



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

**Evaluation report**

**2009**

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

**BUSINESSEUROPE/UEAPME** <sup>□□</sup>

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

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

**Final evaluation report**

*October 2009*

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□ The ETUC delegation includes representatives of the Eurocadres/CEC Liaison Committee  
□ \* UEAPME - European Association of Craft, Small and Medium-Sized Enterprises

## Foreword

In March 2005, the European social partners adopted a Framework of Actions on Gender Equality<sup>1</sup>.

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

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

The member organisations of BUSINESSEUROPE, UEAPME, CEEP and ETUC<sup>2</sup> agreed to promote the framework of actions in Member States at all appropriate levels taking account of national practices.

They also decided to draw up three annual reports on the national actions carried out on the four priorities identified. Three annual reports were made public in 2006, 2007 and 2008.

National social partners were invited in 2009 to submit national evaluation reports covering the period spanned in the annual reports (2006, 2007, 2008) and to include additional actions that have been undertaken since the final annual report of 2008.

In 2005, the social partners also decided to evaluate the impact of their actions on both enterprises and workers after three annual reports – this is the purpose of the present report.

The evaluation report comprises national evaluation reports jointly elaborated by social partners in the different Member States, which highlight the key features of social partners' work to promote the four priorities from 2005 to 2009. European social partners also report on actions taken at the European level separately.

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 evaluation report was adopted by the European Social Dialogue Committee on 27 October 2009.

The text of the framework of actions as adopted in 2005 as well as a list of contact persons from national and European organisations can be found at annex.

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<sup>1</sup> The Framework of Actions adopted in March 2005 can be found at annex

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

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## Chapter I – Main trends

### **INTRODUCTION**

The objectives of this section are to highlight key features of social partners' follow-up of the four priorities for actions (I) and to assess their contribution to achieving gender equality on the labour market (II).

National reports demonstrate that social partners have been active in implementing the four priorities. This is the case in the majority of Member States. It is nevertheless more difficult to assess follow-up actions in Member States that acceded to the EU in 2007. This could be partly explained by the fact that they joined the process late. Four countries have not submitted national joint reports from the start of the process.

Following on from their commitment expressed in 2005, social partners have taken actions to promote all four priorities, focusing on the areas in which their needs are greater. In accordance with national needs and practices, national employers' and employees' organisations have used different tools and means to address gender equality at national, sectoral, regional and company levels.

They reported on actions taken in three jointly agreed national reports published in 2006, 2007 and 2008. For the present evaluation report, they were asked to submit a joint 2009 report to assess the work they have done from 2005 to 2009 and to select examples of initiatives to illustrate progress made at different levels.

It should be noted that national reports submitted in the four reporting phases do not cover all countries. Nevertheless, the response rate has improved over the period covered:

Year:	2006	2007	2008	2009
Reports nr:	<b>20</b>	<b>19</b>	<b>22</b>	<b>24</b>

In addition, there are important contextual factors that have evolved or changed in the period covered by the Framework of Actions, since its adoption. At EU-level, 2009 sees the start of a new term of the European Parliament, a new Commission, and marks an important stage in ongoing and forthcoming discussions on a Post-Lisbon strategy for growth and jobs and renewed commitments to improving the functioning of labour markets. Together with the impact of the crisis, it should be borne in mind that the present political, economic and social landscape in Europe differs considerably from that of 2005. Nevertheless, as will be highlighted in more detail below, the joint actions of social partners on gender equality have proven to be valuable and the four priorities identified remain valid today. Progress achieved needs to be further consolidated.

## **I/ ANALYSIS OF THE ACTIONS TAKEN IN 2005 - 2009**

The objective of the present chapter is to give an overview of the actions reported as being the most significant by national social partners. The intention is not to give an exhaustive list of all the actions undertaken but to highlight some examples of interesting initiatives/tools developed by social partners. The results presented below should be read in conjunction with the original objectives set out in the 2005 agreement, included at annex.

Several general tendencies can be identified:

- The four priorities identified by the framework of actions have often been tackled in an interconnected way. Initiatives mentioned under certain headings frequently impact on the other priorities of the Framework of Actions by virtue of their integrated approaches. This is clearly shown for example in some framework agreements that were inspired by the wording of the Framework of Actions.
- Social partners display a increasing degree of ownership vis-à-vis the broader objectives pursued by the Framework of Actions. This evolution is partly a reflection of the use of the Framework of Actions by several organisations as an instrument to mobilise social partners towards a shared agenda which at national level can be adapted according to local circumstances and characteristics. The variety of initiatives has also grown.
- Several national reports draw attention to the current economic context whereby policy actions involving the social partners are geared towards mitigating the negative effects of the crisis and helping to stimulate recovery. In some countries taking specific action on gender equality has been under pressure as tackling the crisis has inevitably risen to the top of the policy agenda. This may have had an effect on some of the intended and / or ongoing initiatives. Nuances to this effect can be picked up from various reports. However, according to national and European social partners the issue has not diminished in importance.
- There is a noticeable year-on-year increase in the number of medium and large enterprise-level initiatives being reported on, which symbolises a shift from a predominance of national level initiatives to concrete actions on the ground. Together with individual and / or joint initiatives undertaken by social partners, it is a positive indication that many organisations are implementing diversity and equality programmes which demonstrates a growing recognition of the value of women's skills and competences at all levels, even though the scope for improvement remains considerable.
- The reports are also rich in the number and variety of initiatives, actions, events and innovative approaches in tackling gender equality at different levels. This emphasises the added-value of collecting examples of national experiences to share transferrable best practices.

Some reports finally described the actions taken to increase the visibility of the framework of actions. Social partners in several countries have for example translated it (Czech Republic, Poland, Sweden, Norway).

These tendencies are illustrated in more detail below, where some distinct initiatives and actions have been reported, such as, at EU level, the successful revision of the framework agreement on parental leave agreement in 2009.

## **PRIORITY 1: ADDRESSING GENDER ROLES**

Traditional gender roles and stereotypes have a strong influence on the division of labour between men and women in different spheres: at home, in the workplace and in society at large, thus contributing to create a vicious circle of obstacles for achieving gender equality. Social partners recognised in this framework of actions to have a role to play in addressing gender roles and stereotypes in employment and in the workplace.

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

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

Firstly, social partners in several countries have been directly involved in cooperation with government authorities either in the formulation and revision of relevant legislation ranging from discussions on the labour code to the elaboration of Equal Treatment Acts (Austria, Spain, Finland, Poland, UK).

Several reports made reference to more pervasive broad-based integration of the principle of gender equality and gender mainstreaming across different national policy areas where social partners played an influential role in the formulation (e.g. Belgium).

Several reports pointed to the increased incidence of gender-specific considerations being integrated into collective agreements between social partners (e.g. France), in conjunction with diversity management practices in companies.

A large number of partnership-based approaches with multiple actors can be seen from the reports, such as:

- National frameworks of action and cooperation platforms between social partners, and in some cases public authorities, to improve the situation of women on the labour market, through positive action, incorporation of gender priorities into collective agreements, and / or anti-discrimination measures (Austria, Belgium, Finland, Latvia, Portugal, UK);
- Transnational and national platforms with multiple stakeholders and / or civil society at different levels to study the phenomenon of labour market segmentation, to develop and implement tools thereof that put into practice gender mainstreaming actions and initiatives (Austria, Czech Republic, Luxembourg);
- Guidance and orientation programmes through partnership-based approaches to encourage women to enter occupations where they are underrepresented (Austria, Belgium, Netherlands);
- Sectoral actions through partnership structures (i.e. by industry, region) on diversity management (Belgium, Italy, Netherlands).

An increasingly strong focus of social partner actions is on education and training themes and 'early years' societal impact, to stimulate girls' and women's interest to enter male dominated professions, and vice-versa:

- Improve career prospects of women in technical professions through marketing strategies with varied target audiences (pupils, parents, teachers, employers) to dismantle gender stereotypes (Austria, Cyprus, Denmark, Finland, Germany);

- Attract men to women-dominated sectors (e.g. care, teaching) (Belgium, UK);
- Education and training programmes for pupils and teachers in schools, notably to attract women to technical or scientific professions (Austria, Belgium, Germany, Portugal);
- Organisation of career fairs and girls' days in enterprises through short-term work placements (Austria, Germany);
- Positive action and specific incentives for employers to recruit women in industries / sectors where they are underrepresented (Germany, Portugal, UK);
- Measures to encourage women's participation in entrepreneurship programmes (Austria, Cyprus);
- National rewards for companies that demonstrate good practices (France);
- Improve uptake of underrepresented groups in recruitment procedures and transparency of job classification schemes and job evolution structures based on neutral and objective criteria (Belgium, Czech Republic, Denmark, Spain).

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

At company level, some reports also highlighted the practice of putting into place equality plans and / or setting quantitative goals for representativeness criteria (mainly in medium to large enterprises). Non-discrimination principles in the framework of Corporate Social Responsibility company policies were also mentioned (Czech Republic).

Involving more men in the policy debate on gender issues was also raised as a need. Some reports highlighted the encouraging outcomes of awareness raising and/or information campaigns or programmes aiming at portraying different male roles (Denmark).

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

Achieving an increase in the proportion of **women in decision-making positions** is an objective shared by social partners, who regard the promotion of women into senior and managerial positions as an investment for a more productive and stimulating working environment and for a better economic performance. Such developments should in the long run also have an impact on reducing relative income differentials between women and men. The approaches illustrated below vary considerably according to different contexts.

The underrepresentation of women in decision-making positions in the economic and political domains was addressed as a concern by several of the contributions reported by the national social partners.

The importance of taking into consideration and implementing the gender mainstreaming principle, especially when dealing with the issue of women in top positions, was emphasised in several reports. In this regard, innovative measure adopted included actions such as:

- A Charter on Gender mainstreaming signed by cross-industry trade unions (Belgium);
- Joint social partner actions on the identification of equalisation and discrimination at all levels of the company (Austria).

Several national contributions reported social partners' actions aimed at addressing the challenge to have a more balanced representation of women in decision-making positions. Actions were aiming at increasing the number of women entrepreneurs, and/or women in decision making bodies within social partner organisations and/or bargaining units.



One of the means most frequently adopted by social partners is the use of gathering gender disaggregated data, in order to make a regular assessment and put forward concrete recommendations. Social partners have for instance adopted specific measures:

- to monitor the representation and participation of women within their organisations (UK, Portugal, Iceland, Denmark);
- putting in place specific training or mentoring programmes, such as leadership courses to attract and develop more women in leadership roles (Poland, UK);
- Conducting surveys amongst female top and middle management executives to see how they reconcile their professional and private commitments (Norway).

Other initiatives tended to focus more on the establishment of projects and/or programmes to foster women's entrepreneurial skills. Several projects look at best practices in promoting women's careers in managerial positions and puts forward specific recommendations (e.g. Finland). Awards are also often used in order to promote those companies that successfully manage to increase the number of women in managerial positions (Austria, Czech Republic, The Netherlands, Slovenia).

The setting up of networks, or ambassadors of women in top leading positions of private companies was also described as a successful way to encourage companies to address measures to have more women in top management (Denmark, Finland).

In other cases working groups or business forums (receiving external funding support) dealing with women in enterprise were set up (Ireland, Finland)

Cross-industry agreements dealing with this issue were also adopted (Italy, Spain).

Social partners were often engaged in discussions promoted by tripartite commissions. In some cases the issue of women in decision-making positions was addressed in multi-annual Gender Equality Programmes (as in Austria, Lithuania, Latvia and Turkey) or in projects. Some programmes aim for example at increasing the number of women in leading positions in the Central government Sector (Sweden).

In some cases social partners have been active in contributing to surveys, or working together with Gender Equality Commissions to produce new publications and set up debates on the issue (Belgium, UK).

Public events addressing the importance of diversity management at the workplace and emphasising the need to have more women in decision-making positions in organisations were organised jointly or unilaterally by social partners (Netherlands, Ireland).

Finally, it should be noted that it is difficult to assess the sectoral initiatives in this area. It appeared from the contributions received that the various initiatives reported focused generally on the inter-professional level (of the subject).

With regard to the company level, various interesting examples were illustrated in the national reports<sup>3</sup>.

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<sup>3</sup> Total Belgium, Center Parks, Etap Lighting, Janssen Pharmaceutical, Volvo, Daimler, Deutsche Telekom.

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

In the context of an ageing Europe, reaching better levels of reconciliation of **work, private and family life** and an increasing labour participation in particular for women, are a shared goal for all European countries. Improving work-life balance can contribute to addressing the challenges of demographic changes and labour market developments: an ageing population, labour market shortages and low fertility rates within the EU.

The issue of the reconciliation of work, family and private life was deemed by a number of social partners as one of the areas where they were most active during these last four years. This is partly explained by the fact that this topic has also been high on the EU agenda, in particular since the publication of two EC consultation documents dealing with the possible revision of the existing and/or introduction of new leave arrangements (this point will be expanded in the section of the report on EU-level actions).

National social partner organisations were often engaged in consultations at tripartite level discussing legislative changes of laws on leave arrangements (maternity, parental, paternity leave) or working time arrangements, such as part-time provisions or telework (Luxembourg, Poland). At national level, revision of family leave systems occurred in several countries (Belgium, Czech Republic, Finland, France, Iceland, and Sweden).

In some countries specific committees dealing with work-life balance are in place. They normally aim to support and facilitate the development of family friendly policies at the level of the enterprise (Ireland, Latvia).

In addition bipartite action has been crucial to deal with this issue. Social partners have concluded collective agreements in order to improve a better reconciliation of work and family commitments, at both cross-industry level and sectoral level (Italy, Spain, Sweden).

It is worth noting that this priority action was often addressed in conjunction with other priorities of the framework of actions: to increase the number of women in managerial positions as well as the fight against gender roles, as for instance in the case of campaigns encouraging fathers to make use of the existing leave arrangements (in Finland, Italy). Social partner activities were not only aimed at raising awareness on the existing leave facilities and working arrangements having a direct impact on work-life balance, but sometimes they also went further by training members and representatives on the various tools in place (Latvia, Portugal).

Examples were also provided of joint social partner actions (events, seminars) at both sectoral and regional levels (Germany).

Flexible working arrangements (telework, part-time work) were also mentioned as useful means to enable parents to better combine their professional and family commitments. However, the use of these time arrangements varies across countries: some for instance focus on broadening the possibility to use part-time work while others are exploring ways to limit the potentially negative factors linked to voluntary or involuntary part-time work. Some initiatives try not only to stimulate part-time workers to work longer hours, but also to consider which other conditions (such as childcare) are to be met to enable a better combination of professional and family responsibilities (Netherlands). In some countries debates were organised on the promotion of flexible forms of work (Czech Republic).

Social partners have dealt with the issue of work life balance in the context of transnational projects, often financed through the European initiatives such as EQUAL and the ESF (Cyprus, Germany).

The issues concerning the quality, accessibility and affordability of childcare facilities were also part of the social partners' actions in the field of work-life balance. In some cases the social partners regularly take initiatives vis-à-vis public authorities to improve the use of the care systems in place (Austria, Czech Republic, Sweden, United Kingdom). In other cases they were partners in government-driven projects. Examples are given in the national reports on joint social partner activities, ranging from promoting fewer closing days and longer opening hours in day-care institutions to measures that facilitate family-related care obligations (Denmark, Germany).

Similarly as for addressing the issue of women in decision-making, awards are given in some countries to those companies that put in place family-friendly measures. Social partners often sit as judges on the award committees (Denmark). In other cases they contribute in the development of audit systems and certificates to assess family friendly company policies (Austria, Slovenia).

At company level social partners have been active in negotiating agreements that complemented the existing national regulatory framework on leave arrangements. In other cases both private and public employers reported to promote flexible working arrangements and the possibility for time off in lieu of overtime, set up company kindergartens, provide specific information and services on parenthood, etc <sup>4</sup>.

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

Fifty years following the establishment of the principle of equal pay for men and women in the first European Treaty, a considerable wage gap still exists. The **pay gap** is a complex issue with multiple causes, addressed at different levels by all the relevant stakeholders. Despite the persistent inequalities across countries, sectors and professions, the reports show that Member States and the social partners have been active in this field.

The 2008 annual report put a specific emphasis on collecting information on the issue of equal pay in Member States.

National reports mentioned social partners' participation in round table debates to exchange practices aimed at better understanding the contributing factors to and the elimination of pay differentials between women and men. National social partners also referred to their active involvement in consultative national commissions dealing with equal pay (Norway) as well as their direct engagement in projects promoted in the framework of the work of these bodies.

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

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

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<sup>4</sup> Examples in the national reports include Poste Italiane, Microsoft, Alcatel, Dexia, Siemens, Renault.

Specific examples of activities at the macro level:

- Social partners' involvement in the implementation of legislation concerning equal pay (Cyprus);
- Tripartite cooperation structures (e.g. equal pay programmes, Equal Pay Day) and involvement of social partners in setting targets at national level (Finland, Germany);
- Publications (leaflets, brochures, guides, compendia), campaigns and conferences aimed at both individuals and companies to raise awareness of pay differentials (Austria, Belgium, Cyprus, Germany, Netherlands);
- Studies and surveys on better understanding the factors behind pay differentials (Denmark, Finland, Netherlands, Portugal, UK);
- Develop and improve statistical monitoring of pay differentials (Finland, France, Iceland, Ireland, Slovenia, UK).

Specific examples of activities at the micro level:

- Networks for equal pay – toolbox on income fairness and access to information (e.g. equal pay course) to increase knowledge of different pay structures (Austria);
- Review of job classification systems to make them non-discriminatory, upholding the principle of 'equal pay for work of equal value' (Belgium, Finland, Sweden);
- Corporate remuneration policies in companies oriented on performance-related and gender-neutral criteria (Germany);
- Checklists to assess pay systems on gender equality at work-place level (Belgium, the Netherlands, Finland).

## **II/ IMPACT OF THE FRAMEWORK OF ACTIONS**

The framework of actions on gender equality is the second such type of initiative undertaken by European social partners, following the 2002 framework of actions for the lifelong development of competences and qualifications.

European social partner negotiations resulted in the definition of priorities for actions common to all national social partners and a work plan for future follow-up. The framework of actions has delivered a clear message and a sense of focus to national social partners in most countries on their work on gender equality. It has been an instrument for change, and / or has supported pre-existent social partner actions on gender equality, and certainly helped bring about a range of concrete actions in this field at European and national level.

Furthermore, in addition to raising awareness and visibility, European social partners believe that the process of policy coordination undertaken at European level would gain in clarity, effectiveness and attractiveness for stakeholders if it were more focused on a few key priorities – as articulated in the framework of actions. European social partners furthermore call on the European Institutions to fully take into account their discussions, proposals and priorities for work.

Undoubtedly, the framework of actions has played an important role in influencing the EU policy developments in the field of equal opportunities of men and women. For example, its objectives were recalled by the 2006-2010 Road Map on Gender Equality, by the 2008 Communication on "Tackling the pay gap between women and men".as well as in the two-stage consultation on reconciliation of work, family and private life launched by the Commission in 2007.

Concerning the follow-up, the annual national reports do not aim at being exhaustive but highlight the most significant actions taken by social partners at national, sectoral, regional and company levels. Social partners agreed on a selection of examples to illustrate progress made,

which gives an indication of the priorities set in their work. A clear evolution can be observed over the time span of reports.

The number and diversity of actions and initiatives has grown, as well as the degree of examples relating to concrete implementation on the ground, increasingly targeting employers and individuals, as well as specific groups / sectors / industries.

In most countries, a discernible development has been the improvement in cooperation which has clearly led to increased understanding and better partnerships between social partners and other actors, instilling a sense of shared responsibility to meet objectives. Through coordinated strategies that can shape opinions of pupils, parents, teachers, employers and politicians, negative attitudes and stereotypes can more easily be dismantled over time.

An important contextual factor, already highlighted in the introductory remarks, concerns the crisis and the crucial contribution of social partners to help develop conditions that will lead to swift economic recovery. This has risen to the top of the priority agenda for virtually all social partner organisations and has had an inevitable impact on ongoing and / or planned activities in other fields, including gender equality issues. Nevertheless, a strong focus on tackling gender equality challenges has remained in spite of the crisis highlighting the longer-term social and economic benefits that will be reaped from a more balanced participation of men and women both occupationally and vertically across labour markets.

The majority of reports, taking into account very diverse national characteristics, illustrate similar concerns regarding longer-term demographic challenges and improving work-life balance in a way that encourages women to keep working, while not having a negative impact on birth rates.

With regard to the Framework of Actions' impact at sectoral level, it should be noted that in some cases the priorities identified were used as a source of inspiration and/or as direct reference to discuss or promote initiatives in the area of equal opportunities for women and men. However, the dissemination of this instrument varies among the different European sectors, with some that appear to have used it in a more systematic manner (i.e. metal, food, agriculture and tourism sectors).

Finally, the influence of the framework of actions on social partners' activities will continue in the future. It also depends on the ability of social partners at all levels to disseminate and raise awareness on the results of this evaluation exercise.

### **III/ FUTURE PERSPECTIVES**

Four years after the adoption of the framework of actions, there is encouraging progress in terms of gender equality on European labour markets. However a number of challenges persist, such as achieving the female employment rate of 60% for female workers and the Barcelona childcare objectives. Further improving the quantity and the quality of female labour market participation and enabling women to make the most of their skills and competences will help to face future societal and labour market challenges, in particular to stimulate economic growth and to face demographic ageing. Social partners, institutions, men and women need to continue to work together to challenge existing gender roles and stereotypes in education work, homes and throughout society.

Policies to promote gender equality are key to address gender-based labour market segmentation and to fully exploit Europe's labour force potential. Actions in this regard should be targeted at both men and women. In the framework of actions, social partners have identified concrete and often innovative initiatives and tools which can inspire future social partners' actions across Europe.

European social partners believe that the four priorities identified in 2005 remain valid and essential policy priorities where further action is needed to fight remaining inequalities on labour markets. Embedding gender equality initiatives in broader labour market policies requires interaction and cooperation between all relevant actors, including social partners. For these reasons they will continue to work on the Framework of Actions' priorities, and will assess progress made in the context of a future social dialogue work programme. They will also integrate the gender dimension in the context of future discussions within the European Social Dialogue.

Social partners need to continue their efforts to improve the provision of care infrastructures, and joint work to implement flexible working arrangements that can make a genuine difference to enable women and men to combine work and family life. As also stated in their Progress Report on reconciliation of professional, private and family life adopted in February 2008, the European social partners have a common interest to explore and promote forms of working time arrangements that benefit both employers and workers. On this basis, they will assess if and in what form, innovative and adaptable working arrangements for women and men can be promoted.

Chapter II – National evaluation reports

## Austria

Sources of information:

- Workers: ÖGB (Austrian Trade Union Federation), member of ETUC, AK (Chamber of Labour)
- Employers: IV (Federation of Austrian Industry), member of BUSINESSEUROPE; WKÖ (Austrian Federal Economic Chamber), member of UEAPME

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1. Joint measures of the Social Partners with the participation of two or more interest groups
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### **1. JOINT MEASURES OF THE SOCIAL PARTNERS WITH THE PARTICIPATION OF TWO OR MORE INTEREST GROUPS:**

#### **Expert conference** (Priority 1, 2, 3 and 4)

In October 2008 the social partners and the Federation of Austrian Industries held a conference on "gender equality". The conference dealt with traditional role models, their impact on society and economy as well as possible changes.

#### **Joint position paper of the social partners and the Federation of Austrian Industries** (Priority 1, 2, 3 and 4)

As a result of the symposium (see above) in late October 2008 a joint position paper of the social partners and the Federation of Austrian Industries was published, which also refers to the framework for action on equality between women and men. The social partners and Federation of Austrian Industries have proposed the following measures to promote economic equality and to reduce the pay gap between men and women: atypical training and career choices of girls and boys, cooperative sharing of childcare responsibilities between mothers and fathers, promoting women in executive positions, improved conditions for reconciling work and family life, coherent salary calculation, and finally, as an implementation tool, the Equal Treatment Act. The joint paper was sent to the federal ministries, and was the departing point for the development of the National Action Plan for Gender Equality (see below).

#### **Agreement between the Austrian Trade Union Federation and the Austrian Federal Economic Chamber about a minimum wage of 1.000 Euro in collective agreements** (Priority 4)

The Austrian Trade Union Federation and the Austrian Federal Economic Chamber agreed in 2007 that all sectoral collective agreements of their members should foresee a minimum wage of 1.000 Euro for full-time employment until 1.1.2009. This agreement was especially important for women because they often work in low wage sectors.

#### **National Action Plan for Gender Equality** (Priority 1, 2, 3 and 4)

The Government Program 2008-2013 provides for a National Action Plan for gender equality, which is to be developed by the government and the social partners. In spring 2009 the heads of the social partners together with the Minister for Women took part in a round table. Over summer 2009 four working groups will develop concrete measures. The social partners and the Federation of Austrian Industries are represented in all working groups.

#### **Dialogue meeting** (Priority 3 and 4)

In November 2008 the Austrian Public Employment Service (AMS) held a meeting under the motto "Children - economy - politics". Social partners, AMS and representatives from the field of



child care and infrastructure discussed necessary conditions for women re-entering the job market.

### **Improving child care** (Priority 3)

One long-standing demand of the social partners is partially met with the government "initiative to increase the number of child care centres and further early learning programmes for language skills". More than € 100 million will be invested in the expansion of child care services. This initiative has already shown first success.

### **Free kindergarten year** (Priority 3)

The social partners have long advocated the importance of affordable child care services. As of autumn 2009, all federal states will offer free half-day nursery places for five-year-olds. As of autumn 2010, parents are obligated to send their five-year-olds to kindergarten. For the implementation of this project, the government will invest € 70 million yearly from 2009 until 2013.

### **Child care benefit act** (Priority 3)

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

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

The possibility to choose from these three options allows parents more flexibility to organise their work and family life. In the opinion of the Austrian social partners and the Federation of Austrian Industry these new options are positive and we support the plan of the Austrian government to introduce a fourth option next year. It is planned that parents can receive 80 % of their former income. The minimum of the income substitute shall be 1000 Euro and the maximum 2000 Euro per month. It is planned that the duration of this new option will be 12 plus 2 months for the partner.

### **FIT – Women and girls in technics and trade:** (<http://www.fit.sid.at/>) (Priority 1)

Target groups are girls and young women, who in an advice- and orientation-phase are encouraged to choose a non-traditional profession. FIT contributes to break up gender-segregation in technical parts of universities, economy and industry. FIT raises awareness via directed marketing in schools and in the media. FIT is a measure in certain regions of Austria with different levels of cooperation with the social partners.

### **Girl´s Day** (Priority 1)

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. In Vienna this activity is called "Daughter´s day (Töchtertag)", <http://www.toechtertag.at/011/Home>). For detailed information see below – good practice example.

### **Improvements in the Equal Treatment Act 2008** (Priority 1 and 4)

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

### **Audit FAMILY & PROFESSIONAL CAREER** (Priority 3 national and operational)

Audit FAMILY & PROFESSIONAL CAREER helps a company with the use of an intensive criteria catalogue, to check its level of family-friendliness, evaluate the results of taken measures and further develop its level of family-friendliness. For detailed information see below – good practice example.

### **Equal Treatment Commission** (Priority 1 and 4)

Due to national law (Equal Treatment Act 2004) the equal treatment commission, consisting of 3 senates has been established. The main purpose of the commission is to scrutinise cases of possible discrimination. The legal task of the equal treatment commission is to deal with all questions in order to preserve the commandment of equal treatment. It is put aside as a special entity to the Labour- and Social courts as well as the civil courts.

### **Participation of the social partners as strategic partners in the EQUAL- development partnerships with a special gender focus:**

**Klara – Network for Equal Pay and Gender-Equality on the labour market** (Priority 4) (<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.

**Parental leave and Career** (Priority 3) - the project on 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.

**Learn forever** (Priority 2) – Lifelong learning in the age of a society that depends on information – new ways with women (<http://www.learnforever.at/>). Further education and qualification are the focal points.

**Qe-gm** (Priority 2 national and regional) – Quality development Gender Mainstreaming (<http://qe-gm.at/>) Identification of equalisation and discrimination on all levels (this happens on one hand through statistical inquiry for sensitisation and on the other hand through module 4 further education and executives the interface for women in a leading position).

**Alternative Self-employment – Women Company** (Priority 2 and 3 regional): Social partners are strategic partners and the aims are:

- Reintegration of women with care responsibilities back into working life
- To achieve a secure existence alternative to an employed activity
- To facilitate the formation of a company for women with care responsibilities
- Development of financing possibilities tailor made for the target group of company foundresses
- Aftercare of young female entrepreneurs

## **2. INDIVIDUAL SOCIAL PARTNER INITIATIVES:**

### **The Federation of Austrian Industries**

#### **“Industry gets female”** (Priority 1)

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

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

#### **"MiA- female Migrants Award"** (Priority 1 and 2)

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

#### **"TechWomen"** (Priority 1)

Tech Women was founded in 2008 and is an association for national and international projects to support women in technical professions. The platform provides information and network-options for different people, companies, communities and educational institutions. On the website [www.techwomen.at](http://www.techwomen.at) all members can exchange their ideas and experiences, inform each other about projects or ask for support.

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

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

### **Austrian Trade Union**

#### **"Pop Up GeM" (Policy and Public Services Push Gender Mainstreaming)** (Priority 1 and 4)

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

#### **"job.plan"** (Priority 4)

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.

### **"Full wage instead of things by halves" Lets close the gap!"** (Priority 4)

With the Income-Campaign "Full wage instead of things by halves" Lets close the gap!" the Austrian Trade Union women pointed out the enormous pay-gaps between men and women and created a requirement catalogue to eliminate the pay-gap. They distributed folders, with the request, to support the requirements they addressed to the federal ministers Bartenstein and Rauch-Kallat with collected signatures. On the 29th of June 2005 they presented the ministers packages of 13.783 signatures and requested them, to take action, so women can receive a fair income.

### **"To set a good example"** (company level and sectoral level)

The Trade Union "Metal-Textile" published a project-guidebook with the title "To set a good example", that deals with Gender Mainstreaming in collective agreements. The main purpose of the book is sensitisation and through that the prevention of indirect discrimination in collective agreements.

## **Chamber of Labour**

### **"Profession-Baby-Education"** (Priority 1 and 3)

Annual Information-Fair for employees on parental leave. On this two day event information and advice concerning re-entry, labour market and legal parameters for the special needs of parents on parental leave are given. An information folder about the fair is posted to all Viennese parents on parental leave.

### **Information folder and brochure on "Antidiscrimination on company level"** (Priority 4)

For its members the Viennese Chamber of Labour has published an **Information folder** on the Equal Treatment Act as well as a **brochure** on "Antidiscrimination on company level" for works committees together with the Austrian Trade Union. (<http://www.arbeiterkammer.at/pictures/d33/Gleichbehandlung1.pdf>, <http://www.arbeiterkammer.at/pictures/d26/Antidiskriminierung.pdf>).

## **Austrian Federal Economic Chamber**

### **Manual on "Reconciliation of Family and Work for Small and Medium Enterprises"** (Priority 3)

The Federal Economic Chamber and the Federal Ministry of Economy, Family and Youth published a manual in order to promote better reconciliation of family and work. This was revised and supplemented in 2009. The brochure offers arguments for more family-friendliness and practical advice for enterprises on concrete measures they can immediately implement. This information and service manual is available as a free pdf brochure on [www.wko.at/familieundberuf](http://www.wko.at/familieundberuf).

### **"Woman in business"** (Priority 1 and 2)

Woman in Business has been the contact partner within the Austrian Federal Economic Chamber for 100,000 female entrepreneurs in Austria. Around 33 % of the Austrian companies are led by women. One focal point is lobbying for a better reconciliation of family and entrepreneurship. [www.unternehmerin.at](http://www.unternehmerin.at)

### **"Women on Chamber Boards"** (Priority 1, 2 and 3)

This project which is part of the EU-project "Women on board of local development" started in 2007. The aim is to promote women in decision making positions within the Chamber (<http://www.eurochambres.eu/Content/Default.asp?PageID=217>). This project is a follow up of the project "Chamber against stereotypes". The Austrian Federal Economic Chamber - Women in Business has assumed the role of the project leader of the working group "Women on Board of local development". The other project partners are the Milan Chamber of Commerce and

Industry, the Central Chamber of Commerce of Finland, the Slovenian Chamber of Commerce and Industry and the Chamber of Commerce and Industry Schwerin. The objective of the working group is the development of guidelines to increase the presence of women in Chamber boards at all levels. The findings of the project should in the long term increase the number of female Chamber board members and make female business objectives more visible. The Austrian Federal Economic Chamber /Women in Business will use this study as a basis for measures to increase the proportion of women in board panels.

