manager of the Year" award was attributed on the 8th of November 2006. Thanks to this initiative, Dexia BL actively contributes to efforts to promote the role of women in the economy of Luxembourg.

In 2006, the Ministry for Equal Opportunities coordinated the project "Cross Mentoring Project for women in leading positions" with active participation of many companies from various sectors, SME and large firms.

Round table "The future belongs to entrepreneurs"⁴, organised on 26th November 2006 by the Federation of Businesswomen of Luxembourg within the framework of

⁴ In French: "L'avenir appartient aux entrepreneurs-e-s"

the week of entrepreneurship (jointly organised by the Employers' Chamber of Labour and Trade of Luxembourg).

Regular administrative support provided to the Federation of Businesswomen of Luxembourg by employers organisations.

Promoting participation to education and continuing education: agreement on individual access to continuing education.

3. SUPPORTING WORK-LIFE BALANCE

Combining the need for balance between family life – professional life:

- agreement on telework concluded on 21st February 2006.

4. TACKLING THE GENDER PAY GAP

Participation of social partners in the framework of a study contracted by the Ministry of Economy on the causes of wage differentials between men and women in view of updating the last statistics from 2000 and in view of complying to criteria determined at European level.

GOOD PRACTICE EXAMPLES

Introduction of a system of assessment and classification of functions – **Ernster Bookshop – the book spirit.**

Concerned with improving and guaranteeing the well-being and motivation of his staff, Mr Fernand Ernster launched an analysis of the internal status to find out the factors needing improvement within the firm and to take concrete measures according to the research results.

In 2005, a positive action was launched in view of introducing a system of assessment and classification of functions. Mr Fernand Ernster presented his positive action project during the "Equality of men and women in work, reality or myth?" conference on 24th April 2007.

The Ernster bookshop is a family business that has existed for 150 years. Today, the company has four bookshops in Luxembourg, each of which employs fifty people.

The Netherlands

Sources of information:

- Trade unions: 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
- Employers: VNO-NCW (Confederation of employers and industries), member of BUSINESSEUROPE; MKB-Nederland (Royal Dutch Association of SMEs), member of UEAPME; LTO (Dutch Association for Agriculture and Horticulture)

1. ADDRESSING GENDER ROLES

The number of companies that participate in Girls Day is growing. Girls between 10 and 15 years old visit companies and the employees explain about their technical (or ICT) work.

Employers (organisations) are participating in the 'Platform Bèta en techniek' that promotes younger people to choose for a technical or IT study. It also organizes activities targeted at women, f.e. recently a conference.

2. PROMOTING WOMEN IN DECISION-MAKING

Social partners are participating in the national supporting board of the European Year of equal opportunity for all. Activities during the year are coordinated by the Ministry of Social Affairs.

In September 2007 a social partners' seminar took place, advocating the importance of diversity management at the workplace. This seminar also emphasized the importance of having more women in decision-making positions in organisations. Furthermore, during this year social partners at national or sectoral level are involved in some activities at regional and local level.

Employers are participating in the 'Ambassadeursnetwerk': a network of CEO's in the private and public sector, sponsored by the government. They promote the issue of more women in decision-making positions.

3. SUPPORTING WORK-LIFE BALANCE

In 2007 social partners organised two meetings about reconciliation of work and private life. Social partners have made some recommendations for the sectoral levels in this matter.

In June 2007 at the 'Participatietop' (Summit on Participation), an agreement was concluded between government and social partners about increasing the participation. One of the topics was the participation of women. Social partners agreed to give more attention to the reconciliation of work and private life in collective agreements.

4. TACKLING THE GENDER PAY GAP

As was mentioned in the first report in 2006 up till May 2007, social partners participated in the National Working Group Equal Pay, an initiative of the government. This official working group, installed for one year, developed practical instruments for employers and employees to check (their) pay. Conferences and meetings were organized to discuss several aspects of equal pay, f.e. salary systems, collective agreements, indicators etc., with stakeholders.

An equal payday was organised to promote awareness on the theme of equal pay and gender equality. The working group has finalized its activities with a report and several recommendations to the government, social partners and others in order to make substantial progress on tackling the pay gap in the years to come..

The 31st of March 2008 social partners will again be involved in activities on the yearly equal payday in the Netherlands.

GOOD PRACTICE EXAMPLE

Social partners made a proposal to the government to establish a taskforce 'part-time plus'. The actual creation of this taskforce was decided in a tripartite setting at the 'Participatietop'. The taskforce aims at stimulating women with a small part-time job to work more hours. It will also consider which conditions (such as childcare, appropriate working hours) should be met in order to reach the mentioned objective.

Norway

Sources of information:

- Trade unions: LO (Norwegian Confederation of Trade Unions), YS (Confederation of Vocational Unions), UNIO (The Confederation of Unions for Professionals), members of ETUC
- Employers: NHO (Confederation of Norwegian Enterprise), member of BUSINESSEUROPE; HSH (Norwegian Association of Trade and Services); KS (The Norwegian Association of Local and Regional Authorities), FAD – Ministry of Government Administration and Reform (from May 2007) members of CEEP

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

Regular meetings through the year in the working group consisting of representatives from all the abovementioned organisations. Preparations for a joint project to start autumn/winter 2007/2008. Level: National. Priority: General

Translation of agreement concluded, both full and short version. Will be posted on websites of each organisation. Level: National. Priority: General.

The Norwegian Equal Pay Commission. Level: National. Priority 4: Tackling the gender pay gap.

Through the collective wage bargaining process, the trade unions and employers' organisations have played an important role in the campaign for equal pay. However, in spite of their efforts, women in Norway earn around 15 percent less than men⁵. This wage inequality has persisted for many years. As part of the Norwegian government's policy on equal opportunity and equal pay, the Norwegian Equal Pay Commission was established in 2006. The commission will look at what measures might help to reduce wage inequalities between women and men. Below follows an extract from the commission's mandate:

- to focus on differences in hourly wage rates, but within the wider economic context
- to describe and analyse facts and causes
- to assess the consequences of collective wage bargaining
- to shed light on the implementation of the Gender Equality Act
- to propose approaches and measures for improvement
- to analyse the consequences of such measures

The commission shall present its recommendations by 1 March 2008.

⁵ If you take into account working hours and calculate annual or hourly wage rates, women on average earn around 15 percent less than men.

The unions and employers' organisations are part of the commission's reference group. The commission is to consult the reference group during its work, and will organise joint fora for discussion and communication. The unions and employers have played an active role through their participation at seminars and conferences, as well as through opinion pieces published on the commission's website.

In addition to the meetings of the reference group, the unions and employers' organisations have made written contributions to the commission's work.

For the area covered by the government sector collective wage agreement, a working group composed of the central unions and central employer's organisation has been established, with the main aim of looking into equal pay in the government sector. The group started its work in 2007 and will continue until the main round of wage bargaining in 2008.

GOOD PRACTICE EXAMPLE

- **"The Work-Life Balance - How to make private sector more attractive to women?"**

A survey made March-April 2007 at national level on behalf of Confederation of Norwegian Enterprise (NHO). The report refers to priority 3: Supporting work-life balance.

The survey is linked up to the NHO Female Future programme, which was described as a good practice example in the 2006 report from Norway. The objective of the survey was not just to obtain data from the participants of the Female Future Programme, but also to influence participants' attitude and opinions and to generate change. This means that the project aimed to awake new thoughts and provide new ideas and reflections on new and improved ways to work. The survey also contained a separate questionnaire for managers/mentors, with the aim to explore the opportunity room for finding a good balance between a career as leader and a satisfactory home and family life, and to find ways to increase this opportunity room. Below are some conclusions/interpretations of the findings.

Feedback/support

The women experience the feeling of being good at what they do by receiving support from their family, and in particular from their partner. In contrast women feel that managers to a far lesser extent give them the same support. However, managers themselves feel, and state that they do provide this kind of support. The figures are limited, but they may indicate that communication between women and men function better at home than at work. There is, however, no doubt that the managers feel that women do a good job and that this needs to be more clearly communicated.

