

Task O2-A4

1. Handbook for women in stone sector



WinSTONE

OPENING GATES FOR WOMEN IN THE STONE SECTOR



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Introduction

Gender equality criteria are included in this transversal manual for regular training for jobs in the stone sector. The approach is focused on "learning by doing", where no one will be excluded by gender criteria for this type of training, promoting the diversity of women and men in courses related to stone products. An immersive training experience in which participants learn, on a small scale, trades related to stone, with criteria of resource efficiency and energy and low environmental impact, so that they can carry out as many activities as possible.

The objective is to encourage the overcoming of cultural barriers and increase women's interest in the sector, promoting labour insertion through their participation in manuals that promote courses on "green" themes as an important niche of employment in the stone sector and integrating the gender perspective.

This handbook "*Handbook for women in stone sector*" is the first in a series of three handbooks which constitute the fourth task of Intellectual Output 2 "*O2-A4. 3 Handbooks for opening gates of women in stone sector*" of the WinSTONE project.

UNIT 1. Equal opportunities for women and men

1.1. Fundamentals and basic concepts of equality

Gender equality is the philosophy that women and men, have equal conditions, treatment and opportunities for achieving their full potential, human rights and dignity, and for contributing to (and benefitting from) economic, social, cultural and political progress. Gender equality is, therefore, the fair valuing by society of the similarities and the differences of men and women, and the roles they fill.

Gender equality means that the desires, needs, and preferences of both men and women, are taken into account, respecting the uniqueness of different communities, and that all human beings are free to cultivate their personal abilities and make decisions without being constrained by gender stereotypes and biases. Gender equality is a human rights issue that is seen as a prerequisite for and predictor of long-term, people-centered growth.

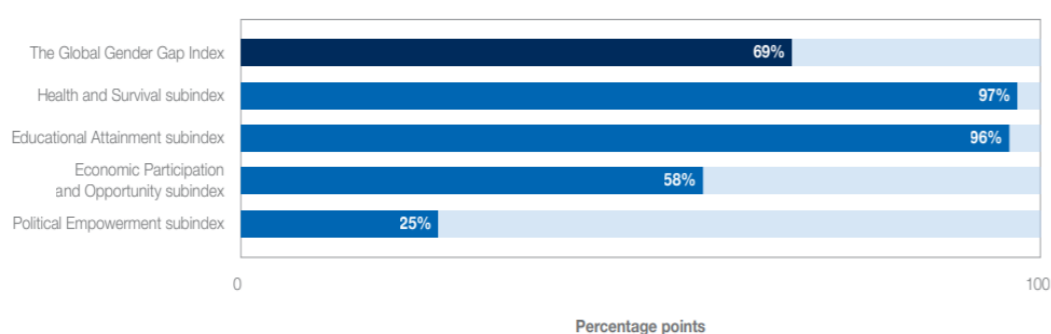
Despite some success in rising women's labor force participation and narrowing wage disparities over the last several decades, gender equality in the workplace remains elusive, women continue to be grossly underrepresented in boardrooms across the world. Women continue to make up the majority of the world's working poor, earn less money, and are more likely to be affected by long-term unemployment than men, especially in developing countries. This is attributed to women's socioeconomic disparities because of gender-based discrimination, as well as their dual positions as workers and caregivers in society. In many communities, women have less access to productive capital, schooling, skill growth, and job opportunities than men. This is largely due to long-standing social expectations that assign gender roles and are frequently reluctant to alter.

According to the **Global Gender Gap Index** that was first introduced by the World Economic Forum in 2006 as a tool for measuring the size of gender differences and monitoring their evolution over time, the year of 2020 was significant for respectively closing the gaps in Educational Attainment and Health and Survival as shown in Figure 1 below. The overall gender gap performance is a synthesis of

performances across the four dimensions composing the index—the Economic Participation, Educational Attainment, Health and Survival and Political Empowerment subindexes. By contrast, differences between women and men remain significantly larger on Political Empowerment, and on Economic Participation and Opportunity.

The data in the Global Gender Gap Report series will ideally serve as a foundation for countries to continue benchmarking their progress toward gender equality, to help support the case for closing gender gaps, and to promote further research on successful policies and practices for fostering change.

Percentage of the gender gap closed to date, 2020



Sources

World Economic Forum, Global Gender Gap Index, 2020.

Notes

Population-weighted averages, including the 153 economies featured in the Global Gender Gap Index 2020.

Figure 1. The state of the gender gaps.

Therefore, closing the gender gap especially in terms of workforce will benefit women, and may also bolster business performance, strengthening the global economy.

In comparison to men, only 55 percent of adult women are working, compared to 78 percent of men. For the same job, women earn just 60% of what men do, with half as much non-wage income. In an age of stakeholder capitalism and new generational values, business leadership on closing gender disparities in jobs and value chains is crucial – and anticipated. This is critical not only for the construction of new businesses, but also for the maintenance of existing businesses.

1.2. Policies for equal opportunities between women and men in the international, and European level

Gender equality is an essential component of the EU's rule of law, as well as a founding principle and one of the EU's goals. Indeed, European institutions such as the Commission, the Council of Ministers, and the Parliament have worked together with member states and other international organizations to promote gender equality.

- Gender equality in EU external action 2021-2025 (GAP III)

The Gender Action Plan III gives the EU a policy agenda with five action pillars for fulfilling international obligations and creating a society where everybody has a chance to succeed. It prioritizes gender equality in all external policies and activities, and it provides a roadmap for collaborating with stakeholders at the national, regional, and multilateral levels.

- United Nations 2030 Agenda (SDG 5)

The Agenda 2030 envisages “a world of universal respect for human rights and human dignity, the rule of law, justice, equality and non-discrimination” through 17 Sustainable Development Goals that are vital for a recovery that leads to greener, more inclusive economies, and stronger, more resilient societies. SDG 5 is dedicated to gender equality and empowerment of women and girls to expand economic growth, promote social development and enhance business performance.

- EU Gender Equality Strategy 2020-2025

The Gender Equality Strategy sets out key actions for the next 5 years and commits to ensuring that the Commission will also include an equality perspective in all EU policy areas. The targeted measures presented in the Strategy will address some of the biggest challenges to achieve true gender equality: combating gender-based violence and challenging gender stereotypes; boosting women's economic empowerment and ensuring equal opportunities in the labour market, including equal pay; and giving both women and men the opportunity to lead and participate in all sectors of the economy and in political life. GAP III will be launched in 2020, and will be closely linked to this Strategy and the two strategic frameworks will thus be mutually reinforcing each other.

- EU Action Plan 2017-2019 Tackling the gender pay gap

Rather than focusing on a single element or cause, the Action Plan comprises a comprehensive and coherent collection of measures to address the gender pay gap from all sides. These actions will complement one another. Eight major action strands have been identified:

1. Improving the application of the equal pay principle
2. Combating segregation in occupations and sectors
3. Breaking the glass ceiling: initiatives to combat vertical segregation
4. Tackling the care penalty
5. Better valorising women's skills, efforts and responsibilities
6. Fighting the fog: uncovering inequalities and stereotypes
7. Alerting and informing about the gender pay gap
8. Enhancing partnerships to tackle the gender pay gap

1.3. Equal entrepreneurial culture

Definition:

An entrepreneurial culture is one in which people are encouraged to experiment, develop, and take risks. An entrepreneurial culture at a company means that employees are encouraged to come up with new ideas or products. Intrapreneurship is defined as devoting work time to these activities.

Gender equality is an important priority for UNESCO's work on heritage, creativity and cultural diversity. The equal participation, access and contribution to cultural life of women and men are

human rights as well as cultural rights, and an important dimension for guaranteeing freedom of expression for all.

Research from the British Chamber of Commerce finds that women are better at identifying gaps in the market, developing innovative products, and applying technology in their businesses.

True gender equality is a nebulous idea, but many firms have begun to advocate for a level playing field for men and women. Unfortunately, many businesses pursue gender equality growth in the wrong way or are just unclear of how to proceed.

The use of company culture is one of the most important ways to promote gender equality in the workplace. Company culture is the foundation of conduct at all levels of the organization, and it is more essential than many business leaders realize in terms of changing workplace attitudes.

Feedback received by members of Forbes Coaches Council describe how organizations may foster this shift in mindset in their employee culture, as well as why it is vital.

1. Create the right conditions that will lead to success

Make gender diversity and inclusion a company initiative that is prioritized (top-down leadership clearly promotes gender equality), operationalized (recruit and hire for gender diversity), modeled (leaders, culture, and systems support gender diversity), measured (metrics are collected to track progress), and rewarded if you want true gender equality (equality is tied to company metrics).

2. Make it a necessity for every business

Gender equality should be regarded as a commercial requirement that boosts profits, rather than a campaign. Leading firms ensure that there is more than one employee resource group and talent program to meet the different intersections of diversity and ensure that no one is left behind. Companies are still looking for methods to get the most out of their employees. Gender equality is profitable.

3. Hire for Culture

If you want to create a company culture that celebrates and welcomes true gender equality, you'll need to hire people who share these beliefs. Unfortunately, there is no simple third-party evaluation tool to use, so the hiring manager must rely on good old-fashioned interviewing skills to conduct a verbal chat with the prospective employee to see if they are a suitable fit.

4. Establish Inclusive Culture Expectations

Employee engagement, organizational growth, and success are all aided by inclusion. In order to foster gender equality, inclusive cultures reflect company values, set clear expectations for inclusive behaviors, integrate essential competences in performance measurements, and use coaching and productive communication approaches to enable ongoing learning and norming employee behavior.

5. Encourage Development at all levels

True gender equality is achieved via the development of all employees, regardless of their gender. In all roles, it is critical to develop both men and women equally. Training and development for each employee, regardless of gender, should be tailored to what they need to succeed. The advantage is that employees, regardless of gender, feel like they are a part of the company and play an important role.

6. Lead by example

Deeply ingrained company practices that result in gender inequity are perpetuated unwittingly and in plain sight! To begin to develop a culture of gender equality, a leader might actively question the status quo. This starts with being self-aware of their skills and weaknesses. Each of us has blind spots. Others are given permission to look inward when a leader shares how they are managing theirs.

7. Pay attention to the language you use

Sometimes we tend to use language that leans more towards one gender than another. Using a common language is an excellent way to engage with the team and fight discrimination.