**“Technic rocks”** (Priority 1)

This campaign, initiated by the Chamber of Salzburg, aims at the promotion of education in technics at elementary schools and high schools. It draws attention to the different working options and further education in this fascinating and future-oriented field. At the end of the year 2006, 148 girls had made use of this opportunity (2004: 94). In 2009 a new Science Centre was opened, again supported by the Chamber of Salzburg, to further enhance and promote interest in research, science and technology.

**Compendium – Equal Treatment Act 2004** (Priority 1 and 4)

Containing practical advice for employers to prevent discrimination and promote diversity. The compendium ought to act as an easy understandable guidebook on the complex subject area of the equal treatment act and thereby helps to avoid discrimination.

GOOD PRACTICE EXAMPLES

**Girls’ day** (Priority 1)

The main task of the girl’s day is to change the one-sided choice of profession by girls. By offering to try out an unknown profession one day long, they try to spark interest in future-oriented technical professions. In Austria you find 270 apprenticeship-professions, 216 of these have a technical or trade-oriented direction. Girls rarely choose these professions and so there are only 54 choices left for them. Half of all the girls choose from 3 possible professions: office clerk, trained retail saleswomen and hairdresser. Girls between 13 and 17 years of age are allowed to work one school day long in a company, they’ve chosen by themselves online. Partners from public institutions, the economy and industry are necessary to make this day possible. The girls’ day is held in different regions of Austria.

**Audit FAMILY & PROFESSIONAL CAREER** (Priority 3 national and operational)

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).

**“Taten statt Worte”** (Priority 3)

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

## Belgium

Sources of information:

Conseil national du Travail :

- Trade unions : FGTB, CGSLB, CSC, members of ETUC
- Employers : FEB, member of BUSINESSSEUROPE; UNIZO, UCM, members of UEAPME ; Boerenbond, CENM,

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

#### a. Actions

##### 1) National level

The Cross-Sectoral Agreement 2007-2008 (*Accord interprofessionnel – AIP*) certainly constituted a powerful moment in the gender equality policy conducted in Belgium. This agreement placed the combat against different forms of discrimination (including gender-based discrimination) among the major priorities for work by the social partners.

Summarising, it can be said that this agreement comprised two major avenues for action: first, it set out to enhance the framework of social partner agreements designed to combat discrimination against various categories of workers and notably women in the work place; second, this agreement sought to promote, at all levels, tools and initiatives which can contribute, in a proactive way, to greater equality of opportunity for persons belonging to certain vulnerable categories on the labour market, including women.

The National Labour Council (*Conseil national du Travail – CNT*) made a concrete contribution to implementing this agreement. Regarding agreements between the social partners, an important part of AIP consisted in extending the scope for application of the principle of equality to all phases of the work relationship. Prior to this agreement, the scope for application of this principle had been limited to the framework of collective labour agreement 38 (*CCT 38*), i.e. to recruitment and selection of workers (in conjunction with CCT 25 on equal pay for male and female workers). This extension was brought about through adoption of CCT 95 (11 October 2008) on equality of treatment throughout all phases of the work relationship, which constitutes a major step forward by the social partners in combating discrimination. This new collective labour agreement fits into the legal framework for combating discrimination (including sex discrimination) adopted in Belgium in 2007.

Regarding the development of tools for promoting equal treatment, CNT adopted a code of conduct targeting employers when they recruit and select workers, in line with AIP. This code of conduct gives expression to the commitment of social partners to greater diversity. In particular, it comprises a call to individual employers “to make efforts in their recruitment policy to bring about greater participation of groups at risk on the labour market”. It highlights certain tools available to sectors and enterprises which wish to engage in this diversity initiative and also sets out a number of guidelines, inspired by experiments carried out in the field, which enterprises are invited to follow in their recruitment and selection policy.

AIP called for particular attention to be paid to certain target groups, including women, in deployment of training efforts. Work was carried out within CNT to improve the evaluation of

enterprises' training efforts which led to an adaptation of corporate social reporting, with particular attention to the breakdown of training by gender. Generally speaking, since 2007 Belgium has had a tool for gender mainstreaming: the gender dimension has to be structurally integrated in all policy lines defined at Belgian level.

In the Cross-Sectoral Agreement 2009-2010, it was not possible to reiterate the explicit attention accorded to gender equality in the preceding AIP 2007-2008. This issue moves all too rapidly into the second rank of priorities in periods of recession.

## 2) Sectoral level

AIP 2007-2008 called on sectors to pursue a policy of diversity and certain sectors responded to this call by drawing up codes of conduct or sectoral collective labour agreements providing a better framework for action by enterprises in the area of diversity. With no claim to be exhaustive, examples in the period 2005-2009 include the following:

- Cleaning sector (CCT which includes a ban on discriminatory behaviour)
- Hospitality sector (pro forma non-discrimination code of conduct which enterprises are invited to sign)
- Metals sector (a paragraph on the principle of non-discrimination in in-house rules of procedure is recommended)
- Banking and insurance sectors (CCT reaffirming the principle of non-discrimination).

Initiatives have been carried out to raise awareness among women of studies and professions which break with the traditional attribution of roles between men and women. For example, the freight transport sector has run a campaign to point more women in the direction of the logistics sector. In cooperation with the Walloon authorities among others, in 2006 the social partners launched a project designed to integrate women in the construction sector, with the aim of combating stereotypes and segregation on the labour market. This project ran from 2006 to 2007 and concentrated on two regions with a high level of unemployment: Liège and Charleroi. The obstacles that women must overcome in the construction sector include stereotyped ideas and mentalities, the image of the sector, legislation on provision of sanitary facilities, mobility, etc.

## 3) Enterprise level

Over the last four years, certain enterprises have been encouraged by the social partners, at all levels, to develop initiatives concerning management of human resources to promote diversity and equality of opportunity.

Thus, further to CCTs concluded in the financial sector, certain large enterprises (KBC, Fortis) have concluded charters. Another example relates to the private limited company L'Essor, an enterprise for training through work, which has recruited women in traditionally male trades such as painting, and this despite the reticence of the trainees themselves. Similarly, the Belgian army has long been attentive to the gender dimension as an element of diversity policy. A gender module has been added to training courses for intermediaries such as recruiters, trainers and persons of trust. Gender is also an element of training courses for new personnel. Appropriate training means and methods have been developed to this end.

The social partners have also contributed actively to creation of the "*Egalité diversité*" label – [www.labelegalitediversite.be](http://www.labelegalitediversite.be). This label is accessible for enterprises which take measures designed to improve access to employment and to increase the sustained participation and progression of women in their jobs, to reduce gender-based segregation on the labour market. In all cases, award of the label presupposes compliance with anti-discrimination legislation

coupled with a diversity analysis framed in both qualitative and quantitative terms. This label was awarded to various enterprises in 2007 and 2008<sup>5</sup>.

A number of enterprises are also endeavouring to break gender-based behaviour patterns and masculine stereotypes. For instance, at Dexia, efforts are being made to change mentalities at management level in order to make reconciliation of work and family life a natural consideration also for male managers. In Ghent, child reception bodies are also trying to recruit male child carers. The firm in Turnhout, active in printing and bookbinding, has invested in a technical and personal training course for low-skilled workers in order better to evaluate and upgrade their skills. This training is also addressed explicitly to female workers.

## b. Impact

Data exist, in particular the labour force survey (*enquête sur les forces de travail – EFT*), which make it possible to measure certain developments linked to the first pillar of the framework of actions. The most relevant data relate to the employment rate of women, the proportion of women with part-time jobs and representation of women in certain professions to which they have traditionally had little access.

However, important reservations must be signalled for analysis of these data. First of all, it is not possible to determine the contribution of measures taken by the social partners in any developments that can be observed. These developments may be due to other factors than the measures in question. Furthermore, it is not certain that the most recent measures have already had an impact likely to be reflected in the most recent data published.

### 1) Employment rate

In 2008 the employment rate of women remained below that for men (56.2% for women against 68.6% for men). Nevertheless, a relatively larger increase in the employment rate of women can be seen than in that for men over the period 2005-2008. The female employment rate increased from 53.8% in 2005 to 56.2% in 2008, representing a relative increase of 4.46% in the employment rate. Over the same period, this rate for men increased from 68.3% to 68.6% (or a relative increase of 0.43%).

### 2) Part-time work

Generally, the proportion of paid women workers who worked part-time (43%) in 2008 was markedly higher than the comparable figure for male workers (8.2%).

In addition, over the period 2005-2008, the total percentage (men and women taken together) of paid workers working part-time increased in Belgium, from 23.4% to 24.2%.

However, the relative increase in the proportion of workers working part-time is more marked among men than among women. Among men, the proportion of workers working part-time increased from 7.8% in 2005 to 8.2% in 2008, a relative increase of 5.12%. Among women, this percentage increased from 42.6% in 2005 to 43% in 2008, or a relative increase of 0.93% over the same period. Whereas the main purpose of part-time work for women is to allow them to better reconcile working and looking after their families, the increase observed among men can be explained in part by an increase in part-time work at higher ages with a view to phased termination of working life.

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<sup>5</sup> SNCB, l'ASBL Boulot, Belgacom, Age d'or Services, City of Ghent, le Crioc, City of Leuven, Ethias Assurances, Sodexo, City of Liège, Randstad, Federal Police, and Centers Parcs Belgique.



### 3) Male and female professions

EFT data show that some professions continue to be very marked from the gender angle. However, the survey also makes it possible to observe some favourable developments in professions which, while they remain largely "masculine", have seen a large relative increase in the representation of women over the period 2004-2008.

For instance, the percentage of women among carpenters, cabinet-makers and floor-layers increased from less than 1% in 2004 to 1.6% in 2008. The same is true for the profession of plumber (the proportion of women increased from 1.1% in 2004 to 1.6% in 2008, or a relative increase of almost 45.5%). There has also been a large increase in the number of women among bus drivers.

There is also, in some predominantly female trades, a decrease in the percentage of women and hence an increase in the number of men represented between 2006 and 2008. The most spectacular relative increases in the percentage of men in these predominantly female trades between 2006 and 2008 relates to the positions of cleaning lady (women decrease from more than 99% to 96.4%), carer and nurse (women decrease from 94.1% to 86.7%), nursery school teacher (percentage decreases from 98.7% to 97.2%), chemist's assistant (percentage of women decreases from 92.9% to 86.1%) and, lastly, child minder and household help (the percentage decreases from 98.3% to 96.8%).

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

### a. Actions

#### 1) National (and regional) level

With a view to promoting the role of women in social concertation, the three representative trade unions in Belgium signed a gender mainstreaming charter on 23 September 2004. In it, they undertake *inter alia* to increase the involvement of women in trade unions at all levels and to incorporate the gender dimension in the functioning of trade unions systematically and with immediate effect. Further to this charter, the trade unions have organised study days and training courses. They have developed action plans, modified their statutes, and they evaluate progress regularly via surveys, meetings and publications.<sup>6</sup>

The additional attention that the trade unions have accorded since the charter to gender mainstreaming of their activities is reflected among other things in:

- a change in the organisation of training courses: they are no longer residential, in part because the participation of women with family duties has increased;
- an increase in the number of female candidates elected during the 2008 social elections as compared with those in 2004;
- an effective increase in the number of female executives at the top of cross-sectoral organisations and sectoral associations.

In recent years, the Walloon Council for Equality between Men and Women (*CWEHF*) (social partners at regional level) has issued publications and organised seminars with a view to promoting equality between men and women at municipal and provincial level, to a better division of political mandates between the two sexes, to combating gender-based stereotypes, the glass ceiling, pay gaps, etc. CWEHF has produced important statistical data on this issue.

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<sup>6</sup> Publication: *La charte gender mainstreaming dans les syndicats, un catalyseur de la politique syndicale belge en matière de genre. Réflexions sur la pratique, 2005-2007* ("Charter for gender mainstreaming in the trade unions, a catalyst for Belgian trade union policy in the area of gender. Reflections on practical experience 2005-2007") - VUB press, 2008.

## 2) Enterprise level

In 2006, the institute for equality of women and men concluded a partnership in the framework of the DIANE project, initiated by UCM, whose aim is to promote the role of self-employed women and female directors of very small, small and medium-sized enterprises. Co-financing by the institute has made it possible to carry out an analysis of the situation these women find themselves in and to identify the obstacles they have to overcome.

Numerous enterprises pursue activities whose objective is to smash the so-called glass ceiling. For instance, Total Belgium has taken the decision to expatriate young women earlier in their careers, which constitutes an important element in their career development. In this way, they have already acquired experience when they reach an age when they generally have children. In addition, the enterprise organises a professional reclassification for the family members of workers who already have a family.

Smashing the glass ceiling is advantageous not only for highly qualified women. For instance, Center Parks has put in place a skills management policy which gives low-skilled women possibilities for progressing within the enterprise. Etap Lighting has trained female operators to enable them to move to the higher level of technical operators. At Randstad Belgium, voluntary part-time work is not considered to be a brake on promotions and the prevailing culture respects family life. These simple measures have had an impact on the presence of women in positions of responsibility. And these are just a few good examples.

Janssen Pharmaceutica has developed the Women's Leadership Initiative. This project seeks to identify the needs of and specific obstacles to developing the potential of female employees, to increase their possibilities for personal development and to offer them the support they need. In 2001, Janssen Pharmaceutica had only 10% of women in executive or higher positions; this figure had increased to more than 18% in 2006.

Volvo has created a diversity network. 15% of new workers are now women, whereas the comparable figure used to be less than 3%.

In order to help enterprises and organisations to find the right woman for a position, the institute for equality of women and men, in cooperation with research centre Amazone, has developed the VEGA project, which has created the first online guide to female experts. The purpose of this guide is to increase the recognition and visibility of female expertise. Via this guide, women with an expertise can highlight their profile in order to be better noticed by enterprises seeking a similar profile. As a result, the excuse that it is not possible to find female experts can no longer be invoked.

### b. Impact

Despite these positive measures, a comparison of the percentage of women and the proportion of women in management positions shows that vertical segregation is still maintained. The 2009 report on pay gaps by the institute for equality of women and men shows that, among the fifty sectors examined, there are only six where women are in the majority in management positions.

### 3. SUPPORTING WORK-LIFE BALANCE

#### a. Actions

##### 1) National level

In 2002, the social partners replaced the old career break system with a new time credit system which enables workers to suspend or temporarily reduce their working hours in order to deal with circumstances linked to private life. A collective labour agreement has been concluded to this end in the National Labour Council. It has already been adapted several times over the years and offers workers the possibility of reconciling their work with their private lives in a flexible manner. In 2005, the social partners also drew up a collective labour agreement on teleworking.

Maternity leave, parental leave and paternal leave have recently been adapted in Belgium<sup>7</sup>. Reconciliation of work and family life has given rise to a succession of legislative proposals through which policy-makers seek to give a response to this issue. In 2009, the social partners represented in the National Labour Council are therefore engaged in evaluating and revising existing rules in order to allow a better work-life balance.

##### 2) Enterprise level

Numerous employers in the public sector and the private sector are endeavouring to facilitate the work-life balance by collecting and disseminating good practices, by making recommendations and by raising awareness among managers. A good example in the firm Bayer, which has developed, for its various European divisions, a toolbox containing good practices (legislation, rules, collective labour agreements, etc.) regarding equality of opportunity (including gender equality) and work-life balance. This can be found on its "Bayer Europa Forum". In recent times, family-friendly services have also been organised in a number of enterprises such as Alcatel, which organises a takeaway catering service at very reasonable prices, or Ferrero Ardennes, which organises a bus service to drive workers with limited mobility (mainly women) to work. At Alcatel, workers have very flexible working times and Dexia offers its personnel the possibility of telework, including for operational and banking tasks. The bank covers the associated infrastructure costs. These are just a few examples.

On their side, trade unions have drawn up flanking and awareness-raising brochures to help workers are their representatives, as well as checklists on the theme of work-life balance.

Recently, progress has also been made in terms of out-of-school care facilities for children. It is important that the regional authorities in Belgium pursue their policy of upgrading child reception facilities to meet requirements on the labour market.

#### b. Impact on enterprises and workers

Regarding thematic leaves (parental leave, care leave, palliative leave), between 2005 and 2009 there has been a doubling of the number of men taking these leaves and an increase of more than 50% among women. However, women are still the great majority of beneficiaries, with 77% against 23% for men.

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<sup>7</sup> Since 1 April 2009, maternity leave: possibility to convert unclaimed antenatal leave days into postnatal leave days + better indemnity during obligatory absence from work during pregnancy; parental leave: increase in the child age condition to 12 years; paternity leave: possibility to take it up to four months after the birth.

In the area of time credit, it is above all reduced working hours that are enjoying success: 55% increase among women and 46% among men between 2005 and 2009. Here women represent the majority with 62%.<sup>8</sup>

Actions to promote better reconciliation of work and family life seek to do more to break down traditional gender-based behaviours and stereotypes.

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

##### **a. Actions**

##### **1) National level**

The principle of equal pay for work of the same value is enshrined in Belgian legislation. The social partners have committed to attacking the pay gap between men and women, notably by providing, in the 9 July 2008 collective labour agreement 25 which guarantees equal pay for work of the same value, that job classification systems may under no circumstances be discriminatory and must accordingly be gender-neutral. The social partners have adapted the text of collective labour agreement 25 on equal pay for work of the same value to reflect national and European rules which have been modified in the meantime, and they have once more explicitly spelled out in the text that sectors and enterprises must review their job classification systems and salaries in such a way as to ensure gender neutrality.

In recent times, the trade unions have also put in place campaigns<sup>9</sup> with a view to addressing the issue of the pay gap with the general public, policy-makers, employers and workers. A whole series of flanking brochures, tools, audit instruments, etc., have also been developed in cooperation with the social partners.

##### **2) Sectoral level**

In addition, the sectors have been invited to make existing job classification systems gender-neutral if this is not already the case, or to introduce a system that is gender-neutral. In order to help them, the institute for equality of women and men, jointly with the social partners, has developed a practical guide ([www.igvm-iefh.belgium.be](http://www.igvm-iefh.belgium.be) > publications) as well as a checklist (<http://www.iefh.be/eva>) for classification of jobs and salaries as part of the EVA project. The banking, insurance, textiles, metal-working sectors, among others, have responded to this call.

##### **b. Impact**

Since 2007, the institute for equality of women and men has each year published the official report on the pay gap ([www.igvm-iefh.belgium.be](http://www.igvm-iefh.belgium.be) > publications). These concrete figures enable the social partners to carry out a better analysis of the remuneration of men and women, and to follow developments in the pay gap.

In its 2009 report, the institute notes an evident narrowing of the pay gap in 2006. However, it warns against an unduly optimistic interpretation: while there is a clear downward trend over the long term, the reduction in the short term is still very limited even if constant, with the exception of 2006 when it was more marked.

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<sup>8</sup> Source: ONEM.

<sup>9</sup> FGTB: [www.equalpayday.be](http://www.equalpayday.be).

## Cyprus

Sources of information:

- Trade unions: Democratic Labour Federation Of Cyprus (DEOK), Confederation of Cyprus Workers (SEK) members of ETUC
- Employers: Cyprus Employers & Industrialists Federation (OEB), member of BUSINESSEUROPE
- Cyprus Chamber Of Commerce & Industry (CCCI), member of UEAPME

### 1. ADDRESSING GENDER ROLES

All Social Partners have contributed as follows:

Main features	Impact	Level
Contribution to the social policy formation by participating in the legislative council and stating their positions at its various Committees.	Promotion of better legislative frame	National
Interference with the Mass Media	Promotion of positions and suggestions to change the current mentality and culture	National
Education of members through seminars on the issues of gender equality and gender roles.	Sensitization on gender roles	National

More specifically the Cyprus Social Partners note the following:

- OEB's priorities include the abolition of any form of discrimination between men and women, in employment, pay etc. Therefore, OEB promotes gender equality through an array of activities.
- Furthermore, OEB contributes to the promotion of the correct implementation of existing legislation on equality, as well as to the strengthening of the position of women in employment, through seminars such as, "Creating Effective Female Leaders", and, "The Role of the Female Leader in the modern business environment."
- OEB has also issued a "Code of Practice for the Prevention of Sexual Harassment in Employment and Vocational Training" and an Employers Guide for the Promotion of Equality and Diversity in the Workplace, which were disseminated to all its members, urging them to implement them as soon as possible.
- DEOK's activities include:
  - DEOK published 3 Guides on 'Equal Pay Internationally and in Cyprus', 'Sexual Harassment in the Workplace – an Invisible Nightmare' and 'Steps for Equal Pay', which were distributed at national level. Their aim was to inform stakeholders and trade unionists on the issues described.
  - DEOK also carried out a study entitled 'Woman in Modern Society Internationally and in Cyprus: Personality and Factors of Success', the results of which were published and distributed nationally.

- Speeches on equality topics were carried out throughout the reference period at factory level.
- DEOK also organised a 'men only' seminar for the male staff of the Holiday Inn Hotel Cyprus in Limassol and the municipality of Ayios Athanasios. During the seminar, which aimed to sensitise male workers, discussions were held around social gender roles. Different scientific tools were used (questionnaires, work groups etc) which showed the advantages of male active participation in every day life (e.g. cleaning, children care etc).
- SEK places the promotion of gender equality high up on its agenda and has published an array of Guides on topics such as equal pay, maternity rights, parental leave etc. Seminars and meetings on the same subjects have also been carried out island wide with the aim to promote the culture that equality issues concern both genders.
- CCCI's activities included:
  - In the framework of the European project CH.A.S.E. (<http://www.eurochambres.eu/Content/Default.asp?PageID=216>):
    - the CCCI conducted a survey on stereotypes in employment in Cyprus. Suggestions for improvement / overcoming the stereotypes were put forward and submitted to all relevant authorities. In the same manner policy recommendations were also made that were submitted to the relevant authorities.
    - a talent check tool was developed in order to help young girls in as far as professional career orientation is concerned. The tool also helps in attracting young women in the so called "male dominated" jobs and professions.
    - 6 role models were identified, i.e. successful business women (entrepreneurs and employees / managers) in male dominated sectors and jobs who have agreed to reveal part of their life and job story to the public acting in this way as role models particularly for the younger generations.
  - In the framework of the European project "Women on Board of Local Development" (<http://www.eurochambres.eu/Content/Default.asp?PageID=217>) the CCCI has developed an online Guide on Access to Finance for female existing or would be entrepreneurs and also a Guide on How to Write a Business Plan again addressed to female existing or would be entrepreneurs.
  - The CCCI participates in the European Commission's initiative "Break Gender Stereotypes-Give Talent a Chance" (<http://www.businessandgender.eu/en/home> and has produced the Cyprus review on the national situation on gender segregation and SMEs.
  - Scheme on Strengthening Female Entrepreneurship – with the support and involvement of both CCCI and BPW Cyprus where a grant is given to women between the ages of 18-55 who want to engage in business activities in the sectors of manufacturing, e-commerce, services and tourism. More information at: [http://www.mcit.gov.cy/mcit/mcit.nsf/dmlschemes\\_archive\\_en?OpenForm](http://www.mcit.gov.cy/mcit/mcit.nsf/dmlschemes_archive_en?OpenForm)
- ***The impact of the above actions was to increase female entrepreneurship and induce a number of companies to examine ways/develop action plans to combat gender stereotypes.***

## 2. PROMOTING WOMEN IN DECISION MAKING

- OEB participates actively in the policy – making bodies dealing with gender issues, such as the National Mechanism For Women Rights, the Sub-Committee of Industrial Relations and the Committee of Gender Equality in Employment.
- Amid OEB’s activities for the promotion of gender equality, are also two completed surveys. The first survey entitled, “The position of women in the modern Cypriot enterprise” aimed to identify the role of women in the domestic economic activities, the female participation percentage in the different levels of employment, the reasons limiting the increase of female participation and what measures can be adopted to improve the existing status. The findings of the survey showed, among other things, that female participation in positions of higher management was very limited. For this reason, OEB decided to carry out a second survey covering the Semi – Governmental sector as well as the Banking sector. The aim of the second survey was to identify the specific reasons that prevent women from participating in higher management.
- DEOK encouraged women to participate in its decision making bodies and as a result the number of women members was increased. At the same time DEOK carried out research on women participation in decision making bodies of Cypriot trade unions with the aim to sensitise the Trade Unions themselves.
- The close collaboration of the CCCI with BPW Cyprus and the participation of BPW board members as ex-officio members in the Councils of the CCCI and the local Chambers. See also CCCI Guides mentioned above as well as the Female Entrepreneurship Scheme (see above).
- ***The impact of the above actions was to increase the presence of women in the boards of the Cypriot Chambers but also to increase the number of women entrepreneurs.***

### 3. SUPPORTING WORK – LIFE BALANCE

- OEB promotes flexible forms of employment such as part – time work, telework etc, which help the reconciliation of family and work life. Furthermore, OEB has initiated the “Corporate Social Excellence Awards”, aimed to recognise best practices in the field of corporate social awareness. A Guide has also been published regarding work – life balance.
- SEK, from 2005 up to 2009, has given emphasis to the fundamental subject of reconciliation of work and family life. SEK was coordinator in the Pandora (equal) program, which promoted good practices of reconciliation of family with work. Through the diffusion of information, SEK is trying to sensitize society so that both genders take responsibility of family and children upbringing matters on an equal basis. Additionally, SEK designs and promotes specialized programs aiming at spreading information and promote awareness on equality issues and reconciliation of family and work life.
- SEK has also carried out research with a focus on the weaknesses that are presented in the infrastructures of children care and in the negative impact that is created in the family, because a lot of women remain unemployed due to the high cost and the operation schedule of such infrastructures.
- DEOK was a coordinator in the “ELANI” (equal) Program, which managed to introduce new approaches at work regarding the conciliation of family life with work responsibilities. Several Guides have been issued on this topic addressing both men and women, employers and generally the society. See also DEOK’s ‘male only’ seminar in (a) above.

- Aid Scheme for the Promotion of Flexible Forms of Employment – with the support and involvement of both the CCCI and BPW Cyprus. This concerns a subsidy scheme for enterprises and organisations which create new and flexible jobs and employ women. This scheme aims to attract to the labour market unemployed or economically inactive women who wish to work on the basis of flexible work arrangements, and who remain unemployed or inactive due to lack of appropriate opportunities.
- CCCI's involvement in the "Channels of Access" (Equal) project, brought forth proposals for facilitating the return of women from rural areas to the labour market. These proposals included the introduction of flexible working hours, addressing in this way the reconciliation of work with family obligations. More information at: <http://www.channelsofaccess.org/>
- ***The impact of the above was to induce a number of companies to introduce flexible forms of employment that are particularly helpful for working women. Another favourable outcome was the return of more women to the labour market, thus reducing the gap between the rate of employment of men and women and increasing the rate of participation of women in the labour market.***

#### 4. TACKLING THE GENDER – PAY GAP

- All Social Partners are involved in the Government's Action Plan to tackle gender pay gap and have submitted their proposals to the Ministry of Labour and Social Insurance.
- OEB contributes to the promotion of the correct implementation of existing legislation on equal pay by organizing specialized seminars for its members.
- SEK has eliminated all discrimination concerning equality on compensation in almost all collective agreements. However, it must be pointed out that there is still inequality in compensations in the enterprises and sectors not implemented or existing any Collective Agreements, mainly due to the fact that they is no trade union representation (e.g. supermarkets).
- SEK gives particular emphasis to the subject of wage gap and tries through meetings and the publication of information material, also circulated to the Media, to reach out and sensitise the public on this matter.
- DEOK published a Guide regarding job evaluation, seminars, brochures etc. with the aim to inform stake holders.
- The CCCI carried out seminars to inform about existing legislation.



## Czech Republic

Sources of information:

- Trade union: The Czech - Moravian Confederation of Trade Unions (CMKOS), member of ETUC
- Employer: The Confederation of Industry of the Czech Republic (SP CR), member of BUSINESSEUROPE

The Czech social partners consider that general awareness of the need to promote gender equality was on the rise especially during the pre-accession period and the membership of the Czech Republic in the EU has helped that the gender equality is on the agenda; activities and initiatives at Community level have had a direct influence on national and other levels in the Czech Republic, such as the European Year of Equal Opportunities for All. Nevertheless, the Czech social partners regret that gender equality was not reflected enough in the agenda of the Czech Presidency.

Promoting gender equality is a long term process which should not be influenced by the current crisis and all the anti-crisis measures should respect the principle of gender equality.

The Framework of Actions on Gender Equality signed by European social partners on 1 March 2005 was also an impulse in this respect. The Czech social partners endorsed the general principles expressed in it and consider this Framework as a good basis for their own activities in this field.

The social partners in the Czech Republic collaborated in the translation of the Framework of actions and agreed on the Czech version. The members of the Czech social partners' organisations were acquainted with the Framework of actions and disseminated it via their electronic networks and information documents and made it known to a large public including the Ministry of Labour and Social Affairs and NGOs.

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

In spite of broader awareness campaigns and activities on gender equality, there is still large space for improvements: stereotypes as regards traditional division of women and men roles in society, family, at workplaces persist (even among young people); unfortunately, there was no clear political will for visible changes last years, even certain tendency (trends) led to strengthening of existing stereotypes, especially on the labour market (misusing of flexible forms of work particularly for women, cuts in public services, etc.).

The Czech social partners, by the intermediary of their members, have been aiming at the implementation of the principle of gender mainstreaming at all levels – national, branch and enterprise. Specialised structures work within their umbrella organisations (CMKOS Committee for Equal Opportunities for Women and Men and Task Force of the Confederation of Industry of the Czech Republic (SP) respectively) have a consulting position in the decision making process in their organisations, they adopted documents relevant in this domain and their actions are a part of standard activities. Gender issues are regularly on the agenda of the CMKOS bodies, the Task Force of the Confederation of Industry informs the membership and formulates the Confederation of Industry positions.

The issues of gender equality are an integral part of the programme of education and training of the social partners at different levels. Representatives of the social partners aspire to the elimination of stereotypical attitudes towards the women and men roles – for instance in the media. Social partners use the press to provide information, they contribute to the important periodical of the NGO Gender Studies, o.p.s. on gender issues, distributed also to companies and trade union representatives. They publish articles on gender subjects in their respective internet and printed media (Sondy, Spektrum) and in business-oriented magazine Prosperita.

An increasing effort of the different organisations to co-operate, to reach synergy effects and to create step by step a well functioning network is obvious in the Czech Republic. The Czech social partners have been fostering their co-operation with some NGOs such as Gender Studies, o.p.s., Czech Women Lobby, Business Leaders Forum, the Czech Association of Female-Managers, the Association of the Women – Entrepreneurs, Fórum 50%, the Czech Society for Human Resources Development and others. The Czech social partners cooperate with researchers and scientists dealing with gender issues from the Academy of Science and Research Institute for Labour and Social Affairs (RILSA).

The Confederation of Industry and the CMKOS also appreciate the close co-operation and their activities in the field of gender equality within their European and international organisations: BUSINESSEUROPE, the IOE and the ETUC and the ITUC respectively, as well as their activities within the ILO framework.

The Czech social partners have been represented in the Government Council for Equal Opportunities for Women and Men, also dealing with the "Government priorities and procedures for the enforcement of the equality of men and women". Each year, social partners are invited to submit their information to these periodic reports. They noted repeatedly that, in spite of the implemented campaigns, gender policy did not figure among the Government priorities (i.e. governmental coalition from January 2007 to May 2009).

The Czech social partners expected the adoption of the Anti-discrimination Act since the Czech legislation was not fully in line with the provisions of the existing EU standards on discrimination. The law was adopted after very protracted discussions (entering the effect on 1 Sept. 09). For the CMKOS this law is weak and the CMKOS considers that it would be needed to amend it.