Experiencing feelings of mastery

Experiencing a feeling of mastery, getting a kick and experiencing job satisfaction are all elements familiar to the women and they understand what it implies. This is, however not a final goal but a situation in continuous development. 30% of the women say they do not experience these feelings at work, although they claim that they had this feeling in the past.

The work/life balance - how to combine the two

Both the women and their managers/mentors agree that many of the traditional means and instruments such as flexible working hours, homework/telework, etc. are in place already. Still this survey shows that women want to combine work time and leisure and family time in other ways than men do, i.e. differently compared to the "norm". Women would like to be home in time for dinner, but they don't mind doing another session of work later, and they would prefer to alternate between moments of solitude and togetherness. Their solitary moments of reflection over a cup of coffee are vital to keep up with things and being prepared, both at home as well as at work and during spare time. For home/family arena several concrete measures were suggested: help with house work and dinner preparations, clothes washing and ironing, chauffeur for the children, or feeding the horse and other pets. Suggestions for the work life primarily include delegation of routine tasks and eliminating "time thefts".

Main conclusions

Experiencing a feeling of mastery provides energy and a zest for life, generating a balance between work and an exciting home life and spare time. It is a challenge for the Female Future Women's managers to facilitate for and organise the work in a way which ensures that a feeling of mastery is created and re-created (mastery management). This notion is focussing on work responsibilities and how they are carried through. Mastering sufficiently the challenging work responsibilities will maintain motivation and give work pleasure. Mastery management is about leaders' responsibility to organize work in a way that gives their women employees the possibility to experience mastery and thereby create energy and work capacity. Mastery management needs good and continuous open dialogue between women and leaders about work responsibilities and their development. At the same time, they must also talk about the life web in itself, the sequences and the rhythm between work and leisure. It is a challenge for women to think through, analyse and communicate clearly their limits and desires.

Poland

Sources of information:

- Trade unions: NSZZ "Solidarnosc", member of ETUC
- Employers: PKPP Lewiatan (Polish Confederation of Private Employers Lewiatan) member of BUSINESSEUROPE, CPE (Confederation of Polish Employers) member of CEEP and ZRP (Polish Craft Association) member of UEAPME

Polish Confederation of Private Employers Lewiatan (PKPP Lewiatan) is promoting equal opportunities for men and women by many ways, among of all by the project GENDER INDEX – a practical instrument to analyse women's situation in the workplace. Since 2007 PKPP have taken over the lead of the contest: "Company of equal opportunities". This contest will indicate leaders of Polish business implementing the best solutions of gender equality policies. We already have over 100 companies which want to take part in this contest.

The first Polish guidebook on good practices, entitled: "Company of Equal Opportunities – Equality inspires" is an effect of the project Gender Index. The guidebook – published in 2007 – presents innovative solutions concerning creation of the equality environment in the workplace. The publication was made on the basis of a survey made in 34 organisations and covers 58 examples of good practices. In the above-mentioned project PKPP Lewiatan is working with partners from Germany, Austria, Portugal, Slovakia. Thanks to this cooperation PKPP obtains knowledge regarding good practice examples on the European level. PKPP takes commonly as its goal the promotion of the equality policies in the business sector and the support structural changes that will provide new workplaces.

PKPP Lewiatan is leading a project entitled: "Employers against discrimination" which is organized in connection with the "European Year of Equal Opportunities for all 2007". As the outcome of the project a report will be published. It will present a broad analysis of indirect discrimination together with the recommendations concerning the creation of equal opportunities strategies in the workplace. PKPP Lewiatan publishes also many articles on discrimination on its website, i.e. "Mobbing in the workplace", "It is profitable for companies to employ women". PKPP has also financed a research titled "Working Poles 2007", which all have a far-reaching part about discrimination in the workplace.

Employees of the PKPP Lewiatan, have taken part in a training "Do not discriminate" held on 10 July 2007. During this course each of the PKPP Lewiatan employees has had an opportunity to see signs of the discrimination and how do people react to the situation of discrimination. (*company level*)

PKPP Lewiatan is also involved in the national and European legislation process. PKPP - as a social partner – is requested to provide with opinions on law projects or any other proposals for changes by public authorities, i.e. the European Commission, Polish government, Polish Ministry of Labour and Social Policy. Recently PKPP Lewiatan has prepared an opinion for Polish Ministry of Labour and Social Policy on the Communication from the Commission to the European Parliament, the Council,

the European Economic and Social Committee and the Committee of the Regions "Tackling the pay gap between women and men".

PKPP also prepares opinions on Polish law proposals. Recently we have prepared an opinion on the government's project of the act of changes in the act – Labour Code... which covers proposals aimed at enhancing reconciliation of work, private and family life (project of Ms. Joanna Kluzik-Rostkowska, Ministry of Labour and Social Policy). Experts from PKPP have taken part in many conferences, i.e.: "Compromise on the labour market – innovative model for women's elicitation". *(priorities: addressing gender roles, promoting women in decision making, supporting work-life balance, tackling the gender pay gap)*

Confederation of Polish Employers (CPE) is in many ways involved in the promotion of equal opportunities for men and women, as well. The European Gender Equality Year 2007 tells all people from the European Union that they have a right to be treated equally and to live without any discrimination. These two ideas make fundamental pillars of the EU. Gender Equality Year is coordinated in Poland by Ms. Joanna Kluzik-Rostkowska who is heading Ministry of Labour and Social Policy. The Department of this Ministry dealing with women's rights, family affairs and measures countering discrimination is reported directly to her. An Advisory Committee for Year 2007 has been established by this Department. CPE is a part of it. CPE in the Advisory Committee emphasises the importance of the fight against discrimination to employ principles of gender equality of the EU inhabitants. CPE is engaged in preparations for National Strategy for The European Gender Equality Year 2007. CPE has also conducted public opinion surveys. Experts from CPE have supported a research project of the Academy for Development of Philanthropy in Poland on the situation on the labour market for people over fifty years old. This surveys have dealt predominantly with the situation of women, facilitated drafting diagnosis of the present state of affairs and helped to find effective tools to fight discrimination of women over fifty on labour market. The Academy for Development of Philanthropy in Poland has prepared a report on the subject and is planning to hold this fall several conferences presenting its conclusions. *(priorities: addressing gender roles, promoting women in decision making, supporting work-life balance, tackling the gender pay gap)*

Polish Craft Association (ZRP), first of all, takes actions in the priority areas: "supporting work-life balance" and "tackling the gender pay gap". Actions at national level have been chosen as the most effective way of influencing the gender equality policy. Majority of the ZRP activities were taken in close cooperation with other national social partners, mostly on the basis of the work of members of the Tripartite Commission for Socio-Economic issues which are also involved in autonomous bipartite relations of social partners organizations.

Examples:

- Opinions of the craft community to new regulations proposals, i.e. the Parliament draft Law on social policy principles; the government draft Law on a family policy; draft Law on equal treatment,
- Input to the draft Social Agreement "Economy-Labour-Family-Dialogue". The Agreement was an initiative of the Tripartite Committee for Social and Economic Issues, but numerous aspects have been elaborated and discussed between social partners themselves without involvement of the government. Among others the Agreement was expected to cover such aspects as: retirement age for

women and men, actions against social exclusion, family and work-life balance, solutions to gender pay gap problem,

- Input to amendments to the Labour Code, resulted in introduction of new chapters "Equal treatment in employment" and "Employment in the form of telework" as well as in introduction of a definition - "indirect discrimination",
- Participation of ZRP representatives in the Seminar "Job-sharing: the flexible employment – as an answer to labour market needs" organized by the Ministry of Labour and Social Policy for Polish employers organizations – ZRP representatives took an active part in the discussion.

ZRP and its organizations have been involved also in realization of Equal Initiative Projects. ZRP has a member and its deputy in the Monitoring Committee of the Equal Initiative. Representatives of ZRP took part in the special training scheme for Equal partnerships "Gender mainstreaming".

ZRP supervises the craft vocational training system and work of craft examination boards (on the basis of the Law on Crafts). In this framework ZRP promotes the principle of equal treatment and not-differentiating rights and obligations depending on gender – in training programs for apprentices, examination tasks as well as in craft jobs descriptions.