8. Review the salary of your employees

To demonstrate to employees and the public that a firm is committed to promoting gender equality, they may begin by doing a comprehensive wage review of all employees to guarantee that men and women in equivalent roles performing at equivalent levels are paid equally. Men are more likely to obtain greater salaries than women because they generally negotiate more.

9. Evaluate Paternity And Maternity Leaves

Increasing the number of women working in a company is not enough. Business owners need to redefine corporate governance to create frameworks supporting women. Employee leave rules are important since they frequently are not fair to new mothers. In this way, bias against parental leave can be eliminated, and genuine inclusion can begin.

10. Engage women in Leadership Roles

Promote an equal number of women as men to achieve gender equality. A large number of women work as supervisors or managers, according to statistics. However, when it comes to higher-level jobs in businesses, women are underrepresented.

1.4. Labour market and situations of social vulnerability of women

The entrepreneurial culture analyzed in the previous section and the lack of it in many cases is linked to the reason why women face situations of social vulnerability in labour market.

The OECD, the European Commission, and the World Bank collaborated on the “Faces of Joblessness” project, which shifted attention to the intersectionality of characteristics linked to vulnerability, as well as the central role that people's position in (or out of) the labor market may play in this, by developing a methodology to identify groups of individuals with different sets of characteristics, who experience a variety of employment difficulties and have a poor or non-existent labor market attachment.

Vulnerability is thus defined primarily in relation to a variety of pre-established job barriers, rather than solely on the basis of fixed and exogenously acquired traits (e.g., female, elderly, migrant).¹⁸

Women's labor market vulnerability has been identified as having various dimensions. Females are disproportionately burdened by domestic, parenting, and care responsibilities, which severely limit their degree and intensity of labor market commitment, as well as their job search intensity and accessibility.¹⁹ Females are also put in a more vulnerable position as a result of maternity leave, as it reduces their employment opportunities and wage profiles, as well as restricting their career paths.²⁰ Females are also known to be more sensitive to business cycle variations, serving as a kind of employment “reserve army” during recessions and negative household income shocks.

¹⁹ Matas et al, 2010

²⁰ Arntz et al, 2017

1.5. Policies and strategies for structural change

Promoting gender equality is a core activity for the EU: equality between women and men is a fundamental EU value. Many of the ongoing policies and strategies were mentioned in previous sections of this handbook. However, attention should be given to efforts implemented so far and a brief analysis of their results. The “Strategic engagement for gender equality 2016-2019” is based on a continuous strategy that has concluded, among other things, that it has added value in a number of areas, particularly in agenda-setting and learning, by providing a valuable framework for gender mainstreaming in the Commission and the implementation of a coherent framework for gender-equality policies in Member States.

The main objectives of this strategy:

- Increasing female labor market participation and equal economic independence for men and women.
- reducing gender pay, earnings, and pension gaps and thus combating poverty among women.
- promoting gender equality in decision-making.
- combating gender-based violence and protecting and supporting victims.
- and promoting gender equality and women's rights throughout the world.

The key actions to reach these objectives:

- Continuation of efforts to increase women's labor market participation and to balance work and family life, as well as a new and comprehensive project to address the issues of work-life balance encountered by working parents and carers.
- Ensure stronger enforcement and, where necessary, adapt legislation in the areas of leave and flexible working arrangements, in conjunction with social partners, to offer a better work-life balance for parents and persons with care obligations.
- Establishing a broad policy framework to enhance parents' engagement in the labor market and more equitable use of leave and flexible work arrangements, including benchmarking, targeted use of EU financial resources to assist Member States, and public awareness-raising.
- Supporting Member States in their efforts to increase female labor-market participation, including close monitoring of national reform measures under the European Semester in accordance with employment guidelines and, where necessary, issuing country-specific recommendations and further supporting companies in their efforts to increase female labor-market participation by facilitating Diversity.

UNIT 2. Equality in the workplace. Analysis of the labour market in the stone sector from a gender perspective

2.1. Definition and scope

The balanced participation of women and men in family and working life must be one of the basic pillars for the formation of an advanced and more egalitarian society.

Promoting the incorporation of women into decent employment, fostering the female entrepreneurial spirit and encouraging their promotion in traditionally male-dominated work environments, such as the stone sector, is essential to achieve an egalitarian society at all levels.

To this end, it is essential to support companies in the elimination of all obstacles that may prevent or hinder women's access to the labour market on equal terms with men, as well as to combat indirect discrimination that is not necessarily due to intentional discriminatory attitudes but stems from social habits and traditional conceptions rooted in our society. As well as the promotion of measures aimed at reforming structures that currently hinder the incorporation, permanence, and promotion of women in the labour market in the stone sector, in search of the closest possible cooperation between all the agents involved in the defence and guarantee of equal opportunities: Public Administrations, social agents and society in general. Considering that effective equality will only come with the effort and collaboration of all social agents.

To promote the inclusion of women in the stone sector, it is essential to develop positive action plans aimed at establishing equal opportunities, contrasting, or correcting those discriminations that are the result of practices or social systems to achieve an improvement in the living conditions of the workers, as well as an optimisation of the resources of the companies, which will have more efficient, committed and satisfied workforces. To this end, concrete actions are needed to make equality effective to guarantee equal treatment and equal opportunities in the workplace.

A company's greatest potential is its people, and the participation of women and men in an environment where everyone has the same conditions leads to greater productivity at work. Working conditions that promote equality not only benefit the company's performance, but also contribute to a more democratic, fairer and more caring society. The relevance of the use of tools such as Equality Plans also explains why it is envisaged to encourage their voluntary implementation in small and medium-sized enterprises.

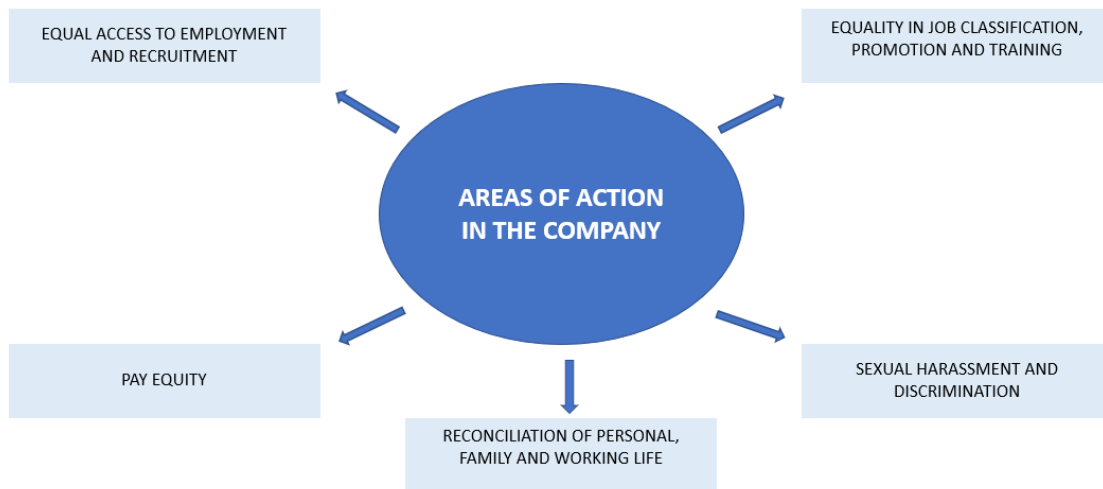
While it is true that there are already pioneering companies that have adopted measures favouring equal opportunities in the workplace and that progress has been significant, it is also true that there is still a lot of work to be done in those companies that, perhaps due to lack of knowledge, have not yet embarked on this task.

In view of the need to take concrete measures aimed at achieving real equality in all areas of life, especially in the field of business and employment, the following objectives have been set:

- Promote the implementation of Equality Plans in companies.
- Facilitate companies in the elaboration and development of such plans and actions that promote equality and the promotion of women in the company.
- To offer tools for the implementation of plans and action decalogues that promote effective equality.
- To offer practical, useful and effective material to carry out the diagnosis and evaluate the intervention measures.

In accordance with the current perspective and taking into consideration the current regulations on equality, the areas of action for intervention to achieve effective equal opportunities between women and men in the business world are described below:

- 1) Equality in access to employment and recruitment.
- 2) Equality in professional classification, promotion and training.
- 3) Equal pay.
- 4) Measures for the organisation of working time/conciliation of personal, family and working life.
- 5) Sexual harassment and discrimination.



2.2. Basic concepts around labour culture and effective equality of women and men

In this context, and in order to promote the inclusion of women in the stone sector through the use of tools and plans that make an effective action strategy available to all the agents involved, it is necessary to define certain lines of action for the approach of an egalitarian working culture.

To this end, a series of mechanisms are defined below to diagnose and implement the necessary measures in terms of promoting and achieving egalitarian working environments.

DIAGNOSIS OF THE COMPANY'S SITUATION IN RELATION TO EQUALITY BETWEEN WOMEN AND MEN

What is it and how is the diagnosis made?

The diagnosis is a study on the situation of equality between women and men in the company that provides the necessary information to be able to make the plan and establish the measures that an action plan should include.

To this end, a detailed analysis is carried out of the distribution of male and female workers in the company, both by department, if any, and according to the categories and positions of responsibility and working conditions that women and men have.

The aim is to analyse whether there are imbalances or differences between women and men and to find out why they occur, investigating whether both sexes participate equally in access to the company, such as in promotions, salaries, etc., whether the criteria for carrying out these practices have been objective and non-discriminatory and what difficulties and/or obstacles women workers encounter that may explain these differences.

Who carries out the diagnosis?

The company is responsible for carrying out the diagnosis. However, it is advisable that workers' representatives help in the collection and analysis of the information, as they are aware of the

demands and needs of the workforce, as well as in the discussion and approval of the report on the results, as the equality plan will be negotiated with them.

It is important that someone specialised in gender and equal opportunities participates in the elaboration of the diagnosis in order to ensure an adequate analysis of the information provided from an equality perspective.

What are the most common issues on which the diagnosis is made?

The basic questions to be analysed in the diagnosis are:

- How women and men are distributed in the company, identifying, if necessary, where the differences are and what they may be due to.
- How women and men participate in selection and recruitment, training or promotions and how salaries are distributed by sex and professional categories or levels.
- What are the criteria that the company applies when hiring, training or promoting, and assigning salary supplements or professional categories to individuals.
- What measures the company has in place to facilitate the reconciliation of family, work and personal life and whether women and men make equal use of them, including reduced working hours or voluntary leave for the care of children or other dependents.
- How situations of sexual harassment and gender-based harassment are dealt with, as well as aspects relating to women's health in the workplace.