Social partners were involved in several projects connected with gender roles, for example:

- CMKOS participated in the project on discrimination issues for trade union organisations from CEE countries run by the women's network of the ITUC. Discussed were problems related to discrimination of women in the workplace, as well as broader problems of discrimination against women.
- Among the significant projects at sector level was a project run by the European Leonardo da Vinci programme on equality and diversity in the European steel industry where the Czech Trade Union KOVO figured among the partners.
- The Confederation of Industry became a partner in a project at regional level (Karlovy Vary region) on promoting interest of pupils regardless of gender in technical and craft fields; the Confederation of Industry is a partner in an international project aiming at identifying and enhancement of the social partners' roles in the sphere of career guidance for young people regardless of gender focused in the industry professions.

The Czech Social partners stress gender aspects in all projects they are involved in and follow the rules of the calls for proposals and address equal opportunities for both genders.

- At company level: Gender and diversity policies are progressively becoming a part of the management and economic process at the company 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.

Companies more and more co-operate with the social partners regarding the labour market needs, take part in career fairs and organise open days in order to make technical professions and crafts more attractive for pupils and students irrespective of gender. Social partners stimulate companies:

- to review the way in which job titles, job descriptions and advertisements are formulated to address both genders and made recruitment managers aware of this issue;
- to adapt their workplaces to enable a greater gender mix at work;
- to use various ways under diversity management and to pay more attention to gender aspects in internal communication.

Companies publish information on placement of positions in management in economic magazines (e.g. Ekonom) and introduce various career programmes for competence development of their staff.

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

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

To change this situation, the social partners have been continuing to promote equal opportunities by using the gender mainstreaming approach.

Social partners monitor gender statistical data in their own organisations concerning the representation of men and women in decision making structures at different levels and in team-works, including international organisations. These data reveal that the representation of women does not reflect their numbers in the organisations yet. Nevertheless, the Czech social partners seek to present a gender balanced representation in European (if it is the case, international) structures and bodies and sending gender balanced representatives to various forums (conferences, symposia, meetings, workshops, seminars, including the ILC). For instance, a gender balanced representation was adhered to in the nomination of social partners' representatives for the EESC in 2006.

Social partners promote women's role in the social dialogue at all levels, notably in collective bargaining teams. The Czech social partners' organisations and their affiliates have developed their educational systems willing also to help women in their situation on the labour market and with their careers.

In April 2006, the 4th CMKOS Congress elected a woman to the position of Vice-President – for the first time ever.

Aiming to change non satisfactory situation, CMKOS adopted the updated Plan on the promotion of equality of women and men within CMKOS and its member unions. Statistics concerning individual industries are regularly compiled on the basis of CMKOS questionnaire. In October 2007 the CMKOS Committee on Equal Opportunities for Women and Men organised an enlarged meeting on gender problems with participation of selected female trade union officials. Various approaches were examined in the light of available financial and human resources.

The CMKOS' system of legal services offers legal assistance to women (and also men) in various difficult employment and other situations. 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 Confederation of Industry co-operates with the Association of the Women-Entrepreneurs in order to promote women into the leading positions, to foster their entrepreneurial spirit and encourage them to take risk in business. The Confederation of Industry together with the Czech Managerial Association and the Confederation of Employers' and Entrepreneurs' Associations of the Czech Republic organises annually Manager of the Year Awards, the most prestigious awards in several managerial categories, including Manageress of the Year and since 2008 Young Managerial Talent (less than 36 years of age). In 2009 this title was bestowed to a young manageress. Manager of the Year Awards highlight managerial skills of both genders and demonstrate equal opportunities for men and women in entrepreneurship and management.

The Czech social partners continue to co-operate with certain non-governmental organisations giving active support to their efforts to promote women in the decision making process. Representatives of the CMKOS Committee for the Equal Opportunities for Women and Men joined the EWL 50/50 Campaign.

Co-operation is also maintained with some women holding political functions at different levels.

The Czech social partners welcome initiatives of European social partners - namely of 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 Congress conclusions (May 2007), especially the ETUC Charter on Gender Mainstreaming in Trade Unions adopted by the Congress. The CMKOS endorses this Charter.

- At company level: Women-Manageresses continually slightly increase their representations within the highest management of companies. Partly also thanks to the fact, that companies use competence-based gender neutral recruitment, selection and promotion criteria, encourage career development for their strategic staff.

Representation of women in the management and supervisory boards of state-owned companies and joint stock companies with an equity share of state is to be monitored.

As far as the trade union hierarchy of representation, the percentage of women is highest at company level.

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

It was the most prominent sphere in the last period.

In their own strategies (policies) the Czech social partners support work-life balance approach (and try to reduce gender gap, as both areas are linked closely), for example CMKOS in its programme for 2006-2010 adopted by 4<sup>th</sup> Congress in April 2006.

The Czech social partners have been involved in the tripartite concertation (The Council of Economic and Social Agreement), where all the most important legislative proposals have been discussed. They were involved in the development of national policies (legal and non-legal framework) focused on the reconciliation of family, private and professional life: family policy, solidarity between generations, flexible working conditions. The law on sickness insurance could serve as a good example for application of work-life balance approach in practice stipulating the possibility for an employee to alternate in caring of the depending family member.

The concept of flexicurity continues to be a subject of the discussion (new forms of work organisation, working hours arrangements and child care facilities). The main important legislative standard in this respect remains Labour Code that creates a firm basis for promoting concrete gender approach in labour relations.

But, as already mentioned in previous reports, the Czech social partners were not sufficiently consulted concerning the public finance reform presented by the governmental coalition and approved by the Parliament in August 2007 and its impact, combined with effects of financial and economic crisis, on different spheres, including the gender policies, are increasingly evident. Some sectors with prevailing female labour force – as glass, ceramics, hotels and restaurants – are most afflicted by crisis, and joint sectors as commerce, textile, health face traditional inequalities and difficulties.

The Czech social partners expressed repeatedly their disagreement with family policy of the Czech Ministry of Labour and Social Affairs, or of the Czech Coalition Government (January 2006-May 2009), for. ex. the CMKOS in its position on the governmental document presented as a "Package of measures concerning the family policy" and on the Czech position on the EC communication "A better work-life balance: stronger support for reconciling professional, private and family life". The CMKOS was missing a comprehensive approach of the Government to the family policy, especially with taking into account the global economic and social situation of employees (in particular low and middle remunerated) and regarding the dependent members of families. Also in this context, the CMKOS demands to pay more attention to impact of the crisis from the gender perspective.

The CMKOS strongly disagreed with the position of the Ministry of Labour and Social Affairs expressed during the Czech Presidency on Barcelona targets and the CMKOS joined the letter the European social partners sent to the Minister in this respect.

At the European level, the social partners participated in the negotiations of the parental leave directive in the framework of the European social dialogue.

Social partners were involved in several projects, connected with work-life balance, for example:

- The EU project EQUAL under the title "Conditions for conciliation of the professional and family life", where the CMKOS was a partner.
- On the occasion of the 100th anniversary of the International Women's Day the CMKOS Committee on Equal Opportunities for Women and Men organised, in co-operation with the FES, a workshop on positive and negative consequences of flexible work forms on work-life balance.
- In November 2008 the Confederation of Industry organised an international conference within the project "Promotion of Flexible Forms of Work through Social Dialogue from Employers' Perspectives" in Prague. The Confederation of Industry particularly advocated the encouragement of the childcare services and development of social services in order to support work-life balance.
- The Confederation of Industry and the ČMKOS took part in Czech Presidency conferences, among others on "Parental Childcare and Employment Policy" held in February 2009 in Prague and on "Flexicurity in Times of Economic Crisis" held in March 2009 in Prague.

- At company level:

Social partners endorse the key role of the collective bargaining at enterprise level for work-life balance, since it is a main tool for work organization and working time schemes, holidays schemes, social programmes, benefits, etc. These questions, beside the wages, are core items of bargaining at enterprise level.

Public authorities still play a crucial role in ensuring the availability and affordability of quality care facilities for children, elderly and other dependents, however first partnerships between public authorities and companies in devising innovative public-private partnership solutions appear.

Companies will have an opportunity to undergo an audit of work-life balance and equal opportunities and get a certificate in co-operation with Gender Studies, o.p.s.

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

As stated in last statistics of the Czech statistical Office the gender pay gap in the Czech Republic is 19,8% (2007), i.e. the median wage for Czech women in 2007 only amounted to 80,2% of the median wage for men.

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

Social partners used the publication of the EC Communication "Tackling the pay gap between women and men" in Europe as an occasion to attract the attention to the situation in the Czech Republic. Representatives of the Czech social partners' in the European Economic and Social Committee actively participated in the discussions held by the working group with a view of formulating the Committee's opinion on this EC Communication as well as other opinions concerning gender issues.

Social partners recognise that social dialogue plays an important role in this area and find that for instance a balanced participation of women and men in negotiating teams at all levels could lead to improvement of the situation. For this reason both partners developed projects focused on gender mainstreaming in collective bargaining:

- Between September and December 2006 the social partners were involved in the twinning project CZ-Germany "Gender Equality Treatment: The Role of Social Partners at the Workplace" organised by the Czech Ministry of Labour and Social Affairs and focused on campaign for the reduction of the gender pay gap.

- The Confederation of Industry distributed the guide for employers called "How to tackle the pay gap" provided within the project EQUAL and presented by Gender Studies, o.p.s. in July 2007.

- The Confederation of Industry CR representative participated on behalf of BUSINESSEUROPE in the French Presidency conference "Professional Equality of Men and Women as an economic means against demographic changes?" held in Lille in November 2008 giving a presentation on remuneration of women and men and employers' view on new regulation in preparation.

- The CMKOS took part in the project provided by the ITUC Women Network involving trade union organisations from CEEC countries. Within this network a manual on gender mainstreaming in collective bargaining was worked out and is used by the CMKOS affiliates.

- CMKOS experts compiled a learning manual entitled: "Collective bargaining and translating gender equality into practice". The manual forms part of the "Fifty-fifty" project within the EQUAL programme, where CMKOS participated as a partner of the NGO Gender studies. This text-book contains chapters on social dialogue at various levels and clearly specifies collective bargaining methods and possibilities from a gender perspective. One important part of the text-book is aimed at the gender pay gap.

- CMKOS repeatedly emphasised the objective of equal opportunities in its recommendations for collective bargaining that are addressed yearly to its member unions.

- CMKOS with its affiliated unions lead campaign for fair wages and salaries the indivisible part of which are efforts for elimination the gender pay gap, at national level and regional level (for ex. the CMKOS actions against ill-conceived reform of public finances in 2008). At European level the CMKOS was involved in the ETUC campaign including the demonstration held in Ljubljana in April 2008 and in the context of the World Day for Decent Work 7 October 2008 at global level the CMKOS and its affiliates organised activities as a part of the campaign also to promote decent work for women and men.

- In 2008 the Czech social partners launched implementation of a long term joint project aimed at strengthening social dialogue by way of modernisation of institutions, promotion of human resources development including gender aspects and improvement of the quality of services supplied by social partners. The project is co-financed by the European Social Fund and has an important impact on all levels of the social dialogue structures.

- At company level:

Collective bargaining is the key tool also in this case.

Social partners continued to inform about existing legislation on equal pay, to give guidance to all the interested parties on how to help to close the gender pay gap at different levels and to monitor statistics concerning the gender pay gap.

By the above described activities and tools, the Czech social partners try to involve more and more individual companies to use different approaches available: screening of job descriptions to check that they do not contain discriminatory elements, reviewing of pay criteria to check that they are not discriminatory, equality plans, modernisation of pay systems etc.

## Denmark

Sources of information:

- Trade union: LO, The Danish Confederation of Trade Unions, member of ETUC
- Employer: DA, The Danish Employers Organisation, member of BUSINESSEUROPE; Local Government Denmark, member of CEEP

### 1. ADDRESSING GENDER ROLES

#### At national level

- Within The Trade Union Movement Training system (FIU) focus during the past four years has been on integrating men into equal opportunity activities, both as a policy area and as participants. This effort has succeeded beyond expectations, and men now comprise around 25 % of the participants in the gender equality training courses.
- [www.loli.dk](http://www.loli.dk): Over the past six years, LO has managed the largest Internet portal among the Nordic countries focusing on gender and labour market issues. Loli.dk issues monthly newsletters with ongoing discussion of new themes within the area of gender equality.
- New strategy to deal with gender-segregated of vocational educations: In 2009, LO approved a predominantly practice-oriented effort to reduce gender segregation in the young peoples' choice of vocational educations.
- Companies organised under DA's member organisations are doing a major job locally to support various equal opportunity initiatives, such as initiatives focusing on companies' recruiting policies.

#### At sectoral level

- Men and health (3F): LO's largest industrial trade union confederation (3F) has carried out a significant and successful campaign for health among its 230,000 male members.
- Men and childcare: All the major LO member trade unions have worked intensively to encourage more of their male members to utilize their right to paternity leave.
- Men in the social service and health sectors: Over the past two years, the Danish Federation of Public Employees (FOA) has worked intensively to encourage more men to work within the large, female-dominated social and health services sectors. The effort continues.
- Women in IT: In recent years, the Union of Danish Metalworkers, has actively campaigned for the recruiting of more young women into IT education.
- In the four most recent contract negotiations between DA and LO, wages during maternity/paternity leave has been an issue in the negotiations. As a result, the companies organised under DA now pay full salary to women during the four weeks prior to and 14 weeks following birth. An additional nine weeks' salary is paid up to a maximum amount, of which three weeks are allotted to the father.



- As part of the 2007 labour agreements for the private labour market, companies agreed to provide women with extra pension payments for the first 14 weeks after birth so as to minimize the pension gap due to maternity leave.

#### At company level

A large number of companies under DA's member organisations have initiated concrete measures to encourage men to take paternity leave. We can mention here the 'Father's Hug' campaign conducted by Teledanmark (TDC), for which TDC received the 2009 'Female Leader Focus' gender equality prize.

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

#### At national level

- 100-year anniversary of women's right to vote; In 2008, LO sponsored a large parade celebration through Copenhagen, with participation from the political parties, women's organisations and the trade unions.
- LO's equal opportunities accounts: LO provides ongoing gender equality audits which closely monitor developments in gender representation at all levels in the LO and in the member unions.
- Database cooperation: The Danish Confederation of Industry (DI) and the Center for Information on Women's and Gender Studies (Kvininfo) have established the 'Women on Board' database, the purpose of which is to build a bridge between competent candidates for board membership and the private companies.
- Within The Trade Union Movement Training System (FIU) an ongoing special effort is carried out for gender equality. Over the past ten years, one of the major focuses has been on management training for women.
- The Danish Confederation of Industry has selected ten ambassadors, CEOs from major private companies and public organisations, to lead the effort to increase the proportion of women in management positions.

#### At sectoral level

- Local gender equality initiatives: Over a four year period (2003-2008) LO has had a special pool of funds which awarded small grants to a wide range of local gender equality initiatives.

#### At company level

- Recruiting more women to management positions is supported by several private and public companies. Here we can mention the initiative of the Danish national radio and broadcasting corporation (Danmarks Radio) to achieve a minimum of 50% representation of women in management positions in 2015, and the effort by Danish Oil and Natural Gas (DONG) in establishing network groups and evaluating recruitment procedures in order to bring more women into management positions.

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

#### At national level

- Establishment and subsequent expansion of the maternity leave fund and degree of coverage, to also cover men.
- LO and DA are members of the 'Project Child-care' initiative, which campaigns for fewer closing days and longer opening hours in day-care institutions.
- In 2008, under the title, 'Working Life and Work Time', DA issued a report with special focus on working life for parents of young children and the possibilities to combine work and family life.
- The Ministry for Gender Equality has created the Balance Prize, awarded for the first time in 2009. The Balance Prize is awarded to one large and one small company in appreciation of efforts to improve family and working life. DA and LO occupy seats as judges on the awards committee.

#### At sectoral level

- At the collective bargaining negotiations between DA and LO in 2007, a 'free choice salary account' was established, enabling wage-earners to save money and accumulated hours i.e. overtime.

#### At company level

- In several companies, e.g. Microsoft, employees are given the possibility to work from home. In addition, many companies now provide for flexible working hours and the possibility for time off in lieu of overtime as part of the company's personnel policy. These initiatives support the possibilities for workers to combine work and family life.

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

#### At national level

- In 2009, LO approved an equal wage strategy which among other things should ensure sustainability in the trade union system and in wage agreements in the area of income equality.
- The Law on Transparent Wage Information from 2007 obliges companies above a certain size to publish annual equal pay statistics for men and women employees. The statistics should subsequently be discussed between management and employees in the cooperation committee or in similar forums.
- As an outcome of the collective bargaining negotiations for public sector employees, the Government, in early 2009, established a wage commission for the public sector with a focus on the gender-segregated labour market and equal wages. LO and DA have seats on this commission.
- In 2003, DA and LO carried out a gender-based wage analysis, 'Women's and Men's Wages', which focused on wage differences between men and women and explanation of the factors behind these differences.

### At sectoral level

- In the 2008 public sector collective bargaining negotiations, focus was on the low-wage caring occupations (social care, health, etc.) where the vast majority of workers are women.
- DA, LO and the Ministry for Gender Equality, in 2007, issued an equal wage guide which uses examples from specific companies to focus on equal wages for men and women.

### At company level

- Each year, LO conducts its own internal personnel policy gender equality audit, including a focus on wage equality and other key gender equality challenges.
- With the increasing decentralisation of wage negotiations, the companies have become far more aware of wage issues, including an effort to counteract unintended wage differences between men and women.

### **General assessment of measures on the background of the social dialogue about gender equality**

In general, there has been good cooperation between LO and DA as concerns current gender equality issues and efforts, especially at the national level in the tripartite initiatives.

However, there remain a large number of areas where employers and employees have completely different agendas and entirely different views of what constitutes gender equality, how it should be achieved, whether it should be achieved with the free choice of the individual or whether it should be subject to top-down political initiatives.

Moreover, gender equality requires very different initiatives according to the kind of forum in which one operates. Hence, the effort to insure that more women sit in the executive organs of the trade unions is very different than having more women sitting on the boards of private companies. In this and several other areas, cooperation and a common national effort makes no sense.

### ***Final, joint contribution from the State Employers Authority and the Central Federation of State Employees' Organisations, 27 August 2009***

#### **State Sector**

##### ***Addressing gender roles***

State sector workplaces are under an obligation not to discriminate on the basis of gender. Gender equality is regulated by law, and it is an integral part of the State Sector Personnel and Management Policy. The Cooperation Committees at the state sector workplaces play an important role incorporating equality into day-to-day activities.

In 2007 (the European year of Diversity and equal opportunities) a conference on "*Diversity through Equality in public administrations in Europe*" was held in Copenhagen. The conference was arranged jointly by European Public Administration Network and the Trade Union's National and European administration Delegation. The aims of the conference were to initiate and further enhance strategic discussions of future challenges for diversity and equal opportunities in Europe, to inspire and motivate by exchanging experiences and presenting good practice and to discuss the role of social dialogue at national and EU level in achieving equality and diversity at the

workplace. Gender equality and mainstreaming were primary topics through the conference.

### ***Promoting women in decision-making***

The State Employer's Authority is working proactively raising the number of women in managerial positions and a number of initiatives have been taken and during the past years. Between 2001 and 2007 the numbers of women in managerial positions and of women at top managerial level in the state sector rose by 37 pct. and 35 pct. respectively.

As an example of an initiative, a new mentoring-scheme aimed at female managers from the state sector as well from the private sector was launched in 2007. The purposes of this scheme are to stimulate women's careers as well as discussions on leadership and management across sector-boarders.

In September 2009, the State Employer's Authority hosts a meeting with state sector HR managers and personnel on the state's vision for more women in decision making positions. Participants will also be invited to take part in a dialogue on the use of 'Charter for more women in management', in which the State Employer's Authority is signatory part. The Charter has been drawn up jointly with private and public sector companies as part of the Government's efforts to encourage companies to inspire more women to take up management positions.

### ***Supporting work-life balance***

During the past years, the social partners have taken a number of steps in order to support work-life balance for state sector personnel.

For example, in 2005 the number of paid 'special care' days to care for young children were increased from a total of 10 to a total of 16. In addition, parents' rights to days of paid leave in connection with admission to hospital with children were extended.

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

Also in 2008, the regulation on paid leave on the child's first day of illness was extended to also include the child's second day of illness. If the parents wish, they can share the two days, so the one parent can stay home on the first day and the other parent on the second.

The social partners regularly update a joint Guide on maternity/paternity leave etc. with the aim of supporting the state sector workplaces in their administration of the regulation.

### ***Tackling the gender pay gap***

According to the collective agreement concluded in 2005 by the social partners in the state sector, the period of pension rights during unpaid parental leave is extended. This has important gender equality implications (in terms of closing the gender pension gap), because far more women than men make use of the possibility to take unpaid parental leave in prolongation of paid maternity/paternity leave. Employers pay in the full pension contribution (instead of the normal scheme of a 2/3 share) for employees on unpaid parental leave for a maximum period of 32 weeks.

Additionally, the social partners at central level encourage in a joint statement the social partners negotiating new pay systems at local level to ensure a balanced pay formation and that no pay inequalities based on gender are developed.

At the Ministry of Finance's Negotiation Database statistical information concerning the state sector personnel, for example on pay levels distributed over gender, is open to the public.

*Final, joint contribution from Danish Regions, Local Government Denmark and Association of Local Government Employees Organisation, October 2009*

## **Local and regional sector**

### ***Supporting work-life-balance***

In spring 2008 the social partners conducted the most recent round of collective bargaining during which new initiatives related to work-life-balance was agreed upon. For one the social partners concluded a new agreement on well-being and health. This agreement includes among a series of other initiatives the obligation for the employer to ensure the staff members influence on the planning of their working time. For the fulfilment of this obligation a series of projects regarding working time is conducted. As an example social partners at regional level have initiated projects regarding rostering/self-rostering. To ensure flexibility and increase the possibility of self-rostering a wide variety of hospital units (covering a wide variety of groups of staff) have been working with new ways to plan the working schedule. Using a new it-system the employees now have the possibility to influence and to a great extent plan their own working hours.

As part of the above mentioned agreement on well-being and health the regions has given focus to night work as part of the support to the work-life-balance and the health of the employees. It is stressed in the agreement that the employers should to the largest possible extent reduce the amount of night work.

During the 2008-collective bargaining the social partners further more concluded an agreement to alter the existing agreement on maternity/paternity leave. The altering entails the mother to 8 weeks of leave before the birth of the child and 14 weeks after giving birth. The father is entitled to 2 weeks of paternity leave from the birth of the child. In addition to this the agreement allows 6 weeks of earmarked leave to each of the parents and an additional 6 weeks of maternity/paternity leave or a mix (18 weeks in total). These recent changes increased the paternity leave from two till 8 weeks.

Before the 1st of April 2009 either parent had the possibility to have one day of paid absence from work due to the illness of the employee's child. With the 2008-collective bargaining this was altered to include the possibility of paid leave during the child's first two days of illness.

The social partners regularly update a joint Guide on maternity/paternity leave, etc. with the aim of supporting the regional and municipal workplaces in their administration of the regulation. The social partners have conducted a brochure in English regarding the parental leave - the brochure can be provided by the social partners.

### ***Addressing gender roles***

The social partners initiated in 2007 a project regarding "More men in the local sector". The aim of the project was to promote ideas and methods inspiring municipalities to recruit and retain more male employees in the care sector. The project where to expose which factors encourage

men to apply for jobs in the care sector – and which factors repel. The “More men in local sector”-project encouraged to local projects on the aims of the project and to communicate the outcome of the local projects. Furthermore the social partners has published a series of publications among others the brochure “More men. Please!” regarding recruitment and retention of male employees in the care sector.

### ***Promoting women in decision-making***

Increased awareness on the executive potential of women employed in the local sector is a topic of interest to the social partners. With the project “Women with careers” the social partners aimed at increasing the awareness of these potentials. The increased awareness should support more women feeling comfortable applying for positions as executive managers. The outcome of the project was a book published in December 2008 containing 11 interviews with women holding a high level job in the local sector. In the book the women describes the circumstances and conditions which have led them to their current top position.

### ***Tackling the gender pay gap***

As a result of the collective agreement concluded by the social partners in 2005 the period of pension’s rights during unpaid parental leave was extended. A high number of women make use of the possibility to take unpaid leave in addition to the paid maternity leave. A significantly lower number of men make use of this possibility. To prevent a gender pension gap employers now pay the full pensions contribution during a maximum of 32 weeks of unpaid parental leave.

On behalf of the social partner – Danish Regions, Local Government Denmark (KL) and Association of Local Government Employees Organisation (KTO)

## Finland

Sources of information:

- Trade unions: Central Organisation of Finnish Trade Unions (SAK), Finnish Confederation of Professionals (STTK), Confederation of Unions for Professional and Managerial Staff (Akava), members of ETUC
- Employers: Confederation of Finnish Industries (EK) member of BUSINESSEUROPE, Commission for Local Authority Employers, Office for the Government as Employer, Commission of Church Employers, members of CEEP

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

### **I. Social partners' round table on gender equality**

For more than 10 years, the Finnish social partners have cooperated on a permanent and regular basis on gender equality issues. The round table on gender equality has addressed issues mainly relating to collective bargaining and social partners' role in promoting gender equality. The round table has coordinated the national social partners' joint actions and made new initiatives in the field of gender equality.

In 2008, to mark the tenth anniversary of the Roundtable on Gender Equality the social partners organised a seminar on current topics relating to gender equality and equal opportunities. In addition to the social partners, the seminar gathered together around 100 researchers, government representatives and representatives of the civil society.

### **II. Gender equality legislation**

The Finnish social partners were involved in the revision of the Act on Equality between Women and Men from 1986 ("Gender Equality Act"; Finnish Statute Book 8.8.1986, 609/86). The revision of the Act which entered into force on 1 June 2005 tightened the provisions on gender equality planning and employer-specific pay surveys at work-place level. The social partners have provided guidance and training on the obligations laid down in legislation and contributed to the tripartite interpretation of the provisions in force.

### **III. Equal pay programme**

#### **Aims, objectives and content of the programme**

Since 2006 the Finnish social partners have been involved in an extensive tripartite gender equality programme (Equal Pay Programme). The programme aims at implementing the equal pay principle in accordance with the revised Gender Equality Act and bridging the gender pay gap with the help of various measures in many fields.

A concrete objective for the programme is to diminish the gender pay gap, calculated on the basis of regular monthly working hours, from the present approx. 20 percent by at least 5 percentage units by 2015. Another goal is to have every fifth wage earner employed in occupations employing a 40-59% proportion of both men and women by 2012. The programme

also aims at giving both women and men equal opportunities for career advancement and to have half of all managerial posts filled by women by 2020. In relation to wage systems, the goal is to have 3/4 of workers working within fair and incentive-based pay systems by 2015.

The programme has included measures and projects relating to eg. horizontal and vertical segregation, wage policy and pay systems, gender equality planning, reconciliation of family and work, development of statistics and cooperation in statistics.

During the programme, the parties have discussed ie. the following topics: the role of collective bargaining in reinforcing equal pay, means to dismantle gender-based occupational segregation, ways to support women's career development and female leadership, development of wage systems and parental leaves in relation to reconciliation of work and family life. A large part of the actions has concentrated on improving the quantity and quality of gender equality planning and pay surveys at the workplace.

In addition to the equal pay programme, the social partners participate in various tripartite committees and working groups, such as the committee reforming the social security system, which also addresses gender equality issues and promotes the equal opportunities of men and women.

### **Current status of the programme**

The equal pay programme has comprised several research, development and training projects that support the jointly set goals of the programme. The social partners have been involved in the planning and management (as steering group members) of most of the projects.

The two on-going major projects are related to the development of pay systems. The SATU research project provides information on the impact of new pay systems on women's and men's pay in the private and public sector. Running until the end of 2010, the project is being carried out by the Labour Institute for Economic Research in co-operation with the Research Institute of the Finnish Economy (ETLA) and Statistics Finland.

The TAPAS project is a three-year research and development project developing pay systems on the basis of job evaluation and the employee's performance in a way which promotes equal and fair pay as well as providing incentives. Some 16-20 organisations from different industrial and collective agreement sectors are participating in the project. The project is being carried out by the Helsinki University of Technology BIT Research Centre and financed by the European Social Fund.

Regarding segregation, a new project has been launched in 2009. It will assemble an equality work network of contact persons from seven hundred upper secondary schools or vocational institutes. The project will produce continuing education programme and gender equality planning support material for the network.

A segregation project regarding gender equality and gender awareness in Teacher Education (TASUKO) project, financed by the Ministry of Education, was launched in April 2008. The project charts the state of gender equality planning in educational institutions and provides training on gender equality planning.

### **IV. Impact of joint social partner actions and the equal pay programme:**

- At national level

The equal pay programme has been the most ambitious and extensive joint effort of the Finnish social partners in the recent years in the field of gender equality. The social



partners have also cooperated in gender equality issues outside the scope of the programme but, in the past few years, most of the joint efforts have been taken under the auspices of the programme.

The national social partners participated in the drafting of the equal pay programme from 2004 to 2005. In principle, the programme is now being implemented in tripartite cooperation.

The joint programme has proven to be a great challenge. The programme took a long time to get started and progress has been slow. Several years have now gone by since the launch of the joint actions and there are not very many concrete results. The longer the programme continues the more evasive the targets set in 2005 seem to be. In spite of the strong consensus among the social partners on some of the most urgent reforms, the concrete achievements within the programme have been scarce.

In general, the programme has brought the concept of equal pay to general attention and received a lot of media publicity. Unfortunately the programme has not been able to reach the stakeholders at the workplace level to the extent the national social partners hoped for, nor has it been able to bring the concept of equal pay much closer to everyday work-place activities or turn into concrete action. Some of the structural problems of the Finnish labour market, such as occupational segregation, have not been sufficiently addressed.

#### - At sectoral level

The social partners at sectoral level have been involved in some of the projects in the programme and participated in seminars and workshops. Some of the branch associations have long traditions in tackling the gender equality issues. In some of the most segregated branches employer and employee associations have been working together to dismantle occupational segregation (eg. the technology industry).

In the past few years, the Finnish collective bargaining system has moved from centralised income policy agreements to sectoral collective bargaining. It is too early to assess the effects of this change of policy on gender equality. The many centralised negotiation rounds did little to bridge the gender pay gap, even though the centralised agreements contained some specific measures to decrease the pay gap (eg. low-wage or gender equality allowance). Some sectors introduced in the last negotiation round the pay discussion model which guarantees regular wage check-ups which might benefit also women.

The discussions among the social partners relating to the wage policy and role of collective bargaining in bridging the pay gap have directly involved the branch associations. The negotiation round of 2007-2008 was very strongly influenced by a seminar on wage policy, organised by the equal pay programme.

#### - At company and workplace level

At the workplace level the equal pay programme has been mostly visible through social partner actions and statements (joint and separate), surveys and inquiries and research projects which involve workplaces directly.

The national social partners have also provided information to the workplaces on the interpretation of the Gender Equality Act and practical guidance on gender equality planning. In recent years the social partners have been involved in developing the quality

and effectiveness of gender equality plans by emphasising the practical nature of the plans, the quality of the drafting process and the cooperation between employers and workers.

The programme has addressed workplaces on several occasions and has gathered information on eg. the extent and quality of gender equality planning. The programme has produced handbooks on gender equality planning and organised training and guidance on equal pay issues. The programme also has a public website containing general information on the concept of equal pay.

## **V. Main achievements in relation to the four priority areas:**

**[It is very difficult to classify the achievements under various priority areas because many actions address simultaneously several of the priorities]**

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

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

The social partners undertook in 2007 a joint project with the aim of encouraging young people to make untraditional and unbiased career choices. The campaign presented men and women who have decided choose atypical careers, ie. occupations which are strongly identified with one gender only (eg. nursing seen as a typical women's job in Finland).

The "testimonials" of men and women working in traditional male and female-dominated branches were 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 was also distributed on career fairs and in contact with the school counsellors.

The main aim of the campaign was to influence the strong segregation of the labour markets. The social partners thought that the campaign was in principle successful but it would have more effect if the campaign could have been allotted more resources and made more visible and targeted to a larger audience.

