

# Task O2-A4

## 3. Handbook of gender equality for promoters in stone sector



# WinSTONE

## OPENING GATES FOR WOMEN IN THE STONE SECTOR



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## Erasmus+

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## Contents

Introduction.....	3
UNIT 1. Equal opportunities for women and men (iED).....	3
1.1. Fundamentals and basic concepts of equality. ....	3
1.2. Policies for equal opportunities between women and men in the international, and European level. ....	4
1.3. Equal entrepreneurial culture. ....	5
1.4. Labour market and situations of social vulnerability of women. ....	6
1.5. Policies and strategies for structural change. ....	6
UNIT 2. Training and employment. Analysis of the labour market in the stone sector from a gender perspective .....	7
2.1. Definition and scope.....	7
2.2. Basic concepts around labour culture and effective equality of women and men. ....	9
2.3. Analysis of the socioeconomic and labour situation of women in the stone sector. ....	16
2.4. Equality between women and men in labour organisations: collective bargaining. Positive action measures and equality plans. ....	21
UNIT 3. Planning of social and labour intervention. Development and evaluation of positive actions	28
3.1. Fields of intervention. Areas and professional profiles.....	28
3.2. Measures to be implemented. Positive actions. ....	35
3.3. Planning. ....	38
UNIT 4. Strategies for change. Equality Plan (iED) .....	38
4.1. Equality plans: programming.....	38
4.2. Equality plan: measures in the different fields of action. ....	39
4.3. Equality plans: Implementation. ....	39
4.4. Equality plan: monitoring and evaluation. ....	40
4.5. Good practices in relation to equality plans.....	41
SOURCES AND BIBLIOGRAPHY.....	42

## Introduction

This manual develops gender competencies in the stone sector so that companies can obtain free guidance for the promotion of gender balance in their organizations, and it is used as a road map for “gender-sensitive stone training for entrepreneurs”.

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 accomplished when people of all genders have equal access to and enjoyment of the same benefits, resources, and opportunities. In recent decades, many countries around the world have achieved tremendous progress toward gender equality, particularly in the areas of education, health, and female workforce participation. However, there is still a gender disparity in the workforce. Women continue to earn less than males, have less opportunities to grow in their careers, and have less retirement or superannuation savings than men. Men, on the other hand, have less access to family-friendly policies like maternity leave and flexible work schedules than women. Gender equality in the workplace aims to provide women and men with roughly equal opportunities and outcomes, rather than outcomes that are identical for all. To achieve this requires:

- workplaces to provide equal pay for work of equal or comparable value
- the removal of barriers to the full and equal participation of women in the workforce
- access to all occupations and industries, including leadership roles, regardless of gender; and
- the elimination of discrimination on the basis of gender, particularly in relation to family and caring responsibilities.

Gender equality in the workplace is vital not only because it is "fair" and "right," but also because it is linked to a country's overall economic performance.



The [Sustainable Development Goals](#) are a universal call to action to end poverty, protect the planet and improve the lives and prospects of everyone, everywhere. The 17 Goals were adopted by all UN Member States in 2015, as part of the [2030 Agenda for Sustainable Development](#) which set out a 15-year plan to achieve the Goals.

The 5<sup>th</sup> SDG is Gender inequality and one of the global problems that is faced in all geographies of the world and in almost every sphere of life. Although the issue is becoming increasingly visible and many actions are being taken towards equality, it took the world a long and a challenging journey to reach where it is, and it still has a long way to go to reach where it wants to be. Many of this journey involves the commitments, policy documents and actions either taken or initiated by United Nations (UN).

## 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.

Entrepreneurial culture has been defined as the attitude, values, skills, and power of a group or individuals working in an institute or an organization to generate income. It is crucial to note that when examining entrepreneurial culture in an organization, one of the most significant factors for its growth and success is innovation, hence research on the topic is particularly needed in the entrepreneurial context.

The European Union (EU) Gender Equality Strategy is working towards a gender equal Europe by 2025.

Some fundamental factors that we have to consider in order to achieve equal entrepreneurial culture are listed below.