The Training Department of "Solidarnosc" have organized a workshop on social dialogue and Framework of Actions. During that workshop participants listed possible initiatives that can be undertaken as a part of the implementation process, but they also mentioned their opinion that the autonomous social dialogue in Poland is not strong and that there is no platform where that type of initiative could be discussed by social partners.

Regional structures of "Solidarnosc" organized trainings with the use of the existing materials in the effort to introduce questions of equality in the negotiations of collective agreements.

The Council of Women in Baltic Countries – a network of trade union women from Germany, Lithuania and Poland have initiated 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 summary of the project will take place in Neubrandenburg, November 8th 2007.

"Solidarnosc" also participated in the research project "Discrimination in the Workplace" The project covered 4 sectors: commercial, health care, education and textile industry. The majority of women were asked to evaluate the possibilities of reconciliation of work and family life, professional advancement, possibility to influence their working conditions through trade union actions. The final report will be published by the end of the year.

"Solidarnosc" also took part in debates on the family 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 "Solidarnosc". Negotiations of "Solidarnosc" with the government to increase the minimum wage were successful. As the majority of low-wage workers are women, this result will

improve their situation and will narrow the wage gap. "Solidarnosc" has also initiated national action "Worker-friendly Company". The goal of this action is to promote good practice and standards in the workplaces all over Poland. It will have a form of a competition, where employers respecting labour law and labour standards – also in fighting discrimination - will be awarded certificates.

GOOD PRACTICE EXAMPLES

Polish Confederation of Private Employers Lewiatan wanted to present many good practice examples, for instance on the basis of the situation in: Polish Post, Nordea Poland Life Insurance Company, Dr Irena Eris, BP Polska, British American Tobacco Polska, Deloitte, GE Money Bank, Johnson&Johnson Poland, Masterfoods Polska, PricewaterhouseCoopers Polska, Hewlett-Packard Polska, Microsoft, Motorola, Provident, but due to limited volume of this document we concentrated only on the example of IBM.

In 1997 on the European level IBM created "European Women Leadership Council". The main objective of this council is to increase the number of female employees in IBM.

IBM Polska is of the opinion that work-life balance is a priority. Together with independent American consultants from WDF company, IBM have lead an analysis of the needs of its employees. Thanks to this research IBM have obtained a knowledge that have helped IBM to eliminate problems regarding the work-life balance and many other important issues. *(Priorities: supporting work-life balance, promoting women in decision-making)*

Portugal

Sources of information:

- Trade unions: CGTP-IN (General Confederation of Portuguese Workers-National Inter Trade Union) and UGT-P (General Workers Union), members of ETUC
- Employers: CIP (Confederation of the Portuguese Industry), member of BUSINESSEUROPE, and APOCEEP (CEEP Portuguese Association), member of CEEP.

1. ADDRESSING GENDER ROLES

At sectoral level, the CGTP-IN is developing, with its Teachers Unions in the mainland and in the islands (Madeira and Azores), training actions for teachers of the Lower Secondary, Upper Secondary and Vocational Education Schools, in order to make them aware of the need to introduce the theme of gender equality in their syllabi and also to promote positive actions that involve the whole educational community, families and society in broad terms. In the second phase of the programme, these actions will take place during the 2007/2008 school year and will be addressed at concrete activities in schools, by including equal opportunities and gender issues, in a transversal manner, in the different subjects, particularly training for citizenship, civic education and social development. At the end of the school year each project developed in the schools will be assessed.

Together with its affiliated Unions, the UGT organised training actions on gender equality and introduced a module on equality in all vocational training courses. UGT will continue to favour this theme according to its education plan for 2008.

At company level, the C.G.D. – Caixa Geral de Depósitos (Public Bank) based on the concept that the example of state enterprises is essential in promoting a sense of citizenship, started a programme with the following principles:

- Manage in accordance with principles of equality without ignoring diversity;
- Share information regarding the development of the company;
- Promote career development;
- Conciliate family and professional life;
- Encourage voluntary work;
- Create and promote events and information through internal communication channels as CGD's "Caixa em Revista" and "Employee Portal".

In short, CGD endeavours to contribute to everyone's "Social Well-being" involving employees in multiple projects on the personal and professional life spheres.

Also at company level, the "CTT – Correios de Portugal" (Portuguese Post), has implemented a successful program to encourage women to apply to a postman job, making a positive discrimination when recruiting.

2. PROMOTING WOMEN IN DECISION MAKING

At sectoral level, the CGTP-IN's affiliated Unions strengthened women's representation in the trade union decision-making bodies elected for 2006/2007, in relation to previous terms of office. According to a study carried out and based on Labour and Employment Bulletin, women's representation in trade union leading bodies increased, on average, by 30.7% in relation to the last term of office (3 years), going up to the rate of 35.3%.

For the UGT, women's representation in decision-making bodies remains a priority. An example of this is that in its Standing Committee, 3 members in 8 are women. In the Unions which had recent elections, as is the case of SITESE and SBSI, women's representation was strengthened.

4. TACKLING THE GENDER PAY GAP

At sectoral level, the CGTP-IN has been developing, in the context of a tripartite partnership (trade union, employer and government representatives, plus the International Labour Organisation), named "Revalorise Work to Promote Equality" the implementation of a methodology of jobs evaluation, free from gender bias, allowing for the effective enforcement of the principle "equal pay for equal work or work of equal value". On the basis of the work carried out, was built a grid to analyse occupations, on the basis of the following factors: skills; responsibility; effort (physical and psychic); working conditions. The output of this project will be the creation of a tool to assess different jobs in collective bargaining rounds. It will be disseminated to the parties involved in collective bargaining and in human resources management.

To strengthen equality policies UGT and the CEFOSAP (Center of Trade Union formation and professional improvement), on the basis of questionnaires addressed to men and women in Trade Unions of different sectors, carried out a study named "Equal Opportunities in the Labour Market" in partnership with the Centre for Socio-Economic Change (linked to ISCTE), which intends to contribute to implementing positive actions in the struggle against gender related stereotypes and strengthening dialogue and collective bargaining dynamics. It also aims at assessing, evaluating and mapping different ways of reconciling work with family and private life, women's role in collective bargaining, in trade union participation and in vocational training.

Its result will be presented and discussed with the aim of deepening and supporting the actions' framework of the UGT, the ETUC and the ITUC. Its final Conference will be held in November, and is included in our Centre's activities during the European year of Equality for All.

Besides the above mentioned, UGT is also involved in the "RSO-Matrix" project, funded by EQUAL, on gender equality connected to corporate social responsibility; in the tripartite partnership of the project "Social Dialogue and Equality in the Enterprises", with the aim of implementing, in the enterprises, best practices on equality and finally through collective bargaining has promoted some modernisation of its mechanisms, namely in terms of categories and career development, with one of its aims being the elimination of existing distortions that might generate women's discrimination.

Romania

Sources of information:

- Trade unions: Cartel Alfa and CNSLR-FRATIA members of ETUC
- Employers: CNIPMMR (National Council of Small and Medium Sized Private Enterprises in Romania), member of BUSINESSEUROPE

1. ADDRESSING GENDER ROLES

The campaign aimed to inform women called "Europe is important for you" was carried out the regional level, together with Ministry of European Integration and all the trade union confederations.

Within this campaign seminars of information were carried out in Bucuresti, Braila, Vaslui, Miercurea Ciuc, Bistrita, Baia Mare, Resita, Deva, Drobeta Turnu Severin, Ramnicu Valcea, Pitesti, Alexandria, Giurgiu, Calarasi, where there was a major participation of women who showed a real interest in the action.

At these seminars there were distributed a lot of informative documents *as The guide line regarding the women's integration- a publication which is highly needed in order* for women to exercise their rights and liberties under the conditions of equity of opportunities and treatment and non-discrimination.

During 2007 there were 3 actions, issued by the Center for Partnership and Equality, as follows:

- **The project "The Gender Dimension of Pensions Reform"**

It was carried out at the national level, in cooperation with the employers, the trade union and representatives of the Romanian Parliament.