#### **Analysis of the gender aspects of collective agreements**

In 2006 the social partners concluded a joint analysis on the gender aspects of collective agreements. The social partners have gathered gender-related provisions of the collective agreements and recommended to member organisations (employer associations and trade unions) that they regularly monitor eg. the state of gender equality, take gender aspects into account in negotiations and follow the development concerning the gender pay gap (relates also to the other priority areas).

The social partners updated the analysis and the recommendation in 2009 before the next negotiation round.

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

### **Seminars on female leadership and career advancement**

In 2006 Finnish Ministry of Social Affairs and Health organised 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 was followed by another business forum aimed at the HR managers of enterprises. The theme of this event was promoting good practices on women's career advancement.

### **Women to the Top! and profitability of female leadership**

In 2006 to 2007 The Finnish Business and Policy Forum EVA was involved in a project "Women to the Top!" The project presented business views on women's career development. The final report looked at the best practices in the business world and provided 10 concrete recommendations on how to get women to the top in the business world. Some of the social partners were represented in the steering group of the project.

<http://www.eva.fi/eng/index.php?m=7&subm=2&action=1&id=76>

EVA also published an analysis paper entitled "Female Leadership and Firm Profitably". The findings of the analysis indicate that a company led by a female CEO is in practice about ten per cent more profitable than a corresponding company led by a male CEO. The share of female board members has a similar positive impact.

[http://www.eva.fi/files/2133\\_Analyysi\\_no\\_003\\_eng\\_FemaleLeadership.pdf](http://www.eva.fi/files/2133_Analyysi_no_003_eng_FemaleLeadership.pdf)

### **Delfoi Academy**

The Delfoi Academy was a two-year project encouraging young women to become leaders by developing their management skills, advancing their career development and by encouraging their networking (Delfoi Academy). Two one year courses have been completed. The "Delfoi Academy spirit" or young women's leadership training programmes continue in the annual programmes of several training houses.

### **Network for female leaders**

In the governmental sector there is a network for female leaders to offer mutual support and to support their career development. Network arranges meetings, which are organized by different ministries, once or twice a year.

### **SEFE's Women's Day Events**

The Finnish Association of Business School Graduates (SEFE) has organized yearly Women's day events for its members. The aim of these occasions has been to raise awareness in gender equality issues and provide help in wage negotiations.

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

### **Revision of family leaves legislation**

The Finnish legislation on family leaves has been most recently amended in 2006 and 2007. First, the social partners and the government agreed to lengthen the parental leave and childcare leave of adoptive parents, enabled the parents of disabled children and children having long-term

illnesses to have part-time childcare leave and clarified the regulations on the rights for childcare leaves of parents living apart from their children.

Second, the family leave regime was revised with the aim of sharing the costs of family leaves more equally between all employers and encouraging fathers to take up more often parental leave.

An extensive tripartite information campaign was launched to encourage fathers to use more family leaves. The campaign used television and radio spots, direct mail and telephone calls addressed to fathers, mothers and work organisations. The aim of the campaign was 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 provided answers to concrete questions on family leaves and the revised legislation.

The social partners also participate in a committee looking into the reform of the family leaves regime, set up in August 2009 under the Ministry of Social Affairs and Health.

#### **Provisions in collective agreements relative to work-life balance**

The sectoral social partners in some fields have negotiated on paid maternity leaves (varying from 1 month to 3 months) and in some sectors a paid paternity leave (6 days) has been introduced in the last negotiation round. Some other provisions relating to work-life balance were also introduced. These are mentioned in the national social partners' joint analysis of the collective agreements (see above 3.5, point 1).

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

See above the text on the equal pay programme and the other priority areas.

## France

Sources of information,

- Trade unions: CFDT, CFTC, CGT, FO, members of ETUC
- Employers: MEDEF member of BUSINESSEUROPE, CGPME, UPA members of UEAPME

### **Preamble:**

In March 2005, when the framework of actions on gender equality was adopted, France already had a range of legislative texts and social-partner agreements, but also tools regarding this issue:

- The law of 22 September 1972 incorporating in the labour code the principle that a company director is obliged to "*ensure equal remuneration between men and women for the same work or for work of equal value*";
- The law of 13 July 1983 inviting companies to prepare each year a report on the comparative situation of men and women and to submit it to the works council;
- The law of May 2001 creating the obligation to negotiate in sectors and in companies;
- The National Cross-Sectoral Agreement of 1 May 2004 relating to diversity and professional equality, signed unanimously by the social partners;
- The Comparative Situation Report (RSC) which must be drawn up in companies with more than fifty employees, and the "Equality at work" label put in place in March 2005, awarded without distinction to small, medium-sized and large companies.

Over the last four years, this range has been further supplemented by the law of 23 March 2006 targeting more precisely equal pay between men and women in France by 2010.

In addition, on the initiative of trade union and employer organisations, work has been carried out on the file for candidates for the grant of the "Equality at work" label in order to make it easier to draft, placing greater emphasis on how candidate companies comply with legislation on equality at work. It has also been decided to prepare a catalogue of all good practices or initiatives linked to equality at work put in place by companies with a label, in order to highlight them and promote them vis-à-vis companies looking for relevant solutions. To date, it has been awarded to forty-six companies.

Similarly, social dialogue on equality at work between women and men has made more progress in recent years, also marked in November 2007 by the tripartite conference on equality at work wanted by the trade union organisations.

This conference organised on the initiative of the state made reference to the European Commission's July 2007 communication "Tackling the pay gap between women and men" but also the law of 23 March 2006. The trade union organisations made reference on this occasion to the European framework of actions.

This conference was an opportunity to propose a series of actions designed to:

- Eliminate observed pay inequalities,
- Combat structural factors in inequalities at work.

Regarding equality of pay, debates related to the need to facilitate measurement and analysis by companies of pay differences, as a basis for identification of objective causes and the possible creation of budgets to eliminate unjustified gaps, in the framework of negotiations in companies.

A working group has worked to improve the Comparative Situation Report (tool to facilitate obligatory negotiations for all companies with more than fifty employees, comprising obligatory

gender indicators), which has led to a modification of some indicators but also made this tool more accessible to companies. In addition, a guide has been drawn up for the use of this report by large and small companies alike.

However, the dynamic set in motion in terms of proposals has not been pursued, and the trade union organisations have asked for the issue of equality at work and equal pay to be put on the agenda for the 2009 social agenda between the state and social partners. Concertation is foreseen in the autumn on this theme.

The quantitative and qualitative assessment of agreements on equality in companies and professional sectors (ORSE, March 2009) shows a significant increase in the number of agreements: 35 professional sectors have signed an agreement devoted to this issue since 2002, 16 between 2002 and 2007, and 19 in 2008, notably in important sectors such as chemicals, large-scale distribution or insurance.

In 2008, 1,235 company agreements were also signed. By way of comparison, the number in 2007 was around 800.

For all the agreements signed in 2008 (covering all issues), the frequency of the theme of equality is 5.6%: it was 4.3% in 2007, 2.1% in 2006 and 1.3% in 2005 (source: Ministry of Labour).

However, numerous companies are still addressing the issue of equality at work jointly with diversity, an issue which calls for a separate approach.

Outside the social dialogue, there has not been any action or any particular joint communication between trade union organisations and employers to promote the framework of actions specifically.

Lastly, it should be noted that, if some procedures have been brought before industrial tribunals this year for pay differences between a man and a woman working in the same company, this possibility continues to be used very little due to the difficulty of being able to highlight differences in pay for equal work. Often advanced to justify these differences is the fact that one or other has different skills which are not equal in value.

## **1. ADDRESSING GENDER ROLES**

There has not been any general communication or information action seeking to address male and female roles and stereotypes at national level.

However, this subject was broadly covered in the 2004 National Cross-Sectoral Agreement.

Nevertheless, specific policies are pursued by professional sectors and numerous sectoral and company agreements deal with the need to ensure a mix of men and women in all of the company's trades and functions.

This priority has therefore been included in many company agreements with a view to increasing the share of women and/or of men (e.g. human resources, secretarial work, marketing, etc.) and, clearly, as a function of the company's sector of activity.

These actions have prompted some companies to act on working conditions and notably on physically demanding work, which has been beneficial for all employees.

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

Here, too, no action has been taken at national level.

Proactive action has only been taken at sectoral level and at the level of companies. The issue of the glass ceiling which is deemed to slow down or prevent women from reaching positions of

responsibility has been highlighted more strongly in the Comparative Situation Reports, a tool which is increasingly being deployed with the passage of time.

Companies have set themselves quantitative targets to frame their action (Total, Société Générale, etc.) and others have even created tools for promotion of women (mentoring at France Télécom, women's networks, etc.) or process tools (assessment interviews).

Lastly, it is important to underline the will of all trade union and employer organisations to promote women to decision-making positions when their bodies are constituted, be it at national or sectoral level.

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

The law of 23 March 2006 imposed a new criterion in the Comparative Situation Report. Companies must now indicate the actions they put in place to ensure this balance (e.g. encouragement not to hold meetings at the end of the day, financial assistance for childcare for employees who have to take a training course, etc.).

It can also be pointed out that employees in companies do not always know about the advantages and innovative solutions available to them in connection with parenthood. Some companies have therefore drawn up a guide to parenthood which has been circulated to all employees and is handed over to new recruits (Renault). Similarly, a charter on parenthood at work initiated by the state was signed in April 2008.

Agreements on equality at work increasingly address ways of caring for very young children and widen this issue to include flanking for families confronted with care problems linked to parents or spouses at the end of life.

Since 2005, the labour code provides the possibility of taking unpaid leave, for a period which remains very limited, for these specific care problems.

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

It is on this issue that France has been working more specifically since 2005, notably with the law of March 2006 which seeks to ensure equal pay between men and women in France by 2010. The modification of the Comparative Situation Report should help in this respect. It must make it possible to draw up a detailed prognosis, a prognosis which can be prepared by the company itself or a consultant mandated in agreement with the social partners. The company can then claim financial assistance for this analysis.

Companies increasingly put in place a salary envelope each year earmarked exclusively for closing salary gaps.

EI 2006, in companies with ten employees or more in the competitive sector, the average total gross remuneration of women is 27% lower than that for men. The gap is 16% if the reference is total gross hourly pay, i.e. remuneration per hour of paid work for workers whose working time is calculated in hours. For the basic hourly wage, the gap is smaller, since additions for overtime or extra work are more frequent and based on a higher hourly average for men.

Lastly, at the tripartite conference in November 2007, the state committed to promulgate a law putting in place financial sanctions for companies which fail to apply equality of pay. To date, no text has yet been published.

**Conclusion:**

France has a large range of legislative texts and social partner agreements to promote the principle of equality at work, as well as effective tools which should allow real progress in this area. Yet the situation is not developing rapidly enough in this area.

In France, there are still questions about the limits of laws on equality at work and equal pay if they are not coordinated with an employment policy and a family policy. This is why it is important to have an approach which takes account of changes in work circumstances.

Furthermore, since 2005 there has no longer been a ministry or state secretary for equality at work.

Lastly, more and more achievements, such as the increase per child in calculation of a woman's pension (this increase is intended to compensate for career breaks due to maternity), are coming into question (it has been greatly modified in the public sector over the last three years). It is pointed out that the present arrangements are being modified to bring them into line with European texts ... devoted to equality of treatment between men and women!

**ANNEXES:**

Ministry site: [www.travail-solidarite.gouv.fr//espaces//femme-egalite/](http://www.travail-solidarite.gouv.fr//espaces//femme-egalite/)



## Germany

Sources of information:

- Trade union: DGB, member of ETUC
- Employers: BDA, member of BUSINESSEUROPE; ZDH, member of UEAPME

As in previous years, last year the social partners and their members carried out a range of initiatives in the priority areas. This report describes both joint initiatives of the social partners and individual projects.

In intensive discussions and preparations between BDA, DGB and the German Federal Ministry of Labour and Social Affairs (BMAS), the conditions for the new, extensive **social partner programme for equality of women in the economy** were created during the year. This means that the programme can start in autumn 2009. For this purpose, in the framework of current European Social Fund 2007-2013, a total of € 110 million is available in ESF and national funds. The objective of this social partner programme is to make greater use of the employment potential of women, and to improve the employment situation of women in view of financial independence, the same promotion and career opportunities, more intensive involvement in vocational training, a reduction of income differentials and a good work-life balance. Priorities for promotion include innovative approaches to the organisation of working time which take account of the needs of the company as well as a good work-life balance in order to improve the participation of women in employment. In addition, measures are planned for better combating role stereotypes, for instance to encourage more young women to take up MIST professions (mathematics, information technology, sciences, technology). Furthermore, the scope for action by players within a company to promote equality of opportunity for women in companies will be strengthened, in particular also in relation to a stronger focus on promotion possibilities and willingness to accept them among women employees. Another priority is the development of company approaches which seek to reduce or prevent qualification losses of women during time taken off work for family reasons, and to support a rapid return to work. In addition, models and measures to help corporate personnel policy address demographic change and increase the share of older female employees and safeguard employment chances are being developed. In this way, the programme makes it possible to support business-oriented and company models throughout the entire working life.

The promotion programme was developed over a period of two years and led to intensive debates between the social partners. Not least the experience of fair, good cooperation in the last four years of the *Framework of actions* made it possible to put this ambitious national programme into action. This is also the basis for what is set to be successful cooperation in the central steering group of the ESF programme over the next five years.

### 1. ADDRESSING GENDER ROLES

Role images continue to be an important theme not only for the social partners but also for companies themselves. The increasing breakdown of traditional role images of women and men and the associated greater opening-up of classical "male" professions with often higher pay levels to women can have a positive effect for the vocational development and earning possibilities. For instance, through their "Forum on information society, technology, future and IT professions 'FriTZI'", *Verband der Wirtschaft Thüringens* (Thüringia business federation), *Bildungswerk der*

*thüringischen Wirtschaft* (Thüringia business education centre) and other partners have extended the choice of professions open to girls and women. Numerous company initiatives support the change of role images needed to attract girls and women more strongly to technical and scientific professions and educational courses. In another example, Deutsche Telekom AG has implemented a MIST innovation week in eight Berlin schools. The female students had the opportunity to try out technical professions dominated by men and to present a "Product of the future" at the end of the week. A similar objective is pursued by the project "Discovery holiday" put in place by Sanofi-Aventis in which young people are given an opportunity to experience scientific learning on the ground in the company's training laboratories and on the basis of experiments. A further initiative is "Technology and future in Bavaria" (TezBa) which offers technology camps and courses in technical trades to girls.

Measures to improve the compatibility of work and family life today often focus on women. But fathers also increasingly want to spend more time with their children. They play an active part in family life and take account of changing role images. For that reason, more and more measures also look at the situation of fathers. An example of extending the focus to include men is Deutsche Telekom's fathers' network "Heimspiel" which sets out to create an open climate for parents and to question classical role stereotypes.

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

The important theme of "women in management positions" is not only an issue for social policy but also generates concrete competition advantages for companies from the angle of "diversity management". For instance, Daimler AG's first priority for action in the area of diversity management is promotion of women in leading management positions. The company has set itself the goal of having women in 20 % of leading management positions. One way of moving towards this goal is encouraging women to take part in selection procedures for leading management positions. Target corridors for the female share in the overall payroll, vocational training and the first management level have been set out in a group agreement designed to promote the position of women in Daimler AG. Another example is provided by Deutsche Telekom AG: in 2009 it decided that at least one woman should be included on the shortlist for all future management positions. In addition, personnel consultancies will in future be required to propose more women in future – at least one in all cases. The aim of this initiative is to take a closer look than in the past at female talents in the market and to take account of them in recruitment and promotion procedures. Deutsche Bahn AG wants to avoid the possibility of gender discrimination, for instance by selecting training via an assessment centre. The result is that the share of women trainees now exceeds 50 %.

An example for the promotion of the foundation and take-over of small businesses by women is an initiative of the Fachhochschule des Mittelstands (Technical college for SME) and the Zentralverband des Deutschen Handwerks (ZDH - German Confederation of Skilled Crafts and Small Business) on "Female Founders in the craft sector", which was carried out in 2009. This initiative focusses on analysing the framework conditions of female founders in the craft sector. The findings of this project will be transposed in a practical qualification concept for female and male business consultants which are provided for by the German craft chambers.

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

The compatibility of work and family life is still at the core of initiatives and measures for equality of opportunity between women and men. Many of the activities of social partners and companies bear witness to this concern, as described in detail in previous reports. But companies have not relaxed their efforts, with Siemens AG aiming to double its in-house childcare facilities by 2011 for instance. In addition, as the number of old people in the

population increases, the compatibility of work and care is moving into the focus of companies' personnel policies, not least because there has been a statutory eligibility for care-related leave in Germany since two years ago. The maximum care time is six months and is unpaid. The compatibility of work and care makes it possible to retain qualified employees with care responsibilities in the company. A family-conscious personnel policy extended to encompass the aspect of care for family members increases an employer's attractiveness as well as commitment to the business and hence creates competitive advantages on the labour market. Accordingly, the national employer federation for the chemicals industry BAVC and the trade union representing the mining, chemicals and energy industries IG BCE organised a social partner event on the issue of "care of family members"; their regional representations in Rheinland-Pfalz looked at the theme "What happens when our parents need us – time for care". In this area, the regional employer federation Baden-Württembergische Arbeitgeberverbände e.V. also organised a congress "Work and family life – locational advantage or cost factor?" jointly with the regional government. On the same theme, the regional chemicals employer federation HessenChemie offers a series of seminars "Training for care" which is addressed to employees of both sexes in member companies and tackles the issues of "Work-life balance", "Living with dementia" and "Care-related statutory provision and social benefits".

At company level, for instance, BASF AG offers employees with family members who need care advice sessions as part of its social counselling service. The aim is to prepare them individually for caring for sick relatives. Part-time working, flexible working time models and the possibility of tele-working can be deployed to improve the work-life balance. Furthermore, there are a range of leave possibilities to allow employees to look after family members who require different levels of care or disabled children. Anybody who would like to care for a family member themselves beyond the statutory care periods can also ask for an additional six months of care leave. Another option offered by the company is care leave of up to two years. Deutsche Bahn AG supports its employees of both sexes by providing free advice on childcare and care for family members in cooperation with the advisory service *Elternservice Arbeiterwohlfahrt* (AWO). In order to help employees with family members who need care, Deutsche Bahn AG offers "Eldercare". The involved cooperation partner *Seniorenservice AWO* advises employees of both sexes free of charge on the possibilities for care, including customised counselling where necessary. The basis for these company offers is a company agreement with the employee representation dating from 2007. In this area, the company agreement of Deutsche Bank AG "Work and family" deals with leave on the basis of individual family situations.

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

According to calculations by the German Federal Statistical Office, the average hourly wage for women in Germany is 23 % lower than that for men. The pay differences, which have economic as well as social consequences, can be traced to a large number of causes. For instance, women more often work in areas where the pay level is lower, women are less represented in well paid management positions and they have spent fewer years in work, which has negative implications for wage developments. Existing role images influence the division of work in families and the choice of profession; this in turn is reflected in income. Lastly, the conditions put in place by the state – in particular the still inadequate supply and inflexible possibilities for childcare – are partly responsible for pay differences.

For the second time in 2009, a successful "Equal pay day" was held to highlight this difference. The even greater participation of active women's groups and political players as well as higher media interest can be attributed in particular to the fact that the women's network Business and Professional Women Germany (BPW) founded a national alliance for action on Equal Pay Day jointly with BDA, advisory group Deutscher Frauenrat, female entrepreneur federation Verband der Unternehmerinnen (VDU) and Bundesarbeitsgemeinschaft kommunaler Frauenbüros (BAG).

One of the aims of this alliance for action is to raise awareness about the causes of pay differences and to inject objectivity into the debate on pay differences. In addition, the different career opportunities in individual professions and sectors are demonstrated and promising routes for success are highlighted, with a view to moving towards equal pay between women and men. The alliance's work will be financially supported over the next two years by the Federal Ministry of Family Affairs, Senior Citizens, Women and Youth.

DGB-affiliated trade unions as a central organisation are not (yet) involved in this alliance. Only trade unions' structures for women form part of the alliance via *Deutscher Frauenrat*. An independent contribution from the trade unions on educational work is provided via a dedicated website at the address [www.entgeltgleichheit.de](http://www.entgeltgleichheit.de).

BAVC and IG BCE plan a joint position paper on the issue of equal pay for autumn 2009. Employer and employee representatives in this sector seek to draw attention to the various causes of remaining pay differences.

At national level, the social partners BDA and DGB also worked actively on the German-French conference "Achieving equal pay in Germany" held in Berlin on 24 June 2009.

Companies in Germany are actively addressing the causes of pay differences. In order to look into the issue of whether there may be gender-specific differences in pay structures, numerous companies are carrying out remuneration comparisons. For instance, the analysis by the Group Diversity Management put in place by Deutsche Telekom AG on this issue found that there are no gender-specific pay differences among employees not covered by a collective agreement. Furthermore, in line with global labour and social standards, corporate remuneration policies are oriented on performance-related and hence gender-neutral criteria, e.g. BASF AG, and accordingly apply the principle of non-discrimination in pay linked to nationality, religion, gender or other diversity characteristics.

## Hungary

Sources of information:

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

### Executive Summary

In sum, the changes since 2004 have had a great contribution to the Hungarian society, however they haven't included every aspect of the society and haven't had such a desired effect that could have been expected from measures carried out by the European Union and several non-governmental organisation (including representations of the employers and employees).

In 2008, after the third country report was completed, no specific measures have taken place that would have had significant or elementary positive effect. The existing institutions are functioning in the given situation influenced by the economic-financial crisis.

The framework of action on gender equality was implemented in 2005. However it hasn't produced the expected effect regarding the world of labour and the industrial relations awaited by the European Social Partners, but it has given a momentum for still tangible positive changes. The equal opportunities act, adopted in 2003, created an umbrella law that includes the requirements of equal treatment, the prohibition of discriminative treatment in every aspect of life. Institutions and programmes have come into existence, and working sufficiently still, and within their scope of duties trying to raise awareness on the existing inequalities, and on the opportunities to reduce or eliminate them.

### 1. ADDRESSING GENDER ROLES

Analysing the economic activity of 15-74 years old population shows that, in 2007 employment rate for men was 58% compared to the rate for women which was 44,3%, and the overall employment rate was 50,9%, which in 2009 decreased further:

- employed: 3 797 100 person (49,4%)
- unemployed: 401 700 person
- employed men: 2 058 300 person (55,9%)
- employed women: 1 738 800 person (43,4%)
- unemployed men: 225 500 person
- unemployed women: 176 600 person

Looking at the data taken before and after a couple of years of the EU accession of Hungary, some shift can be seen in the rising of the women participation rate. In those years more women had taken seat in the parliament or in the leading positions of the administration, than nowadays. Regression can be also seen regarding the leading positions of the economy, among the chief executives of the biggest nation owned companies 92,8% were men, and even in the medium sized companies level, women in leading positions were less than 20%, according to a survey carried out in September 2009.

The Hungarian economy is also troubled with the typically women dominated sectors problem (healthcare, education, service sector, cloth and textile industry, etc.), and due to the economic and financial crisis there is little hope for a shift in this matter.

The share of part-time jobs taken by women in Hungary, compared to other European countries, is remarkably low even though governmental measures and supporting calls for proposals were introduced. The reasons for that are simple: employers are not interested in part-time employment, and it raises their expenses. On the other hand, even if employees requesting their part-time employment, employers are not liable for accepting this request. (There is a proposal tabled to Hungarian Parliament that advocates employers to grant such requests in the public sector, if the employee is a parent of child under the age of 3.)

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

Women's participation in the leading positions has not changed since 2004, and more strikingly so since 2008, when their share lowered below 10% in the Hungarian Parliament. Even the political parties got into a typical nominating-electing spiral: they are not nominating women, because "they will not be elected", at the same time according to the constituents the reason for not electing women is that: there are no such candidates.

Women's participation in the economic life is also very low, 92,8% of the chief executives are men, in the biggest government owned companies the boards of supervision and the boards of directors are also mainly dominated by men, and even women's share in the whole decision-making is lower compared to men's share, according to a survey in September 2009. Almost in every company, the average payment level of women is also lower than that of the men working in the same position.

Up to this day, Hungarian society can hardly accept the women quota, and even if a new proposal comes up, it dies away very quickly because of the lack of interest. Unfortunately even the promoters are not seem to know what to do, how to do it and how to find supporters – they just rest satisfied with the temporal and ambiguous media-publicity.

The situation is not different even in trade unions and interest representing organisations: among the Hungarian confederations' leaders female executive officers number is below than 10 (chief executives are all men). Even in the so called woman dominated professions the majority of chief executives are also men.

The social-psychological factors emphasised in previous reports still exist, moreover the economic and financial crisis just happened to intensify them. The increasing working time, the information-dumping, the view of unpredictable future, and several factors, undermining the readiness to take responsibility are leading to fall offs from positions, and often to forget about women already in the beginning of nominations.

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

This priority has been met with great success. A tender by the Ministry of Social Affairs and Labour still continues to raise the level of competition for the "Family-friendly Workplace Award". Not only small and medium enterprises obtained this title, but bigger enterprises as well, which creates such a positive example. Even beliefs continue to spread that great success can be only achieved by satisfied employees.

Organisations of the civil society invest huge energy to propagate family-friendly solutions in workplaces, they also inviting tenders to spread know-how. Unfortunately the economic and financial crisis pull up this process, but hopefully this will not end it.

Trade unions are more and more demanding to work out measures to be taken to converge labour obligations with work-life balance, even just for the unions itself (by equal opportunities programme) or together with the employers (by equal opportunities plan or collective agreement).

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

The Equal Treatment Authority was the greatest contributor to this case in Hungary. With its resolutions – which can be seen on its web page (without names) – it shows the factors and the conditions on which basis it was pointed out that an employer pays less to the female employees. The Advisory Body also contributes to this work by its statement which proved to be useful as a legal compass to follow.

The National Alliance of Hungarian Trade Unions (MSZOSZ) organized a project – by the name of “Equal Opportunities at Work” – which main goals were to change the view of the trade unions’ officers to contribute to the elaboration of the equal opportunities plans at work; and to urge the fulfilment of the underlining principle of the “equal pay for equal work” specified in the collective agreements.

## Iceland

Sources of information:

- Trade unions: ASI - Icelandic Confederation of Labour, member of ETUC
- Employers: SA – Confederation of Icelandic Employers, member of BUSINESSEUROPE

Equality between men and women at work, the gender pay gap, empowerment and equal participation in political and financial decision making of both men and women has been an important topic in the social dialogue over the past decade in Iceland. These emphasises are reflected in the collective agreements between the social partners.

### 1. ADDRESSING GENDER ROLES

In 2008 Year's collective agreements SA-Confederation of Icelandic Employers and ASI - Icelandic Confederation of Labour signed a special protocol for the promotion of gender equality within the labour market. The protocol has three main emphases:

- To develop a certification system to use for companies and/or enterprises to certify their implementation of a gender equality programme and gender equality pay policy – equal pay for equal work or work of equal value.
- A cooperation with Statistics Iceland regarding gender based statistics to analyze the outcomes and to identify a possible gender pay gap.
- Promote information and education on gender equality with accessible information material for workers and companies. Such information material should be accessible for all HRM and others engaged in consulting.

### 2. PROMOTING WOMEN IN DECISION MAKING

- ASI – Icelandic Confederation of Labour has worked on an ongoing project from 2005 focusing on promoting women within the labour movement. Yearly a gender based statistics is published on national and sectoral level within the unions. The project includes information- and education programmes and yearly conferences specially focusing on empowerment, equal visibility, responsibility and participation of both women and men within the trade unions.
- In May 2009 SA - Confederation of Icelandic Employers, FKA - The Icelandic Association of Women Entrepreneurs and Iceland Chamber of Commerce signed an agreement on promoting women as leaders in Icelandic businesses. The aim is that in 2013 women will be at least 40% of the leaders. The main focus of the agreement is gender equality but new Icelandic study shows that businesses are more likely to become successful when both men and women are in control. All political parties in Iceland support the agreement.

### 3. SUPPORTING WORK-LIFE BALANCE

In 2000 new law on maternity/paternity and parental leave passed, giving both parents equal rights to parental leave. The leave was lengthened to nine months, with three months for the mother, three for the father, and three to be shared as they wished. Paternity leave would be introduced in increments over the next three years. In 2003 Fathers gained the right to three



months of paternity leave. Men's applications are 86,6% of women's applications. The change was made in close collaboration with SA - Confederation of Icelandic Employers and ASI - Icelandic Confederation of Labour.

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

The Government announced in its political platform (2007) that it would pursue a labour market policy in which gender equality and equal pay were key elements. Two Equal Pay Commissions were formed with the task to investigate and come with recommendations how to narrow the wage gap between women and men, empower women in decision-making and how the support of work-life balance could be enforced. The Commission that worked with the private labour market had representatives from both the employers and employee side, - ASI and SA. The Equal Pay Commission for the private labour market submitted its recommendations to the Government in October 2008.

A new act on Equal Status and Equal Rights of Women and Men (no.10/2008) was passed by the Parliament (Althing) on February 2008. In that act an Interim Provisions was stated *"The Minister of Social Affairs and Social Security shall ensure that a special certification system is developed in collaboration with the organisations of the social partners to certify the implementation of the policy of wage equality and equality in connection with employment and dismissal."*

With reference to the interim provision in the new act on Equal Status and Equal Rights of Women and Men the social partners; SA – Icelandic Confederation of Icelandic Employers and ASI – Icelandic Confederation of Labour signed a working agreement with the Government and IST - Icelandic Standards in October 2008 to ensure the working progress of the special certification system to certify the implementation of the policy of wage equality and equality in connection with employment. The Equal Standard Commission will submit its recommendations for evaluation in the winter 2009/2010.

## Ireland

Sources of information:

- Trade unions: ICTU - Irish Congress of Trade Unions, member of ETUC
- Employers: IBEC - Irish Business and Employers Confederation, member of BUSINESSEUROPE

**Evaluation of the actions taken by social partners to follow-up the four priorities of the framework of actions:**

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

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

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

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

The most significant development stemming from the partnership agreement was the publication in April 2007 of a National Women's Strategy 2007-2016. The strategy sets out 20 objectives and 200 actions affecting women's lives in three thematic areas:

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

The first thematic area addresses issues related to the employment of women; women's income and the gender pay-gap; women in education; women in specific sectors and professions; and pensions. Objectives under this theme include:

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

The social partners are members of the monitoring and implementation group for the NWS, as well as being named leaders of particular relevant actions. Government, through the Department of Justice, Equality and Law Reform, provides regular updates on implementation of the NWS, most recently at: [http://www.justice.ie/en/JELR/Pages/nws\\_progress\\_rpt1](http://www.justice.ie/en/JELR/Pages/nws_progress_rpt1)

### **Women in Enterprise: IBEC Initiatives 2009**

In support of the National Women's Strategy, the Irish Business and Employers Confederation (IBEC) has established a 'Women in Enterprise' sub-group. The group is made up of senior women executives and HR managers from a range of companies. It will examine ways in which to make progress in relation to the position of women at work.

Specific themes to be addressed during 2009/10 include:

- Gender pay gap ( the group will explore the possibility of conducting pay audits in a number of companies with a view to establishing a best practice model of pay determination)
- Positive action initiatives to ensure promotion of women to management positions
- Exploration of ways in which the number of women on state boards and decision making bodies can be enhanced, through the identification of suitably qualified women in the private sector.

IBEC will also produce a report on the numbers of women, and their rates of pay, in its 7,500 member companies during autumn 2009.

During 2009 IBEC has also been driving a 'diversity management' project, the aim of which is to promote the business case for diversity (including gender diversity) and to support companies in developing and implementing diversity initiatives. Outputs to date include:

- A series of diversity-themed seminars held regionally through the republic of Ireland
- Establishment of a diversity helpdesk
- Development of benchmarking material and a guideline for companies on how best to measure diversity; set targets; and monitor progress in relation to same.