To complete the diagnosis, it is also interesting to know the opinion of the staff on equality in the company, as well as the needs and suggestions that will serve as a reference for the negotiation of the equality plan.

Is it in the diagnosis that situations of discrimination that might have gone unnoticed are uncovered?

Yes. The analysis carried out on recruitment, training, promotion and wage policy can uncover situations of indirect discrimination, i.e., the development of practices whose results end up placing one sex at a disadvantage over the other.

The purpose of the diagnosis is to investigate the causes of these disadvantageous situations that are producing imbalances in the presence and participation of women in the company.

What are the most frequent situations of discrimination?

Discriminatory situations depend on the sector, the activity and the size of the company.

The concentration of women in certain jobs, which are usually low-skilled; the scarce presence of women in positions of responsibility and management, as well as in higher skilled positions; the greater

hiring of men or their access to longer-term and/or more qualified training; or the wage differences between women and men in similar professional categories may suggest some kind of discrimination based on sex and/or the lack of guarantee by the company of equal treatment and opportunities for women and men when such management practices are carried out, which end up leading to discriminatory situations.

Is it mandatory to establish measures to reconcile work, family and personal life?

All companies are obliged to recognise the rights of their workers to reconcile personal, family and working life, without giving priority to either sex, i.e., by recognising the balanced assumption of family responsibilities by women and men.

Likewise, the assumption of family responsibilities must not have any consequences for workers in terms of recruitment and hiring practices, training and promotion, or in terms of their permanence, salary levels or any other employment conditions.

What are the most commonly used reconciliation measures?

There is a wide range of measures that promote the reconciliation of family, work and personal life. The most commonly used are of two types:

- a) Those that facilitate work flexibility, both in terms of working hours and presence at work. For example: flexible start and finish times, flexible weekly working hours, intensive working hours in summer to coincide with school holidays, telecommuting or teleworking.
- b) Those that extend and improve regulations, mainly paid and unpaid leave. For example: extension of paternity and maternity leave, breastfeeding leave, leave for the death or hospitalisation of a family member, leave of absence to care for dependents or the reservation of a job after a period of leave of absence.

Are there reconciliation measures that do not have an added cost for the company?

There is a wide range of measures that can be developed in a company at no extra cost. They are mainly related to the organisation of working time, as well as to information on the rights of workers to work-life balance and the measures available to them in the company.

The measures most commonly used by companies to facilitate work-life balance at no extra cost are:

- Flexibility of entry and exit. This is usually between half an hour and an hour at the beginning of the working day, which is made up at the end of the working day.

- Flexibility in breaks and/or breakfast or lunch breaks. This can be half an hour to an hour or the possibility of not taking a break and leaving earlier.
- Flexible distribution of weekly hours. The working day can be distributed over four or four and a half days or by eliminating two afternoons, accumulating more working hours in fewer days.
- Remote working, with a minimum number of hours or days per week or month spent at the company, the rest being worked from home or elsewhere.
- Free choice of shifts and the possibility of swapping shifts with other members of staff.
- Intensive shifts during the summer months coinciding with the school holiday period.
- Adaptation of timetables to the schedules that mark the daily rhythm of people: transport, schools, shops, etc.
- Extending workers' holiday entitlement by waiving their salary for the additional period.
- Time off bank that allows the exchange of wages for time off.

What kind of measures can be included in human resources management?

There are different types of measures, e.g.:

- Training in equal opportunities between women and men for management and persons in charge of the development of the different human resources management practices.
- Systematisation of human resource management practices, with equality-based criteria, tools and procedures.
- Review of wage policy to ensure that there is no wage discrimination between women and men.
- Flexibility in the distribution of time and workspace to facilitate the reconciliation of personal and family life with employment.
- Support for people who need care services for their dependents.
- Establishment of mechanisms to ensure that the company does not tolerate sexual and gender-based harassment: dissemination of rules and codes of conduct, support for victims, etc.

What kind of measures promote a culture of equality in the company?

The culture of equality is acquired and promoted through various measures, for example:

- Disseminating information to employees about the measures and the equality plan, the reasons for their implementation, as well as their execution and the results that are being achieved.
- Communicate to all staff the importance of collaborating and participating in achieving equality in the company.

- Train all staff in equal opportunities between women and men.
- To create and use non-sexist advertising, language and image.

CORPORATE SOCIAL RESPONSIBILITY

What is corporate social responsibility?

It is the voluntary commitment of business to be involved in the well-being of the people who work in the company, in the environment and in the social context in which the company is established.

As it is voluntary, social responsibility comes after the observance of and compliance with legal norms.

What are the social responsibility actions related to equality?

Companies can voluntarily undertake these actions with the aim of promoting conditions of equality between women and men, both within the company and in its social environment; these are economic, commercial, labour, welfare or other measures aimed at promoting equality.

The company can carry out these actions with the workers or it can arrange them with the support of organisations related to the activity it wishes to carry out, for example, consumer organisations, private organisations, and public institutions promoting

equal treatment and opportunities between women and men, as well as women's associations and equality bodies. In any case, the management of the company must inform the workers' representatives of the actions it is going to implement or arrange.

The company can publicise in its advertising that it is a socially responsible company in terms of equality.

EQUALITY PLANS IN COMPANIES

What is an equality plan?

It is a set of measures that are put in place in a company to ensure that female and male workers participate equally in training, promotion and other company practices; as well as to balance the presence of women and men in the workforce as a whole and, especially, in jobs where there are few women.

What is an equality plan for?

To optimise human resources and to eliminate any kind of discrimination based on sex that may exist in the company. The aim is to guarantee equal treatment and equal opportunities for women and men. This means that it has to be drawn up with the following objectives in mind:

- To eliminate imbalances and inequalities that may exist in the company, with regard to the presence, professional category and participation of women and men.
- To ensure that in selection and recruitment, training, promotion, salary policy and other management practices, such as professional classification or performance evaluation, women and men are treated equally and are offered the same opportunities.
- Proper management of the talent of female employees, leaving aside prejudices and stereotypes.

How does it benefit the company to have an equality plan?

First of all, the company optimises human resources, so that work is allocated on the basis of the person's abilities, leaving aside prejudices.

Better utilisation of staff skills has a positive effect on staff motivation and satisfaction, on talent retention and on improving the working environment.

Secondly, the company can publicise both the plan and the equality measures adopted, which has an impact on a positive external image and thus on greater public recognition.

Therefore, the elimination of discrimination in all areas has an impact on increased productivity for the company.

What is in an equality plan?

A set of measures ordered in an action plan containing the following aspects:

- Objectives aimed at correcting previously diagnosed imbalances and/or inequalities.
- Actions or measures to achieve the objectives.
- Persons responsible in the company for the implementation of the measures and who have to account for the expected results.
- Timetable: timing and deadlines for implementing each of the measures.
- Budget: forecast, where appropriate, of the economic and material resources necessary for the development of the measures.
- Monitoring and evaluation of the plan: measurement indicators for each measure to ascertain the degree of compliance with the plan and the scope of the objectives, as well as the instruments and deadlines for collecting information.

What measures can an equality plan contain?

Equality plans should contain concrete measures, which can be carried out within a clearly defined period of time, and can be established in the following areas:

- Access to employment: equal opportunities in access to any type of work within the organisation.
- Working conditions: professional classification and equal pay, including salary supplements.
- Promotion: measures to ensure equality for the promotion and advancement of women within the company.
- Training: specific training for women, preferably within the working day, to enable them to occupy positions of responsibility, management positions, or to gain access to jobs in which they are under-represented. Training and awareness-raising actions for company staff on equal opportunities and equal treatment.
- Organisation of working time to favour, in terms of equality between women and men, the reconciliation of work, personal and family life: flexible working hours, teleworking, leave, exchange of work shifts, etc.
- Prevention of sexual harassment and gender-based harassment: action protocols to prevent sexual harassment and gender-based harassment, internal procedures for handling complaints or claims of harassment, and disclosure of the labour and criminal liabilities that harassers may incur.

The measures respond to the particular situation of each company in relation to equality between women and men, which is why it is so important to carry out a prior diagnosis of the company's situation. In any plan, it is necessary to establish which measures are a priority, i.e. those that are aimed at eradicating the most obvious discrimination or inequalities, as well as those that facilitate the development of other measures, without which they could not be developed.

2.3. Analysis of the socioeconomic and labour situation of women in the stone sector.

1. STATUS QUO

When people think of handcraft, they often think of mechatronics engineers, scaffolders or plumbers. On the other hand, who thinks of the female bricklayer or female roofer? The handcraft seem to be an exclusively male domain, but this is a false conclusion and falsify the reality.

It is true that, overall, more men than women work in the handcraft sector. According to statistics from the Central Association of German Handcrafts (ZDH), 36 percent of all persons employed in the handcraft sector are women. The proportion of women among trainees is even lower: only about one of five trainees is female.

The fight for a gender-equal corporate culture is ongoing and many young women still be shy of being subjected to ridicule from male colleagues who believe they are physically superior to them. In times of automation and digitalisation, this is no longer a generally valid argument, because technical aids such as hydraulic lifting trolleys or forklift trucks make many types of work easy.

Physical fitness still remains a relevant factor, but today it is also important to have a certain level of cognitive ability and technical understanding. Many improvements have also been made in terms of occupational health and safety according to strict guidelines. Work with potentially hazardous

equipment must be well supervised and employees are additionally protected by light barriers and similar sensors.

The chances of career entry are very good due to the continuing shortage of skilled workers. In the year 2019 there were again more apprenticeship training positions than trainees. In addition jobs of handcraft can be found everywhere, which is why trainees seldom have to move far away.

Common prejudices against women in the stone sector

In a survey conducted by RG-Bau during the fair Bau 2017 in Munich, the RKW Competence Centre asked trade fair participants about opportunities for employing women in the construction industry. The result is not representative, but it is a good illustration of common prejudices against women in the skilled handcrafts sector:

- women always think about family planning
- women are not as resilient as men
- I need a second porta-potty
- women talk too much and don't get to the point
- women are too emotional, can't argue factually
- women think too complicated and not practical
- women are conflict shy and not assertive

B. CURRENT FIGURES

Proportion of women (employment)

Since 2010, the number of employees in the building materials, stone and earth industries has increased by 6.2%. According to the Federal Statistical Office, a total of more than 125,000 people were employed in the sector in 2019 (2019/2018: +1.0%).