- equal access to the cultural and creative labour market
- equal payment and representation in creative and decision-making positions
- equal appreciation and recognition of their work

All EU members should

- ensure equal pay
- promote a better work-life balance
- guarantee gender equality in the institutions and decision-making bodies of the sector
- promote research on gender equality and the collection of sex-disaggregated data in the field of culture

#### 1.4. Labour market and situations of social vulnerability of women.

The last two decades have seen an increasing level of female education and a corresponding growth in female labour-market participation (Esping-Andersen 1999), with markedly positive social consequences. Higher female labour-market participation has increased the number of people with access to independent income and has helped to reduce the general level of poverty and social exclusion.

On the other hand, increased gender equity has produced further differentiations in resources, power and independence, thereby increasing inequality and social vulnerability among women (Mandel 2010). To date little research has investigated the social differentiation occurring among women, and the factors explaining the higher vulnerability of some of them. Given that nowadays women play a key role in mediating between the demands of the labour market and societal needs (Esping Andersen 2009), investigating the factors jeopardizing that role seems crucial.

#### 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. Training and employment. 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.

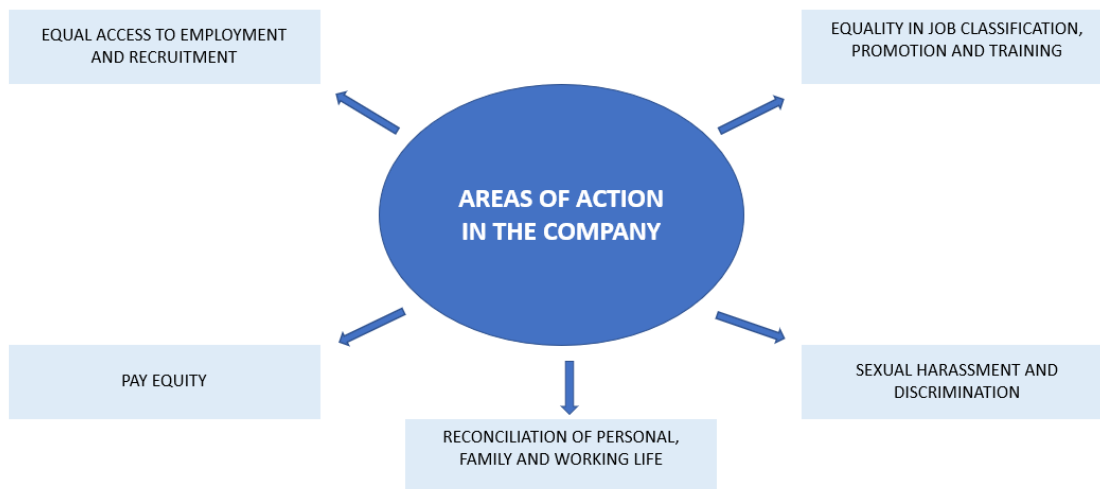
In view of the need to take concrete measures aimed at achieving real equality in all areas of life, especially in the field of business and employment, the following objectives have been set:

- 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 work space 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.

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## 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 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 stonesection

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)

<b>jobs that requires training (2021)</b>	<b>proportion of women</b>
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)

<b>jobs that requires training (2016)</b>	<b>proportion of women</b>
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](https://www.girls-day.de/mediaserve/filestore/5/4/5/6_ce17d9eb76a64c7/5456_fc0035ecbe57d94.pdf)

### Wikipedia - free encyclopedia (Germany)

jobs that requires 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](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.

Since 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. Since two weeks she has been no longer an 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 (Germny). 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 girls 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*

### **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

## 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:

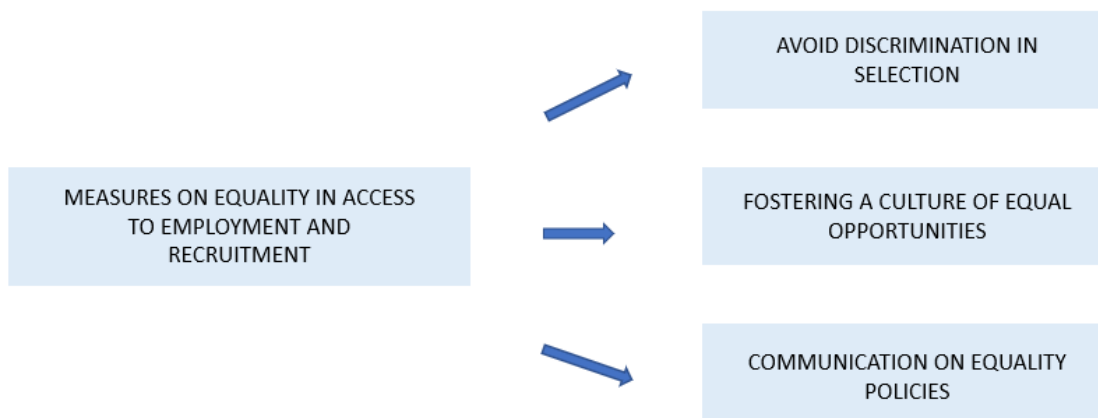
Specific measures in favour of women to correct patent situations of de facto inequality with respect to men. Such measures will be applicable for as long as these situations persist and must be reasonable and proportionate in relation to the objective pursued in each case. All of this, with the aim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