### **Congress Initiatives:**

The Irish Congress of Trade Unions continues to publicise the strategy throughout its networks and held a national trade union women's seminar in Belfast in March 2009 stressing the case for gender equality in the current economic crisis <http://www.ictu.ie/equality/gender.html>. Trade unions have also written to the Minister for Equality expressing great concern at the apparent abandonment of the National Womens Strategy (NWS) and to make the case for gender equality to be a core component of any national recovery plan. See [http://www.ictu.ie/download/doc/minister\\_john\\_moloney\\_td\\_re\\_nws\\_in\\_times\\_of\\_crisis.doc](http://www.ictu.ie/download/doc/minister_john_moloney_td_re_nws_in_times_of_crisis.doc)

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

The National Framework Committee for Equal Opportunities at the level of the Enterprise (a social partner committee funded by the Equality Mainstreaming Unit which is jointly funded by the European Social Fund 2007-2013 and by the Equality Authority) continues its work in developing and disseminating practical supports for the equal opportunities workplace, supporting individual projects and engaging with cost effective equality planning and equality reviews.

The committee oversees a practical intervention programme whereby SMEs can access consultancy support to enable them develop better equality policies and practices. The scheme continues to attract significant interest from individual SMEs despite the current recession.

It also supports a number of sectoral projects including one with the Irish Hospitality Industry which has developed equality guidelines – “10 steps to Equality” - and is implementing these actions with a number of hotels during 2009.

The Committee also supports IBEC’s diversity management project and the Irish Congress of Trade Unions Equality Champions project which involves training of trade union reps in equality issues followed by the trade unions applying for an equality challenge fund to implement equality initiatives within their trade unions.

The Committee is also considering work on the gender pay gap that would focus on developing gender equality awareness within enterprises.

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

The National Framework Committee for Work Life Balance continues to support and facilitate the development of family friendly policies aimed at assisting in the reconciliation of work and family life at the level of the enterprise. The activities of the Committee continue to be supported by a specific budget. This committee also oversees a consultancy scheme to support the introduction of work-life balance policies in SMEs. The Committee is currently assessing how to respond to the challenge of how work life balance policies and flexible working arrangements can be best articulated in the current economic crisis.

## Italy

Sources of information:

- Trade union: CGIL, CISL and UIL members of ETUC
- Employer, CONFINDUSTRIA, member of BUSINESSEUROPE

At the national level: The female employment level, according to Eurostat data, stands at around 47.2% versus the European average of 60% (target set by the Lisbon strategy). Moreover, the Italian average rate is affected by a considerable territorial imbalance caused by the differences between the north, centre, and south of the country.

Actions from 2005 to 2009 to:

- address gender roles;
- women decision making;
- to support work-life balance;
- tackle the gender pay gap

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

– At national level

The Comitato Nazionale Parità (National Equality Committee) is a body established within the Labour Ministry mainly to finance projects dealing with the promotion and enhancement of equality between men and women.

The Committee is composed by a balanced representation of the social partners (Confindustria, Confcommercio, Confartigianato, Confapi, Confcooperative, CGIL, CISL, UIL, UGL e CISAL) and some representatives from women associations.

Starting from 2005 many projects were financed to support the actions of the Framework.

– At sectoral level

#### 1) The National Contract of the textile sector

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

#### 2) The National Contract of the telecommunication sector

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

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

The National Joint Committee on equal opportunities analyse the characteristics of female employment in the sector.

### 3) The National Contract of the electric industry

The National Joint Committee monitors positive action projects implemented at corporate level and other issues identified on a case-by-case basis in the framework of its activity and promote – also on the basis of bi-annual reports – regular statistics for information purposes on female employment within companies, broken down by different job profiles, as well as monitoring the related training and career pathways.

### 4) The National Contract of the chemical industry

The National Observatory on industrial relations monitors the equal opportunities, both in terms of labour market access and career progress.

### 5) The National Contract in the glass industry

The National Observatory on industrial relations makes positive actions designed to implement equal opportunities and enhance women's professional standing.

### 6) The National Contract of the metal-working industry

The Joint Committee on equal opportunities study the labour market characteristics and the female employment trends in this sector, with a view to carrying out study and research activity to promote equal opportunities and identify possible obstacles which do not allow to achieve real gender equality at the workplace.

### 7) The National Contract of the railway sector

The National Joint Committee identify initiatives designed to foster female employment also in roles associated with new technologies.

### 8) The National Contract of the food industry

The National Joint Committee on equal opportunities and the joint committees on equal opportunities at local level are entrusted with the task of:

- analysing the labour market characteristics and the territorial specificities of female employment trends in the sector;
- examining the issues related to female employment in roles associated with new technologies.

### 9) The National Contract of the paper industry

The National Joint Committee on equal opportunities has the following tasks:

- examine the female employment trends in the sectors regulated by the National Contract;
- define projects for positive actions;
- examine the problems linked to women's access to non traditional professions.

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

– At national level:

There are bodies with specific duties that operate to promote equal opportunities for men and women and against gender discrimination. These are:

- the **Commission for Equal Opportunities for Men and Women** created by Law 248/2006 and reorganized by Presidential Decree 215/2007, not currently active;
- the **National Committee for the Implementation of the Principles of Equal Treatment and Equal Opportunities for Male and Female Workers**, at the Ministry of Labour;
- the **National Equality Advisor**, and the network of **Male and Female Equality Advisors**;
- the **Commission on female entrepreneurship at the Ministry for Equal Opportunities**. This Commission was recently re-formed but, as of today, is not currently active.

### 3. SUPPORTING WORK-LIFE BALANCE

- At national level:

In conformity with the aims identified by the European Commission in March 2006 with regard to the goals to be reached by the end of 2010 on the subject of equality between men and women, at the national level the social partners are continuing to work to improve the employment condition of women more and more. The commitment of the social partners focuses on the building of business models to be implemented in the various sectors, which are based on concrete policies to achieve an adequate work-life balance, or a fair balance productive time and individual time, which includes but is not limited to family time. Moreover, the commitment in the creation of training tools for vocational employment and re-employment, and the constant monitoring of national collective labour agreements, is anything but negligible. The reconciliation policies aim to act in support of the integration between private and professional life, family and job, in a comprehensive framework that also contemplates the implementation of services such as, for example, access to day care and nursery schools to help women return to work, but also forms of financial support to parents, extension of contract flexibility, and the possibility of parental leaves for both parents. Obviously, the position expressed reinforces the intention to envisage, in addition to economic incentives for aiding the entrance and return of women to the labour market, a redefinition of policies for the support of families and of "social shock absorbers". In this regard, it is worthwhile to mention the provisions of Italian legislation with particular reference to Law 53/2000, "Provisions for the support of maternity and paternity, for the right to care and training, and for the coordination of city times" which, through former Art. 9 (now Art.38 – Law 69/2009), supports, through funds allocated ad hoc, those companies that work to implement positive actions for the reconciliation of job commitments with family care through, for example, projects focusing on encouraging forms of working time flexibility for the working father and/or mother, training programmes for the return to work after periods of parental leave, and projects that envisage actions and innovative services supporting both family care and work in order to build a "family-friendly" social and work system.

- At sectoral level

#### 1) The National Contract of the textile sector

During the compulsory maternity leave (5 months), salary is integrated by the employer up to 100% of the total pay.

80% is paid by INPS (national institute of social insurance).

#### 2) The National Contract of the telecommunication sector

During the compulsory maternity leave (5 months), salary is integrated by the employer up to 100% of the total pay.

80% is paid by INPS (national institute of social insurance).

The National Joint Committee on equal opportunities promote measures to facilitate women's reintegration into the labour market after their maternity leaves and ensure their professional standing.

### 3) The National Contract of the electric industry

During the compulsory maternity leave (5 months), salary is integrated by the employer up to 100% of the total pay.

80% is paid by INPS (national institute of social insurance)

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

### 4) The National Contract of the chemical industry

During the compulsory maternity leave (5 months), salary is integrated by the employer up to 100% of the total pay.

80% is paid by INPS (national institute of social insurance)

Companies, taking into consideration the provisions of article 9 of the law 53/2000 and of the opportunities offered by those provisions, will be able to take initiatives to promote, if needed, re-entering in the labour market after maternity/paternity leaves or parental leaves, through specific training initiatives to be identified at national level.

### *Industrial relations within industrial groups*

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

In particular:

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

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

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

During the compulsory maternity leave (5 months), salary is integrated by the employer up to 100% of the total pay.

80% is paid by INPS (national institute of social insurance)

Having taken regard to what is provided by the law with reference to maternity or family leaves, companies will promote training initiatives to facilitate re-entering of the workers after their leaves, if necessary considering possible changes of the role due to company restructuring processes.



#### The National Contract in the glass industry

During the compulsory maternity leave (5 months), salary is integrated by the employer up to 100% of the total pay.

80% is paid by INPS (national institute of social insurance)

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

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

During the compulsory maternity leave (5 months), salary is integrated by the employer up to 100% of the total pay.

80% is paid by INPS (national institute of social insurance)

The National Joint Committee on equal opportunities, the local Committees on equal opportunities and the Corporate Committees on equal opportunities operate promoting initiatives capable of facilitating female workers' reintegration into the labour market after their maternity leaves and ensuring their professional standing.

#### The National Contract of the railway sector

During the compulsory maternity leave (5 months), salary is integrated by the employer up to 100% of the total pay.

80% is paid by INPS (national institute of social insurance)

The National Joint Committee promote general initiatives capable of facilitating female workers' reintegration into the labour market after their maternity leaves and ensuring their professional standing.

#### The National Contract of the food industry

During the compulsory maternity leave (5 months), salary is integrated by the employer up to 100% of the total pay.

80% is paid by INPS (national institute of social insurance).

The National Joint Committee and the joint committees on equal opportunities at local level study measures capable of facilitating women's reintegration into the labour market after their maternity leaves and ensuring their professional standing.

#### The National Contract of the paper industry

During the compulsory maternity leave (5 months), salary is integrated by the employer up to 100% of the total pay.

80% is paid by INPS (national institute of social insurance).

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

– At national level:

Articles 3 and 36 of the Italian Constitution establish the principle of equal pay between women and men.

Collective bargaining at all levels (sector and company) defines salary levels without discrimination between women and men.

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

##### ***Positive Actions***

The Law 125/2001 created two bodies with the task of the enforcement of the so called *positive actions* – work life balance and equal opportunity measures - within the work places:

##### **1. National equal opportunity committee**

The National equal opportunity committee is an administrative body of the Minister of Labour and Welfare. It is composed by delegates from both trade unions and employers organization, officials of the ministers, delegates of private associations, professors and jurists.

The committee shall provide an annual framework program that establishes the measures to be implemented during the year. The measures laid down by the program shall aim at promoting *positive actions* on work place in order to guarantee a better work and private life reconciliation as well as reducing the gender gap between men and women on work place.

##### **2. Technical office, named "Collegio Istruttorio"**

This body shall provide technical support to the committee by preparing the projects and managing their development as well.

The Law 125/2001 ensures adequate financial coverage to the efficiency of the bodies.

##### ***Equal opportunities committee***

The collective agreements for Public Sector established the equal opportunities committees in 1998.

The committees operate inside each public administration performing the following tasks:

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

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

- a) Access to the vocational training courses;
- b) Flexibility in working time;

- c) Pursuit of an effective balance of positions in the functional classification system;
- d) Mobility.

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

As for Poste Italiane, a network of equal opportunity committees at regional level has been set up in cooperation with postal Unions. Those bodies are coordinated to the national equal opportunity body. They have implemented a lot of analysis and initiatives aiming at giving effectiveness to equal opportunities within the company.

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

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

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

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

Specific measures to encourage women's employment:

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

Equal opportunities policies:

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

### **Projects and good practices**

- "*Rete per le pari opportunità*" (Network for equal opportunities): promoted by the Minister for Equal Opportunities, the project constitutes a tool for exchanging information, experiences and best practices among stakeholders of equal opportunity. It

works as a platform for communication and processing of proposals and methodological instruments relating to equal opportunities.

The project has been implemented thanks to the financing of the European Social Fund (ESF) and European Fund for Regional Development Fund (ERDF);

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

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

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

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

## Latvia

Sources of information:

- Trade union: Free Trade Union Confederation of Latvia (LBAS), member of ETUC
- Employer: Employers' Confederation of Latvia (LDDK), member of BUSINESSEUROPE

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

In general the impact of social partners' actions addressing gender roles during the period 2005-2009 is rather positive at all levels but it should be mentioned that gender stereotypes still prevail in society and gender equality issues are not considered as priority or problematic issues. Even mass media representatives' attitude to gender issues is quite ironic especially regarding activities realised within framework of ESF project on capacity building of social partners' organisations (2004-2006).

#### **Main positive outcomes:**

Increase of awareness among employers, trade union leaders and employees on gender roles, gender equality issues at company/sectoral level.

New provisions in collective bargaining agreements with reference to observance of gender equality principles, special articles referring to promotion of greater gender mix in some professions.

New publications/guidelines for trade union experts, companies' human resources management on implementation of gender mainstreaming into work place

New initiatives of LBAS and LDDK in organising special events/competitions using gender equality criteria among others to identify the best employer organisation and the best trade union organisation of the year. As well as the Best Employers' Award is given to the companies to promote responsible employment and competition aspect for sustainable companies in regions.

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

At national level – with the participation of LBAS and LDDK a Program on Implementation of Gender Equality for years 2007-2011 is adopted where issue of women in decision-making is addressed.

At company and sectoral level majority of shop-stewards - women.

Women participate in the process of elaboration, implementation and supervision of collective agreements as well as take active part in decision-making institutions at company level.

LBAS has ensured gender parity in all its decision-making institutions.

Statistical data show that Latvia has one of the highest levels of women entrepreneurs involved in decision-making at company level.

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

At national level LDDK and LBAS experts work in the Government commissions on improvement of child care provisions facilitating better work-life balance.

Number of fathers using parental leave has increased.

Following social partners' initiative during last years working parents could receive full parental benefit. Unfortunately due to current economic situation in 2009, for those parents who are working, but receive parental benefit, it is reduced by 50%.

At company level new additional provisions in collective agreements are made to foster flexible working time possibilities.

LDDK elaborated guidelines on implementation of tele-work and guidelines on flexible working time arrangements as well as LBAS published guidelines for trade union negotiators "CBA in Every Enterprise" with special provisions of reconciliation of work and family life (parental leave, flexible working time, co-financing of pre-school facilities) are widely used at company level.

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

At national level gender pay gap results mainly from professional segregation.

Due to major protest actions of teachers, health care workers (80% women), organised by LBAS, substantial increase of their salaries and improved social protection was reached.

However, this year important structural reforms are taking place in education and health care sectors resulting in severe wage cuts and growing unemployment in these sectors.

At company level employers and trade union leaders are rather well educated in gender equality issues including gender pay gap, ignorance of this issue is not observed. In companies with signed collective bargaining agreements equal pay principle is in force.

## Lithuania

Sources of information:

- Trade union: Lithuanian Trade Union Confederation (LPSK), member of ETUC
- Employer: Lithuanian Business Employers' Confederation (LVDK), member of UEAPME

### 1. ADDRESSING GENDER ROLES

Lithuanian Trade Union Confederation (LPSK) during the 2005-2009 was in good relations with Lithuanian employers organizations solving the social, economical and other questions.

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

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

Increase of awareness among employers, trade union leaders and employees on gender roles, gender equality issues at company/sectoral level.

**LPSK Women's Centre submitted proposals for collective agreements amendments that can improve position of women in workplace.**

### 2. PROMOTING WOMEN IN DECISION MAKING

The number of women in decision- making positions in all spheres in all levels of society is growing and increasing women participation in the labour market, in political spheres, in trade unions.

With the participation of LPSK Women's Centre, LVDK and Lithuanian Government was implemented the National Programme of Equal Opportunities for Women and Men for the year 2005-2009 and now are preparing a new national programme on equal opportunities for the year 2010-2014.

Women take part in the trade union movement in order to protect their labour rights and to guarantee their social rights at company level.

### 3. SUPPORTING WORK-LIFE BALANCE

From the year 2005 to 2008 LPSK together with NGOs, employers organisations and governmental institutions implemented project "FORWARD! Seima ir darbas – suderinami. (Reconciliation of family and work)" Two models of reconciliation of professional work and family roles (for country and town societies) were created and proved during the project time. In cooperation with employers project partners seek modify provisions to the families (especially women) with pre-school age children. Through the project, the social partners have made recommendations for how to better balance work and family, they were distributed nationwide.

LPSK Women's Center has prepared and circulated proposals that should be included into collective agreements, in order to facilitate employees with family responsibilities, the situation (2008-2009).

LPSK Women's Center organized several seminars (2006-2009), to which employers from companies with the social status were invited to share their experiences. They talked about the means in their companies to help workers better balance of work and family life.

LPSK Women's Center (2006) carried out the survey, one of whose parts has been about family and work coordination problems and made proposals. The results were published in LPSK website and newsletter "Lithuanian Trade Unions."

In Tripartite Council meeting (June 2008) LPSK together with the Lithuanian Labor Federation and Lithuanian trade union "Solidarumas" submitted proposals for Labour Code amendments that can improve position of employees with family responsibility.

Some companies collective agreements include provisions of improving working conditions for workers with family responsibilities. Unfortunately, only 2-3 percent of those companies have collective agreements with the foregoing provisions.

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

According to the Lithuanian Statistic department average gross hourly earnings of women compared to average gross hourly earnings of men in 2007 reaches 80,7%.

IN 2008, the female employment rate remains lower than male one: the female – 61,8%, the male – 67,1%. In 2009, the female and male unemployment rates increased: the female – 9,2%, the male - 14,6%.

Based on statistical evidence, the official national documents indicates the importance of horizontal and vertical segregation of the labour market in explaining the gender pay gap.

The lowest wages received health care workers, nurses, librarians and teachers.

LPSK together with other national trade union centres organized a protest actions to increase of wages in Lithuania.

At company level employers and trade unions influence that social dialogue plays 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.



## Luxembourg

Sources of information:

- Trade unions: CGT-L (OGBL/FNCTTFEL) and LCGB, members of ETUC.
- Employers: Fedil – Business Federation Luxembourg, member of BUSINESSEUROPE and 'la Fédération des Artisans', member of UEAPME.

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

In 2008 the Luxembourg social partners decided an action plan covering several years (2009-2012), addressing a specific topic each year while emphasising the fact that the actions promote equality between men and women on the labour market:

In 2008-2010 the topic chosen is: "*The roles of men and women on the job market*"

The topic will be addressed in a holistic manner looking at guidance at work and in schools on the different training pathways and as a function of needs on the labour market.

The lack of statistical data on stereotypes in the work environment, more particularly on the criteria for vocational choices as well as how they have developed over time, has prompted the social partners to commission a study on stereotypes which play a role in the vocational choices of women and men from CEPS (*Centre d'Etudes de Populations, de Pauvreté et de Politiques Socio-Economiques*). This study seeks to procure the data needed to define common actions designed to prevent a strengthening of these stereotypes on the labour market.

The results of the study can help the social partners to define what actions to take and enable public bodies to put in place a policy of guidance for young people in view of a future balance between men and women on the labour market.

The social partners plan to hold a conference in early 2010 to present the results of the study and define the avenues to be followed.

Prior to that, priority will be given to communication in order to raise awareness among all players (parents, teachers, companies).

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

Following the creation of FFCEL (*Fédération des femmes cheffes d'entreprises du Luxembourg* – federation of female entrepreneurs in Luxembourg) in 2004, employers have continued to support this federation's activities whose missions include:

- Fostering and developing entrepreneurship among women;
- Defending the views of female entrepreneurs vis-à-vis political, economic and social discussion partners;
- Developing public relations and the positive image of women;
- Encouraging women to take up divergent positions in the economy;
- Promoting equality of opportunity in all professions;
- Studying the problems encountered by members in their activities.

In the framework of the common actions planned by the social partners for 2009-2012, the topic will be addressed from both the angle of business creation and the angle of hierarchies within companies. Priority will be given to training and mentoring in view of acquiring skills for a position of responsibility as well as on an opening within companies to promotions based on skills and balanced nominations for positions of responsibility.

The aim will be to organise information and awareness-raising campaigns involving presentation of good practices and examples of women in decision-making. The means to be deployed are advertorials and a conference.

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

The social partners are in the process of negotiating an agreement on reform of the part-time contract and plan to communicate the results and the other possibilities for organisation of working time at a joint conference in the course of 2010.

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

After several years when the topic was particularly well followed thanks to training courses with the support of professional chambers (workers and employers), the social partners have agreed to organise a conference in 2012 in the framework of the action plan referred to earlier, on developments in the pay balance backed up by up-to-date statistics as well as good practices in this area.

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

### 1. ADDRESSING GENDER ROLES

- On request of the (national) social partners the Dutch government established in 2007 a *Taskforce Part-time plus* to stimulate women to work more hours. In the Netherlands most women choose to work part-time, sometimes in very small jobs, which don't give them economic independence and which affects their career opportunities. These preferences of Dutch women confirm the existing gender roles and are obstacles for further change. Moreover an increase of the participation rate measured in fte's is necessary in the Netherlands. The work of the Taskforce is targeted at influencing cultural aspects: how to change the preferences of Dutch women. But employers are also stimulated to give women more opportunities to work longer hours. At the end of 2009 a (scientific) conference is planned on policy measures and human resources management that can be helpful to address gender roles and to stimulate women to work longer hours.
- The Royal Dutch Association of SME's, MKB-Nederland, is closely involved in the work of the National Network on Diversity Management. DIV is a national network aiming to raise consciousness of employers, especially of SME's, with respect to the advantages of diversity as an aspect of company policies in general and human resources policies in particular. Some examples of the activities of DIV: 1) advising to several branches (construction, metal industry, transport) about hiring people from underrepresented groups, such as women who want to be reemployed; 2) developing tools to help companies to implement diversity management, such as part-time work diagnosis tool and glass ceiling index; 3) promoting the exchange of good practices between SME's.
- Several organisations at sectoral level, such as the construction sector, have developed programs to attract more women and to stimulate a higher representation of them in managerial positions.
- Employers (organisations) at sectoral level are participating in the *Platform Beta Techniek* that stimulates younger people to choose a technical or IT study. It also organizes activities targeted at women.
- Dutch companies have started a joint venture with pre-college schools: Youth and Technology Network Netherlands. Jet-Net companies help schools enhance the appeal of their science curriculum by using a great variety of activities and allow students to gain a better understanding of their future career prospects in industry and technology.
- A growing number of Dutch companies participate in Girls Day. Girls between 10 and 15 years old visit companies and the employees explain about their technical (or ICT) work.

## 2. PROMOTING WOMEN IN DECISION MAKING

- In 2007 social partners participated in the national advisory board of the European Year of equal opportunities for all. They also organised a seminar advocating the importance of diversity management at the working place and emphasizing the importance of having more women in decision-making positions in organisations. They provided practical tools for HRM managers and members of Work's Councils, who attended in great numbers.
- The Confederation of Netherlands Industry and Employers VNO-NCW actively participated in the *Ambassadeursnetwerk*. This temporary network (2001-2008), that was sponsored by the government, was a yearly changing group of in total 80 top leaders from mainly the private sector which committed themselves to appoint more women in managerial positions and in top management. An evaluation of this network, made by the government, shows that it contributed to a better position of women in the top management of the participating companies in figures (more women at the top) and better HRM policies. Furthermore, it stimulated other companies to follow these good practices.
- The annual Diversity Award, presented by VNO-NCW, is designed to persuade companies to pursue an active policy on diversity. By presenting the Diversity Award, VNO-NCW wants to formally recognise these companies with a view to achieving a more balanced workforce at senior levels and encourage them to continue these policies.
- The chairpersons of the largest confederations of employers and trade unions (VNO-NCW and FNV) participate in the taskforce 'Women to the Top'. This initiative stimulates companies to sign a Charter. By signing this charter they commit themselves to have an active policy on diversity management and to formulate targets on the percentage of women in the top and other managerial positions. About 100 companies and organisations already signed the Charter. Their ambition is to bring the percentage of women at the top from (average) 17% to 25% in the next 3 to 5 years.
- The FNV has initiated a 4-years project to improve the position of women. The trade union of women within the FNV have started an empowerment project to increase the number of women of black and migrant women in decision making bodies within the FNV. The government supports this empowerment project with a subsidy.
- MHP initiated research on career development of women and the possibility to work part-time in decision-making jobs.

## 3. SUPPORTING WORK-LIFE BALANCE

- Social partners at national level and the government agreed in June 2007 at the Summit on Participation to increase the participation on women by giving more attention to the reconciliation of work and private life in collective agreements. The goal of the *Taskforce Part-time plus* is not only to stimulate women to work more hours, but also to consider which conditions regarding the work-life balance (such as childcare, appropriate working hours) should be met in order to reach the mentioned objective.
- In 2008 the Labour Foundation prepared a recommendation to companies and social partners at sectoral and company level on teleworking and flexible working hours. Goal is to spread out the mobility of employees in order to avoid rush hours and also to promote a better work life balance.
- In the annual memorandum on labour conditions the joint peak employers organisations asked their members to give special attention to arrangements for workers that facilitate care for dependants and to flexible working arrangements.
- Social Partners at sectoral level provided and still provide their members with a whole range of information regarding possibilities to reconcile work and family life.
- In 2008, the CNV organized a campaign 'family and work' to inform young working parents about their rights and possibilities to combine work and family-life. Therefore, CNV has introduced a special web-site: [www.cnv.nl/gezinnenwerk](http://www.cnv.nl/gezinnenwerk).

- In 2009 social partners took part in the organisation of a conference about 'working families'. The aim of this conference was to improve possibilities for the combination work and family. A 'working agenda' was drawn up: an overview of all 2009 activities that address the subject.

#### 4. TACKLING THE GENDER PAY GAP

- The budget plan 2009 of the Ministry of Social Affairs and Employment shows that the unexplainable difference in pay between men and women has decreased. The gender pay gap fell from 7% in 2004 to 6.5% in 2006. The Labour Foundation considers the target of the Government of 6% for 2008-2012 to be realistic.
- The Labour Foundation has advised the Government to further investigate why women more often than men end up in relatively low paid jobs or sectors, and why so-called women's occupations and jobs in women's sectors are lower paid than men's occupations and jobs in men's sectors respectively. According to the Labour Foundation the research should focus on how to obtain points of reference for policy to diminish segregation by gender as far as possible.
- Social partners at national level regularly meet in the Labour Foundation to discuss this theme. Information is published on the website [www.stichtingvandearbeid.nl](http://www.stichtingvandearbeid.nl). Another well known website is [www.gelijkloon.nl](http://www.gelijkloon.nl).
- In 2006 social partners at national level participated in the National Working Group Equal Pay, established by the government. The aim of this official working group was to promote the implementation in practice of equal pay and to give guidance on the subject to companies and parties engaged in collective bargaining.  
The working group also supports activities of the Foundation The Wage Indicator, aiming at the elimination of the gender pay gap. Conferences and meetings are organised to discuss several aspects of equal pay. Since 2007 social partners at national level participate in an unofficial working group on equal pay which monitors the results of the recommendations of the National Working Group Equal Pay.
- Social partners at national level organised in 2006, 2008 and again in 2009, in collaboration with organisations like the Dutch government and the Equal Treatment Commission, *The Day of Equal Pay* to raise awareness of the issue among employers and employees.
- In 2006 the Labour Foundation revised her *Checklist Equal pay for men and women*, an instrument for social partners to check out their payment systems. In 2009 the appendix of the checklist is updated with relevant legislation and pronounced judgements.
- Social Partners at sectoral level are also paying attention on awareness raising on this matter. FNV and two of its affiliates have participated in a European project *Close the Gender Gap*. Several sectoral surveys have been carried out (ordered by the FNV) and discussed with employers / work councils, and female workers also have received information about equal pay.

## Norway

Sources of information:

- Trade unions: LO – The Norwegian Confederation of Trade Unions, Unio The Confederation of Unions for Professionals, YS, members of ETUC Confederation of Vocational Unions Akademikerne – The Federation of Norwegian Professional Associations (from December 2007)
- Employers: NHO – Confederation of Norwegian Enterprise, member of BUSINESSEUROPE, The Norwegian Association of Local and Regional Authorities, KS Bedrift – The Norwegian Employers` Organisation for Locally owned Enterprises, HSH, FAD – Ministry of Government Administration and Reform (from May 2007 member of CEEP)  
The Federation of Norwegian Commercial and Service Enterprises The employers' association Spekter (from December 2007)

### 1. ADDRESSING GENDER ROLES

“The Life Puzzle”

The social partners in Norway carried out a survey amongst female top and middle management executives during autumn 2008. The survey named “Balancing between working life and private life – The Life Puzzle” will focus on how these women deal with the challenges of their professional and personal lives: What produces and what reduces stress for these women, and what motivates them to keep up their busy life? What are their recommendations to other women aspiring to management positions?

The survey was a joint venture with The Norwegian Work Research Institute (WRI). It is an extension of a survey carried out by The NHO - Confederation of Norwegian Enterprise in 2007 (“Female Future”).

The conclusions from the survey will be presented on November 13, 2009.

Levels: National and sectoral.

### 2. PROMOTING WOMEN IN DECISION MAKING

Action: “The Life Puzzle” (a bipartisan follow-up to the NHO Female Future projects)  
(Please see 3a)

### 3. SUPPORTING WORK-LIFE BALANCE

- 1) Action: “The Life Puzzle” (a bipartisan follow-up to the NHO Female Future projects mentioned in earlier reports) (Please see 3a)
- 2) Action: The Norwegian Equal Pay Commission (Please see 3d)

#### 4. TACKLING THE GENDER PAY GAP

##### 1) Action: The Norwegian Equal Pay Commission

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 men<sup>10</sup>. 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 looked 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 presented its recommendations on February 21, 2008. The recommendations covered both wage and family policies, as these are strongly interrelated.

The unions and employers' organisations were part of the commission's reference group. The commission was to consult the reference group during its work, and organised joint fora for discussion and communication. The unions and employers 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 made written contributions to the commission's work.

For the area covered by the public sector collective wage agreement, a working group composed of the relevant unions and employers' organisations was established, with the main aim of looking into equal pay in the public sector.

##### 2) Action: Collective bargaining

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

The same protocol referred to the right to have wage discussions or your wage level reconsidered after periods of leave/when returning to work (e.g. after parental leave). In the 2008 central bargaining process this was included in several agreements on the national and sectoral level.

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<sup>10</sup> If you take into account working hours and calculate annual or hourly wage rates, women on average earn around 15 percent less than men.

### **Other actions and comments**

A working group consisting of representatives from the above mentioned social partners was established in 2006. The existence of this group has proved itself to be useful also in other cases, and it will be continued as an informal network.

During the 2006 negotiations, a paragraph referring to the Framework of Actions on Gender Equality was included in the basic agreement between the social partners in the private sector.

A Norwegian translation of the Framework of Actions (both full and short version) was produced and published.



## Poland

### Sources of information:

- Trade union: NSZZ "Solidarnosc, member of ETUC
- Employers: The Polish Craft Association (ZRP), member of UEAPME, The Polish Confederation of Private Employers (PKPP) Lewiatan, member of BUSINESSEUROPE; The Confederation of Polish Employers (KPP), member of CEEP

### Introduction

Implementation of man and women equality can be generally observed in Poland – starting from small local communities. More and more employers appreciate role of women – mother, connecting family life with professional – especially when she has one of the key job-stands in company or has an access to the commercial secrets. Entrepreneurs more than in the past are willing to cover good medical care – and later kinder-garden or baby-sitter. Women who return to job after child-birth don't feel discriminated. Implemented legal acts are conducive for stable cooperation and contact with company, for young parents every help counts – starting from "becikowe" – small government's help (250 EUR after child-birth) and pro-family relief or parental leave.

Other issues are tele-work which enables taking care of the child and simultaneously active participation in company's life. In Poland we can also observe growing interest in parental leaves among fathers.

Improving situation of working mothers and fathers is unfortunately not identical with their salaries – in some companies there are still differences on similar job-stands.

In the side of positive effects we can add situation of women, that want to participate in trainings from EU funds – that is straightforward area where equality principle is being in use. Issues connected with equality are being more and more popular and social awareness is also rising – but keeping those effects still will take financial and work efforts.