For the time being, Romania is in the process of its pension reform system. Thus, there was a measure taken regarding the increase of the retirement age both for men and women (for women up to 60 years old and for men up to 65 years old). Two pillars of pensions were also added to the public pillar of pensions, respectively the compulsory private pension (pillar no. II) and the optional private pension (pillar no. III).

- **The project "Harassment in the workplace"**

The public debates and the local courses took place in common at the regional level, in four important towns in Romania (Cluj-Napoca, Iasi, Constanta and Bucharest) in two stages. The action took place involving the trade unions from the 4 towns mentioned above that consisted of 80 representatives who assured the equity of opportunities between men and women in the workplace, of over 200 representatives of the employers and 400 managers of human resources departments from large and medium companies.

- **The project "It is your opportunity to become involved, on a labor market without discriminations!"**

This project is in progress, at national level. The participants are: the trade union confederations, the local employers' associations, the public institutions (The Local Labor Inspection).

2. PROMOTING WOMEN IN DECISION-MAKING

The debate having the topic: "The contribution of women managers in the Suceava business framework; Results and future projects. The support offered by the local authorities to medium-sized companies in the county" was carried out at the regional level at the medium-sized companies department. The County Employers' Association Suceava organized a meeting of businesswomen in cooperation with the local authorities

GOOD PRACTICE EXAMPLES

- **The project "It is your opportunity to become involved, on a labor market without discriminations!"**

It is linked to priority addressing gender roles, is in progress at regional level, in the North- East Region (Moldavia): Bacău, Botoșani, Iași, Neamț, Suceava, Vaslui. The researches performed in this region show that it is mostly affected by poverty at the national level. This fact reveals a very low level of receiving the information, which brings along the increase in the risk factors as regarding the discrimination and the abuses on the labor market.

The major activity of the project is to organize a large information campaign as regarding the gender discrimination issue on the labor market in Moldova region.

The campaign will be structured on 3 target-groups and has as goals the offer of information, skills and specific instruments of work for each of the 3 groups mentioned above: NGOs, companies/trade unions and individuals.

The representatives of the trades union federations CARTEL ALFA, CNSLR – FRATIA and BNS who work in Moldova will:

- attend a one year course of training on preventing and administrating efficiently the cases of discrimination on the labor market;
- have a specific site in the online portal launched within the project, consisting in information which is adjusted and useful for trade unions
- have its own magazine "Guide Line for the Effective Administration of the Discrimination Cases on the Labor Market

The participants filled in "the questionnaire of analyzing the trade union needs". During this campaign a data base will be set up comprising the discrimination cases which they faced during their activity as representatives of the trade union. Each case must be described as follows:

- the facts as they were
- the discrimination criterion
- the solution they found after the trade union interfered (a solution by agreement, a complaint lodged to CNCD, ITM or to the Court of Law, etc.)

These data will be introduced in the magazine for the trade unions, which will be carried out within the project, and will appear as discriminatory situations in the workplace or as good practices in the activity of the trade unions.

The outcome of the project consists of the implementation of specific actions in order to prevent and administrate efficiently the cases of gender discrimination on labor market, using all the major factors to fulfil this measure:

- trade unions, NGOs and managerial partnerships
- public bodies taking responsibilities in order to prevent and fight against discrimination

Spain

Sources of information:

- Trade unions: CC.OO. (Trade Union Confederation of Workers Commissions); UGT (General Union of Workers); ELA-STV (Basque Workers' Union), members of ETUC
- Employers: CEOE (Confederation of Spanish employers), member of BUSINESSEUROPE

CEOE'S CONTRIBUTIONS

As it was enlightened in the First follow-up Report on the Framework of Actions on Gender Equality, in 2004 the Government agreed with Social Partners to foster Social Dialogue. One of the themes to be raised at the Social Dialogue Table was the promotion of women's labour integration and the improvement of their working conditions as well as the support of work life balance. CEOE presented the European Framework of Actions on Gender Equality as a kick off for negotiations and at the same time finding the particular situation as the best time to implement it in Spain. This proposal, as we stated in the First follow-up report, was not accepted by the Trade Unions, considered it to be insufficient as they intended to negotiate more specific proposals. Moreover, there was a commitment in the Interconfederal Agreement for Collective Bargaining – ANC 2006, to implement the Framework of Actions on Gender Equality. Then, just in the middle of negotiations, the Government launched a Bill on Equality that became on 22 March 2007, the Act 3/2007 for Effective Equality between Women and Men. Apart from considering that Social Dialogue was not being respected in this issue, we do not consider to be appropriate those measures establishing quotas at the Companies Governing Boards, prevailing over personal abilities or merits, or even establishing a binding duty to negotiate and to draw up exhaustive equality plans, for instance. But far from analyzing this Law, this is the main reason that explains why Social Partners cannot develop any actions together at this respect.

CCOO, UGT AND CEOE'S CONTRIBUTIONS

National Level

Employers' and Trade Unions Organizations (CEOE, CEPYME, CCOO and UGT) reached an agreement (Interconfederal Agreement for Collective Bargaining – ANC) in 2007, in line with the previous ones (2002, 2003 and 2005) in order to introduce some guidelines in collective agreements. In the Agreement, as the previous ones, there is one chapter dedicated to equal treatment and opportunities as well as equal opportunities between women and men. Some general criteria are recommended:

- 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.

- Establishing different criteria to convert temporary to indefinite contracts helping those women who in equal conditions and merits than men, are more affected by temporary level than men.
- Studying or establishing different recruitment, classification, training and promotion systems, based on technical, neutral and objective gender grounds.
- Sexist job titles should be eradicated with regard to the professional classification system (categories, functions, duties).
- 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.

- Incorporation of measures on journey, holidays and training programs that permit conciliation of production needs and those familiar or personal ones.
- Valuation of the collective agreements based on a gender perspective, through a follow up of a Parity Commission and in such case with the relevant advice. If necessary, this duty may be delegated to specific working groups.

On the other hand, Social Partners signing this Interconfederal Agreement for Collective Bargaining – ANC- are committed to analyze the application of the Act 3/2007 for Effective Equality between Women and Men, within a Follow-up Commission.

Sweden

Sources of information:

- Trade Unions: LO (Swedish Trade Union Confederation), TCO (Swedish Confederation of Professional Employees) and SACO (Swedish Confederation of Professional Associations), members of ETUC
- Employers: Swedish Enterprise (Confederation of Swedish Enterprise), member of BUSINESSEUROPE; The Swedish section of CEEP (SALAR; SAGE, KFS, Fastigo and Pacta)^o

The Swedish members of BUSINESSEUROPE/UEAPME, CEEP and ETUC made last year 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 Swedish follow-up report are still proceeding this year.

As this report shows, the Swedish social partners continuously work with gender equality issues. As one example are gender equality discussed and dealt with in collective agreement context.

1. ADDRESSING GENDER ROLES

SALAR has published a report "(In) equity in the Health and Care system – a knowledge report on gender in medicine". This report shows that women and men are treated differently in healthcare, research and medication. It shows that female patients are more often affected by quality failings and problems. A number of studies indicate that medical mistakes are made due to conscious or unconscious notions about gender, so-called gender bias. An explanation that challenges our understanding that there is equality between the genders is that some of the differences may be connected to society's gender system which, not least, often comprises unconscious attitudes to, and notions about, gender. The purpose of the report is to contribute to new knowledge and an increased interest for gender equality in healthcare. The report was published in September 2007 and has started a debate.

The Swedish Union for Theatre, Artists and Media, an affiliate of TCO, in May 2007 published a book that puts a very revealing light on the existing views on gender roles within the labour-market of theatre, artists and media. The last part of the book "Waiting for what? -The Swedish Union for Theatre, Artists and Media's guide to gender equality", is "a toolbox for change".

2. PROMOTING WOMEN IN DECISION-MAKING

The role of woman in top management positions in Sweden has been debated a lot in Sweden during 2006 and 2007. The social partners have in different ways actively contributed to this debate, especially in relation to the issue of possible quota rules for appointment of board members.

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. The social partners in the Government sector will evaluate the programme during autumn 2007.

When analysing its members' organisational values, The Swedish Confederation of Professional Associations found that female and male professionals with a university degree are equally interested in making a career to become managers at high organisational level, though still few Swedish women reach top-positions at their work.