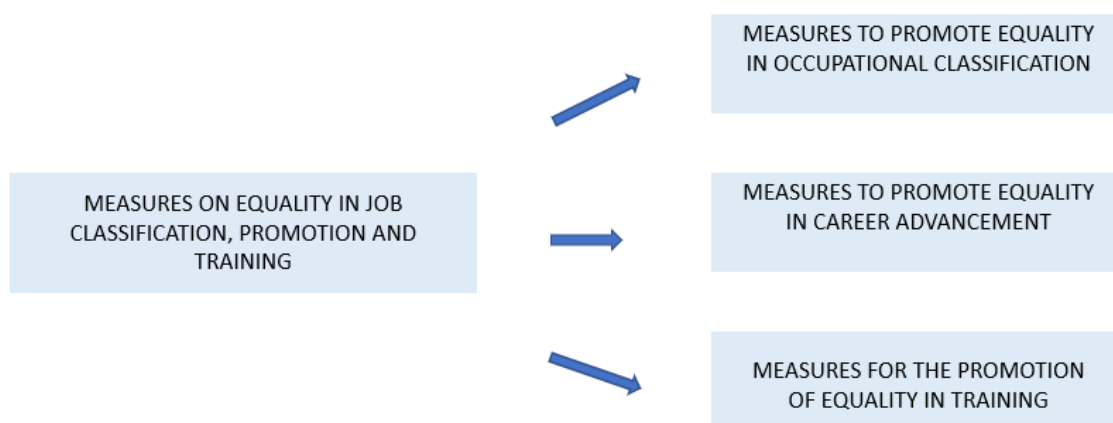
### 1.3 MEASURES TO PROMOTE COMMUNICATION ON EQUALITY POLICIES

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 work place:** control over one's own work and 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.
- 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.
- Intensive shifts during the summer months coinciding with the school holiday period.

All are correct 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.

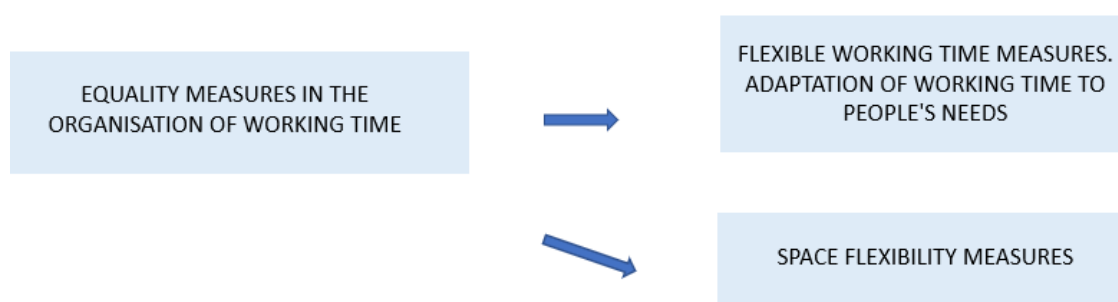


### 3. EQUAL OPPORTUNITIES IN THE FIELD OF REMUNERATION

#### 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.

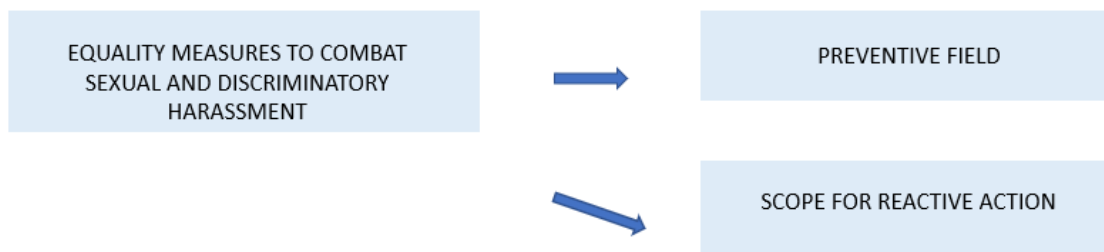
#### 4.2 MEASURES TO ENHANCE SPATIAL FLEXIBILITY