Based on the number of employees subject to social insurance contributions, around **85%** of employees in the building materials and earths industry **are male** (manufacturing industry: 75%), whereby the proportion varies only slightly across the individual sectors (81 to 87%). 93% of employees work full-time; this is slightly higher than the proportion in manufacturing (90%). A look at the age of the employees shows that with 62% in the extraction of stone and earth and 66% in the processing of stone and earth, the majority is between 25 and 54 years old (manufacturing industry: 68%).

Almost every third employee in the stone industry is 55 years old or older. In the manufacturing this applies to about one of four employees. Compared to the manufacturing industry in total (22%), this share is more pronounced. It can be seen here that companies in the building materials and stone industry are increasingly confronted with the effects of demographic change.

Proportion of women (training)

The number of trainees in the building industry has not changed significantly since 2016 and fluctuates around **5,300 people**. Since 2013 it has been declined of 450 or 8%. The number of new training

contracts in the traditional building occupations (preparation and processing of natural stone and mineral, building-material production) has also declined significantly in recent years (2018/2012: - 24.7%).

The percentage of female trainees of the whole sector is 20%, which is higher than for the total staff. The proportion of women among trainees in the individual sectors varies between 15 and 26%.

3.6% of the people working in the building materials and stone industry are trainees, which is below the rate in the manufacturing sector in total (2019: 4.9%). A differentiated picture emerges when we look at the individual sectors. The training rates vary from 2.5 to 7.4%. However, it must be taken into account that the importance of training occupations for the individual subsectors varies. This is also reflected in the fact that the proportion of semi-skilled workers varies considerably. The proportion of 55 years-old workers in the total sector is over 25%. This means that the proportion of those who will retire from working life in the next few years due to age is significantly higher than that of younger employees. Here, too, it is clear that the issue of recruiting skilled workers is becoming increasingly important.

Women's percentage in training occupations

Stonemason and sculptor – Training contracts 2015 - 2019

2015: 297 / 33 (male / female)

2016: 297 / 42 (male / female)

2017: 282 / 36 (male / female)

2018: 279 / 30 (male / female)

2019: 270 / 54 (male / female)

Source: BIBB - Data report 2020

Coordination office Girls' Day (Germany)

jobs that require training (2021)	proportion of women
quarry stone mechanic - mashine processing technology	3.8 %
quarry stone mechanic - polishing technology	4.3 %
quarry stone mechanic - stone mason technology	8.0 %
stone mason and stone sculptor	13.1 %
stone mason and stone sculptor – stone sculptor work	15.0 %
stone mason and stone sculptor – stone mason work	9.4 %

Source: Girlsday occupational statistics 2021

Federal Statistical Office (Germany)

jobs that require training (2016)	proportion of women
stone mason and master stone sculptor	14 %
stone mason and stone sculptor - stone sculptor work	27 %
stone mason and stone sculptor - stone mason work	10 %
quarry stone mechanic - mashine processing technology	1 %
quarry stone mechanic - polishing technology	2 %
quarry stone mechanic - stone mason technology	4 %

Source: https://www.girls-day.de/mediaserve/filestore/5/4/5/6_ce17d9eb76a64c7/5456_fc0035ecbe57d94.pdf

Wikipedia - free encyclopedia (Germany)

jobs that require training (2010)	proportion of women
stone worker, -assistant, natural stone polisher	14,7 %
floor tiler, -assistant, floor-, slab- and mosaic layer	0,6 %
mason	0,5 %

Source: https://de.wikipedia.org/wiki/Liste_von_Frauenanteilen_in_der_Berufswelt

C. TESTIMONIAL

Interview with Jessica Steinmann – As a woman you have to prove what you can (24.08.2016)

After graduation and training Jessica become a technician and master stonemason and works now in the company management. The stonemasonry company Steinmann in Trossenfurt (Bavarian/Germany) has 25 employees.

For three weeks she has graduated from the State Technical School of Stone Technology and Design at the Steinzentrum in Wunsiedel as a technician and master stonemason. For two weeks she has been no longer a trainee, but a junior manager in her company. But that wasn't pre-signed.

"I never interfered with her, I actually wanted her to go to college", explains Renee Steinmann, a master stonemason who set up his own business. The key experience was the examination of her specialist work in art. She chose a sculptor's piece." And that's when I realised that stonemasonry has

an enormous range of jobs – from facades to high-quality interior design to artistic design”, she says in an interview with the editorial staff. And then I told my dad that I wanted to go the way of education.”

This was a big step for both of them. "Because then I went from princess to trainee - and there was no special treatment then, quite the opposite." And the classmates at the vocational school would have always assumed that learning in one's own company would be easier. "I met one of my classmates again in Wunsiedel (Germany). He also did the last year of his vocational training at home. He took it all back", she laughs.

She is aware that the father only meant well with her. Because nothing is worse than the employees having the impression that the future boss is getting something as a gift.

"And especially as a woman, you already have to prove what you can do", Jessica Steinmann explains. Because even if there were four female colleagues at the vocational school - female stonemasons are still the exception. Assaults, sexist remarks or bullying never occurred, however, but some skepticism among by stonemasons. "The first time on a job was something of a culture shock, straight out of girl's grammar school, she smiles. But even as a soccer player, she had learned to assert herself. "And my capos were already paying attention, and I've got a big mouth."

Her expertise and careful work have earned her recognition – even at the master school, which actually leads to the technician. "In the second year, you can be a champion on the side", she says. With the double degree, she now has a bachelor's degree. She's not sure if she'll put the engineer on top of it. Now, the 25-year-old Girl is first getting involved in the areas of the her own business, which she has so far only "stripped" on.

"I had a good handle on production, it doesn't depend on strength like it used to, there are a lot of tools", the junior manager said. But now the learning really starts, explains her dad, who sent her straight to the calculation. After all, making a offer is the basis of a functioning business. A manager must not "only" handle the handcraft, he must also attract new business for the employees, which finally bring money to pay the salary.

The fact that the daughter is going to join the company, "I am very pleased", says the father. Getting to know the business from the bottom up is the best basis. And for him this is a great relief, Steinmann knows.

Source: German daily newspaper „MainPost“, author: Sabine Weinbeer, 24.08.2016
<https://www.mainpost.de/regional/hassberge/steinmetz-arbeit-als-frau-musst-du-beweisen-was-du-kannst-art-9330615>

Interview with Jasmin Rochau, Tile-launcher at the company Fliesen MACK GmbH

EDITOR: How did you get into tiling?

Jasmin Rochau: I wanted to be a carpenter. Already in my childhood I built many things out of wood together with my grandpa. In the ninth grade, I applied to all the carpentry shops. But no one wanted me. "No girl", they used to say. Also in the 10. class I tried again. Then I did an entry level year and had

to find an internship. My parents advised me to apply for a job at Fliesen MACK. And that's how I got into tiling.

EDITOR: Is it difficult to assert yourself as a woman in a male-dominated handcraft?

In my business, I don't have a hard time. I have never had any problems or been called stupid because of "What does a woman do in construction?". On the other hand, everyone talks to me openly and thinks it's great that a woman is working as a tiler. Often I am even better regarded than the men.

EDITOR: Is that because of the practice? Have you become more experienced right now?

For the first two or three months, I fell to bed every night and didn't want to know anything, but now I'm fine.

Source: German trade magazine "stone", Women in handcrafts - author Julia Wolpert 18.02.2016
<https://www.stein-magazin.de/interview-jasmin-rochau/>

2.4. Equality between women and men in labour organisations: collective bargaining. Positive action measures and equality plans

According to the International Labour Organisation (ILO), collective bargaining is the voluntary process that takes place between associations of workers and employers' associations. Associations can be formed at company, sectoral, regional and/or national level. The purpose of bargaining is to reach agreement on the terms and conditions of employment applicable to all workers in bargaining.

Collective bargaining may establish positive action measures to promote women's access to employment and the effective application of the principle of equal treatment and non-discrimination in working conditions between women and men.

The corrective measures to combat the discriminatory actions detected within the labour market are the so-called "Positive Actions".

These are defined as:

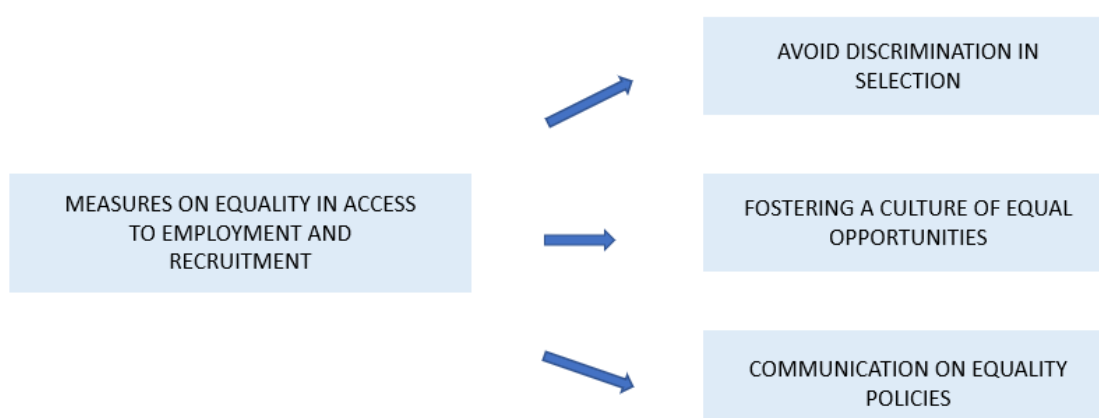
Specific measures in favour of women to correct patent situations of de facto inequality with respect to men. Such measures will be applicable for as long as these situations persist and must be reasonable and proportionate in relation to the objective pursued in each case. All of this, with the aim of making the constitutional right to equality effective.

The systematisation of these measures in a company is called "Equal Opportunities Plan".

At present, there are many companies that are already applying specific measures to achieve greater equality between the sexes as a business strategy, even though they do not have a properly defined "Equality Plan".