3. SUPPORTING WORK-LIFE BALANCE

The year 2006 there was a change in the Swedish Parental Leave Act (1995:584) with the purpose to implement Directive 76/207/EEC of the principle of equal treatment for men and women as regards access to employment, vocational training and promotion, and working conditions, in a more clear way. Among some other changes, a new section 16 with a prohibition of unfair treatment was introduced.

Both men and woman sometimes find it difficult to strike a work-life balance. Tax reduction for certain household services has in this respect been debated as one solution that could be of help. The social partners have played an essential role in the public debate for and against the introduction of such a tax reduction. The possibility to have tax reduction for certain household services was introduced by the government in 2007.

The Swedish trade unions in the confederations, LO, TCO and SACO see the "Framework of actions on gender equality" as a help in their collective bargaining with the employers' organisations, in the developing of the agreements on how to promote the four areas of priority in the Framework.

The wordings in the collective agreements concerning gender equality, are to be found under headlines like "parenthood and work", "continuing training", (as well as "principles of setting of wage rates", "mapping out of wages", due to the demands from the gender equality law, and "revision of the pay scale").

Wordings from the collective agreements concerning work-life balance are for example:

- "Attention should be paid to the possibilities to combine work and parenthood. The work organisation and working time issues as well as possibilities to work from the home can be considered if necessary."
- "The needs of the enterprise/business as well as the needs and wishes of the employees shall be considered when setting the work schedules. The working hours shall be in harmony with artistic goals and demands. The aim shall be

to, as far as possible, take the employees possibilities to combine work with parenthood and a social life, thus should for example a continuous time off be aimed at.”

- “Continuing training/education/information shall normally be carried out during standard working hours.”
- “Working life shall be attractive to staff members in all phases of life and accessible to all.”
- “It is natural to include employees who are absent due to sick- or parental leave in the wage determination.”
- “Employees absent due to illness or parental leave shall have a normal wage trend compared to other employees.”
- “The enterprise and the trade union’s local branch shall, if a salaried employee has been on parental leave for at least eight months, look over the salaried employee’s salary within two months from the return to the work place. This shall be to secure a correct setting of wage rates. Parental leave shall be considered equal to time at work when setting the wage rates.”
- “The salaries structure shall stimulate to continuing training so that the individual through the whole working life shall be able to contribute to the enterprise’s development. In this aspect it is of most importance to also pay attention to employees that are absent due to illness or parental leave.”

4. TACKLING THE GENDER PAY GAP

The issue of a pay gap between men and women has over all been discussed on the labour market by the social partners.

In 2007 Year’s collective bargaining round KFS has reminded of the provisions in the Swedish Equal Opportunities Act regarding annual survey and analysis of pay differences between women and men. The agreements should show in a clear way that the employers shall have an action plan for equal salaries before wage-setting.

When analyzing the outcomes of individual wages in the decentralized wage formation, The Swedish Confederation of Professional Associations found that female professionals with a university-degree get a better outcome than their male comparisons, when negotiating their personal wages with the manager.

The trade unions of The Swedish Confederation of Professional Employees, (TCO), asked TCO for a putting together of wordings found in the trade unions different collective agreements, about how to promote gender equality. The trade unions found the knowledge of others achievements useful, as they were to start a new round of wage negotiations last spring. The wordings in the collective agreements concerning gender equality, were to be found under headlines such as; “principles of setting of wage rates”, “mapping out of wages” (due to the demands from the gender equality law) and revision of the pay scale. (They are also to be found under headlines like “parenthood and work”, “continuing training”). About 30 examples concerning how to tackle the gender pay gap were found in the collective agreements of the TCO trade unions

The wages negotiations for 2007 were unique for LO. All member unions put up an agreement on the ground of class and gender. The goal was to take a step away from the pay gap.

The claims towards the employer were:

1. To increase the wage level with a minimum for every agreement area.
2. A specially "marked" system in the agreements for every full time employed, every month and year for the branches where a high amount of women with the lowest wage limit are.
3. Increase the lowest agreement wage levels.

GOOD PRACTICE EXAMPLE

- **Sthlm Jämt** (Stockholm Equal) has been a regional platform for long-term strategic initiatives to achieve gender equality in Stockholm's County. The three-year platform aims to take maximum advantage of the county's resources and expertise in order to improve conditions for equality to have a clear impact in local and regional development. The vision is a county with gender equality. Sthlm Jämt was financed and run by the County Administrative Board and the ESF council in the county of Stockholm. Both authorities shall in their work promote equality between women and men in the county and gender mainstream their own operations. The platform aimed for concrete collaboration to increase international competitiveness in the Stockholm region and lay the foundation for long-term sustainable growth. The growth program was carried out in cooperation with a broad alliance with representatives from all aspects of society. A SWOT analysis showed important gender equality problems such as a sexdesegregated employment market and inequitable terms of life for women and men. Lots of projects and activities have been the results of the work. The county's players, local authorities, county council, private companies, have been offered professional skills development programs and support in methods for achieving gender equality mainstreaming of activities, projects, and programs. One aim has been to inspire six hundred companies to improve conditions for promoting women, influencing structures, and teaching about the significance of gender equality for growth. Another aim was to increase knowledge about women's entrepreneurship among players that promote business in the county of Stockholm. This activity developed models and methods to change existing structures that promote business and also builds new structures to promote women's entrepreneurship.

The results of the project were shown on a big fair for three days in April with a lot of seminars and exhibitions.

- **Equally Employed** (Jämt anställd – ledig ibland) is a project financed by the Foundation for Employment Security for Local and Regional governments in Sweden and the European Social Fund. 33 municipalities participate with 65 employees and two project leaders. The aim of the project is to reduce the unbalance in employment – and working conditions between women and men. In the female dominated sectors there are part-time employment and part-time unemployment. The project shows that municipalities that give employees possibilities to work as much as they want has given several positive effects, for example less sick-leave, more engaged personnel and better continuity for the users. The project educates process-leaders in the ability to accomplish change. For change it is necessary with knowledge, endurance and mandate/political decision. The education consist of a variety of tools/methods/experiences and practical examples on for example manning economy, gender equality,

leadership, networking and communications. Participants in the steering group for the project have been members from the Foundation for Employment Security for Local and Regional Governments in Sweden, the National Labour Market Board, the Equal Opportunities Ombudsman, SALAR, the Swedish Confederation of Professional Associations, OFR - the Public Employees' Negotiation Council and the Swedish Municipal Workers' Union.

The United Kingdom

Sources of information:

- Trade unions: TUC (Trade Union Congress), member of ETUC
- Employers: CBI (Confederation of British Industry) member of BUSINESSEUROPE; FPB (Forum of Private Business), member of UEAPME; the UK section of CEEP

1. ADDRESSING GENDER ROLES

In May 2007, the CBI and the TUC jointly gave evidence to the House of Commons Trade and Industry Sub-Committee on its inquiry into the implementation of the report of the Women and Work Commission (WWC), published in February 2006. CBI and TUC both urged the UK Government to focus on improving careers advice and work experience in order to tackle gender stereotyping early on and to ensure both sexes consider careers in non-traditional sectors.

A Gender Equality Duty, which requires public authorities to eliminate unlawful discrimination and harassment and to promote equality of opportunity between men and women, came in to law in April 2007. This development will have a significant impact on the promotion of gender equality – 43.3% of women employed in the UK work in the public sector. There will also be an impact in those private sector organisations delivering public services through contracts. The CBI, CEEP UK and TUC were all consulted prior to the introduction of the duty, and have provided advice on how to make procurement guidance relating to the duty as effective as possible, so that public bodies can promote gender equality as part of their procurement work. Public service employers have issued guidance to their member organisations on how to meet their legal requirements regarding the Gender Equality duty.

2. PROMOTING WOMEN IN DECISION-MAKING

In January 2007, the CBI's Deputy Director-General, John Cridland, spoke at a joint CBI-Government event with Ruth Kelly, former Minister for Women, to announce that more than 100 companies and organisations had signed up to a Exemplar Employer scheme, created by the Government in response to the Women and Work Commission report. This scheme, run by Opportunity Now, gathers employers who are doing innovative work to address occupational segregation, equal pay and opportunities for women in the workplace. The organisations have all committed to sharing their best practice with other organisations. The CBI also supported the new Quality Part-Time Work Fund, which has been established to encourage employers to create more part-time jobs at senior levels.