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. Planning of social and labour intervention. Development and evaluation of positive actions

### 3.1. Fields of intervention. Areas and professional profiles.

In Croatia, there are women in stonemasonry, but to call them a minority would be an understatement, they are very rare and more fall into the notion of exceptions that confirm the rule. Stonemasonry is a male profession in the full sense of the term. That is why it is necessary to emphasize the existence of women who break the ice in this business. They, each with their own specific and distinctive activities, were participants in the WINstone Seminar held in May 2021. Here they could be presented in exactly the order in which they participated in the seminar, and the order certainly does not present their importance or merits.

Women in the stonemasonry sector, as in any other profession, have the problem of reconciling professional work and family care. Those who succeed the most are those who have the good support of their own families from the beginning, from parents and friends and later partners and children. Less often, women point out that the flexibility of the employer is what makes their conditions easier. Part of that solution is that they have become employers themselves, that is, that they work in family companies where the difference between private and business is lost.

The women who introduced themselves in our Seminar were successful in their careers, but what is noticeable in their lecture is that they do not mention the excessive relationship with male colleagues or the discrimination to which they may have been exposed. Unfortunately, part of the culture in the business world of Croatia is the pressure not to talk openly about this topic. Not to criticize the existing situation, not to "wave", to disturb. It is hard to believe that none of them have experienced some form of harassment at work if statistics show that almost every woman has experienced it in one way or another during their career. Silent presence and breaking the ice with his work is still a more accepted way of dealing with the issue of women's equality, than directly opening the topic. Much of the prejudice and stereotypes are hidden in today's finer forms of discrimination. This does not mean that even more severe forms are not present, but their expression or legal resolution is an almost impossible mission. Laws are barely sufficient to define equality, they are outdated, they are not enforced. The court system is sluggish, where trials take years. So much so that at their end, even if they are positively resolved for the woman who initiated the process, there is no sense of justice. Women are still silent, and in predominantly male professions such as stonemasonry they are even more silent. Complaints from women make up almost 69 percent of the total number of complaints of gender discrimination, which is probably the most widespread form of discrimination. But many complaints are accompanied by a relatively small number of court proceedings. Women generally do not complain to keep their jobs and have at least a small portion of their income. As long as the situation is such in the market by the employer, women will always be discriminated against.

Even today, and even according to the results of the last elections, the under-representation of women in the political sphere, government and opposition is even more present in Croatia. The situation is the same on company boards, especially in the private sector. A smart combination of legal framework and public awareness is key to addressing persistent discrimination against women. The introduction of quotas, but also their observance, is an important element in advancing to work more in the position of women. Whether it is possible to achieve a similar principle in the work of other sectors, in this case stonemasonry, should be further seen and studied.



Galičić and Ivanović (2006) state that “the position of women in the most responsible places in society has many more advantages than disadvantages. A woman who has succeeded certainly has a lot of work and professional training behind her, and above all perseverance, because she has to show much more than her male colleagues. ”

### *Introducing women in stone sector from our WINstone seminar*



### **Katica Andrijašević, civil engineer**



After studying in Split and Zagreb, engineer Andrijašević started her business life at the Split Shipyard, and continued working at the Pomgrad company, after which she moved to G-mont, and ended her career at Jadrankamen. In her rich work experience, she participated and managed some of the most famous construction sites throughout Croatia and beyond. The most famous among them is the famous Sea Organ in Zadar, and they were in the competition for the best project at the Venice Biennale 2008, Matejuška, Opuzen city square, Zadar Airport, Hotel Excelsior and other impressive buildings and construction sites.

Although Mrs. Andrijašević started her career in the last century, and her presence in the construction sector is all the more significant. Namely, at that time, thinking about women in areas defined as male was certainly seen as mixing somewhere where "they have no place". Andrijašević describes her relationship with male colleagues as correct but noting how important it was (or is) important to set and maintain the boundaries of a professional relationship so that there would be no problems in the work itself.