Below are a series of recommended measures or "positive actions" for each specific area of application. These are intended to serve as a guide and orientation for direct incursion into companies or as a basis for the design of an Equal Opportunities Plan, which standardises and protocols the implementation of these corrective measures.

The concrete measures to achieve equal opportunities in the field of access to employment and recruitment between women and men fall into three specific areas: the selection itself, the corporate culture and the transmission of the implementation of the measures and the benefits they bring.



1. AREA OF EQUALITY IN ACCESS TO EMPLOYMENT AND RECRUITMENT

1.1 MEASURES TO AVOID DISCRIMINATION IN SELECTION

1) **Expand and vary recruitment methods:** elimination of sexist language in job advertisements, job applications, psycho-technical tests and professional tests, etc. As well as eliminating potentially discriminatory questions for women, such as marital status, children, etc. And advertising job vacancies in places or press frequented by women, as a measure to ensure that the same number of women as men read them.

2) **Avoiding discrimination at the selection interview.**

3) **Evaluating candidates with clear and objective criteria** that are free from stereotypes and prejudices, which can introduce a bias in the selection process.

4) **Establishment of minimum quotas for the selection and recruitment of women:** reserve a certain percentage of vacancies for women as a temporary measure until they are selected in a standardised way.

5) **Establishment of "positive discrimination" measures:** on equal conditions and merits, opt for preferential hiring of women.

6) **Collaboration with organisations that promote the advancement of women in the workplace,** e.g. sponsoring events, financial contributions or volunteering in organisations that work with women, establishing internship agreements with workshops for women's employment, etc.

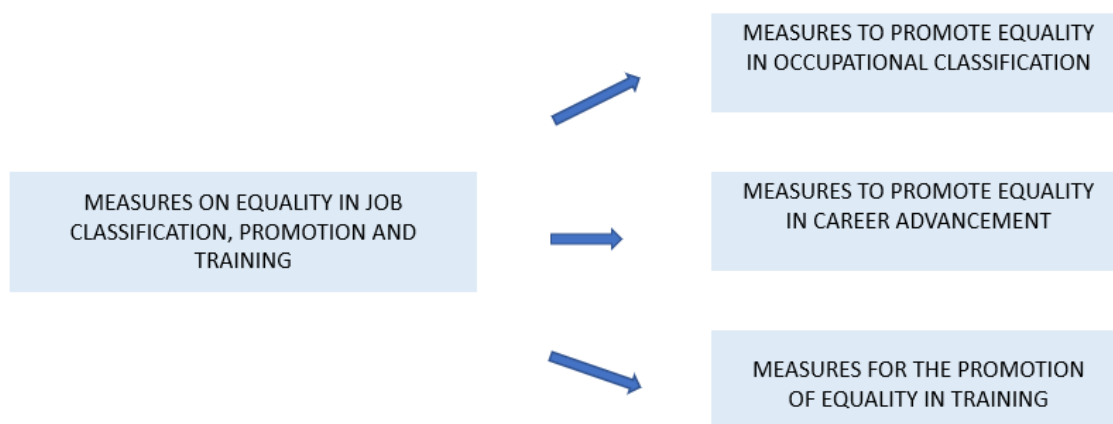
1.2 MEASURES TO PROMOTE A CULTURE OF EQUAL OPPORTUNITIES

- 1) **Awareness-raising sessions** on gender equality for people in management positions, who have the greatest power to influence the implementation of the plan; although it is also necessary among workers.
- 2) **Inform** internally and externally of the benefits of equality in the company.

1.3 MEASURES TO PROMOTE COMMUNICATION ON EQUALITY POLICIES

- 1) **Presenting the value of equality in the company vision:** explicitly reflect the company's support for equal opportunity policies for women and men in the company system.
- 2) **Appoint people to positions of responsibility who support the policy of equal opportunities** between the sexes and that this relationship is publicly expressed.
- 3) **Dissemination of the objectives achieved:** regular communication on the concentration of women's employment as a measure to assess progress and build confidence in the Equality Plan.

The specific actions recommended to achieve Equal Opportunities are framed within three specific areas: professional classification, professional promotion and internal training of workers, three areas of action in which gender differences are observed.



2. EQUAL OPPORTUNITIES IN RECRUITMENT, PROMOTION AND TRAINING

2.1 MEASURES TO PROMOTE EQUALITY IN OCCUPATIONAL CLASSIFICATION

- 1) **Designing career plans for women workers:** valuing medium- to long-term careers, design of specific career plans, promotion of positive actions in training activities, promotion of women's managerial skills and transparency in professional classification.
- 2) **Objective job descriptions and the competencies of each job position.**
- 3) **Implementation of awareness-raising programmes on equal opportunities between women and men for the company:** specific to middle management and supervisors, with greater influence on the

implementation of the plan, as well as all workers to raise awareness of the importance of these policies.

4) **Increasing individual control over their workplace:** control over one's own work and the application of one's own skills has an impact on employee satisfaction, professional and personal life.

2.2 MEASURES TO PROMOTE EQUALITY IN CAREER ADVANCEMENT

1) **Establish objective and measurable criteria for eligibility for promotion and** communicate openly and publicly (within the company) the availability of the position and the criteria for eligibility for promotion.

2) **Establishment of work by objectives and not by time spent on the job.**

3) **Establishment of “mentoring” programmes,** establish a mentor to advise on specific issues, such as team management, salary negotiation, communication skills, etc.

4) **Establish open channels of communication in which informal networks are encouraged,** as there are business decisions that are taken in meetings or informal moments, it is advisable to set up group meetings for the exchange of information, suggestion box, notice board, internal newsletter, company dinners, etc.

2.3 MEASURES TO PROMOTE EQUALITY IN TRAINING

1) Incorporate a system for detecting the training needs of the entire workforce.

2) Establish schedules for internal training courses within the working day.

3) Establish measures for accompanying and caring for children during the training period if the training takes place outside working hours.

4) Application of a system of quotas or percentages of participation according to gender in training actions.

The measures presented in this area are based on the detection of possible wage differentials justified solely on the basis of gender criteria.

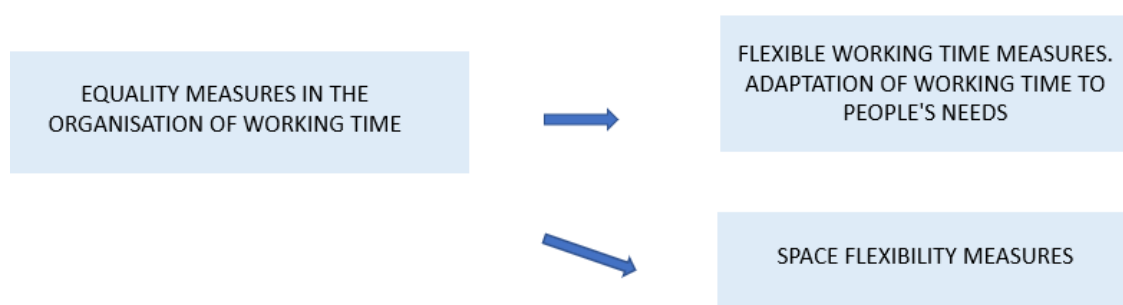


3. EQUAL OPPORTUNITIES IN THE FIELD OF REMUNERATION

3.1 MEASURES TO ENHANCE PAY EQUITY IN THE COMPANY

- 1) **Establishment of a remuneration system based on job evaluation and professional classification, established on the basis of the functions to be performed in that post or category** regardless of the persons occupying the posts.
- 2) **Establishment of salary supplements with clear and objective criteria.**
- 3) **Establishment of a coordinated regulation between working hours and wages**, through the creation of a "bank of hours" (hours of work in exchange for wages), or a "bag of hours" system in which overtime is exchanged for working time, as well as the establishment of irregular or flexible working hours.
- 4) **Carrying out regular pay reviews comparing the salaries** of men and women in order to identify possible differences and implementing corrective measures if imbalances are detected.

In the area of equality in the organisation of working time (reconciliation of personal, family and working life), measures are presented which aim at implementing the organisation of time and the workplace to enable a better and greater reconciliation of work, family and personal life for women and men.



4. EQUALITY IN THE ORGANISATION OF WORKING TIME (RECONCILIATION OF WORK, FAMILY AND PERSONAL LIFE)

4.1 MEASURES TO PROMOTE FLEXITIME

1) **Possibility of establishing different ways of adapting the working day**, adapting it to the particular characteristics of the company and the needs of the workforce. The different possibilities are:

- **Part-time work.**
- **Job sharing** two part-time employees work in the same job which requires full-time dedication, so both workers establish an agreement on the distribution of their working hours.
- **Compressed working day** by increasing the time of the daily working day to half a day or a full day a week.
- **Reduction of working hours.**
- **Continuous/intensive day.**
- **Flexible start and finish times**, i.e., workers have a wide range of up to an hour and a half to start and finish their working day, including time for lunch.

- **Incorporate hour banks**, where workers can buy hours of their working day in exchange for money (reduction of the proportional part of their salary).
- **Prevent training and meetings from taking place outside working hours.**
- **Policy of not holding meetings late in the working day**, e.g. after 18:00 if the departure time is 19:00, as well as setting a maximum duration of meetings.

2) Guarantee the rights of workers who avail themselves of one of the different working days offered by law, in order to:

- Not to see their professional career development or internal promotion possibilities slowed down.
- Not to be relegated to jobs with little responsibility or decision-making capacity.
- Not to miss out on internal training opportunities.
- Define what the company understands by availability, so that the limits of the concept are clear.

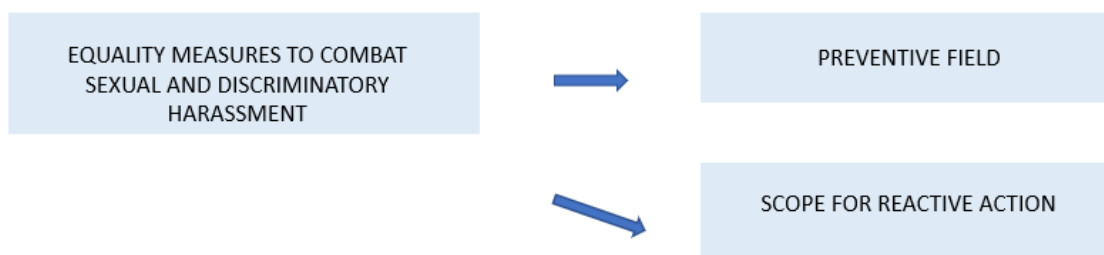
3) Appointment of a conciliation officer to coordinate issues relating to the family needs of employees: creation of a database of schools, residences, babysitters, etc.