The TUC Leading Change programme for trade union leaders will hold a session in November 2007 in Dublin, where the ICTU are hosting a seminar on senior women leaders and how to progress women in leading positions of the trade union movement.

Health service and civil service employers have set target for improving the representation of women in leading managerial positions and have improved significantly their positions in this regard in recent years. Monitoring of progress is ongoing.

3. SUPPORTING WORK-LIFE BALANCE

Over the past 12 months, CBI and TUC were both involved in the advisory group for the Equal Opportunities Commission (EOC) investigation on 'Transformation of Work'. This investigation looked at the availability of flexible working arrangements in the UK workplace. Working with employers and drawing on examples of innovative working, the final report published on 12 June 2007 comes up with design solutions for every type of worker and business.

The CBI published a flexible working guide in June 2006 called "The best of both worlds". This included advice on introducing flexible working arrangements and eight company case studies.

The CBI and the TUC as well as members of CEEP UK have been involved in the Work Wise UK – a not-for-profit initiative which aims to encourage smarter working practices to the benefit of business, employees and the country as a whole. A joint statement highlighting the economic, social and environmental benefits of flexible working was published in January 2007.

Both local government and higher education employers have developed joint guidelines with their respective trade unions on work life balance measures. In both sectors these guidance documents are currently under joint review and should be completed in the coming months. Health service employers have developed joint standards under the "improving working lives" agenda and regularly share good practice in this field.

4. TACKLING THE GENDER PAY GAP

In 2006, The Women and Work Commission recommended that a new light touch tool be developed to "help employers look across the range of issues that impact on the gender pay gap". The CBI and the TUC are both members of the steering group which helped develop the tool and will be involved in piloting of the tool. The purpose of the tool is to allow employers to identify where there may be gaps in their working practices which inevitably are contributing to the gender pay and opportunities gap.

In 2001, the Kingsmill Report on the gender pay gap recommended that public service employers take the lead in addressing the gender pay gap. Local government, civil service and health service employers have implemented national job evaluation frameworks agreed with their respective trade unions. In the National Health Service, job evaluation is now complete under the Agenda for Change. In local government this process is ongoing as job evaluation is completed at the local level.

GOOD PRACTICE EXAMPLES

• **BT - CWU**

BT was one of the signatory to the Work Wise concordat. BT is one of the UK's leaders in the introduction of smarter working practices with 80,000 of its workforce, including around 12,000 homeworkers, working flexibly, particularly across the management population. This has resulted in a 20% increase in productivity. BT has also saved more than £80 million in travel and other costs by increasing the use of conference calls rather than face-to-face meetings.

The CWU union worked jointly with BT on an advertising campaign to bring more women into engineering roles, through a 'targeted' advertising of such positions (*e.g.* slogan 'Climbing - it's not just a boys' game) and a brochure on apprenticeships encouraging women to apply. Such examples are attached. The women featured in the adverts are all Openreach (a branch of BT) engineers. The campaign, which is themed "Fresh Air by Openreach", was the subject of consultation with the unions in terms of the general approach and theme. This campaign builds upon the work that has been done jointly so far with Openreach to increase diversity within the workforce generally but with a specific focus on women engineers, and the CWU is being consulted about reaching the targets that had been set. Openreach has doubled the proportion of women and ethnic minorities coming into their business - in 2005/06 the percentage of female recruits was 2% and for 2006/07 it was 5%. For the first quarter of 2007 the percentage has increased to 6.5%, and the upward trend is continuing. Openreach have also run a successful media campaign placing women role models into press and magazine stories in order to highlight the issue.

• **Tesco - USDAW**

USDAW and Tesco have been working in partnership for some time to look at ways in which opportunities for career progression can be improved – an issue of mutual interest for both the company and the trade union. Tesco wants to support women to enable them to make the best use of their potential in the interests of both staff and customers. For the union this is about furthering the opportunities and life experience of members. To this end, a joint project team (made up of lay members, senior company management and USDAW officers) was set up to examine in more detail the availability of flexible working arrangements, therefore helping to remove some of the barriers to career progression. The project was set up to consider a number of issues, specifically:

- improving retention rates for women returning to work and, in particular, ways in which women's wish to work flexibly at a senior level in stores can be supported
- ways to enable a better spread of part-time work throughout the store grading structure to tackle the 'glass ceiling effect'
- re-examine the profile of management roles and consider options for more flexible working practices at this level, including job-shares.

This strategy produced a number of very positive outcomes, including the fact that job share options are now being trialled at senior store management level. Furthermore, a new role within the company has been introduced – that of Team Leader. Based on the shop floor, this is a higher paid role than General Assistant and includes additional responsibilities to support department managers. It has provided the opportunity for General Assistants to progress, acting as a stepping-

stone to more senior managerial positions. As a result, women who work part time are increasingly taking on these new roles.

In consultation with USDAW, the company is currently trialling term time working in its Dundee Call Centre.

A menu of flexible benefits has also been jointly developed and it includes study leave, time off for religious observance, career and lifestyle breaks as well as paid time off for fertility treatment and foster carers.

Joint guidance on work life balance measures has been developed by trade union and employer organisations in the local government and higher education sectors. These documents contain many good practice examples, only one is given below:

- **The University of Oxford**

The University of Oxford introduced a scheme on Options for Balancing Working Life and Life Outside Work. This applies to non-academic and academic-related staff in the institution. The University offers the following flexible working options: reduced weekly working hours; term-time working; job share or job splitting; rota working; flexible hours; seasonal working; occasional remote working; unpaid "mini-breaks"; and additional unpaid leave. The application of the policy is not restricted to those with small children and staff may apply for a permanent or temporary change in their working arrangement. All permanent changes include regular review to allow a change in personal or departmental circumstances to be taken into consideration. Three criteria are used to assess applications:

- any legal considerations
- impact on own work, the work of others and the operational needs of the department
- benefit to the department such as reduced costs, space saving or improved efficiency.
- The university has produced both an employee guide and a management guide on this scheme.

The European level

Actions taken at European cross-industry level

The European social partners continued to actively disseminate the framework of actions in 2007, and 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. The first follow-up report of framework of actions was officially presented in January 2007 during the high-level event that launched 2007 as the European Year of Equal Opportunities for All. European social partners made further use of these joint texts when participating individually or jointly at international, EU, national and/or regional conferences and notably at events organised during the European Year;
- 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 in the 2 new Member States and the two candidate countries;
- 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. Examples include:
 - The Conference "50 years of Gender Equality Law ", organised by the European Commission
 - The Conference "Reconciling Professional, Personal and Family Life: New Challenges for the Social Partners and for Public Policy", organised by the Portuguese Presidency
 - The Conference "Employability and Entrepreneurship – Gender Stereotypes", organised by the Portuguese Presidency
 - Public hearing on "The Role of Women in Industry" EP's Committee on Women's Rights and Gender Equality.
 - PES Group extraordinary meeting "Putting children first: implementation of the Barcelona childcare targets at local, regional and national levels"
 - ILO tripartite meeting on the reconciliation of professional and family life

Moreover, throughout the year 2007, the **ETUC** developed various activities in the context of the four priorities set by the Framework of Actions on Gender Equality. With regard to the issue of reconciliation of work, family and family life, the ETUC published a **factsheet** which illustrates its policy demands for action in this area.

This leaflet has been made available on the ETUC website and sent to all ETUC affiliated members.

In addition, the **study “Women in Trade Unions: bridging the gaps”** was issued, on the basis of a large survey that involved all ETUC affiliated organisations at national and European level in 2006. This publication provides an overview of the situation of women in trade unions in Europe and includes data and good practice examples aimed at improving women’s presence in trade unions’ decision-making bodies.