Engineer Andrijašević is a shining example of how one can succeed in the profession with one's own work and commitment, and it is certainly an example of how the construction profession is certainly

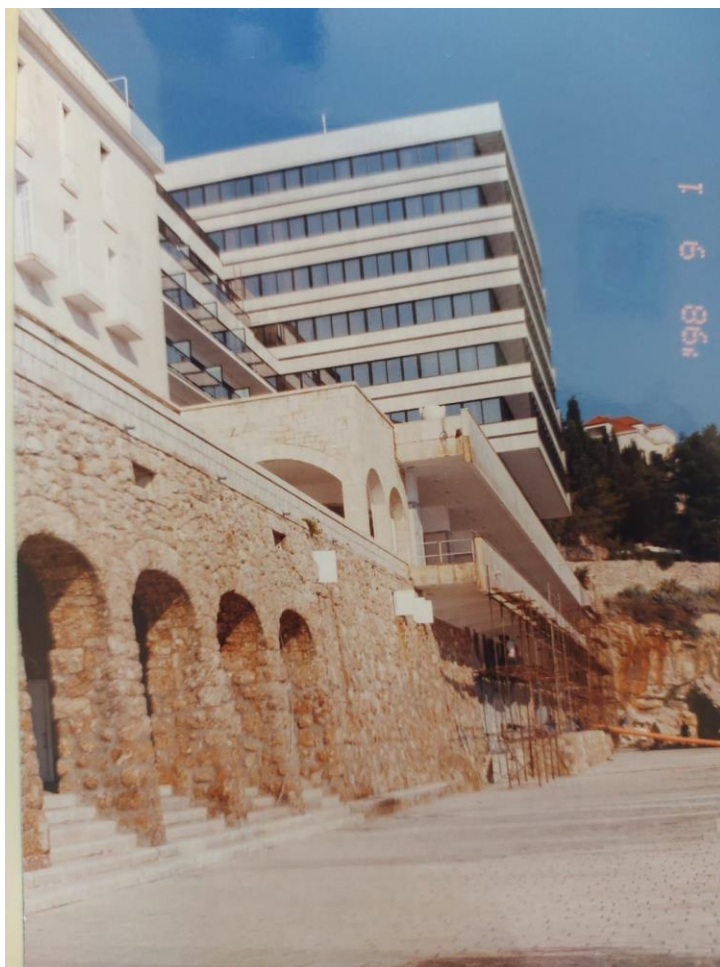




not unattainable for women, that they are not incompetent or unqualified, but very successful if they dedicate themselves adequately.

Today, fortunately, more and more women decide to enroll in the Faculty of Civil Engineering and related faculties, so it is clear that since the time of Mrs.'s Andrijašević education that something important is changed, and that is the belief that women can be successful engineers. We don't know how much, but with her work and her career, Ms. Andrijašević probably influenced this change and opened the door to younger generations.





**dr. sc. Vinka Marinković, Senior Conservator - restorer**



Conservator Marinković deals with a very different field of commentary than our previous guest, but no less beautiful and demanding. She began her education in Split, continued in Zadar and completed it in Italy, earning a doctorate in the field. Nor is this area less saturated with the idea that as such, it belongs to the male population. Although more and more women like Dr. Marinkovic are working in this business. Restoration is needed today more than ever in history because today old and valuable buildings are increasingly under attack and damaged due to pollution and the rapid growth and development of society. Sometimes by fast modern construction, sometimes by weather conditions and air full of

pollutants that were not present in the past. Restoration is at times physically demanding, but with modern techniques, this problem can be solved more easily, as Dr. Marinković showed, all the challenges of her job in a beautiful presentation of her work. She pointed out that the most important part of the job is preparation and detailed planning and then hard work. She selflessly spoke about her impact on her profession also emphasizing how hard work and thorough preparation can bring undoubted success and recognition in a career.

#### **Sandra Nejašmić Pirnat, Academic sculptor**



After the School of Applied Arts and Design in Split, she graduated at the Academy of Fine Arts in Zagreb with an award for the most successful graduate work in the sculpture department. She studied in Rome, Florence, Paris, London and Brussels.

She worked as a professor of a group of professional subjects at the School of Applied Arts and Design in Pula. And later as a professor of modeling at the Klesarska škola in Pučišća. In the gallery of the church of St. Ante in Postira from 2005 to 2018 led and organized numerous art exhibitions of valuable domestic and foreign artists. She lives and creates in the studio MY PEACE as a freelance artist.