During the period in question NSZZ "Solidarnosc was involved in various actions aiming at implementation of the Framework of Actions on national, regional and workplace level. We have started with having the Framework of Action translated into Polish thanks to assistance from ETUI. The text of the document is published on the website of "Solidarnosc". We have also informed the Government Plenipotentiary on Equality about the document, hoping to get some support in joint actions involving social partners and financed by the Government. Unfortunately, this has not happened.

National training department have organized 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.

In the year 2009 "Solidarnosc" applied for financial support from EU to start wider promotion of Framework of Action. Our application was approved and starting this fall we will be able to organize a series of events involving all social partners and discuss possibilities of joint activities.

"Solidarnosc" also participated in the international 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 was published by CEE Women's Network at the end of 2008.

## 1. ADDRESSING GENDER ROLES

– At national level

- In response to the problem of women's discrimination in the workplace the Polish Craft Association and PKPP Lewiatan takes part in the parliamentary and ministerial debates on the employment and pension policy of the government. We were consulting several government propositions on life-work balance, i.a. modifications of the Polish Labour Code.
- PKPP Lewiatan, jointly with the experts of the United Nations Development Programme (UNDP) in Poland, created the Gender Index Project. Its goal was to develop solutions for effective company management incorporating equal opportunity policies. The Gender Index Project aims to create good workplace environments that promote equal opportunities for men and women in Polish companies. UNDP and PKPP Lewiatan encourage employers to adopt innovative and progressive solutions in management to use their human resources to their fullest potential. By popularising solutions promoting gender equality in the workplace, we introduce tools that increase a company's profits and improve its effectiveness. The project promotes specific firms that recognise employees' needs to achieve a work/life balance. Thus, Gender Index addresses the problem of gender discrimination on the labour market. PKPP Lewiatan takes a part in this project as a partner. Specialists from PKPP Lewiatan have organised a Forum Of Entrepreneurs – Equal Chance – Higher Efficiency. Forum concerned HR management, diversity management and Polish labour law. PKPP Lewiatan is in group which is responsible for a training model.
- PKPP Lewiatan has also run the "Employers Against Discrimination" Project. It was a part of 2007 – European Year of Equal Chances for All. The aim of the Project was a verification if Polish labour market is a friendly and accessible environment for different kind of employees. Research module has been accomplished by the Institute of Sociology of the Warsaw University.
- The Polish Craft Association and PKPP Lewiatan took part in consultation process in programming period of the Governmental Programme "The Solidarity of Generations".
- Both organizations also took part in implementation of the Directives 76/207/EEC, 89/391/EEC, 2000/43/EC, 2000/78/EC, 2002/73/EC, 2003/88/EC, 2006/54 into the Labour Code in 2008.
- PKPP Lewiatan was among head organizers of the Congress of The Polish Women in which the Polish Craft Association also took part. On 20-21.06.2009 the Congress deliberated with 21 discussion panels and finished with 100 postulates. The Congress also prepared a project of the Law on Equality – the pars on the party's lists during the parliamentary and the regional elections – now during mainstreaming and pre-legislation process.
- ZRP, as a social dialogue partner is actively engaged in the works of Tripartite Commission on Socio-Economic Issues and Social Affairs and Family Committee in Sejm RP (lower chamber of Polish Parliament) – as an invited observer.
- Polish Craft Association together with Ministry of Labour takes care of juvenile workers and about their work conditions (which are regulated in Labour Code). Among 90 thousands young apprentices more than 30% are girls. In some professions such as hairdressing, confectionery and underwear making girls are the dominant group. Polish

labour law system as far as vocational training is concerned does not differentiate rights and obligations depending on gender.

- We have the right to make opinions on parliamentary and governmental (for example Ministry of Economics, Ministry of Labour and Social Affairs) projects of documents.
- One of problems, that rose up for women-entrepreneurs was the matter of interests that were called from the women, that were on maternity or parental leave few years ago. On that time they didn't have to pay all insurance premium – f.ex. superannuation – their entrepreneurship activities were suspended. After few years – Treasury Office and government called for “return” of premiums with (few years) interests. ZRP strongly supported those mothers-entrepreneur– i.a. during occurrences in Social Affairs and Family Committee in Sejm RP (lower chamber of Polish Parliament). Finally this problem was solved few months ago and this group of a several thousand women will not be bothered anymore with that case. Source of the problem was lack of information in treasury offices.
- During the mentioned period Polish Craft Association (ZRP) took part in the debates on the rules concerning labour law i.a.: equal retirement age for men and women, and changes in the Labour Code – equal treatment and parental privileges. ZRP has also sent few opinions on this subject during the consultations (for UEAPME) on i.a. Mrs Madeira amendments and 92/85/EEC – November 2008-March 2009. In that case, we have also sent these opinions to Polish MEPs – for their support (with partial success).
- “Solidarnosc” 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”. In view of the debate on the possible increase of the pension age for women, our organization adopted the statement on this subject. In this statement “Solidarnosc” states that attempts to unify the position of men and women should start from the work on equalizing their wages and working conditions.
- “Solidarnosc” conducts the campaign “Decent work – decent pension” The main objective is to boost the investment in workers, their safety, education and employment possibilities. The main target are the most vulnerable groups. As women are the majority in the low earning group, the campaign is amend also on closing the wage gap.
- The Council of the EU acting on the decision no. 771/2006/WE (as of 17th May 2006) of the European Parliament established the 2007 European Year of Equal Opportunities for All – towards the Fair Society. In mid December in Warsaw one nominated members of the Advisory Committee to the Polish executor of the Union’s decision, i.e. the Women Family Discrimination Counteraction Department. The social consultations carried out in EU countries in the past year indicated that strengthening the efforts in counteracting discrimination is crucial for the extended EU. In cooperation with non-government organisations and social partners an Advisory Committee has been established. During the consultations one worked out priorities of the National Strategy of the European Equality Year, which aim was to ensure the application and promotion of the principle of non-discrimination with respect to sex, racial or ethnical origin, religion or beliefs, disability, age or sexual orientation. In the Advisory Committees sessions during all the time the KPP representative participated.
- On the 20th of September 2007 KPP issued its negative opinion on the draft of the equal-treating law. In KPP’s evaluation the regulations proposed by the Ministry of Labour and Social Policy in a glaring for the employers way implemented some decisions of EU directives concerning equality and obliging for Poland. Our critical position was also a basis to suspend the works over the project.
- KPP’s representative is participating in the sessions of the National Working Group of the “For Diversity. Against Discrimination” Campaign. This way KPP wants to be present in promoting the idea of gender mainstreaming.

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

### – At national level

The promotion of women in decision-making was one of the most important groups of postulates of The Congress. It is a key to increase the gender equality issue in Poland.

On the 1st of July 2008 the Constitution Tribunal stated that some regulation in the Act of Law of the 6th April 2006 on informing the employees and consulting with them (Journal of Law of 2006 no. 79, item 549) to the extent in which they monopolize the position of Labour Unions in designate employee representatives to employee committees are in opposition to the Constitution of the Republic of Poland. KPP as the only organisation participating in the works of the Trilateral Commission for Social and Economic Affairs did not accept the agreement between social partners in this matter. KPP did not accept to grant representative labour unions the monopoly on representing employees in work places with labour unions. KPP representatives participated on every stage of legislation works over this law underlining that in this matter the act's content is blatantly in opposition to the aim and spirit of the implemented directive which is the entitling and giving all employees the right to be consulted and informed. In KPP opinion an authentic, unforced dialogue of the employer with staff representatives strengthens positive relations in labour attitudes and enables the employees' engagement in the company's matters and their entitling and increase of the sense of responsibility for the company's businesses. Undoubtedly this is a chance for women, who can relocate their activity directly to the engagement in the company-level social dialogue and are not discriminated with regard to their membership in labour unions.

### – At sectoral level

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. There were also series of trainings organized in several regions of Poland with the use of training manual "Empowering working women". The aim of the seminars was to increase the number and position of women in the decision-making process.

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

### – At national level

- The Polish Craft Association and PKPP Lewiatan supports work-life balance attitudes and actively participates in the social dialogue on this field (i.a. in the Tri-partite Commission on Socio-Economic Issues and Voivodship (Regional) Commissions on Social Issues). We promote tele-work, part-time jobs, flexible work. We are running dedicated projects, co-financed from the ESF, on flexicurity – complex research on the best practices and desired practices in the flexicurity models across the EU.
- 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 took place in Neubrandenburg, November 8<sup>th</sup> 2007. At present, second stage of the project is implemented.
- The Confederation of Polish Employers from the very beginning participated in talks concerning the agreement concerning the complex legal regulation of tele-working. The talks concerning this subject took place within the works of social partners at the Round

Table of the Social Dialogue for European Integration aiming at the implementation of the European Framework Agreement of 16th July 2002 concerning tele-working. Basing on the propositions accepted by social partners, the Ministry of Labour and Social Policy prepared a draft of an act on the changes of the Labour Code, which has been sent for consultation to the Trilateral Commission. On the 19th of March 2007 social partners and the governmental party represented at the Problem Group of the Trilateral Commission for Labour Law and Group Treaties during the session made an agreement concerning the rules of regulating tele-working in the Polish legal system. Finally the content of the concluded agreement had its solution in the changes of the Labour Code accepted in 2007. KPP actively participates in promoting tele-working, among others by participating in the all-Polish PR campaign "Be Flexi".

KPP underlines the role of a flexible labour law and its positive impact on the labour market. For many years KPP has been endeavouring among others towards implementing changes in the act on employing temporary workers, which will abolish some administrative barriers and enable wider usage of this institution. As KPP initiative the matter was presented in December at the forum of the Problem Group for Social Policy and Labour Market of the Trilateral Commission for Social and Economic Affairs. The Group decided that the matter is to be passed on to a group of experts and the effects of the consultations are to be presented at the common sitting of the groups: for Labour Law and Group Treaties and for Social Policy and Labour Market of the Trilateral Committee for Social and Economic Affairs. For several times KPP requested to undertake urgent works over changes in law, which would abolish in a systematic way redundant bureaucratic burdens and will decrease employment costs what will result in the improvement of business-running and will positively influence the labour market. The propositions in this range were presented by KPP also during the works of the problem group for Labour Law and Group Treaties of the Trilateral Committee for Social and Economic Affairs assessing the functioning of the act of 9th July 2003 on employing temporary workers. The changes proposed by KPP especially concerned: changes of rules of issuing employment certificates, liberalizing the regulations concerning the time of archiving and storing employment documents in electronic form, the duty of issuing to season workers PIT-11 tax document after the termination of every employment contract, prolonging of the time of delegating a temporary worker to an employer-user, lack of possibility of being an employer-user in case of (group) dismissals for reasons on the employer-user's side. Those barriers in a crucial manner limit employers the usage of temporary labour. At present the process is in the Sejm draft changing the regulations of the act on employing temporary workers in majority takes into account all of our postulates. Many times KPP defended, supported and promoted the institution of self-employment as a form of professional activity attractive for enterprising people, including women. We underlined that further development of flexible employment forms in Poland is obvious, as the world economy's development trends indicate the directions of labour markets' evolution, including the Polish labour market. The problem of lack of flexibility of labour laws KPP is underlining in its publications and presentations, among others at the forum of the Trilateral Commission for Social and Economic Affairs, the General Employment Council – a body of the Minister for the labour market. Furthermore KPP strives to engage actively in initiatives concerning the promotion of anti-discriminating regulations of the labour law. It seems that the matter is still underestimated by our employers.

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

Poland is on 8<sup>th</sup> place in women's average earnings in the EU with the level of 88% (EUROSTAT 2008). Despite that we support this aspect of diversity management among our members.

- 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.
- At sectoral level
- Pay gap issues was tackled during seminars and workshops on collective bargaining, organized by regional structures of "Solidarnosc". In co-operation with non-governmental organizations, NSZZ "Solidarnosc" participated in preparation of reports on the situation of women working in hypermarkets. As a result our workplace organizations negotiated wage increases for women employed in hypermarkets and women working in childcare facilities in some of the regions. Regional trade union structures initiated a series of trainings for women – leaders.
- At company level
- Through meritorious materials issued to its members, KPP strives to engage actively in initiatives concerning the promotion of anti-discriminating regulations of the labour law. It seems that the matter is still underestimated by our employers.

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

### 1. ADDRESSING GENDER ROLES

In the development of the Project "Act for equality" CGTP-IN has organised 16 training actions directed at 356 teachers and comprising 4000 students, in 28 schools, after the first phase of teachers' training, in 2007/2009.

A practical application guide has been created for the "Act for Equality in Schools" methodology, aiming at being disseminated in other schools. This guide includes the gender equality issue, so that this issue may start to be taken into account in the different subjects, both in the curricular and in the non curricular areas, which will lead to a higher level of understanding of the gender equality matter and to the cultural incorporation of the citizenship concept.

Together with its affiliated Unions, UGT has organised training actions on gender equality and introduced a module on equality in all vocational training courses. In the Trade Union education plan, this theme will continue to be favoured.

At national level, UGT has developed the Standard Agreement for Collective Bargaining. The clauses from this Standard Agreement are the basis for the trade union proposals and counterproposals, in observance of trade unions' autonomy. By drawing up the Standard Agreement and by training the trade union negotiators, but mainly by implementing it, UGT's trade unions have managed to achieve some positive results and to set up as a priority to eliminate the differences in the access to jobs; in the access to training; in the promotion in jobs; in wages and in reconciling work and family life.

A working group composed of trade union leaders has also been created, directed to the development of and implementation of gender equality plans in trade unions.

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.

Also 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, developed 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;
- Reconcile 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.

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

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

As for the women representation in the CGTP-IN structure, there has been a progressive evolution, since presently on average women represent 40,1% of trade union leading positions. As far as intermediate trade union structures are concerned, women representation is on average 28,30 % in Federations and 27,82 % in Unions. In CGTP-IN's bodies they represent 28,15 % of the National Council, 27,50 % of the Executive Commission and 33,30 % of the Secretariat.

For UGT, women's representation in decision-making bodies remains a priority. An example of this is that in its Standing Committee, 4 members in 9 are women. In trade unions as it is the case of SITESE and SBSI, women's representation has been strengthened.

Presently there is a majority participation of women, about 53%, in the total of trade unions' managing bodies. This participation is strongly influenced by teachers' trade unions.

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

Besides its participation in other projects promoting gender equality, CGTP-IN has organised an important set of positive actions within the scope of the Community project "Equal – Acting for Equality". Those actions aimed not only at deepening knowledge on issues related to gender equality, but also at drawing attention to the creation of tools enabling conciliation between work and family life, as for instance the negotiation of compatible working times and of family support subsidies in several enterprises.

At national level, and due to great constraints and lack of information on this subject in interior areas of the country, UGT organised 3 seminars in the frame of the project "the reconciliation we have, the reconciliation we want".

Both CGTP and UGT have also participated in the Equal project – Social Dialogue and Corporate Equality, whose promoting entity was the Commission for Equality in Labour and Employment, with the following aims:

- To support enterprises in the promotion of best practice regarding gender equality and non discrimination. An gender equality training reference has been elaborated, as well as an self-evaluation guide for corporate gender equality;
- To reinforce mechanisms for encouragement, recognition, follow-up and diffusion of practices for the promotion of gender equality.

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



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

CGTP-IN has continued the project "Equal – To revalorise Work to promote Equality" as the interlocutor entity. This project has been developed in a tripartite manner and through active social dialogue throughout 2007/ 2009 in the food and beverages sector and one of the partner entities was ILO. In the sequence of the analysis of 79 jobs and the identification of 8 strategic occupations a methodological guide and a function analysis grid have been created, based in 4 factors (competence, responsibility, effort and working conditions) aiming at evaluating work value, with no gender deviation, in order to be transferable to other sectors. A training referential on wage equality has also been created. It can be adapted as a short duration training unit (25 hours), directed to the support of general training in the gender wage equality area.

To strengthen equality policies, on the basis of questionnaires addressed to men and women of different sectors, UGT and CEFOSAP carried out a study "Equal Opportunities in the Labour Market" which intends to contribute to implement positive actions in the fight against gender related stereotypes , strengthening dialogue and collective bargaining dynamics , evaluating and mapping different ways of reconciling work with family and private life and women's role in collective bargaining. The results of the study will be presented and discussed at a Conference which 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 was also involved in the "RSO-Matrix" project, funded by EQUAL, on gender equality connected to corporate social responsibility ; in a 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.

## Slovenia

Sources of information:

- Trade unions: Zveza svobodnih sindikatov Slovenije (ZSSS) – Association of Free Trade unions of Slovenia, member of ETUC
- Employers: Združenje delodajalcev Slovenije (ZDS) – Association of Employers of Slovenia, member of BUSINESSEUROPE; (OZS) – Chamber of Craft and small business of Slovenia, member of UEAPME, Gospodarska zbornica Slovenije (GZS) – Chamber of Commerce and Industry of Slovenia

### 1. ADDRESSING GENDER ROLES

– At national level

Within the EU funded programme »PROGRESS« the "Diversity Management" project was carried out by the Ministry of Labour, Family and Social Affairs in cooperation with the ZSSS (Free Trade Union Association of Slovenia), the ZDS (Association of Employers of Slovenia) and ŠKUC (Student Cultural Art Centre). One of the goals of the project was to create a conceptual framework, as well as practical managing tools for management for the diversity and equal opportunity driven policy as regards employment and the labour market, and to encourage the development of active approaches towards diversity. One of the main interests of the project was raising the issue of gender equality, gender roles and management of diversity. In order to pursue the aims of the project, several seminars and regional workshops were organized, a publication was issued, and a public campaign was carried out (<http://www.raznolikost.org/publikacije/prirocnik-progress.pdf>, <http://www.raznolikost.org>, [http://www.youtube.com/watch?v=1C35jurP3-0&eurl=http%3A%2F%2Fwww%2Eraznolikost%2Eorg%2Findex%2Ephp%2Fkampanja%2Ehtml&feature=player\\_embedded](http://www.youtube.com/watch?v=1C35jurP3-0&eurl=http%3A%2F%2Fwww%2Eraznolikost%2Eorg%2Findex%2Ephp%2Fkampanja%2Ehtml&feature=player_embedded))

### 2. PROMOTING WOMEN IN DECISION MAKING

– At national level

The programme for encouraging entrepreneurship among women has been being carried out for several years. The results of the project can already be seen since women entrepreneurs play a more active role in both economic and social life. In 2007, the OZS (Chamber of Craft and small business of Slovenia) presented the annual award for the Entrepreneur of the Year to a female entrepreneur (Nataša Ratej) for the first time in 19 years.

Special attention was put on encouraging the entrepreneurship of certain groups, such as women, youth, etc. The national policy of encouraging the entrepreneurship of certain groups is defined in the resolution on national developing projects form 2007-2023. The aims of the resolution in this regard were implemented in the public procurement for the project of "encouraging the entrepreneurship of certain target groups and carrying out the entrepreneur training of certain target groups in 2008". The aim of the public procurement in this regard was to enhance the growth of entrepreneurship among underrepresented groups.

ZSSS: on International Women's Day (8 March), a new ZSSS award ("roža mogota") for extraordinary achievement for equal opportunities has been awarded since 2006. The award has been presented to these extraordinary women:

- In 2006 to Lidija Jerkič for courage and leadership that was crucial for the consolidation of the largest Slovenian sectoral trade union, SKEI (<http://www.sindikatskei.si/>). As such, she became a role model for young women with the ambition to become a trade union leader.
- In 2007 to Dr. Lučka Kajfež Bogataj, who is a member of IPCC, a Nobel Prize winner in 2006. (Framework of the action: Women engaged in technical or scientific occupations as "ambassadors" can inform and raise awareness of girls about opportunities of technical or scientific professions).
- In 2008 to Verica Blagovič, who is a shop stewardess of the trade union SKEI in a large metal industry company, Gorenje, for the agreement between top management and the company trade union which states that pregnant workers with precarious work contracts have priority for long-term employment contracts.

The ZSSS also adopted a document at its 5<sup>th</sup> congress in December 2007 to monitor equal opportunities of women in trade union decision-making bodies.

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

#### – At national level

Amendments to the Employment Relationship Act have been adopted. The amendments now enable the parents of children who attend school to use at least one week of their annual leave during school holidays. The adopted amendments enable parents to spend more quality time with their children. There is no distinction between mothers and fathers in this regard; they both have the same rights.

From the labour law point of view, encouraging more flexible forms of employment (outwork, teleworking, and part time employment) is an important element of work life balance. National social partners promote and strongly support such forms of employment, due to the benefit for work life balance. A persisting problem is the unfavourable tax regime related to teleworking and outwork, since only a small part of actual expenses is tax deductible.

The Parental Protection and Family Benefit Act have not been significantly amended; therefore it still entitles the father to parental leave and to leave for child care and protection (used by the mother or father). One parent is also entitled to part time employment until the child reaches three years of age.

An important amendment towards better work-life balance is the regime of day-care, according to which parents are entitled to free day-care for a second child. Special benefits related to co-financing day-care for families with lower incomes and single parents remain in force. However, due to the increased birth-rate in recent years, parents are facing severe problems at getting day-care for their children. There is too little day-care capacity, which results in additional work-related problems for at least one of the parents.

#### – At sectoral level

The right of use of annual leave is upgraded by social partners at branch level. According to the majority of the branch collective agreements, workers may use one week of their annual leave during summer school holidays. The legal right to use one day of annual leave on the day chosen by the worker is extended to three days in most branch collective agreements.

#### – At company level

Especially in the last four years, larger companies have introduced "in house" day-care centres in order to enable the return of female workers to work earlier and to provide better contact with children during the most crucial period of childhood.

A trend of flexible hours is also increasing in companies where the working process allows such a regime. Unfortunately, the trend is present only at the working posts where flexible hours do not interfere with the working process too much.

The ZDS and the ZSSS have actively taken part in the promotion of the successful certificate "Family Friendly Enterprise" (see <http://www.certifikatdpp.si/english/>).

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

The goal of introducing the certificate "Family Friendly Enterprise" was to sensitize businesses about the negative business impact of discriminating against (potential) parents in the workplace as well as in the labour market, to provide businesses with tools for implementation of such HR policies that enable better balancing of work and family for their employees, to publicly recognize those business with a positive attitude to providing options of balancing work and family of their employees.

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

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

– At national level

The gender pay gap in Slovenia is approximately 7%, which is a good result compared to the EU average. The gap should be analysed in order to identify the reasons for such *de facto* difference since there are no direct legislative factors generating a gender gap.

According to the general understanding there are four main factors for the gender pay gap:

- *Allowance for the years of service*, which is in most cases directly connected to total service years instead of to years of service with the last employer. Combining that with the fact that, in accordance with Slovene legislation, women are entitled to retire earlier, women receive lower average pay due to lower average total years of service.
- Another important factor of the gender pay gap is the fact that female workers traditionally more often than male workers take "sick leave" when their children get ill. Since the allowance for the period of sick leave is lower than the wage, it results in statistically lower average pay.
- The third reason for the gender pay gap is most probably the fact that due to general legal limitations, women are not allowed to work in certain working conditions connected to additional allowances.
- The last identified factor for lower average income results from the fact that women often work in branches with lower wages in general.

– At sectoral level

Social partners consistently respect the equal pay principle. As a correction of the pay anomalies, social partners at branch level gradually pass on the allowance for years of service applicable to years of service with last employer.

Another factor of the gender pay gap was mitigated by the special collective agreement arrangement according to which women in industry are allowed to work in conditions connected to extra pay.

– At company level

The ZSSS prepared a training for collective negotiating on equal opportunities at sectoral and company level to increase the visibility of equal opportunities in companies (yearly wage mapping to detect elements that generate wage gap, keeping gender statistics on professional promotions, flexible working time for young families, etc.). However, the global financial crisis gave little opportunity for new approaches.

Following the suggestions of the ZSSS, the National Statistics Office has prepared more gender pay gap statistics (medians, bonuses, allowances, etc.).

## Spain

Sources of information:

Trade unions: CCOO, ELA, UGT, USO, members of ETUC

Employer: CEOE, member of BUSINESSEUROPE

### 1. ADDRESSING GENDER ROLES

- At national and sectoral level

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

In this Extension 2008, different measures related to the **priorities** of the Framework of Actions are developed, specifically, the one **addressing gender roles**:

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

In 2007 the ANC has been reinforced with the publication of the Organic **Law** 3/2007 for Effective **Equality** between Men and Women, establishing measures that refer to collective bargaining, particularly on positive action measures that encourage women access to those professions where they are underrepresented: "collective bargaining may establish positive action measures that encourage women access to those professions where are underrepresented..."

The aim is that collective agreements move forward in order to remove obstacles that hamper women in some sectors or jobs.

Moreover, as a result of tripartite social dialogue between Government and Social Partners, the "Agreement for growth and improvement of employment" was approved as Real Decreto-ley, December 2006. The aim of this agreement was to reduce temporary rates, measure that has indirectly benefit women in our country because many women were working under this kind of contracts.

There are some clauses included in some collective agreements establishing that the company takes promise to inform temporary workers about any permanent jobs, in order to give them a better stability in employment.

## 2. PROMOTING WOMEN IN DECISION MAKING

According to the EPA statistics (national official statistics), the percentage of women in decision-making at business and public administration among the total employment in Spain, last trimester 2009, is 32.47%. The statistics draw attention to the fact that during the last year 2008, the number of business managers have decreased comparing to 2007, even though, the percentage of women has increased from 31.8% in 2007 up to 32.47%.

- At national and sectoral level

In this Extension 2008 of the ANC, different measures related to the **priorities** of the Framework of Actions are developed, specifically, the one **promoting women in decision-making:**

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

Regarding vocational training, some collective agreements favour equality by the means of including clauses giving the possibility to people on leave, paid leave or short working day, all due to family reasons, to be called for training courses.

It is also a positive initiative, the establishment of recognition and continuous validation systems of the professional competences, linking training and promotion.

## 3. SUPPORTING WORK-LIFE BALANCE

- At national and sectoral level

In this Extension 2008 of the ANC, different measures related to the **priorities** of the Framework of Actions are developed, specifically, the one **supporting work-life balance:**

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

This is one of the main subjects in collective agreements as well as in company agreements. Reconciliation of personal and working life in collective agreements is focused mainly in two aspects:

1. In one hand, regulation of permits, leaves and benefits link to maternity, paternity and any other familiar responsibilities. They are measures that implement those of the *Estatuto de los Trabajadores* (Labour Law).

2. On the other hand, working time. To help balancing personal and working life, there are different formulas as flexible time and irregular journeys. In practice, this balance is focused on the concession of non paid permits, to take care of children or any other dependant people. These are usually asked by women.

## 4. TACKLING THE GENDER PAY GAP

- At national and sectoral level

In this Extension 2008 of the ANC, different measures related to the **priorities** of the Framework of Actions are developed, specifically, the one **tackling the gender pay gap:**

- Rectifying those existing salary differences due to a non appropriate implementation of the principle of equal pay between men and women for work of equal value. It includes a reference to an analysis and application of valuation job assessment systems which would be helpful in order to evaluate periodically with this aim the professional classification of jobs.

Job assessment systems are a positive element for equality because in some cases, the pay gap that may occur derives from a wrong configuration of the professional classification systems.

Since July 2008, the economic and then the employment crisis, have not help collective bargaining. Macroeconomic and employment variables have been changed to even more negative results than it was first forecasted when the extension for the recommendations in 2007 was signed.

These progressively negative conditions that go on in 2009 have been one of the reasons for not achieving a new agreement (ANC) among employers' and trade unions' organizations in 2009. They are also becoming a big difficulty in order to achieve a consensus to establish recommendations on salary issues.

Discrimination does not present a big progress in order to be eradicated. Many collective agreements establish necessary clauses establishing some declarations on salary equality but this is not enough.

#### GOOD COMPANY PRACTICES:

- **El Corte Inglés** Equality Plan
- III National Labour Agreement of the **Hotel Industry Sector**.
- III Collective Agreement of **Grupo Endesa**. Equality Plan.
- **La Caixa**
- Collective Agreement of the **Industria Química** sector.
- **USO - Trade Union**, meets annually at its Collective Bargaining Conference, establishing general criteria for collective bargaining. There is a specific section for Equal Opportunities, including the four priorities of the Framework of Actions.

#### For the four priorities:

As it is shown at this document, the different ANCs, including those signed before 2005 and always under article 14 of the Spanish Constitution 1978, have been considered as a privileged instrument to foster equal opportunities.

As it is said, at the ANCs some general criteria on equal opportunities (that were adopted at the Framework of Actions) were already recommended for collective agreements negotiators.

Regarding collective bargaining, due to its periodical renovation, it is worth noting its better adaptation to sectoral and company reality, as well as to workers' particularities. It is also easier then, to contribute to correct some inequalities that may appear.

A larger number of collective agreements include specific clauses affecting those aspects as employment access, vocational training and personal promotion, professional classification, pay systems etc.

In March 2007 the Organic **Law 3/2007** for Effective **Equality** between Men and Women, was published. This law enforces companies bigger than 250 employees, to carry on equality plans.



Other companies may do it only if they wish but they are enforced, in any case, to established equality measures. Those equality plans shall refer to employment access, reconciliation of working, family and personal life, prevention of sexual harassment as well as harassment based on sex. So, these measures affect the four priorities of the Framework of Actions. These measures are by definition national, with a direct influence on sectoral and company level.

Even though companies are already implementing the equality plans, including measures to achieve equality between men and women, it has not been possible to evaluate the real impact of this Law yet.

## Sweden

Sources of information:

- Trade unions: The Swedish Trade Union Confederation (LO), The Swedish Confederation of Professional Employees (TCO), The Swedish Confederation of Professional Associations (SACO), members of ETUC
- Employers: The Confederation of Swedish Enterprise (Svenskt Näringsliv), member of BUSINESSEUROPE, The National Section of CEEP in Sweden (members of the section are The Swedish Association of Local Authorities and Regions – SALAR (Sveriges Kommuner och Landsting), The Swedish Agency for Government Employers – SAGE (Arbetsgivarverket) , KFS – The Swedish Organisation for Local Enterprises (KFS) , Fastigo (Fastigo) and Pacta – Employers' Association for Local Federations of Local Authorities and Enterprises (Pacta), members of CEEP

### Introduction

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

Sweden has a long tradition to work with gender equality issues. The EU has contributed to this work in Europe with the different EC directives and the EU commission's roadmap for gender equality. The social partners' Framework of actions for gender equality has given the work for equality a new/extra arena on European and national level and the co-operation has been positive.

The Swedish social partners also welcome the European social partners' successful revision during 2009 of their agreement on parental leave.

The current situation and the future challenges in a time of economic crisis and the repercussions on gender equality are important to take into consideration. We, the social partners, are eager to participate actively in the work with the new Roadmap and how the gender perspective will be integrated in the post Lisbon strategy.

The Swedish Ombudsman for gender equality, the Equal Opportunities Ombudsman (JämO), has ceased to exist. In January 2009, a new authority was formed, The Equality Ombudsman, and merged into a new body. The previous authorities were the Equal Opportunities Ombudsman (JämO), the Ombudsman against Ethnic Discrimination (DO), the Disability Ombudsman (HO) and Ombudsman against Discrimination on grounds of Sexual Orientation (HomO). At the same time old discrimination acts were replaced by a Discrimination Act.

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

As this and previous reports shows, the Swedish social partners continuously work with gender equality issues. It is important that the work continues. When working with gender equality, especially in this time of change, it takes time to see impact and effects.

## **1. ADDRESSING GENDER ROLES**

It is also a fact that it takes time when it comes to changing gender roles and stereotypes. The main features that the social partners have reported on in previous reports have been their work with:

1. gender equality and gender stereotypes in the school and pre-school system
2. inequities between women and men in health and healthcare
3. men's violence to women

In all three areas work has been done on national, regional and local level in forms of conferences, books, ESF founded projects, presentation of good practice and education on different levels. And of course in practice in real life with girls and boys, with female and male patients and with women and children who have been victims of abuse. The awareness of these problems in society has increased during this period and been debated a lot.

The Swedish labour market is gender segregated. 80 % of the labour force in the public sector is women. Women work as much in the public as in the private sector, while men work primarily in the private sector. The percentage of women in gainful employment is 77 % and 88 % for men. There are both a horizontal and vertical segregation of the labour market.