4.2 MEASURES TO ENHANCE SPATIAL FLEXIBILITY

Application of new technologies to adopt new ways of working such as:

- **Semi-distance work:** the hours of the working week are distributed in person in the company and others outside the company (worker's home, telecentres distributed in areas close to the workers' homes).
- **Telework:** The entire working day is spent away from the company's premises.

The issue of sexual and discriminatory harassment is an innovative issue that appears in the current law on effective equality between women and men, and which explicitly requires the application of specific measures to prevent sexual harassment and harassment on grounds of sex at work, as well as specific procedures for dealing with complaints or claims that may be made by those who have been subjected to such harassment.



5. EQUALITY AREA TO COMBAT SEXUAL AND DISCRIMINATORY HARASSMENT

5.1 PREVENTIVE MEASURES

1) Presentation of the company's philosophy, showing and explaining its involvement and commitment to eradicating harassment.

- 2) **Information to employees:** it shall be clearly stated that the company management and line managers are involved in the implementation of measures to prevent sexual harassment.
- 3) **Shared responsibility:** It is important that the company establishes that the responsibility for ensuring a working environment that respects the rights of its employees is the task of all employees.
- 4) **Specific training for managers and supervisors** to enable them to identify the factors that contribute to the prevention of bullying and to familiarise themselves with their responsibilities in this area.

5.2 MEASURES FROM REACTIVE ACTION

- 1) **Establishment of a procedure and protocol for action**, in which it must be made explicit to whom and how the complaint is to be presented; and what are the rights and duties of both the alleged victim and the alleged harasser during the procedure.
- 2) **Appointment of a sexual harassment mediator or sexual harassment officer** to provide advice and assistance and to participate in problem-solving in both formal and informal procedures. Acceptance of such a role should be voluntary.
- 3) **Preservation and special protection of privacy:** investigations should be conducted with full respect for all parties.
- 4) **Adoption of the appropriate disciplinary measures in the event that such a situation arises:** dismissal, suspension from employment and salary, sanction, change of location, the person, etc.

UNIT 3. Reconciliation of personal, family and professional life

3.1. Context and needs

Women's participation in the global marketplace and the changing values of the modern world of the 21st century certainly deal with many problems despite the institutional, political, and legal framework focused on gender equality. Insufficient progress in practice and the disadvantaged position of women in the labour market and in the private sphere are still visible. Women still find it difficult to reconcile work, family, and personal life, whether they are women looking for work or already employed with income.

Women are seen as those responsible for the family and the sphere of private life (the term woman is associated with unpaid work), and men as those who work in the public sphere and professional work (hence they are linked to paid work). Such a division leads to a well-established unequal division of household and family responsibilities, which is one of the main reasons for discrimination against women in the labour market, as well as one of the main reasons for their limited social and political inclusion.

Research shows that this balance is one of the key factors that affects not only gender equality in the labour market, but also the quality of life of the individual, which is why there is a need to adapt

employ-ers to the requirements of modern families today and tomorrow. This balance does not only mean reconciling household and family responsibilities related to children, but also caring for older family mem-bers, which is becoming more widespread throughout Europe due to the aging process. Thus, at differ-ent stages of life, employees, most of them women, needs to be offered solutions that will help them overcome the present difficulties in combining work and family responsibilities.

The results of the research "The impact of gender division of family responsibilities and household chores on the professional life of employed women" (2017) conducted by the institution of the Croatian Gender Equality Ombudsman as a project holder within the EU project "Towards real equality between men and women: reconciling professional and family life", said that 58% of surveyed women in the Republic of Croatia take care of all or most of the children compared to 0.2% of men, care for elderly, infirm and sick family members is mostly taken by women in 42% of cases, while mostly men in 5% of cases. At the same time, all (or most) routine household chores are performed by women in a share of 83%, and all or most household chores are performed by men in a share of 0.4%. The same research also provided interesting data on the percentage of employed women in the Republic of Croatia who experienced a negative consequence in their business life due to this imbalance: giving up business travel - 29.5%, giving up professional training - 29.8% and giving up promotion - 20.3%. Due to all the above, this issue is proving to be extremely important in achieving gender equality in the labor market.

One of the biggest obstacles to higher employment for women is the need to reconcile, on the one hand, family obligations and, on the other, work-related obligations. Since the middle of the 20th century, we have seen an increase in the employment rate of women in Europe, however, it should be borne in mind that they are often employed in sectors such as health, social care and education in which women dominate and in which salaries are slightly lower than average. In addition, women are more likely to work part-time, in jobs requiring a lower level of skills and in jobs with atypical and / or fixed-term contracts.

Wage gap in Croatia between man and women was caused by horizontal segregation of women in areas of activity on the Croatian labor market, earn lower incomes, and then by vertical segregation within certain areas of activity, according to which women mostly occupy lower and weaker paid jobs than man. Such segregation of the labor market indicates to us that women's life choices, but also opportunities, are largely shaped by social expectations, which is evident from the fact that women continue to perform most household chores and are responsible for caring for children.

Gender divisions resulting from the long-standing influence of patriarchy lead to family responsibilities and household chores that are unevenly divided and greatly affect the professional lives of employed women.

The EU directive on a better work-life balance for parents and careers from 2019 is certainly aimed at creating a work-life balance, which continues to be a major problem for many parents and workers with care obligations, especially due to the increasing occurrence of extended working hours and changes in the work schedule, which primarily has a negative effect on women's employment. The directive addresses the difficulty of finding a balance between business and family responsibilities, which is an important factor contributing to the under-representation of women in the labor market. Research has shown that women are more likely to work fewer hours after paid birth and spend more

time on unpaid care obligations. EU Member States must transpose the provisions into national law by 2 August 2022.

If states work on quality policies to achieve work-life balance, this leads to gender equality by promoting women's participation in the labor market, equal sharing of care responsibilities between men and women, and reducing gender pay and pay gaps. If we look at the bigger picture, it will certainly have an impact on demographic change as well.

The priority goal of state policies should be to address the issue of stereotypes about male and female occupations and roles, which is extremely important and visible in the stone sector. The stonemasonry school has seen an increase in the number of female employees in the last ten years. Also, the number of female students enrolled in school is growing, which clearly indicates how much stonemasonry is traditionally a male activity. In the general population, stonemasonry is in no way related to the education and work of women. The social partners must be encouraged to act in accordance with their role of informing and educating both workers and employers and raising their awareness of anti-discrimination.

For example, research has shown that when fathers use opportunities for work-life balance, such as leave or flexible working conditions, this has a beneficial effect on reducing the proportion of unpaid work in the family performed by women, which leaves them more time for paid jobs. All the above stands out in the stone sector, construction sectors that stand out as gender stereotypical "male" jobs and the already associated discrimination and inability to reconcile personal, family and professional life leads to inability to employ women or very difficult employability and reconciliation of professional and private life.

3.2. Conciliation and co-responsibility

The real question is who is responsible for reconciling personal, family, and professional life and in which direction we need to go to get out of the gender stereotypical roles in which women are placed, and to reconcile everything necessary and important for their professional and family life. There is cer-

tainly a strong responsibility of the state that must create public policies and strategies that must be aimed at eliminating all forms of stereotypes and discrimination directed at women in all jobs. This is especially true for occupations in which women are less represented and even less paid, such as the stonemasonry sector and the construction industry. The fact is that it is the state that creates the legal framework by which it directs its policy. In doing so, it creates its own educational framework within which it must educate both employers and women who need to be empowered to take a step towards the career for which they were educated. Companies, i.e., employers, need to be approached by the idea that open communication, support, trust, and respect for diversity are the foundations for creating a quality work climate, and that by eliminating discrimination and supporting women and employment and reconciling their professional and personal lives, better business results.

It is a closed circle of responsibilities between the state that must create a legal framework, quality education that is supportive and in which all forms of stereotypes are removed, but also the responsibility of the individual as an employer who must be aware of the importance of women's work and education and knowledge and contributions. We can say that it is about creating a culture that enables the reconciliation of professional and family obligations and equal career opportunities for men and women.

We need political framework which is focused on family policies, and it needs to be gender based.

The field of family policy has been gaining in importance in the past few years in European countries precisely because of the growing visibility of measures aimed at reconciling family obligations and paid work, primarily the sum of their importance for achieving European employment goals. When speaking

Example of good practice:

Željka is a stonemason with a degree in stonemasonry. Owner of a craft for stonemasonry, souvenirs, and useful stone objects. She determines her own work and her free time. For the majority who cannot do it alone, the state must create a legal framework. The benefits of working in a comfortable environment are immeasurable. They benefit the family and society.



Picture 1: The stonemason Željka reconciled her family, parental and business obligations perfectly. He enjoys working and spending time with his family

on policies to reconcile family obligations and paid work, it refers to public policy instruments that enable the employment of both parents. More specifically, these are leave that provides time to provide care for dependent family members, services for children and the elderly, and other dependent family members, accompanying cash benefits, and flexible employment opportunities. Along with the area of family policy, and thus politics reconciling family responsibilities and paid work, there are few goals. The contribution to rising employment rates (especially women) is emphasized, but also gender equality in the public and private spheres, quality of family life, support for the development of the child at the earliest age (especially due to their inclusion in preschool programs), reduction of (child) poverty and growth birth rate.

Example of good practice:

Women in Stone is part of the Natural Stone Institute. The vision of this grouping is to provide resources and opportunities to recruit, retain, and advance women in the stone industry. More information at:

<https://www.naturalstoneinstitute.org/programs/women-in-stone/>



Picture 2: Women in Stone Steering Committee: Marcella Prade, Laticrete (Chair); Alison Mullins, Triton Stone Group; Analisa Fraga, PICCO Engineering; Karen Roe, Countertop Conceirge; Karla Forest, Northern Stone Supply; Mariavittoria Grassi, Grassi Pietra; Michaela Steinbach, Mario & Son; Susan Van Etten, Murphy Marble; Tia Emery, Miles Supply; Sarah B Gregg, Natural Stone Institute (Administrator)

The family policy today is viewed very broadly, since the versatility of the goals and instruments of which it starts with affects a number of other systems (education system, labor market area, health system, pension system, tax system, social welfare system, gender equality policy and anti-

discrimination policies in general). This is an area that Croatia does not put the necessary attention of decision-makers, and family policy reforms over the last twenty years and Croatia is generally focused on demographic targets.