She has exhibited in forty solo and thirty group exhibitions at home and abroad and has participated in many domestic and international sculptural symposia. Her works are in private and public collections around the world. She has won several awards and recognitions for artistic and pedagogical work.

The sculptor Nejašmić proudly presented her works and her artistic and life path. She pointed out how important it was for her to have the support of her family and later her husband in her work and the development of her art. Even today, when sculpture is mentioned, the image that most people will have in front of their eyes will not be a woman, but a man. That is why it is important to encourage young women to develop their talents in whatever direction they lead them. Just like the sculptor



Nejašmić, modern women can find their place in art of whatever kind it is, even when it includes diet and hammer and stone.



#### mr.sc. Tamara Plastić, Principal of Klesarska škola



Tamara Plastić is Principal of Klesarska škola, she has a master's degree from the Faculty of Civil Engineering in Split. She was a professor of physics and computing in Klesarska škola.

As a principal, she works on modernizing the curriculum for stonemasons and stonemason technicians and involves school students in various European projects that provide invaluable experience and development of knowledge, and the success of the school itself.

She started her doctoral dissertation, which is not finished yet. Main theme is characteristics of stone as a natural material and how to optimize retention at the landfill after exploitation so that the stone matures without storage being expensive and so that it

can be produced without damaging the stone. She has also written publications, examples of good practice, participated in writing textbooks, and all of this is used in colleges in learning.

Tamara also worked on legal framework and at some point, saved stonemasonry, quarries and stone industry on island Brač. The legislature wanted to make a legal regulation that banned quarries at a distance of 1km from the seacoast on all islands. Due to that, the industry on Brač would be completely dead. She made a research and they excluded Brač from that regulation.

### Artists and owners of family business, dr.sc. Dina Jakšić Pavasović and Ida Stipčić Jakšić



Dr. Jakšić presented her journey and schooling from Split, Rome, and with the completion of her doctorate in Zagreb. She took us through an extremely interesting presentation together with her mother Ida Stipčić Jakšić. The artist by origin and education, Dr. Jakšić, showed us what it is like to live, grow up, learn, and simply breathe art in stone every day. Together with all members of their family, they own and develop the Jakšić Art Gallery in Split. They support and complement each other in a very different but always very original approach to the stone and the extraction of different shapes and uses from it. For Dr. Jakšić, the question of whether a woman

can work in stone sector has never been questionable because she grew up in a family that has nurtured stone art for generations. Probably an important role was played by her mother Ida, who was accepted as a newcomer to the family with her own distinctive talent. As in previous stories, the value and importance of family and wider social support of these women in their chosen jobs is recognized.



That is why it is important to recognize how important the family climate is for the development of women in all stone jobs. But in order for the real development, we need to have open educational structures and, ultimately, employers and legislators who are in this together, i.e., the support of the socio-political-economic system of the state is important. For now, most of these women are oriented towards self-employment, fighting with their own strength and family support, which is clear from their presentations is the lack of recognition on the wider social network.

### Željka Frančeski, stonemason



In her inspiring presentation, Mrs. Frančeski presented her life journey. From a former student of the School of Masonry to an independent entrepreneur who makes her own unique works and souvenirs. Her works go through the hands of many tourists and different places of our World, and unknowingly spread the story of another enterprising and confident woman in stonemasonry. Mrs. Frančeski, like her colleagues, does not want to

emphasize too many differences between men and women in this business, but good and better stonemasons. But it is certainly surprising to see a woman run a stonemason's business with her family and reconcile her family and business responsibilities. Unfortunately, the very fact that we are surprised by this balance and her work speaks to the fact that it is not a socially common, and our own prejudices about stonemasonry and women come back to us, even when we want to highlight them positively.

#### **Vanessa Martinić, student of Klesarska škola, stonemason technician**



The youngest representative of women in the stonemasonry sector was Ms. Martinić, a student at the Klesarska škola. Although her life and business life has only just begun, her experience with stone is quite. As the daughter of the stonemason father, Vanessa has always loved this job and decided to study in that direction. Although she is not alone among the few students at the school, 5 more girls are currently studying at the school. Whether Ms. Martinić will continue as she planned her father's craft or will continue her education in another related profession, time will tell. However, it is important to point out that she believes in her abilities in today's Croatian society. She doesn't feel constrained like generations before her. It doesn't mean the job is done and how the role of women in stonemasonry is achieved, it just means we are on the right track.