Changing stereotypical gender patterns in people's preferences and choice of education and labour is extremely difficult. There have been projects to desegregate the labour market by trying to attract men to work in health care for example networks, preferential treatment, and development groups. In Sweden there has been an increase of girls and young women in male dominated professions but not the other way round. Girls have higher grades in school and study more at universities.

This year a governmental committee started for gender equality in higher education with the task to, among other things, support contributions and suggest measures promoting gender equality in higher education. The committee shall have special focus on gender stereotypical choices in education and the decrease in men's share of the applicants to higher education. Its task shall be completed before 2011.

In the framework of actions on gender equality there is a focus on women. It's important to emphasize that to address or change gender roles is a task for both women and men.

Example:

Fastigo has provided assistance to several member firms in their work on the mapping and analysis of the salary differences between men and women. The actual practical work at local level is carried out jointly by the social partners. In addition to this, Fastigo has held several courses for member firms where the issues of gender discrimination and concrete measures on dealing with the subject area of equality have been handled. Fastigo has also ordained a prize "The best employer of the Real Estate business", where extensive work on the fair treatment for all and multitude have been prioritized. Trade Union representatives are members of the prize jury.

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

Promoting women in decision-making and to have a strategy for this is a significant measure in the ambition to achieve gender equality in a democratic society. The role of women in top management positions has been debated a lot in Sweden. 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.

Statistics Sweden as well as the Swedish social partners monitor statistics disaggregated by sex on leading positions on a yearly basis to see the development of the number of women and men in decision-making. They follow the results of leadership programs, networks and mentorship by measuring statistics and spread the results which give them the possibility to benchmark the development. In 2006 there were 77 % male managers in the private sector, 65 % in the governmental sector, 39 % in the municipalities, and 50 % in the county councils. (Source: Wage and salary structures, National Mediation Office).

Example:

The AID (arbetsidentifikation – work identification) system is a collective agreement between the employer organizations, SALAR and Pacta and the trade unions for all employees in municipalities and county councils in Sweden with 1,1 million employees.

The objectives of the AID system are to analyse pay formation on local and central level, give basic data for pay statistics, and identify job content and responsibility. The AID system contributes to facilitate surveys on pay differentials and surveys on sex disaggregated data but is not a system for job evaluation. Job contents are much more evident than previous systems. The AID system has eliminated titles like manager – leader – foreman. Responsibility is defined and described which makes that more exact and correct. To identify job content and responsibility gives a better and more gender neutral description of jobs. This gives especially female dominated professions more visibility and clarity.

Example:

At present Saco is analysing if causal connections between work organisations and gender roles could be found in order to understand why it still is difficult for women to get promoted to decision-making positions at high level in companies. A report is planned to be presented during the autumn of 2009. The preliminary title is "Possibilities and power, thoughts about female and male graduates' careers". The work can be seen as a follow-up on the report, showing that female graduates wish to become managers in the same extent as the men. (The report "More in common than commonly thought" could be found on [www.saco.se](http://www.saco.se)).

Example:

With the 2002-2004 framework agreement for the Central Government Sector (Arbetsgivarverket) a joint social partners' program to promote women in decision-making was created. In the 2007-2010 framework agreement this work was continued and the social partners decided to put additional effort into reducing the gender pay gap in the central government sector.

The project is carried out within the framework of the Social Partners' Council for the Government Sector. It focuses on two main areas:

- Increasing the number of women in leading positions in the Central Government Sector;
- Developing methods to support the local partners in their work to identify and reduce the gender pay gap.

Within the first area the main task is to closely follow, and where necessary provide support to the government program to improve women's career possibilities led by the Swedish Council for Strategic Human Resources Development. The program aims at increasing the number of women in management and expert positions within the central government sector and thereby also reducing the gender pay gap. Efforts to reduce the gender pay gap have also been focused on improving central partners' support to local pay negotiations.

### 3. SUPPORTING WORK-LIFE BALANCE

In Sweden the public sector and its services act as a vital prerequisite for women's and men's engagement in work life. Childcare, elderly care etc gives the opportunity to have a balance between work and private life. The public sector is also a big part of women's labour market.

The parental leave benefit is paid for 480 calendar days as a total for both parents. 80 % of earnings are paid for a total of 390 calendar days for both parents if they have joint custody of the child, and 180 SEK per day for the remaining period of 90 calendar days. If the parents have joint custody, each parent is entitled to benefits for half of the leave. A parent may give up his or her right to parental benefits to the other parent, except for a period of 60 calendar days. Parents are entitled to use their parental benefit days to reduce their working hours by three-quarters, half, one-quarter or one-eighth of their normal working hours. On company level there are a lot of working hour models to be more flexible and to make it easier to combine working life and private life.

In 2006 a new paragraph, "Prohibition or disfavoured treatment", was introduced in the Swedish Parental Leave Act that gives a stronger protection for employees on parental leave.

Men are often encouraged to take more parental leave. During the period of the framework of actions the parental leave used by men has increased from 20 % to 21 %. A debate right now is if the parental leave should be shared equally or if it should be divided into three parts: one for the mother, one for the father and the third for the parents to share as they like. Since the parental leave is used mostly by women it gives consequences for women on the labour market.

Example:

As a way to support work life balance, the Swedish social partners in many, or most collective agreements, have given extra cash benefit during a number of parental leave days. Employees often get a compensation for 10% of the wage loss due to the parental leave. Furthermore the collective agreements give the employees right to at a certain number of occasions get time off without deduction of the salary for visiting the maternity centre. Both parents can use this right.

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

Children registered in preschool care in Sweden 2007:

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

In July 2008 the government introduced a gender equality bonus in the parental leave benefit. Accordingly, parents who share parental leave evenly – by each taking the same number of parental days with benefit – will receive the maximum bonus. The bonus is paid to the parent that has taken the largest number of days with parental benefit in total, based on the number of days the other parent has been on parental leave. The aim with the bonus is to encourage parents to share the parental leave. Maximum bonus is 3000 SEK/month. The concept of a gender equality bonus originally was launched by TCO. Though the suggestion of TCO was regulated differently, the idea is the same. So far, not many parents have used this possibility.

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

In 2007 the government introduced a possibility to have tax reduction for certain household services such as cleaning. The social partners played an essential role in the public debate for and against tax reduction.

Examples:

The Swedish social partners have supported work-life balance through their collective bargaining. Many agreements for example say the following in different wordings:

- "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." (from actors' agreement)
- "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."
- "Employees absent due to illness or parental leave shall have a normal wage trend compared to other employees."
- "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**

In the new Discrimination Act, the old Equal Opportunities Act was included in the new act with some changes. There is still an obligation to write a gender equality plan but every third year instead of every year as it used to be and for companies with 25 or more employees instead of 10 earlier. The same applies for the survey of pay differentials between women and men that now must be done every third year. We don't yet know the consequences of this.

The social partners are now members in a governmental committee that is investigating costs and effects of the positive actions of the old Equal Opportunities Act and old the Act against Ethnical Discrimination. The aim is to see in which areas positive actions should be applied and whether these should be applied on all seven grounds of discrimination or not.

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

Municipalities: 99 %

County councils: 95 %

Central Government: 94 %

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

The development during the period 2005-2007 shows a slight trend towards less difference between women's and men's salaries. In weighted values it was 0,2 %, from 94,6 to 94,8 % for the whole Swedish labour market.

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

The actual gender pay gap is wider due to the fact that women and men to a large extent work in different sectors that are valued differently. If you look at the official statistics for *the whole labour market* the average differences between women and men are 16 % but then you don't

take into consideration for example how women and men are divided in different occupations. Furthermore, women more often than men have part time work.

These differences don't say that there is pay discrimination in the legal sense. In order to discover, remedy and prevent unfair gender differences in pay and other terms of employment, every three years the employer is to survey and analyse

- provisions and practices regarding pay and other terms of employment that are used at the employer's establishment, and
- pay differences between women and men performing work that is to be regarded as equal or of equal value.

Many collective agreements have adopted parts of the wordings in the old Equal Opportunities Act. The wordings often concern what used to be the annual comparisons of women's and men's salaries to discover unjust differences. Next year, 2010, there will be new collective agreements for big parts of the labour market. How the collective agreements will be affected by the new act remains to be seen.

The Swedish social partners have developed different means to support employers and unions on company level to conduct the survey and analyse of pay differentials between women and men; e.g. educations and computer programs.

Example:

In 2007 new collective agreements concerning wages for blue collar workers were concluded. There were deliberate demands from the trade unions representing blue collar workers for higher wage increases in contractual sectors with low wages and a high number of women. LO describes this as a special means for promoting gender equality and sees the outcome as a move towards more equal wages.

See also examples under points a) Fastigo, b) SALAR, Saco, Arbetsgivarverket

## Turkey

Sources of information:

- Trade union: TURK-IS (CONFEDERATION OF TURKISH TRADE UNIONS), member of ETUC
- Employer: TISK (TURKISH CONFEDERATION OF EMPLOYER ASSOCIATIONS), member of BUSINESSEUROPE

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

- EU –Turkey joint consultative committee, women’s employment in Turkey report 2006
- contribution from TURK-IS of an article to TISK’s magazine under the topic of women’s employment, January 2006
- TISK’s women employment summit, 10-11 February 2006 (participation from TURK-IS)
- TISK-TURK-IS pilot project to enhance efficiency in education and employment conference (booklet)
- joint participation to the preparation of the 6th periodical country report on turkey to be presented to United Nations CEDAW committee, 2007.
- participation of a report by the working group on women and men equality which was established under the EU project of strengthening social dialogue for innovation and change in turkey, 2007.
- participation into the project on equality in employment by the government of Netherlands and Turkish ministry for labour and social security, 2006

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

- At national level
- TISK’S women employment summit 10-11 February 2006 (participation from TURK-IS)
- the Turkish Directorate General on the status of women (KSGM) implemented a project between the years of 2005-2008 which was named developing gender equality. There were 6 sections of the project and the social partners participated into the parts on establishing a draft model for a gender institute and drafting a national action plan on equality. Both TISK and TURK-IS contributed to the national action policy documents on following topics:
  - Women and education
  - women and health
  - women and economy
  - women in power and decision-making
  - women and poverty
  - women and media
  - women and environment



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

- At national level

- TISK's women employment summit 10-11 February 2006  
(participation from TURK-IS)

- the Turkish Directorate General on the status of women (KSGM) implemented a project between the years of 2005-2008 which was named developing gender equality. There were 6 sections of the project and the social partners participated into the parts on establishing a draft model for a gender institute and drafting a national action plan on equality. Both TISK and TURK-IS contributed to the national action policy documents on following topics:

- Women and education
- women and health
- women and economy
- women in power and decision-making
- women and poverty
- women and media
- women and environment

## UK

Sources of information:

- Trade Union: TUC (Trades Union Congress), member of ETUC
- Employers: CBI (Confederation of British Industry) member of BUSINESSEUROPE, Partnership of Public Employers (PPE) member of CEEP

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

Over the last four years a number of joint actions on addressing gender roles have been taken. In 2005-06, the TUC, CBI and members of PPE worked together on the Equal Opportunities Commission's General Formal Investigation (GFI) into occupational segregation and apprenticeships, which focused on five sectors experiencing skills shortages: construction, engineering, ICT, plumbing and childcare). The GFI found that there was a clear correlation between sectors experiencing skill shortages and those where women were underrepresented. In response to the findings, the CBI, TUC and members of PPE agreed to work alongside the Government, Sector Skills Councils and the EOC to promote the reduction of occupational segregation. In 2007, the TUC and CBI 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, which highlighted issues of gender occupational segregation. The CBI, TUC and members of PPE 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. PPE members in the transport, health care and local government sector implemented projects aimed at attracting more men into caring professions and more women into the transport sector (e.g. as bus drivers) which have shown some success. The Gender Equality Duty, which came into law in April 2007, requiring public authorities to eliminate unlawful discrimination and harassment and to promote equality of opportunity between men and women also enabled greater promotion of gender equality. The TUC, CBI and PPE members, have provided support and advice to their members on the new duty. PPE members have also been significantly involved in working with government and equality bodies to help draft guidance to public authorities and public service providers on how to implement the duty in different aspects of their work. From 2007, public authorities and public service providers have been drawing up Equality Plans and carrying out equality impact assessments in order to implement the duty. This duty not only covers gender equality, but also other aspects of discrimination and covers service delivery as well as employment.

In 2008, the TUC published a report '*Still more (Better Paid) Jobs for the Boys*' which identified the fact that three years on from the final report of the EOC's investigation into occupational segregation and apprenticeships and two years since the Women and Work Commission report, women remained concentrated in low paying sectors and in some cases, occupational segregation has actually worsened. The TUC is highlighting the need for a range of measures to tackle equality in apprenticeships, including a national equality and diversity strategy with high level political support and accountability, the use of public procurement policy and targets for Sector Skills Councils, better pay and the further expansion of adult apprenticeships. The TUC has also highlighted the role that gender segregation and low pay plays in women's poverty in a new campaign launched in 2009.

The Equality Bill currently being debated in the UK Parliament will widen the scope of positive action, allowing employers to take further action to attract women into roles in which they are traditionally under-represented. CBI surveys consistently show that one of the main barriers

experienced by employers trying to diversify their workforce is a lack of applicants from under-represented groups – this extension will give employers the opportunity to go an extra step in recruiting women to redress the gender imbalance in some industries. UK social partners have supported the Government's intentions in this area and are involved in drawing up guidance to help employers understand this new legislation.

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

UK social partners were engaged in the Women and Work Commission, which identified vertical segregation as one of the wide ranging causes of the gender pay and opportunity gap, and which agreed on practical recommendations for all stakeholders to take action on. The CBI, TUC and members of PPE also provided evidence to the subsequent Trade and Industry Select Committee inquiry into the implementation of the Commission's recommendations. In 2008, the TUC and CBI worked together with the Equality and Human Rights Commission (EHRC) to produce a new publication, titled 'Talent not tokenism', which outlined the benefits of workforce diversity. The report set out the business case for greater diversity to employers and businesses and contained extensive case studies and 'top tips' from a wide range of businesses.

The TUC is also focusing attention on the representation and participation of women within the trade union movement. A report published in 2008 highlighted both progress made and challenges still faced by women within the trade union movement and provided gender disaggregated data on stewards, branch officials and representatives within the trade union movement. The report highlighted the actions taken by unions to improve the representation of women within trade union hierarchies and the TUC continues to monitor progress through its biennial 'equality audits' of its affiliates.

The TUC has also highlighted the need for the greater representation of women within political participation and representation as well as public life. The TUC submitted written and oral evidence to the 'Speaker's Conference on Parliamentary Representation' in 2009. The TUC also hosted an event with the Government Equalities Office aimed at encouraging greater participation in local political activity and representation by black women.

The CBI has welcomed evidence of progress made in female representation, most encouragingly in FTSE 100 executive and non-executive directorships: from 8.6% in 2003 to 11.0% in 2007/8. There is also positive evidence in the CBI's latest Employment Trends Survey that employers are taking action to create a more flexible working environment in which women can rise to senior positions. Two in five firms now actively encourage staff at management level to adopt flexible working patterns. Nevertheless, there is still much work to do in this area. The CBI is represented on the Government Equalities Office's expert working group, 'Women on Private Sector Boards', which will feed into the development of Government Equalities Office work plans to support increasing the diversity of private sector boardrooms.

Many public service employers are actively implementing networking and mentoring schemes for senior managers, as well as running leadership courses to attract and develop more women in leadership roles, where they continue to be underrepresented, despite women making up the majority of the public service workforce. In the civil service and National Health Service targets have been set for the proportion of women in senior management positions. The Civil Service is on course to towards achieving the target of 30% female representation in senior grades. In the health service the percentage of female chairs and non-executive Directors has increased from 33% in 2000 to over 45% in 2008.

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

The TUC and CBI have undertaken a number of actions since 2005 to support greater work-life balance. In September 2005, the Government, in association with the TUC and CBI published a report '*Managing Change*' on practical ways to reduce long hours and reform working practices. The case studies in the guide demonstrated how tackling long hours and reforming working patterns were good for businesses, individuals and families, improving work-life balance as well as having a positive impact on company performance. During 2006-07 the CBI, TUC and members of PPE were 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 contained design solutions for every type of worker and business. The TUC, CBI and members of PPE were also involved Work Wise UK in 2006-07, which aimed 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.

During 2007-08 the TUC, CBI and members of PPE took part in an ongoing review commissioned by the Government of the right to request flexible working to parents of school-age children. The final recommendations of the review included the extension of the right to request flexible working to parents of children up to the age of 16 (it had only applied to parents of children under six at the time), greater awareness raising of the right amongst fathers and carers of adults where there was lower take up and more support to be given to businesses on implementing flexible working. The Government accepted these recommendations, which the social partners broadly welcomed. The extension came into force in April 2009 so no data are yet available on the uptake of the new provisions; however, with 69% of CBI members previously reporting a positive impact of flexible working on employee relations, the groundwork for successful implementation is already evident.

The TUC has also focused attention on the need for high quality childcare provision in order to support better work/life balance. Widespread low pay within the childcare workforce continues to present a serious problem and the TUC published a joint report with the Daycare Trust '*Raising the bar: what next for the early childhood education and care workforce?*' in November 2009. The report took stock of the challenges facing the early years workforce and the urgent need to tackle the persistent problem of poor pay and working conditions affecting many employees in the sector.

Public service employers in the health service, higher education and local government sector have developed joint guidance and good practice information with their trade union counterparts on improving work-life balance. In the NHS in particular, the "Improving Working Lives" standard has been implemented in all NHS trusts, with formal accreditation taking place. In July 2009, the NHS staff council (partnership working body between employers and union) published an updated "Improving Working Lives Framework" to build on and enhance the successes of the scheme being implemented since 2001. The different standards of accreditation under the scheme mean that continuous progress is regularly evaluated.

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

An investigation into the ongoing causes of the gender pay gap formed the remit of the Women and Work Commission, established by the UK Government in 2004. The CBI, TUC and members of PPE were represented by Commissioners on this body along with representatives from trade unions, public and private sector organisations. In February 2006, the Commission published 40 final recommendations which concentrated on improving good practice from education into employment in an effort to close the pay gap. While the Commission was unable to reach consensus around mandatory pay reviews, it did reach agreement on the need for changes in

how education was delivered, how work was structured, how training was delivered and to whom and how discrimination in the workplace should be tackled. The Commission's recommendations were aimed at Government, employers and trade unions, all of whom committed themselves to its implementation. The TUC and CBI were also members of a steering group which developed a 'light touch tool' to 'help employers look across the range of issues that impact on the gender pay gap' recommended by the Commission.

The TUC has continued to highlight the lack of improvement in the gender pay gap, publishing an update report in 2008, demonstrating the strong link between the pay gap and women's poverty. The report found that the interconnectedness of part-time work, occupational gender segregation and the onset of family responsibilities hits women in the UK particularly hard. The pay gap did not improve in 2008 and in fact rose slightly compared to 2007, with the full time gap, now 17.1% for full time women workers and 36.6% for part-time women workers. The TUC has pressed for reform of equal pay legislation, particularly in its work around the new Equality Bill. The TUC has called for mandatory equal pay audits, hypothetical comparators in equal pay cases, a collective mechanism for resolving collective equal pay disputes, equality duties in relation to procurement and a robust single public sector duty.

While the CBI recognises that there is more that employers can do to tackle the gender pay gap through addressing occupational segregation and improving female representation in senior positions, it opposes the Government's plans in the Equality Bill to introduce mandatory gender pay gap reporting and has called instead for a voluntary approach that permits companies to report on indicators relevant to the challenges they face. In order to find a way forward, both the CBI and the TUC have been working with the Equality and Human Rights Commission to develop appropriate reporting parameters. Though differing in stance on whether companies should be compelled to report, the social partners are in broad agreement that a wider range of indicators should be available for companies to illustrate the actions they are taking on transparency and gender equality. This would allow companies in different industries to reflect the different challenges they face on female representation. The Equality and Human Rights Commission is currently consulting on these ideas and the outcomes will feed into the Equality Bill.

Both central and local government, as well as the National Health Service, have agreed a framework for job evaluation through social dialogue. The NHS has completed implementation of its "Agenda for Change" standard with all NHS organisation having undergone job evaluation exercises.

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

## The European level

The aim of the European social partner organisations in adopting the framework of actions on gender equality was:

- to make an effective and specific input the implementation of the Lisbon strategy for economic growth, more and better jobs and social cohesion;
- to contribute to the EU legislative framework on equal treatment between women and men;
- to address gender equality through social partners' actions at all the appropriate levels.

Follow-up actions on the four priorities identified in the Framework of Actions (addressing gender roles; promoting women in decision-making; supporting work-life balance; tackling the gender pay gap) were intended to be carried out primarily in Member States through member organisations of BUSINESSEUROPE, UEAPME, CEEP and ETUC. European level social partners nevertheless undertook a number of activities, focusing mainly on dissemination of the Framework of Actions to reach as wide and diverse an audience as possible and to influence European policy.

### **Actions taken by the European social partners**

During the period covered by the Framework of Actions, several key issues have been tackled by European social partners which directly or indirectly address the priorities set out. Most of the activities set out below focus on improving work-life balance.

European social partners have in 2009 concluded the revision of their Framework Agreement on parental leave of 1995, whereby several improvements have been made. The changes are designed to improve the reconciliation of personal, professional and family life, taking into account the needs of both workers and companies, by introducing elements that recognise increasingly diverse family structures and promote a more equal sharing of family responsibilities.

European social partners presented at the occasion of the March 2008 Tripartite Social Summit a joint evaluation of the progress made by Member States in promoting better reconciliation of professional, family and personal life covering the period 1998-2008. They also followed this up by sending a joint letter to Commissioner Spidlá to support the implementation of the Barcelona objectives on childcare, as there is still a significant gap between supply and demand of good quality, accessible and affordable childcare infrastructures, which acts as a disincentive to work for many potential second earners in couple families as well as for single parents.

European social partners have also contributed by concluding and monitoring the implementation of agreements which promote flexible forms of work that can facilitate reconciliation, most recently through their 2002 Framework Agreement on telework. The final implementation report was jointly compiled and presented in 2006.

In addition, among the various actions and projects which the European social partners have carried out since 2005 to promote the priorities of the Framework of Actions on Gender Equality, the following can be mentioned:

- BUSINESSEUROPE, UEAPME, CEEP and ETUC jointly presented the Framework of Actions' rationale and objectives in twelve national capacity building seminars that were organised in most member states that joined the EU in 2004 and 2007 as well as in Turkey and Croatia;
- they promoted the priorities addressed in the Framework of Actions at a number of conferences and seminars on European policy in the field of equal opportunities between men and women. These events were organised in the context of the European presidencies (e.g. Austrian Presidency conference on «Closing the Gender Pay Gap», Brussels 2006); or European Parliament public hearings; the European Commission (as in the case of the high level event to celebrate 50 years of Gender Equality in Europe – October 2007); or the Economic and Social Committee;
- the European social partners supported projects carried out by their members that specifically focused on the promotion of the Framework of Actions (such as the 2008 German social partners project "Framework of Actions on Gender equality: Midterm reflection and perspectives) or one or more of its priorities. These projects were often financed through EU Structural Funds and EU Commission budget lines;
- the framework of actions on gender equality was translated into various languages through the Translation Fund jointly managed by ETUC and BUSINESSEUROPE (on behalf of the European employers' organisations). These translations were made available in the EU Employers' and ETUC Resource Centre websites (see below);
- The ETUC as well as the European Employers' organisations have published on their respective Resource Centre websites the original version of the framework of actions together with all the translations into the EU languages available (realised through the translation fund or other EC funded projects). In addition, follow-up reports under this Framework of Actions have been published by the European social partners. See: <http://resourcecentre.etuc.org/> and [www.erc-online.eu](http://www.erc-online.eu). The Framework of Actions is also made available on all the EU Social Partners internet websites.

In addition to these joint actions, specific activities were also developed unilaterally by the European social partner organisations.

With regard to the ETUC, the following activities were carried out to promote the framework of actions on gender equality objectives:

- the ETUC organised various training seminars through its Resource Centre programme in order to discuss effective trade union practices and experiences to implement the framework of actions;
- an annual 8<sup>th</sup> of March Survey was launched in 2007 with the aim of monitoring and assessing women's presence in trade unions' decision making bodies;
- conferences and round tables debates were organised to foster trade unions' action in the implementation of the gender equality framework of action priorities;
- a factsheet was published illustrating ETUC policy demands in the area of reconciliation of work, family and private life;
- a pay-gap euro pin was made symbolising the persistent pay gap existing in all EU member States. The pin was widely distributed among the ETUC affiliated unions, on the occasion of the "50 year equal pay" (2007).

With regard to European employers, the following actions were carried out:

- contribution in 2009 to a European survey on women's' presence in decision-making bodies of BUSINESSEUROPE and its members;
- contribution to the European Commission's 2009 information campaign on equal pay (interview for campaign video);

UEAPME has been undertaking a variety of measures promoting female entrepreneurship and gender equality. Initiatives include:

- Contribution of UEAPME to EC publication «Diversity at work - A guide in SMEs», 2009;
- Publication of «UEAPME compendium of good practices of diversity and non-discrimination in European Crafts, SMEs and their organisations», 2007. Gender is one of the four categories of focus. Examples include promoting female entrepreneurship and part-time vocational training measures dedicated to young women with children. Funds were provided by the EU under the «European Year of Equal Opportunities»;
- Management of Business Support Programme III (BSP), 2008 to 2009. The aim was to familiarise SME member associations with gender equality and female entrepreneurship in the context of the *acquis communautaire* and enlargement in Bulgaria, Romania, Croatia and Turkey. <http://www.smefit.eu/>;
- Participation in the EU project and study on a "Business Case for Diversity in SMEs".

CEEP activities to promote the framework of actions in the last 4 years are highlighted below.

- CEEP has been in these years promoting the framework of actions pillars, both in proper gender equality, and in the framework of wider equal opportunities for all policies and diversity management in employers organisations and enterprises providing services of general interest. In that latter respect one of the activities to report is the Equally Diverse project which has been the main CEEP contribution to the EU year of equal opportunities for all in 2007. The main findings of the project are that Public Service employers have an excellent track record of implementing innovative anti-discrimination and equal opportunities measures and are indeed often looked to by policy-makers to take a lead in these areas. In relation to gender equality, for example, 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. Similarly, as servants of the public interest, it is critical that they represent and take full account of the needs of the communities they serve.
- CEEP also focused on specific priorities of the framework of actions in gender equality such as gender pay gap. In that regard, CEEP launched together with member organisations led by the UK section of CEEP, a project aimed at initiated to help underpin not only CEEP's implementation of the Framework of Actions on Gender Equality, but also to provide the organisation with important background information to be able to contribute to the review of EU Equal Pay legislation.

The European social partners positively assess their work on the dissemination and awareness-rising of the frameworks of actions. They welcome in particular the good response in terms of annual feedback from the organisations that joined the EU in 2004 and 2007 as well the contribution received in 2009 by the Turkish social partners.



## **EUROCADRES secretariat in Brussels**

*EUROCADRES' women's* European network FEMANET (unionised women professionals and managers) have been always very active since its formation in 2000. The Framework of Action on Gender Equality was a useful initiative which was picked up by that network for further discussion about EU initiatives and the European Social dialogue activities in various projects on women in decision making.

Since the Framework has a specific section on women in decision-making in 2006 and 2007 the members of FEMANET discussed the content of it in **seven different member states**. All events were meant to raise awareness for gender equality for Europe's professional women, inform about the framework of actions and have a European perspective. 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'. At the **Austrian** event the 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 colleagues from **Belgium** presented a theoretical explanation of gender differences, coaching, statistical information but also personal experiences and recommendations for trade unions. The **Danish** event looked at the glass ceiling from different perspectives (research and science, the economic sector, the law sector) and the participants agreed that a quota system would be an innovative way to continue to the discussion of the glass ceiling. The colleagues from the **Polish** trade union discussed EU and Polish law regulations as well as the European Road map for equality 2006-2010, both aimed at promoting women and men equity at the work place.

The national events were a great success - between 25 and 120 participants, among which were a considerable number of men, took part.

Finally, the outcome of the activities have been two publications:

1. a folder about gender equality on European level, FEMANET, the framework of actions for gender equality and other useful information for women professionals and managers. It is available in English, French, German, Italian and Finnish and can be either ordered in print at the EUROCADRES secretariat or downloaded in pdf-format at
2. the 'FEMANET Kit for successful women' in French, English, German, Danish, Italian, Polish and Dutch. The Kit puts together recommendations and experiences all through a woman's career, starting with education and training and ending with retirement.

Both can be downloaded from the *EUROCADRES* web site

<http://www.eurocadres.org/spip.php?rubrique16>

All these events and the discussion on how to get and keep women in decision-making lead to the initiative of FEMANET, in 2009, to incorporate female leadership into the European Model of Responsible Management discussed by *EUROCADRES* already since 1996. This model is lacking for the moment a gender perspective which will be now included. The concept of a European Model of Responsible Management is insofar an important one as it reflect one of the main politics of *EUROCADRES*. It is therefore crucial also for *EUROCADRES* to value and promote female leadership in the future discussion and application of this model.

### **CEC**

#### **Country: POLAND**

- Sources of information: Porozumienie Związków Zawodowych "KADRA", member of CEC-European Managers

## **1. ADDRESSING GENDER ROLES**

- At national level representatives of PZZ "KADRA" took part in works and negotiations in the Tripartite Committee of Social and Economic on the Labor Code which regulates right and duties employer and employees. The Labor Code and other executive acts protect following issues:

- respect of the workers' goods,
- right's equality,
- right to decent and equal payment for the same work,
- develop the professional qualifications
- prohibition of discrimination – direct and indirect and molesting
- even treatment in employment
- authorizations connected with parenthood

- At sectoral level, representatives of PZZ "KADRA" take part in negotiation concerning collective arrangements in the workplace which have to be compatible with national legislation and European Community directives,

- At company level, the trade unions of PZZ "KADRA" bargain with employer the company acts concerning the collective arrangements in the workplace, salaries regulations, company statutes and other internal instructions supporting the gender equality.

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

- At national level, Social Partners and Members of Parliament debate the women's promotions in decision-making and introduce the parities on national level. Poland incorporate directive of European Unions to the national acts from 2004.

Poland closed some acts which prohibited women from work.

- At sectoral level enlarges systematically women's quantity which go into managerial positions. In sector of small and average companies in Poland – on 230.000 small and average companies over 70.000 companies from them - woman sit down at a management boards. It is almost twice as many as 2 years ago. In every third companies the woman is even the president. Women's situation looks bad in the sector at large companies, where PZZ "KADRA" possess the biggest number of the our trade unions organization.

- At company level the leaders (men and women) of the trade unions "KADRA" are the most often the person who go into managerial positions in the Polish companies. At the largest trade union "KADRA" women account for 15% of the trade union leaders. We have the same situations at the company level. On the management boards at large companies is only 2% women. Women have some barriers to reach management positions on top level and they have difficulty in presenting their qualifications. About our observations we can say that similar situation is in another countries of UE.

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

– At national level "KADRA" notices, that we have traditional model of family and professional work. Family is the basic value. Phenomenon of instability between private life and professional life is infrequent. The law acts secure:

- norm and time of work,
- right to rest
- time break of work - 60 minutes
- prohibition of work on Sundays and the holidays
- protection of human needs
- necessity of recreational leave
- demand leave

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

- At national level KADRA take steps to aim balance the level of women and men salaries. The average difference of the salaries between women and men carries out about 22% in Poland.
- At sectoral and company level PZZ "KADRA" has the possibility the breaking the durable barriers and the change of situation of gender equality across statutory activity of trade unions. The effects of the KADRA's activity will not be however perceptible in short period of time because the scale of problem is considerable.

Country: **Sweden**

- Sources of information:

Ledarna, the Swedish association for managers, affiliated to CEC European Managers.

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

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

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

Communication platform - Ledarna has adopted a communication platform on equality between women and men. The platform, called "Agenda gender equality", contains six prerequisites for gender equality in working life and is documented in a brochure. The brochure is distributed to Ledarna's members in order to communicate Ledarna's opinion regarding gender equality and also to be used as a basis for discussions on gender equality at company level. The brochure is also used in influencing public opinion.