The results of this study have also served as a basis to debate mechanisms and tools to be developed to put gender mainstreaming at the heart of trade union work, during a European **conference** that the ETUC organised in Berlin on 5th and 6th March 2007. The conclusions reached in Berlin paved the way to the adoption of a **Gender Mainstreaming Charter** during the 11th ETUC Congress held in Seville in May 2007. This new political tool set ETUC policy action for the years to come in the area of gender equality, including the need to increase the amount of women in positions of decision-making bodies and the role of collective bargaining in combating the gender pay gap.

On the occasion of its Congress, the ETUC also highlighted the need to strengthen trade unions’ work on tackling the gender pay gap. For this purpose it organised a **round table discussion** on the gender pay gap, which involved high-level trade unionists, who debated concrete measures and respective commitments to tackle the gender pay gap within their respective organisations. In addition, the ETUC distributed hundreds of **“Euro pins”** to all delegates at the Congress. These pins, with the shape of a Euro coin with one part missing, symbolise the persistent pay gap of 15% on average between women and men in Europe. They are currently being distributed at public events by the ETUC and its affiliated organisations as a reminder of the work that remains to be done to achieve gender equality and to eliminate the gender pay gap everywhere in Europe⁶.

CEEP managed a project called “Equally Diverse”, as a follow up action of the framework of actions on gender equality, but also in the wider context of the European Year of Equal Opportunities for all.

One of the main results of the project is a compendium collecting over 40 good practices in different public services (ranging from utilities such as postal services to public administration such as local government) that highlight the benefits of a wider equality and diversity strategy to the delivery of public services and therefore the wider goals of the Lisbon Strategy. As far as the specific aspect of gender equality is concerned, project analysed the implications of the fact that public service employers employ proportionately more women than their private sector counterparts and have proportionately more female senior managers and a narrower overall pay gap

⁶ For more information about the activities realised by the ETUC in the context of the priorities of the Framework of Action on Gender Equality, please refer to the Gender equality section of the ETUC website: <http://www.etuc.org>

Actions taken by EUROCADRES and CEC

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

- **EUROCADRES actions:**

Within the help of 2 European Commission-funded project, EUROCADRES has taken various steps to promote chapter 2 of the framework of actions.

1. EUROCADRES's female managers' network FEMANET published a leaflet containing explanations about gender equality on the European level, FEMANET's recommendations and the text of chapter 2 of the framework. To date, the leaflet is available in English, French, German, Italian, Finnish, Dutch, Danish, and Polish.

2. We held events in different European countries in order to discuss the issues of the framework if actions and to start a discussion in member organisations and companies:

Colleagues in Sweden tackled the situation of women at universities and AKAVA in Finland invited researchers and a former prime minister to make the case for women in decision-making. In France, CFDT-Cadres tried to look at work/life balance in a different way by concentrating on choosing one's working time. UGICT-CGT analysed the gap in salaries between professional men and women. In Italy, researchers, university professors and representatives of trade unions and companies discussed how 'to succeed as a woman'. Finally, at the Austrian event representatives of the European Commission, the ETUC, the Austrian employers, the Austrian GPA and a large Austrian company discussed gender equality for Europe's professional women from the European to the company level.

The Belgian colleagues organized a Dutch-language event and presented a theoretical explanation of gender differences, coaching, statistical information but also personal experiences and recommendations for trade union work.

The Danish event looked at the glass ceiling from different perspectives (research & science, the economic sector, law sector) and the participants found that a quota system would an innovative way to continue the discussion of the glass ceiling. The national events were a great success - between 25 and 120 participants, among which were a considerable number of men, took part.

In addition, one company example is based on the FEMANET activities based on the framework:

Country	Sweden
Organisation	Svenska Handelsbanken AB
Action taken	Aiming to increase number of women in managerial positions within the Bank, a programme has been developed for women who want to take part in decision making. These women are also considered as "high potential" by their line managers and their local HR. There are no restrictions to age/ambition/ time limit.

<p>How to find participants?</p>	<p>The programme is based on each individual and this first programme started spring 2007 with 7 participants but will be run continuously – and there will be as many starts as there are women.</p> <p>There are three aims for this programme:</p> <ul style="list-style-type: none"> - Succession planning for the future - Bridge the gap between potential and performance - Spotlight/Networking
<p>Who does what?</p>	<p>A PLUS review is a regular (at least once a year), planned and structured discussion between the manager and the employee within Handelsbanken. The discussion concerns the individual's development and during this discussion both parties should agree on whether the female employee should join the programme or not. (e.g. ambitions, timing, potential etc)</p> <p>Here follows a short description of the process for each participant:</p> <ul style="list-style-type: none"> - An interview is held by the person responsible for Leadership Development in order to find out what area/ level etc this actual person could and would like to reach - Competence analysis is made by LMI Sweden and local HR in order to find the individual's strength and potential - Goals for each individual are defined
<p>Competence Development</p>	<p>An "Action Plan" is set for 1 year and will focus on:</p> <p>Strategic Leadership – how to survive in a management group, how to deal with time, making strategic presentations etc. Coaching is undertaken on an individual basis and will focus on the strengths and personality of the individual to increase effectiveness. Coaching is 10 x 2 hours approx.</p> <p>Mentorship – a mentor within the Bank will follow this person for one year. The goal for mentoring is based and set on the goals for the individual. The mentor should have experience of the target area. Local HR acts as facilitator of mentorship.</p> <p>Communication Training – Communication is approx. 90 % of leadership skills so everyone will learn the basics about how to communicate in a successful way. (Different learning styles and aptitude etc – 2 day activity)</p> <p>Decision making – theme: Confidence to make decisions? This is included in the coaching and tailored to the individual.</p> <p>Cultural Management – half day activity for everyone regarding the awareness of national and corporate culture. There are international participants in the programme so national cultural management focuses on the success factors when dealing with people from other nationalities. Handelsbanken has got a strong corporate culture and even</p>

	though participants have learnt this from their jobs from the very beginning, we make sure they know why and how to bring newcomers into the Bank and how to be a manager in Handelsbanken.
Partners	This succession plan is made in co-operation with the organisation "Women in progress - Sweden" and "SAMA Leadership" (LMI Sweden)
Success factors with programme (so far)	This is not a big programme with a large administration. The aim is to keep simple and effective. Focus on individuals – not only women (men next to follow) More popular than we thought to be a mentor – senior people love to support

- **CEC actions:**

The CEC (European Confederation of Executives and Managerial Staff) has organized a conference in June 2007 in Stockholm entitled "Better Performance through Diversity – Equal Opportunities as an Asset for Tomorrow's Management".

During this event gathering 200 participants, a panel discussion with the social partners representatives (Business Europe, ETUC, Eurocadres and CEC) reported on the negotiation and on the implementation of the Framework of Actions on Gender Equality.

A workshop was also dedicated to the issue of women in management in which representatives of different countries exchanges good practices to tackle the obstacles (pay gap, stereotypes, work and family life balance, etc.).

The outcomes of this conference will be published before the end of the year in a toolkit providing useful information and practical advices for managers to be implemented in the companies.

CEC National Member Organisations actions:

- In Greece, the ACEO's code of ethics, which all ACEO members are required to subscribe to, clearly states that "Top managerial staff must provide equal opportunities for performance-based advancement to all their employees. They must respect their personality and ensure equal treatment to all".
- In Spain, the Confederación de Cuadros y Profesionales (CCP), has declared its adhesion to the national Collective Bargaining Agreement (ANC), signed by the two main unions and the employers national confederation that transposes the European agreement to the national scope. The ANC is a voluntary agreement that recommends the national unions and employers organisations to implement the measures contained in the European Framework of Actions on Gender Equality. A new Law on equality has been published in Spain, that establishes a compulsory negotiating process in companies with more than 250 employees to adopt an Equality Plan. The Framework will be a very useful and helpful tool in this regard. CCP has elaborated recommendations for its Member Associations to be implemented in companies.

- In France, the CFE-CGC has taken actions in particular concerning:
 - priority 2: by asking its delegates to insert systematically in the company agreements the notion of access of women into decision-making positions as well as a precise follow up with precise indicators.
 - priority 3 (at national and company level):
 - by negotiating to obtain a fully remunerated paternity leave for men (social security complement paid by the employer);
 - by supporting parental leave;
 - by taking particular attention on maternity (interview with hierarchy at the beginning of the pregnancy and before returning from leave);
 - by asking for the recognition of part time in companies and by making sure that it is chosen;
 - by avoiding late meetings;
 - by supporting childcare facilities and home services;
 - by avoiding stereotypes.