Example of good practice:

Among the 10 measures to be implemented in order to increase the presence of women in the mining sector is to ensure good labour practices and the reconciliation of work, family and personal life, proposing labour policies and work systems that are better adapted to the nature of mining work and differences in location, without this meaning job insecurity. More information at: <https://www.minmineria.cl/ministerios-de-mineria-y-la-equidad-de-genero-impulsan-ineditas-medidas-para-aumentar-participacion-femenina-en-el-mercado-laboral-2/>



Picture 3: Ministries of Mining and Gender Equity (Chile)

3.3. Labour protection.

Laws and ordinances on occupational safety are based on the Constitution of the Republic of Croatia (Article 3) and the Labor Act, which provide for gender equality and do not emphasize it as a separate element. The Labor Act and the Ordinance on Occupational Safety and Health of Pregnant Workers, Newborn Workers and Breastfeeding Women clearly state women's rights during pregnancy, but many applications to the Office of the Gender Equality Ombudsman speak to the extent to which these laws do not respect.

Despite the legal basis, law enforcement mechanisms are not adequately defined. The Labor Law defines equal pay and the right to co-determination, but there are no clearly defined quotas or sanctions that would encourage employers to meet these legal preconditions. An additional indicator of this is the fact that the Labor Law in Article 91 guarantees equal pay for women and men. A report by the Office of the Gender Equality Ombudsman shows that women in the EU earn about 16% less than men for the same job. According to the available data from the Central Bureau of Statistics, in 2018 men earned an average of HRK 8,837 per month, and women HRK 7,711, which indicates an average salary gap of 12.74%. The reasons for this are complex and multiple, but over the years they have led to dramatic financial damage to women.

Co-decision, i.e., the involvement of women in the administrative processes of a certain profession is also legally regulated, but in practice there is a visible gap between theory and practice. Often, even in predominantly female professions, such as medical and educational activities, men are predominantly represented on boards of directors. In such conditions, it is difficult to expect that progress towards improving working conditions for women will occur as quickly and efficiently as practice would require.

It is the provision from the Occupational Safety and Health Act that refers to the adaptation of the work process to their gender, age, physical and mental characteristics in some companies and professions may be an obstacle to employment of women due to inability to meet the requirements of this law.

All laws and regulations state that negative discrimination against women is prohibited. At the same time, positive discrimination as a preventive or protective measure has not been introduced. Apart from the protection of women in pregnancy and breastfeeding, there are no regulations defining special protections.

Action plans for equality are rare, even at the political level. Stonemasonry and stonemasonry as separate professions are not highlighted in laws and regulations.

Besides the law regulations, we need to work on public policies because public policies are the foundation of any conscious and sustainable system. Without well-designed public policies and their consistent implementation we cannot expect the efficient functioning of any community. Any public policy must be carefully worked out in order to cover in as much detail as possible the key issues of the interest groups to which it refers.

Needs and challenges facing members social communities, through public policies are addressed by joint reflection of all, especially interested groups on whose lives will be significantly affected by individual policies and women on labour market are here interested group. All stakeholders need to

be involved in the process, especially those with a political decision-making power, to realize the goals necessary for the prosperous life of the citizens. But their creation without experts and experts in certain fields will not have favorable results. Public policies must be the result of extensive research and appropriate methodologies. In public policies, it is important to identify and define the problem, as well as the available options for action. Choosing the best solutions, implementation and monitoring of public policy, assessment, and evaluation and finally, monitoring. In order for the created public policy to be of high quality and comprehensive it is necessary to get information, set goals, apply methods for political analysis, properly use evaluation criteria and evaluate policies, think independently and critically perform their own political analyzes and conclusions. The success of activities carried out within a particular public policy and the entire policy process depends on decision-makers at all levels of government, both government programs and ministry plans, as well as human resources capacity and available funds.

We also need to monitor public policies. Monitoring should show us whether we are on the right path towards achieving public policy goals or whether we need to adjust that public policy in order to achieve the desired results. The goal of monitoring is making timely decisions in order to improve the results of public policy or activities of state institutions and bodies and possible changes during implementation. All steps in the monitoring process require capacity for management and coordination, review and data collection for monitoring, data analysis and report preparation, as well as presentation of monitoring results. In Croatia every region has their own Commission for gender equality. They are important part of creating gender equality public policy because they are political body with power to change things and pointing to a problems in their region. One of the important parts of public policy is also creating gender budget on local and state level. According to the Council of Europe, the gender budget includes gender perspectives in budgeting processes. This means estimating the budget with respect to gender, inclusion gender perspectives at all levels of the budgetary and restructuring procedures costs to promote gender equality. Gender budget, therefore, it is not just the allocation of special funds to promote gender-specific goals, rather than looking at the whole budget through a gender perspective. Gender-conscious budget is implemented in three elements:

- Analyzing the budget from a gender perspective.
- Budget changes based on gender analysis.
- Gender awareness as a category of analysis in budget processes.

For example, in some European states, campaigns advocating for gender budget mainly puts the emphasis on securing higher expenditures for social services and social protection. That is directly connected with unpaid women's work.

3.4. Measures to reconcile companies in the stone sector.

The social partners, i.e., employers and trade unions, must focus their work on reconciling personal, professional, and family life and work as much as possible on gender equality within each individual department. Both sides are crucial not only because of the implementation of legislative provisions, international conventions, and recommendations, but also because they can improve legal solutions

by proposing concrete measures. It is certainly necessary to harmonize the real need with the legal one.

Possible measures that can be proposed are completely free and require only a little flexibility and workflow planning. Some of the measures may be:

- educating employers to recognize the importance of reconciling business and family obligations of employees,
- introduction of flexible working hours (it is necessary to work, for example, eight hours a day - it is possible for the worker to determine the working hours, which is very possible in the stonemasonry sector)
- Possibility of compensation for lost working hours in case they occur due to family obligations (eg going to the doctor with a child or an elderly family member)

The modern labor market also includes extended working hours, availability 24 hours a day, quick response to requests for a competitive advantage in sales, etc. This certainly erases the boundaries between personal, family and professional life, so it is necessary to re-establish work-life balance. longer term.

3.5. Good practices in relation to reconciliation.

CERTIFICATE FOR EMPLOYERS SUPPORTING THE FAMILY (<http://www.certifikatdpp.si/for-english-speakers/>)

The issue of reconciling family and professional obligations is closely linked to the issue of gender equality. As soon as we start looking for ways to increase the percentage of women in management positions, especially in the stonemasonry and construction sectors where women are multiple discriminated against, we run into a problem. Namely, because women mostly take care of family responsibilities, they cannot stay at work after working hours to the same extent as male colleagues who do not work above. There has been a slight increase in the number of men in childcare over the past ten years, which is certainly a positive shift and a trend that needs to be supported. There is a possibility that many men are not aware of their rights in the use of maternity leave and other benefits related to family care.

Implementing family policies that allow workers to coordinate professional and family responsibilities more easily can be achieved through more flexible forms of work such as adjusting business schedules and promoting and raising awareness of the importance and value that a dedicated employer offers to the work environment. Of course, the culture of an individual employer's organization plays an important role here. If this culture is mature enough to encourage workers to be as efficient as possible in their workplace, it will be easier for them to leave work after the end of the working day. If the organizational culture is such that staying at work after work is highly valued, and employees check and respond to business e-mails in the evenings, on weekends and holidays, in such an environment, family and personal responsibilities are primarily seen as an obstacle, not as a normal part of every employed woman's life.

The certificate for employers who support the family is one of the ways for employers to systematically approach the problem of reconciling professional and family life. This system was applied in Slovenia about ten years ago and originates from Germany. When the project started, its goal was to find a solution to the problem of discrimination against young mothers in the labor market. Thus, the German

system was introduced in Slovenia, which rewards employers for the application of family policies. The main elements of the certificate are measures that are divided into eight categories and include working hours, work organization, communication with employees, leadership skills, career development, family services and employee rewards.

In addition to the measures that are mandatory for all companies, employers can choose other measures that best suit the needs of employees in their sector and work.

MAMFORCE PROJECT (mamforce.hr)

Human capital is one of the main tools that ensures the long-term sustainability of companies. Half of the workforce are women, better educated, but still underrepresented as a workforce, especially in management positions.

In such circumstances, companies, as well as the state, do not use their full potential of an educated workforce. Therefore, the issue of reconciling family and professional obligations is closely linked to the issue of gender equality. Employers who want to attract and retain the best talent who are interested in better employee engagement as well as increased productivity must work to position themselves as family-supporting employers. A prerequisite for this is the development of an organizational culture based on mutual trust, flexibility, inclusion, and support.

The MAMFORCE standard is a recognizable sign of quality and confirms the work of the employer in implementing serious family policies based on family responsibility and gender equality. Companies going through the MAMFORCE project are introducing a range of responsible policies and employee benefits to facilitate the reconciliation of private and professional life and ensure equal career development opportunities regardless of parenting. The assessment methodology was developed in Croatia by the Institute for Research and Education Employed Mom, based on experience gained in the US market that recognized the need for family support measures, as well as knowledge from previous social and economic systems of Central and Eastern Europe. based on equality and support for family life.

The MAMFORCE METHOD comprises six main sections covering the most relevant policies and measures - from employee communication, work organization, flexibility and family services to leadership and talent management. Existing policies and measures prescribed and implemented by the employer, as well as the opinion of employees on the implementation itself, are equally valued. For this reason, the assessment uses a system of data sources, management system, i.e., policies and practices that ensure the reconciliation of business and family obligations, organizational data - statistical indicators as well as employer experience and practical work experience - the opinion of employees who provide subjective insight into work experience. The results are compared to the MAMFORCE standard and compared to similar employers. Such an analysis becomes the basis of a concrete action plan based on change, business, and community impact.

The MAMFORCE COMPANY standard is awarded to employers who, regardless of their size and public presence, meet the quality standard in relation to employees, provide working parents with working conditions that facilitate the reconciliation of professional and family obligations and provide employed women with equal career opportunities.