Management program - Ledarna offers our members a management program for female leaders. The purposes of such program are to create a learning network with gender perspective, to attract attention to female leadership and strengthen female in their leadership.

Awarding Future Female Leader – Each year Ledarna, together with a career community, Shortcut, awards a young female leader chosen among 75 Swedish prominent young female leaders under the age of 35.

Leadership book - Ledarna has published a book for managers on how to treat women and men equally in leadership. The book has been distributed to members of Ledarna and to others interesting in the gender equality perspective of leadership. The book is also used in lectures on gender equality and in influencing public opinion.

Web site - On Ledarna's website our members can find information on gender equality.

Seminars - Ledarna also offers our members educations/seminars on the Swedish Discrimination Act.

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

Each year Ledarna conducts a survey among our members on, among others, for example gender pay gap between women and men. The information gathered is used mainly for the following purposes:

- Facts and figures are compiled in an "easy to read" booklet, "Manager in figures" (Sw. Chefen i siffror), distributed to Ledarna's members, newspapers and other parties on the labor market interested in information on managers' working conditions. The

booklet is also available on Ledarna's website.

- Public relations – the information is used on Ledarna's press conferences in order to inform and increase the public awareness of managers' employment conditions, for example the gender pay gap, and to highlight the need for engagement and improvement as regards gender pay gap.

## **EFFAT (European Federation of Food, Agriculture and Tourism Trade Unions)**

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

In the respective sectoral social dialogue committees EFFAT-HOTREC (hotels & restaurants) and EFFAT-FERCO (contract catering), CSR initiatives/agreements were concluded that contained provisions on Equal opportunities and non-discrimination and on Fair pay.

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EFFAT Women's Conference before the congress

- The impact of the financial and economic crisis on women and female employment
- Improving the situation of women in the workplace
- Increasing the attractiveness of trade unions for women how to make trade unions more attractive to women.

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EFFAT is member of the European Commission's Advisory Committee on Women and Rural Areas, and EFFAT's representative has been Deputy Chairwoman of this committee since 2009.

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

EFFAT is striving for strengthening women's participation in the trade union decision-making bodies at all levels. The EFFAT Constitution stipulates that the proportion of mandates allocated to women in the EFFAT bodies and working structures must / should correspond to the proportion of their membership.

At the 2005 Congress, EFFAT committed itself to a better application of the principles of the Constitution on the representation of women.

In 2007, EFFAT carried out amongst its 125 national member organisations a "Survey on the proportion of women and men in the EFFAT Member Organisations and on their gender equality policies".

Purpose of the survey was to collect basic data on the female/male membership of the member organisations to assess the respect of the proportionality of women and men in the EFFAT structures.

Furthermore, the survey also permitted to gather information on initiatives of member organisations to achieve equal participation of women and men.

In preparation of the EFFAT Congress in October 2009, amendments to the Constitution are proposed which will set quota for the female delegates to the Congress and for the representation of women in the other decision-making bodies. The new position of 'Deputy President' will be created, and President and Deputy President have to be of opposite sex.

Two resolutions on gender equality issues will be submitted to Congress in 10/2009. One resolution proposes the elaboration of a gender equality plan that includes concrete goals on gender-balanced participation, gender mainstreaming **and reduction of income** disparities between women and men, as well as a timetable for implementation.

\*\*\*\*\*

Incorporation of the gender equality dimension in all EFFAT policy documents on European Works Councils:

- Monitoring of the gender-specific composition of special negotiating bodies and EWCs
- EFFAT action plan "Promoting gender equality in EWCs", which stipulates what the respective national unions and EFFAT should do to boost women's participation in EWCs and foster debate about gender-equality-related issues in EWCs
- Compilation of a list of questions on equal opportunities for women and men that could be taken up in European Works Councils

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

The EFFAT identified the gender pay gap as the main common problem in all EFFAT sectors (agriculture, food industry, tourism) and the EFFAT Women's Committee discussed the issue at its meetings.

In the trade unions' contributions to the 'Guide on the social considerations in public procurement' actually elaborated by DG EMPL, EFFAT raised the attention to the possibility to promote gender equality through public procurement, as proposed by the Commission in its Communication COM (2007) 424 final 18.7.2007 "Tackling the pay gap between women and men", on p.9:

##### *3.3. Encouraging employers to respect equal pay*

*In addition to this, public authorities have a significant part to play in national economies, with public contracts accounting for 16% of Community GDP. They are therefore in a position to encourage their service providers to adopt socially responsible behaviour. To this end, Directives 2004/17/EC17 and 2004/18/EC18 stipulate that "contracting entities may lay down special conditions relating to the performance of a contract ... [which] may, in particular, concern social and environmental considerations".*

*The Commission will:*

- *incorporate the dimensions of equal treatment and equal pay into the guide which it is preparing for 2008 on incorporating social criteria into public contract performance procedures.*

\*\*\*\*\*

In the context of mutual reporting on the results of collective bargaining in 7 sectors, the member organisations are asked to make sure that their annual surveys cover factors/qualitative aspects other than pay rises, such as gender-equality issues.

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The gender pay gap was tackled in the CSR agreements and will be one of the major fields for action in the EFFAT gender equality plan (see a).

## **EMF (European Metalworkers Federations)**

No EMF affiliated organisations took part in the evaluation report. The EMF is basing its contribution to the evaluation report on the European Framework Agreement signed with Areva in 2006 and its adjoining project ODEO (Open Dialogue through Equal Opportunities) conducted between 2007 and 2009.

### *Introduction*

To support the deployment of the European agreement on equal opportunities, Areva's Corporate Policy Department, members of Areva's European Works Council, and the European Metalworkers' Federation established the ODEO project in 2007, funded by the European Commission.

Its goal was to implement Areva's commitments on equal opportunities by developing an open and constructive social dialogue through an entirely joint approach in the 13 European countries in which Areva is present.

This project took place in four stages involving equal representation:

- A detailed *assessment* of equal opportunities in Areva's 51 European sites
- A European *seminar* organised in a sheltered workshop bringing together 80 participants, 50% WR and 50% managers and HR, from 12 countries
- Ten *workshops* to exchange best practices and to develop local, regional, and national action plans, bringing together 140 participants from 12 countries
- *Feedback* from the European Metalworker's Federation and the European Works Council.

There are nearly 9,000 employees in Europe who have been informed and made familiar with the commitments of Areva and its European Works Council with regard to equal opportunities.

Thanks to the project, Areva now has an *equal opportunities network* with 250 members (workers representatives, human resource managers, and managers) ready to invest in equal opportunities.

ODEO made it possible to meet the commitments of the European agreement, signed in November 2006, through an ambitious and innovative approach based on sharing best practices and taking part in responsible social dialogue.

The national and European revitalisation of social dialogue has encouraged involvement at all levels, whether *European, national, or local*. The excellent relationship during this project between national labour organisations, the EMF, and elected officials has contributed to its success.

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

The European Framework Agreement have created a basis for future work in works councils in other companies than Areva, thus making it possible to multiply results and create a best practice example.

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

The European Framework Agreement and the ODEO Project included such topics as work-life balance, child care facilities in the work place, scheduling of meetings, wage gaps and equal treatment of women who were a minority in a male-dominated workplace.

Diversity in the workplace was encouraged through information campaigns and awareness-raising.

EMF is aiming to increase women's participation in the decision-making bodies at all levels including internal EMF bodies such as sector committees, policy committees and governing bodies.

In 2003 the EMF carried out a survey among its affiliated organisations on the participation of women and in 2009 a new study was conducted. The result is that even though there has been an increase of affiliated organisations, increase of committees and the number of members in these committees, the percentage of women has not increased, but rather declined.

The survey also aimed at identifying initiatives such as specific women's conferences and projects of member organisations that encourage women participation.

In the long run the EMF aims to find mechanisms in order to increase the number of women. Suggestions of such mechanisms are presented at the Executive Committee in December 2009. Whether or not there will be an implication for the EMF Statutes is a subject for the Congress to decide in 2011.

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

The European Framework Agreement and the ODEO Project included such topics as work-life balance, child care facilities in the work place, scheduling of meetings, wage gaps and equal treatment of women who were a minority in a male-dominant workplace.

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

The European Framework Agreement and the ODEO Project included such topics as work-life balance, child care facilities in the work place, scheduling of meetings, wage gaps and equal treatment of women who were a minority in a male-dominant workplace.



Annex I – List of contact persons

<b>Country</b>	<b>Organisation</b>	<b>Contact persons</b>
Austria	IV (Federation of Austrian Industry)	Ms Alexandra Schöngrundner Tel: +43 1 71135-2324 Email: <a href="mailto:a.schoengrundner@iv-net.at">a.schoengrundner@iv-net.at</a>  Ms Anna Spinka Tel: + 43 1711350 Email: <a href="mailto:a.spinka@iv-net.at">a.spinka@iv-net.at</a>
	WKÖ Austrian economic chamber	Dr Martina Rosenmayr Email: <a href="mailto:martina.rosenmayr@wko.at">martina.rosenmayr@wko.at</a> Tel: +43 5 90 900-4284
	ÖGB (Österreichischer Gewerkschaftsbund)	Mr Oliver Roepke Email: <a href="mailto:oliver.roepke@oegb-eu.at">oliver.roepke@oegb-eu.at</a> Tel: +32 2 230 74 63  Ms Sylvia Ledwinka <a href="mailto:sylvia.ledwinka@oegb.at">sylvia.ledwinka@oegb.at</a>
Belgium	VBO-FEB (Federation of Belgian enterprises)	Sonja Kohnenmergen Premier Conseiller Affaires sociales européennes Tel: +32 2 515 0840 E-Mail: <a href="mailto:SK@vbo-feb.be">SK@vbo-feb.be</a>
	UNIZO (Belgian Federation of SMEs and Self-employed)	Mr Kris Baetens Email: <a href="mailto:kris.baetens@unizo.be">kris.baetens@unizo.be</a> Tel: +32 2 238 0531
	FGTB-ABVV (General Labour Federation of Belgium)	Ms Gitta Vanpeborgh Email: <a href="mailto:gitta.vanpeborgh@abvv.be">gitta.vanpeborgh@abvv.be</a> Tel: +32 2 506 82 66
	CSC-ACV (Confederation of Belgian Christian Trade Unions)	Ms Patricia Biard Email: <a href="mailto:pbiard@acv-csc.be">pbiard@acv-csc.be</a>
	CGSLB-ACLVB	Ms Sara Neiryck <a href="mailto:sara.neiryck@aclvb.be">sara.neiryck@aclvb.be</a>
Cyprus	SEK (Cyprus Workers Confederation)	Isaia Kosma Email: <a href="mailto:sek@sek.org.cy">sek@sek.org.cy</a> Tel: +357 22 849 601
	DEOK	Anna Pilavaki E-mail: <a href="mailto:pilavaki@cytanet.com.cy">pilavaki@cytanet.com.cy</a> Tel: +357 22872194
	OEB (Cyprus Employers & Industrialists Federation)	Ms Lena Panayiotou Industrial Relations & Social Affairs Officer

		Tel: 00 357 22 665102 E-mail: <a href="mailto:lpnayıotou@oeb.org.cy">lpnayıotou@oeb.org.cy</a>
	CCCI (Cyprus Chamber of Commerce & Industry)	Ms Demetra Palaonda Email: <a href="mailto:demetrap@ccci.org.cy">demetrap@ccci.org.cy</a> Tel : +357 22 889 713
Czech Republic	CMKOS (Czech-Moravian Confederation of Trade Unions)	Ms Dana Stechova Email: <a href="mailto:stechova.dana@cmkos.cz">stechova.dana@cmkos.cz</a> <a href="mailto:cmkos@cmkos.cz">cmkos@cmkos.cz</a> Tel: +420 23 446 2274
	SPCR (Confederation of Industry of the Czech Republic)	Ms Vladimíra Drbalová Tel: +420.234.37.95.00 E-mail: <a href="mailto:vdrbalova@sprc.cz">vdrbalova@sprc.cz</a>
Denmark	DA (Confederation of Danish Employers)	Ms Lise Bardenfleth Email: <a href="mailto:leb@da.dk">leb@da.dk</a> Tel: +45 33389412
	LO (Danish Confederation of Trade Unions)	Ms Jette Lykke Email: <a href="mailto:jly@lo.dk">jly@lo.dk</a> Tel: +45 35246157
	CEEP Denmark	Mr Henrik Schilder Local Government Denmark Tel: +45 33 70 33 70 Email: <a href="mailto:hbs@kl.dk">hbs@kl.dk</a>
Finland	EK (Confederation of Finnish Industry)	Ms Anu Sajavaara Tel: 00.358.94.20.20 E-mail: <a href="mailto:anu.sajavaara@ek.fi">anu.sajavaara@ek.fi</a>
	CEEP Finland	Ms Henrika Nybondas-Kangas <a href="mailto:Henrika.Nybondas-Kangas@kuntatyonantajat.fi">Henrika.Nybondas-Kangas@kuntatyonantajat.fi</a>
	SAK (Suomen Ammattiliitojen Keskusjärjestö)	Ms Marja Erkkilä E-mail: <a href="mailto:marja.erkkila@sak.fi">marja.erkkila@sak.fi</a> Tel: +358 207740170
	STTK	Anja Lahermaa E-mail : <a href="mailto:anja.lahermaa@sttk.fi">anja.lahermaa@sttk.fi</a> Tel: +358 9 13152207
France	MEDEF (Federation of enterprises of France)	Mr Emmanuel Julien Directeur Adjoint des relations sociales Tel: 33.1.53.59.19.19 E-mail: <a href="mailto:ejulien@medef.fr">ejulien@medef.fr</a>
	CAPEB/UPA (French Craft & SME construction federation; French Craft federation)	Ms Roselyne Lecoultré Email: <a href="mailto:r.lecoultré@capeb.fr">r.lecoultré@capeb.fr</a>  Ms Béatrice Brisson

		Tel : +33 1 47 62 73 73 Email: <a href="mailto:bbrisson@cgpme">bbrisson@cgpme</a>
	CFTC	Mme Patricia LeBihan Email : <a href="mailto:patricialebihan@aol.com">patricialebihan@aol.com</a>
	CGT (Confédération Générale du Travail)	Mme Michele Biaggi CGT- Force Ouvrière Tel : +33 1 405 28415 Email: <a href="mailto:michele.biaggi@force-ouvriere.fr">michele.biaggi@force-ouvriere.fr</a>
Germany	BDA (Confederation of German employers' federations)	Ms Angela Schneider-Bodien Tel.: +49 30/ 20 33-1904 Email: <a href="mailto:a.schneider-bodien@bda-online.de">a.schneider-bodien@bda-online.de</a>
	CEEP Germany	Inge Reichert Tel: +49 30 852 10 45 Email: <a href="mailto:reichert@bvoed.de">reichert@bvoed.de</a>
	ZDH (German Confederation of Skilled Crafts)	Dr Anne Dohle Email: <a href="mailto:dr.dohle@zdh.de">dr.dohle@zdh.de</a> Tel : +49 30 206 19 185
	DGB	Claudia Menne, <a href="mailto:Claudia.menne@dgb.de">Claudia.menne@dgb.de</a> and Ines Grabner-Drews, <a href="mailto:ines.grabner-drews@dgb.de">ines.grabner-drews@dgb.de</a> . Tel: +49 30 24060 766
Hungary	MGYOSZ (Confederation of Hungarian Employers and Industrialists)	Mrs Terezia Borosné Barta Email: <a href="mailto:terezia.boros@gmail.com">terezia.boros@gmail.com</a> Tel: +3614742041
	MSZOSZ (National Confederation of Hungarian Trade Unions)	Ms Marianne Rózsáné dr. Lupkovics Tel: +36 1 428 80 18 / 428 80 19 Email: <a href="mailto:lupkovics@kasz.t-online.hu">lupkovics@kasz.t-online.hu</a> <a href="mailto:lupkovics.mariann@chello.hu">lupkovics.mariann@chello.hu</a>
Iceland	SA – Confederation of Icelandic Employers	Hrafnhildur Stefánsdóttir Tel: +354 591 0020 Email: <a href="mailto:hrafnhildur@sa.is">hrafnhildur@sa.is</a>
	ASI – Icelandic Confederation of Labour	Maríanna Traustadóttir Tel: +354 5355600 E-mail: <a href="mailto:marianna@asi.is">marianna@asi.is</a>
Ireland	IBEC (Irish Business and Employers Confederation)	Ms Heidi Lougheed Permanent Delegate and Head of IBEC Europe Tel: +32 2/512 33 33 E-mail: <a href="mailto:Heidi.lougheed@ibec.ie">Heidi.lougheed@ibec.ie</a>
	ICTU (Irish Congress of Trade Unions)	Mr David Joyce Policy Officer - Equality Email: <a href="mailto:david.joyce@ictu.ie">david.joyce@ictu.ie</a>

		Tel: +353 1 889 7777
Italy	CONFINDUSTRIA (Confederation of Italian Industries)	Mr. Giorgio Usai Director, Industrial Relations and Social Affairs Tel: 39.06.59.03447 E-mail: <a href="mailto:g.usai@confindustria.it">g.usai@confindustria.it</a>
	CEEP-It	Ms Maria Vittoria Marongiu Tel: +39 06 32 48 33 24 Email: <a href="mailto:marongiu@aranagenzia.it">marongiu@aranagenzia.it</a>
	CNA	Ms Daniela Piccione Email: <a href="mailto:europa@cna.it">europa@cna.it</a> <a href="mailto:impr.donna@cna.it">impr.donna@cna.it</a> Tel.: 0039 06 441 88 270 Fax: 0039 06 442 49 515
	CGIL(Confederazione Generale Italiana del Lavoro)	Ms Aitanga Giraldi Email: <a href="mailto:a.giraldi@sede.cgil.it">a.giraldi@sede.cgil.it</a>
	CISL	Ms Liliana Ocmin <a href="mailto:donne.immigrati.giovani@cisl.it">donne.immigrati.giovani@cisl.it</a> Tel: +39 06-8473458-322
	UIL	Ms Nirvana Nisi <a href="mailto:polcittadinanza@uil.it">polcittadinanza@uil.it</a> <a href="tel:+39064753279">+39 06 4753279</a>
Latvia	LBAS (Union of Independent Trade Unions of Latvia)	Ms Ariadna Abeltina Email: <a href="mailto:international@lbas.lv">international@lbas.lv</a> <a href="tel:+3717035911">+371 7035911</a>
	LDDK (Latvijas Darba Deveju Konfederacija)	Ms Inese Stepina Tel: +3717225162 E-mail: <a href="mailto:inese@lddk.lv">inese@lddk.lv</a>
Lithuania	LVDK (Lithuanian Business Employers Confederation)	Danas Arlauskas Tel:+370.5.249 8345 Email: <a href="mailto:info@lvdk.w3.lt">info@lvdk.w3.lt</a>
	LPSK/LTUC (Lithuanian Trade Union Confederation)	Ms Irena Petraitiene Email: <a href="mailto:women@lpsk.lt">women@lpsk.lt</a> Tel: +370 5 2496931
Luxemburg	FEDIL (Federation of Luxemburg's Industrialists)	Mr Marc Kieffer Conseiller juridique Tel: 352.4353661 E-mail : <a href="mailto:marc.kieffer@fedil.lu">marc.kieffer@fedil.lu</a>
	FDA (Fédération des Artisans)	Mr François Engels Tel:+352 42 45 11-1 Email: <a href="mailto:f.engels@fda.lu">f.engels@fda.lu</a>
	LCGB & CGT-L	Ms Sandy Fournelle Secrétariat européen commun de la CGT-L (OGBL/FNCTTFEL) et du LCGB <a href="mailto:sandy.fournelle@secec.lu">sandy.fournelle@secec.lu</a> Tel: (+352) 29 68 94 24

The Netherlands	VNO-NCW (Confederation of employers and industries)	Ms Loes van Embden Andres VNO-NCW <a href="mailto:embdenandres@vno-ncw.nl">embdenandres@vno-ncw.nl</a> Tel: +31703490349
	MKB (Royal Dutch Association of SMEs)	Ms M. Feenstra m.feenstra@mkb.nl Tel: +31.152.19.12.12
	FNV (Federatie Nederlandse Vakbeweging)	Ms Muriel Dalgliesh Email: <a href="mailto:Muriel.dalgliesh@vc.fnv.nl">Muriel.dalgliesh@vc.fnv.nl</a> Tel: +31 20 5816300
Norway	NHO (Confederation of Norwegian Business and Industry)	Ms Trine Radmann Director Tel: +32 2 285 0561 Email: trine.radmann@nho.no
	CEEP Norway	Brit Olsson Kommunenenes Sentralforbund (NALRA) Tel: +47 24 13 26 00 Email: <a href="mailto:brit.olsson@ks.no">brit.olsson@ks.no</a>
	LO (Landsorganisasjonen I Norge)	Ms Karin Enodd Email: <a href="mailto:karin.enodd@lo.no">karin.enodd@lo.no</a> Tel : +4723061746 (work); +4741583268
	YS (Confederation of Vocational Trade Unions)	Hege Hero Email: <a href="mailto:Hege.hero@ys.no">Hege.hero@ys.no</a> Tel: +47 21 01 37 15
	UNIO	Ms Liz Helegesen Email: <a href="mailto:liz.Helgesen@unio.no">liz.Helgesen@unio.no</a> Tel: +4722708850/861
Poland	PKPP Lewiatan (Polish Confederation of Private Employers Lewiatan)	Mr Piotr Sarnecki Email: <a href="mailto:psarnecki@pkpplewiatan.pl">psarnecki@pkpplewiatan.pl</a> Tel: +48 22 565 20 94 Fax: + 48 22 565 20 80
	CEEP Polish Section	Mr Miroslaw Motyka Tel: +48 32 614 12 00 Email: <a href="mailto:mmotyka@ipssa.pl">mmotyka@ipssa.pl</a>
	ZRP (Polish Craft Association)	Ms Izabela Opechowska Email: <a href="mailto:samorzad1@zrp.pl">samorzad1@zrp.pl</a>  Ms Edyta Doboszynska Email: <a href="mailto:nza@zrp.pl">nza@zrp.pl</a> Tel: +4822 5044200
	NSZZ 'Solidarnosc'	Ms Danuta Wojdat Email: <a href="mailto:wojdat@solidarnosc.org.pl">wojdat@solidarnosc.org.pl</a>

		Tel: +48 58 308 43 14
Portugal	CIP (Confederation of Portugese Industry)	Mr Luís Henrique Tel.: 00351 21 316 47 00 E-mail: <a href="mailto:dajsl@cip.org.pt">dajsl@cip.org.pt</a>
	CEEP Portuguese Section - APOCEEP	Mr José Prostes da Fonseca Tel: +351 21 780 79 83 Email: <a href="mailto:ceep@cgd.pt">ceep@cgd.pt</a>
	CGTP-IN (Confederação Geral dos Trabalhadores Portugueses – Intersindical Nacional)	Ms Graciete Cruz Executive Committee and Secretariat Email: <a href="mailto:graciete.cruz@cgtp.pt">graciete.cruz@cgtp.pt</a> Tel: +351 213236659
	UGT-P (General Workers' Union Portugal)	Ms Paula Estevez Email: <a href="mailto:Paula.esteves@ugt.pt">Paula.esteves@ugt.pt</a> Tel: +351 21 3931200
Slovenia	ZDS (Employers' Association of Slovenia)	Maja Soba Tovsak Email: <a href="mailto:maja.soba@zds.si">maja.soba@zds.si</a> Tel: + 386 1 563 4880
	OZS (Chamber of Crafts Slovenia)	Ms Janja Meglic <a href="tel:+386.1.58.30.501">Tel:+386.1.58.30.501</a> Email: <a href="mailto:janja.meglic@ozs.si">janja.meglic@ozs.si</a>
	ZSSS (Association of Free Trade Unions of Slovenia)	Ms Lučka Böhm, Executive Secretary ZSSS Association of Free Trade Unions of Slovenia (ZSSS) Dalmatinova 4, SI-1000 Ljubljana, Slovenia Tel: +386 1 43 41 245 Fax: +386 1 23 17 298 E-mail: <a href="mailto:lucka.bohm@sindikato-zsss.si">lucka.bohm@sindikato-zsss.si</a>
Spain	CEOE (Confederation of Spanish employers)	Ms Gabriela Uriarte Tel: +34 91 5663406 Email: <a href="mailto:gabrielauriarte@ceoe.es">gabrielauriarte@ceoe.es</a>
	CEEP Spain	Mr Rafael Garcia Melgar NAVANTIA S.A. (SEPI) Tel: +34 91 335 84 04 Email: <a href="mailto:rgarciam@navantia.es">rgarciam@navantia.es</a>
	UGT (Unión General de Trabajadores)	Ms Elisa García Rodríguez, Carmen García Cruz c/ Hortaleza 88, 28004 Madrid, Spain Email: <a href="mailto:egarcia@cec.ugt.org">egarcia@cec.ugt.org</a> <a href="mailto:cgarcia@cec.ugt.org">cgarcia@cec.ugt.org</a> <a href="mailto:gopazo@cec.ugt.org">gopazo@cec.ugt.org</a> Tel: +34 91 5897815 Fax: +34 91 5897721
	CC.OO.(Confederación sindical de comisiones obreras)	Ms Carmen Bravo: <a href="mailto:Carmen.bravo@ccoo.es">Carmen.bravo@ccoo.es</a> Ms Raquel Gomez: <a href="mailto:raquelgomez@ccoo.es">raquelgomez@ccoo.es</a> Tel: +34 91 7028096

	ELA (Basque Workers' Union)	Ms Itziar Gabikagogeaskoa ELA Sindikatua Email: <a href="mailto:igabikagogeaskoa@elasind.org">igabikagogeaskoa@elasind.org</a> <a href="mailto:emakume@elasind.org">emakume@elasind.org</a> Tel: +34 94 403 77 73
Sweden	Swedish Enterprise (Confederation of Swedish Enterprise)	Ms Eva Kovar Tel: +46 855343145 Email: <a href="mailto:eva.kovar@svensktnaringsliv.se">eva.kovar@svensktnaringsliv.se</a>
	Swedish members of CEEP (The National Section of CEEP in Sweden)	Ms Jeanette Grenfors Tel: +46 8 452 74 52 e-mail: <a href="mailto:jeanette.grenfors@skl.se">jeanette.grenfors@skl.se</a>  Ms Anna Ulveson, e-mail: <a href="mailto:anna.ulveson@skl.se">anna.ulveson@skl.se</a>
	LO (Swedish Trade Union Confederation)	Ms Berith Göthberg Email: <a href="mailto:Berith.gothberg@lo.se">Berith.gothberg@lo.se</a>
	TCO (Swedish Confederation of Professional Employees)	Ms Ulrika Hagström Email: <a href="mailto:ulrika.hagstrom@tco.se">ulrika.hagstrom@tco.se</a> Tel: +46 87829131
	SACO (Swedish Confederation of Professional Associations)	Ms Charlotta Krafft Email: <a href="mailto:Charlotta.krafft@saco.se">Charlotta.krafft@saco.se</a>
Turkey	TISK	Ms Hilal Derici Tel: + 90 312 439 77 17 ext 136 Email: <a href="mailto:hderici@tisk.org.tr">hderici@tisk.org.tr</a>
United Kingdom	CBI (Confederation of British Industry)	Nicola Walker Policy Advisor Tel: +44 (0)20 7395 8161 E-mail: <a href="mailto:Nicola.Walker@cbi.org.uk">Nicola.Walker@cbi.org.uk</a>
	TUC (Trades Union Congress)	Ms Narmada Thiranagama Email: <a href="mailto:nthiranagama@tuc.org.uk">nthiranagama@tuc.org.uk</a> Tel: +44 207 4671260
	CEEP UK	Ms Tina Weber CEEP UK Policy Officer Tel +44 1254 246 413 Email: <a href="mailto:tweber@nereo.gov.uk">tweber@nereo.gov.uk</a>
European level	BUSINESSEUROPE	Mr Matthew Higham Av de Cortenbergh, 168 B – 1000 Brussels Tel: +32 2 237 65 92 Email: <a href="mailto:m.higham@businessseurope.eu">m.higham@businessseurope.eu</a>
	UEAPME (European Association of Craft, Small	Ms Helen Hoffmann E-mail: <a href="mailto:h.hoffmann@ueapme.com">h.hoffmann@ueapme.com</a>

	and Medium-Sized Enterprises)	Tel: +32 (0)2 285 07 21
	CEEP (European Centre of Enterprises with Public Participation and of Enterprises of General Economic Interest)	Ms Valeria Ronzitti Tel.: + 32 (0) 2 229 21 42 E-mail : <a href="mailto:valeria.ronzitti@ceep.eu">valeria.ronzitti@ceep.eu</a>
	ETUC (European Trade Union Confederation)	Ms Catelene Passchier Tel.: +32 2 224 04 07 Email: <a href="mailto:cpasschier@etuc.org">cpasschier@etuc.org</a>
	CEC (confédération européenne des Cadres)	Ms Aude Guillemin Email: <a href="mailto:guillemin@cec-managers.org">guillemin@cec-managers.org</a>
	EUROCADRES	Ms Slavica Uzelac <a href="mailto:slavica.uzelac@eurocadres.org">slavica.uzelac@eurocadres.org</a> Tel: +32 2 22 40 731
	EFFAT (European Federation of Food, Agriculture and Tourism Trade Unions)	Kerstin HOWALD Tel: ++32 2 209 62 64 (direct) <a href="mailto:k.howald@effat.org">k.howald@effat.org</a>
	EMF (European Metalworkers' Federation)	Caroline Jacobsson Tel: +32.2.227.10.54 <a href="mailto:cjacobsson@emf-fem.org">cjacobsson@emf-fem.org</a>



## Annex II



22/03/2005

### FRAMEWORK OF ACTIONS ON GENDER EQUALITY

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

- The European social partners, UNICE/UEAPME, CEEP and ETUC<sup>11</sup> are committed to enhancing gender equality on the labour market and in the workplace. In this context, they have a key role to play. They have adopted the present framework of actions to contribute to the implementation of the Lisbon strategy for economic growth, more and better jobs and social cohesion as well as of the EU legislative framework on equal treatment between women and men.
- 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.
- 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.
- 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.
- 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

<sup>11</sup>

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

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**

- 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.
- 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).
- 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.
- Economic growth and general progress in society have made these developments possible. However, significant gender gaps remain and the economic slowdown experienced since 2001 reveals that women continue to be more vulnerable than men to unemployment and economic inactivity, especially when they have a low level of education. Among the evidence of remaining obstacles to gender equality, the EC report on equality between women and men 2004 highlights the following elements<sup>12</sup>:
    - persistent difficulties to reconcile family responsibilities with full time employment illustrated by
      - α. 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;
      - β. evidence that women continue to do the majority of work in the home or family, tend to have interrupted patterns of employment, with all potential negative effects for career, wages and pensions, and are over-represented in part-time jobs;
    - statistics on education, which show that despite the fact that women no longer lag behind in level of education
      - traditional patterns remain in high education with only 39% of all PhDs awarded to women (compared with 61% to men), and
      - 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.

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<sup>12</sup>

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

- 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.
- 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**

- 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.
- 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**

- 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.
- 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.
- 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.

- 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.
- 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

- The number of women in decision-making positions in all spheres of society is growing, notably as a result of increased participation of women in the labour market and their success in higher education. However, only 30 % of managers are women, only 10 % of members of boards of directors are women, and only 3 % of CEO's or equivalent positions are taken by women<sup>13</sup>. Social partners have a clear responsibility to ensure that the overall working environment supports a more balanced participation of women and men in decision-making.

<sup>13</sup>

EC database on women in decision making:  
[http://europa.eu.int/comm/employment\\_social/women\\_men\\_stats](http://europa.eu.int/comm/employment_social/women_men_stats)

- 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.
- 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.

- **SUPPORTING WORK-LIFE BALANCE**

- 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.
- 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.
- 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.
- 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.

- **TACKLING THE GENDER PAY GAP**

- 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.
- 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.
- 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.

- 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:
    - 1) 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**

- 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.

- 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".
- The European Social Dialogue Committee will be entrusted with the preparation of the overall European report.
- 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.
- When preparing the next EU social dialogue work programme, the social partners will take account of this framework of actions.

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