Good practices: CFE-CGC continues to animate the 'réseau Equilibre' ('Balance Network'). This national network (sectoral and regional representatives) exchanges good practices on professional equality and work life balance, negotiates and follows the company agreements on gender equality, advises and help members regarding this topic, requires from the companies having more than 50 employees to produce every year a report on the comparative situation of women and men according to the Génisson law of 2001, seats in the gender equality commissions in companies over 250 employees. At sectoral level, around 10 professional branches have signed an agreement on professional equality, as well as about 60 companies. About 20 have been labelled.

- In Italy, the CIDA conducted the following actions:
 - Priority 4: annual salary survey for managerial positions in 2004 and 2005. This has been a valuable source of information, given the lack of data and structured information on the gender gap and managerial issues (national level).
 - Priority 2: annual event "Women manager of the year" to prize a young female manager (national level).

Good practices: Federmanager, the federation of managers in the industry member of CIDA has undertaken several actions to support and facilitate re-employment of managers made redundant during the past difficult years (database of profiles and competencies; agreement with outplacement agencies; redundancy programs with large companies and agreements with the local public administration agencies such as the Chamber of Commerce and others). These actions are particularly oriented to managers and workers above 45 years old and women above 40 years old returning to work after long periods (regional level).

- In Croatia, the Croatian Manager's and Entrepreneurs Association – CROMA is partner with the "Circle", an association of women managers who lobby for organizational culture of equal employment opportunities, overcoming the gender remuneration gap and introducing friendly environment for female workforce. On a national level the "Circle" successfully initiated the change of Labour Law introducing the 3 year maternity leave (fully subsidized for the 1st year). Company level: In supporting the work-life balance and within a CSR activity a local telecom company "VIP-net" Ltd. has invested in building a kindergarten within a company site and introduced a full medical care and

systematic prevention (incl. specific female check-ups). They also allow flexible time shifts and encourage employees to invest in personal development on a company cost. On all managerial levels, including the board of directors there is an equal number of women holding posts. CROMA strongly advocates the gender equality standards in all aspects also through the activities of CROMA Female Section.

- In Poland, the Kadra has launched the following actions:
 - priority 2 it offers women many trainings to raise their qualifications (sectoral level)
 - priority 3, it organises integrational events for employees (company level)
 - priority 4, it negotiates corporate agreements providing equal wages on certain positions no matter gender of employee (national/company level)

Good practice: At the company level our organisation took some actions linked with 4th priority. We managed to reduce gender pay gap and provide equal wages both for men and women

- In Sweden, Ledarna has launched several actions:
 - priority 1: Ledarna is involved in projects with different partners in order to tackle the stereotype gender roles. Some examples are:
 - "Young female manager of the year". An award to a prosperous young woman working as a manager. The object is to create a role-model for young women interested in becoming managers.
 - "The leadership". A program for young men and women in the building and construction business, a typically business dominated by men.
 - A book (Leda jämt) and a series of seminars for our members with information on how to be a "equality manager"
 - priority 2. "Women lead the way": A one year course in leadership designed for women managers in the automotive industry. After the course the participants form a network. The object of the program is to support women to stay on as managers in a segregated industry and also to tackle gender roles and serve as role models at their workplace.
 - priority 3.
 - Within the collective bargaining at a local level Ledarna supports its members to sign individual agreements with their employers that will make it possible to combine family life and work.
 - "Long time managers": A project that will help Ledarna identify the crucial factors for the individual to be able to work as a manager and build a family, coping with stress and having a full life at the same time.
 - priority 4:
 - the organisation encourages and supports its members to negotiate their own salary. This tends to benefit women, since they will not be judged as a group but for their individual resources and competences. Ledarna also organizes seminars on the subject "how to increase your salary".
- In Norway, Lederne conducts seminars concerning particular female managers' challenges (priority 2).

- In Slovenia, MAS has set up a special section of women managers in its organization. The goal of the Section of women managers is to promote women in decision-making positions but by doing so MAS gets in touch with all four above listed priorities.
Good practice at national and company level: Every year the Section organizes a special conference that deals with female-managers issues (conference 'Excellence of women in management').
MAS also awards a price to the 'Businesswomen Friendly Company of the Year' which aims at stimulating Slovene companies in promoting women to take top-managerial positions. Part of the screening process is a questionnaire that includes information on gender equality, work-life balance and gender pay gap.
Since 2005 an award Artemida is presented to all women managers that take CEO position in a company with more than 50 employees. With this awards the Section and the organization as a whole created attention of the public and helps in cultivating female managers role-models as well as promotes networking between women.
- In England, MPA helps its member to claim for equal pay in the National Health Service through the Employment Tribunal system in the UK (priority 4).
- In Portugal, SNQTP constituted a « task force » aiming at analysing and discussing the issue of gender equality. The organisation has launched actions in terms of training, proposals during the renegotiation of the collective agreements signed, organisation of conferences. Good practices at company level:
 - priority 3 : the Bruno Janz SA company has created an association where both the company and the employees participate with a childcare, a kindergarten and a primary school.
 - priority 1 : the same company created a special group which has the task to inform and discuss with employees on equal opportunity issues.
- In Germany, the ULA launched this year a project called 'images in leadership' in order to analyse how leadership is pictured in companies nowadays. Furthermore the ULA takes part in conferences on this subject and cooperates with EWMD (European Women's Management Developments) and the EAF (European Academy for Women). National level The VAA, the Confederation of salaried academic staff in the chemistry (VAA), member of ULA published last year a study about gender equalities. Sectoral level.
- In Austria, WdF is active through the organization of meetings and events and the publication of articles in its regular "Leadership" magazine and advocates for the establishment of more and better childcare facilities.

Actions taken at European sectoral level

- **EMF / Areva Agreement**

On 16 November 2006, the energy supplier [Areva](#) and the European Metalworkers' Federation ([EMF](#)) signed a [European framework agreement on equal opportunities](#).

The agreement expresses the commitment of the signatories to improve standards of equal opportunities for men and women, and to the professional integration of disabled people within all the structures of the Areva Group in Europe.

For more information:

<http://www.aveva.com/servlet/home-en.html> or www.emf-fem.org

- **Agreement in Suez**

On 3 July 2007, an agreement was signed at EU level between the company Suez and a number of European (EPSU, CEC etc.) as well as French trade unions. This agreement includes a set of measures on gender equality. The objective of the agreement is to establish equality and diversity norms covering work conditions, recruitment, promotion, training and working time.

For more information:

http://www.epsu.org/IMG/pdf/accord_de_groupe_03_07_2007.pdf

- **European electricity sector**

In March 2007, the European social partners of the electricity sector ([EURELECTRIC](#), [EMCEF](#) and [EPSU](#)) have released a toolkit on equality and diversity. The Toolkit is a result of a number of activities that have been undertaken by [EURELECTRIC](#), [EMCEF](#) and [EPSU](#), including a joint declaration by the Social Partners on *Equal Opportunities and Diversity*, and a research study on *Equal Opportunities and Diversity: Changing Employment Patterns in the European Electricity Industry*. The main purpose of this Toolkit on [equality and diversity in the electricity sector](#) is to promote understanding and awareness of the management of equality and diversity in the workplace. It provides practical advice and tools for employers, managers and unions to accommodate and implement equality and diversity programmes and initiatives in the workplace.

For more information: <http://www.eurelectric.org/EqualityDiversity/>

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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 ETUC⁷ 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.

⁷

The ETUC delegation includes representatives of the EUROCADRES/CEC Liaison Committee

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.
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 elements⁸:
- 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;

⁸

This is confirmed in the EC equality report 2005 published in February 2005

2. evidence that women continue to do the majority of work in the home or family, tend to have in 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;
 - 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 women⁹. Social partners have a clear responsibility to ensure that the overall working

⁹ EC database on women in decision making:
http://europa.eu.int/comm/employment_social/women_men_stats

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;
 - 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.