Obtaining the entire standard requires a commitment to change as well as the change itself recognized at one of three levels - CHANGE, GROW and LEAD. The aim of the whole assessment and evaluation procedure is to help change attitudes, identify stereotypes, and introduce new forms of organizational behavior by raising awareness of the importance of applying measures to reconcile family and business obligations. All this leads to the positive effects of gender equality policy, and the implementation of gender integration and related policies results in improved performance.

EQUALITY AND WORK-LIFE BALANCE TECHNICIAN COURSE.

(<http://www.ieeformacion.es/cursos/recursos-humanos/tecnico-en-igualdad-y-conciliacion>)

In this technical training on work-life balance and equality, we will address central issues that define a phenomenon that is as current as it is controversial. Women and men all over the world have raised their voices to demand equal opportunities in all aspects. This is why the course in equality is a relevant and specialised training for any area of knowledge.

The course on equality and work-life balance will provide students with a historical background from a gender perspective. In addition, we will delve into the origin and development of feminist movements and how they have affected the labour framework. Until reaching the current social relevance, as will be shown in this course on equality.

The main objectives of the course are:

- To delve into stereotypes and gender inequalities on sociological theories in the workplace.
- To learn about European, international and national labour market regulations, as well as the regulations that justify equality between men and women.
- To study plans and measures for reconciling family, work and leisure time.
- Know the factors and agents involved in facilitating work-life balance.
- Be aware of the strategic objectives for the elaboration of equality plans in organisations or companies.
- Draw up equality plans taking into account situations of sexual harassment or gender-based reasons that may arise.

UNIT 4. Equality Plan in the stone sector

4.1. Basic concepts of an Equality Plan.

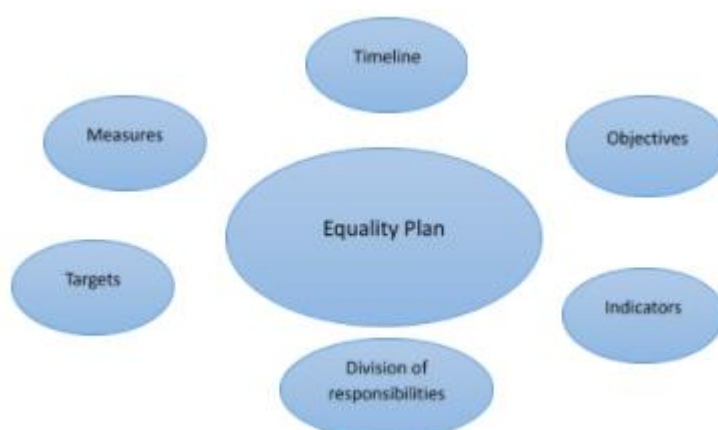
In the specific context of research organisations and higher education institutions, the European Commission considers a Gender Equality Plan as a set of actions aiming at:

1. Conducting impact assessment / audits of procedures and practices to identify gender bias.
2. Identifying and implementing innovative strategies to correct any bias.
3. Setting targets and monitoring progress via indicators.

A Gender Equality Plan can be broken up in different steps or phases, each requiring specific types of interventions:

- An analysis phase, in which sex-disaggregated data is collected; procedures, processes and practices are critically assessed with a view to detect gender inequalities and gender bias.
- A planning phase, in which objectives are defined, targets are set, actions and measures to remedy the identified problems are decided, resources and responsibilities are attributed, and timelines are agreed upon.
- An implementation phase, in which activities are implemented and outreach efforts are undertaken so as to gradually expand the network of stakeholders.
- A monitoring phase, in which the process and the progress are regularly followed through and assessed. Findings from the monitoring exercise(s) allow to adjust and to improve interventions, so that their results can be optimised.

There are a few basic elements to be considered when setting up the Gender Equality Plan:



4.2. Benefits of an Equality Plan.

Having an effective equality plan in place will enable you to co-ordinate all equality-related work throughout your business. In addition, it will allow you to prepare for upcoming developments in legislation and best practice.

Advantages of equality planning-Developing an equality plan can produce a number of business benefits. It can help you:

- identify gaps and potential problem areas in your business.
- raise awareness of your business' commitment to equality.
- demonstrate actions undertaken to avoid discrimination in case of tribunal proceedings.
- carry out equality training and awareness with employees.
- access private investment and EU funding where commitment to equality of opportunity may be an eligibility factor.

Your plan will also ensure that you revise your other employment policies eg. bullying and harassment and redundancy policy, to ensure they also comply with equality standards.

Equality and diversity is a topic that's relevant for all workplaces, regardless of whether you employ two people or two hundred people, and irrespective of whether you work in an office, a warehouse or on a shop floor.

The aims of equality and diversity are simple: to ensure that everyone has access to the same opportunities and the same, fair treatment.

It sounds obvious to state that we all deserve to work in an environment that's free from discrimination, harassment, victimisation and bullying but, unfortunately, this isn't always the reality once you start to delve behind the scenes of a business.

What is more is that you may not even realise that your actions are denying certain people access to opportunities. You may not be actively disallowing people of a certain gender, race or religion from applying for a job or gaining a promotion but on closer inspection you may start to spot hidden barriers that inadvertently do so.

– Variety is the spice of life –

This saying couldn't be more applicable than in the workplace. If you actively promote equality and diversity (and have a policy to match) then your business will thrive, and people of all backgrounds can come together and achieve success.

4.3. Contents and measures of an Equality Plan.

Developing an equality plan with the Equality Commission.

You can receive support from the Equality Commission to develop an equality plan for your business. By accessing this support, you will also avail of our full range of speciality knowledge, training, guidance and support and you will be able to work with us to develop examples of good practice which could be promoted on the Equality Commission's website.

- Business planning - effectively coordinate all equality-related work carried out throughout your organisation.
- Forward planning - prepare for developments in legislation and best practice.
- Policy review - audit all employment policies against legislative requirements and best practice.
- Risk assessment - identify gaps and potential problem areas, thereby managing the risk of non-compliance with equality legislation.
- Quality assessment - input into quality initiatives such as EFQM and Investors in People
- Communication - coordinate organisation-wide equality training and an awareness strategy

- Promotion - raising awareness about your organisation's commitment to equal opportunities, both internally and externally
- Evidence - can be used to help outline to a tribunal how your organisation has taken all reasonably practicable steps to avoid discrimination.
- Partnership - access a full range of specialist knowledge, guidance, training and support from the Equality Commission.
- Investment/funding - assist your organisation in accessing private investment and EU funding by indicating and providing evidence of your commitment to equality of opportunity.

Structure of an equality plan in workplace

Area	Objectives	Examples of practices
Management	<ul style="list-style-type: none"> • Management to take account of staff diversity in the workplace • Promotion of equality is incorporated into strategic objectives and organisational structures 	<ul style="list-style-type: none"> • Diversity management training courses • Issues of equality are taken into account in the drafting budgets and strategies • Coordination of equality is made the responsibility of a group set up for the purpose or an individual
Recruitment	<ul style="list-style-type: none"> • Job applicants representing various groups become interested in jobs within the organisation • All qualified applicants have an equal chance of being selected • More staff from minority backgrounds to be employed • More diversified staff skills 	<ul style="list-style-type: none"> • Monitoring of recruitment by means of discrimination tests • Guaranteeing accessibility to the recruitment process • Job advertisements that encourage different groups to apply • Recruitment of staff that speak different languages
Induction	<ul style="list-style-type: none"> • Induction and guidance for different employees to be effective, comprehensive and flexible 	<ul style="list-style-type: none"> • Appointment of a personal supervisor when someone starts work • The induction process takes account of the different needs of employees • Two-way induction
Staff training	<ul style="list-style-type: none"> • Better staff competence in issues of equality and discrimination • Negative attitudes dispelled 	<ul style="list-style-type: none"> • Courses for staff on equality and discrimination and on different groups of people • Attendance at courses provided by NGOs • Equality surveys
Staff pay, career advancement, and duties assigned	<ul style="list-style-type: none"> • Fair pay and working conditions • Equal opportunities for everyone in career advancement and access to training courses for staff • The duties assigned reflect the skills and expertise of staff 	<ul style="list-style-type: none"> • Human resource accounting and specifying how demanding various tasks are • Development meetings • Individual job planning (e.g. working hour arrangements) • Mentoring • Regular review of assigned duties

4.4. Good practices in relation to equality plans.

We are going to examine below real cases where organisations have implemented gender equality plan and the results.

Prezi

Prezi, now one of the most successful tech companies in Hungary, began life as a start-up project supported by Kitchen Budapest and Hungarian Telekom in 2008. Its main product is a cloud-based presentation software that was designed to replace traditional linear presentation methods with a new, freemium storytelling tool. The software enables ideas to be presented in a non-linear way, allowing users freestyle navigation through content. The word prezi in Hungarian is short for 'presentation'.

The company reported 85 million users in 2017 and now operates out of the two headquarters in Budapest and San Francisco. Prezi maintains a very strong commitment to diversity. It views diversity as a key to creative ideas and an inspirational working atmosphere and ultimately to success. Prezi is probably equally well known for its high-quality services, as for its inclusive, motivating, progressive working environment. Improving its employees' work-life balance is part of Prezi's overarching diversity strategy, and the company has many different initiatives underway that support its employees to live and work to their full potential, whatever their life situation.

Prezi is implementing a range of parallel initiatives supporting work-life balance. The company's success in creating a truly employer-friendly work environment lies in multiple medium-sized and smaller initiatives. Their combination ensures a progressive, inclusive, friendly working environment.

Netlight

Netlight considers equality to be its cornerstone and a strategic objective since 2012. All Netlight partners sign the company's Declaration of Equality, and those in Helsinki have signed an agreement on promoting equality. An equality clause is also included in all job contracts and client agreements.

Equality is a mainstreamed ideology from strategy level to the everyday behaviour of each individual employee. In practice, equality is emphasised throughout the entire recruitment process and induction of new employees. Netlight's ongoing in-house recruiting of new talents ensures that role models for women can be found, and good practices disseminated and developed.

The company aims to be a role model in equality across the industry. It wants to show that positive change can occur through positive action. While diversity is a stand-alone value, it also relates to innovation and productivity. Therefore, Netlight's strategic line comes to life at every level of the organisation, from the highest-level manager to the newest employee, every day.

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