### **3.2. Measures to be implemented. Positive actions.**

It is necessary to modernize the curricula, to harmonize with modern times and ways of working and learning. In addition to manual processing and processing with pneumatic and electric tools, it is



necessary to enable students to get acquainted with modern machining through practical classes in successful companies. This certainly speeds up the work and the final product, which is extremely important for today's time and for today's somewhat impatient generations. Within the curriculum, it is necessary to introduce the topics of gender equality, the importance of women's work in the stone sector, reconciling professional and family life, because students after graduation will be not only workers but also employers. And what is better than that, students are educated immediately for the future that awaits them, for the understanding and support they must have, which will ultimately lead to satisfaction in all fields, whether they are employers or workers.

Example of good practice: TV Arte in German broadcasts a report on the School of Masonry through the experience and view of one of our students. It can also be viewed online via the link <https://www.arte.tv/de/videos/092983-026-F/geo-reportage/>



*Picture 1. Insert from a report on a student of the School of Masonry whose father is also a stonemason and continues the family business*



Example of good practice: Students in the subject Design in Stone at the Klesarska škola design, model and make art and useful objects in stone. Of course, their male colleagues always help them with that. The goal of women is not to establish dominance but to cooperate.



*Picture 3. Students of the School of Masonry design art and useful objects that they will later make in stone*

Through their way of working, more sensitive approach, observation from their own perspective, women can enrich the sector, increase productivity, and with their creativity and view of the world from the perspective of women, mothers, housewives, scientists, managers, and all other positions in society, introduce new products. new use values. The world of women is different from the world of men, and in a world where women will make more equal decisions, the need for different products will certainly be demonstrated.

Example of good practice: Focus Piedra published the story of Isabel Rodríguez one of the candidates for the 3rd Cantabria Women's Prize.

More information available at:

<https://www.focuspiedra.com/isabel-rodriguez-de-piedra-y-marmoles-de-carrejo-candidata-a-iii-premio-mujer-de-cantabria/>



*Picture 4. Isabel Rodríguez, founder, together with her husband, of Piedra y Mármoles de Carrejo, is one of the candidates for the 3rd Cantabria Women's Prize.*

### 3.3. Planning.

To maintain the professionalism and the stability of the stonemasonry profession, we must first of all work on enrolling as many students as possible, especially female students. Stonemasonry has been a deficit occupation for many years in Croatia, which means that the possibility of employment after graduation is generally higher than in other occupations because the demand for quality stonemasonry is higher. In modern times, targeted information is increasingly difficult to reach target groups, although the feeling of information availability is completely different. This leads to the fact that quality information does not reach future students. The state must also provide financial measures for students and parents to enroll in deficit occupations. Also, employers must take their share of responsibility because it is extremely important for them to have educated employees, which is often a problem.

There are also problems with the staff in the school, there is a lack of teachers who are closely specialized in working in the stonemason's school. And that problem will prove even greater in the next few decades as enrollment of students for the profession of stonemason has been declining for years. There is also a fear that in the distant future education for stonemasons will disappear (some schools have already closed in Croatia), which is unacceptable and why urgent action must be taken to prevent this from happening.

Therefore, the School of Masonry is negotiating with companies from countries in the region such as Serbia, Northern Macedonia, Bosnia and Herzegovina, Slovenia, and there are secured funds from foundations in the United Kingdom that want to help preserve the school and stonemasonry, to provide scholarships to several students. Negotiations are also being held with European Union countries such as Germany. We strive to attract male and female students in particular.

At the Stonemasonry, by introducing new optional subjects in the school, such as Design in Stone and Cypriot Modeling, it wants to offer all students, especially female students, to express themselves creatively and uniquely. It is an introduction to the new Stone Design program that the school wants to launch in the coming years. Practical classes will be the same, with the same number of hours as for the stonemasonry technician program, because knowledge of the legality of materials and the method of processing is a guarantee that natural material such as stone will be used and processed properly and that a variety will always be selected, if not the best, then at least suitable.

The first step was to examine the affinities and wishes of students, and it is still necessary to provide a budget for the development and implementation of curricula, and of course the will of the Ministry of Education of the Republic of Croatia to finance the program.

## UNIT 4. Strategies for change. Equality Plan.

### 4.1. Equality plans: programming.

An equality plan outlines how your company's equality and diversity policy will be implemented. Your equality and diversity policy should explain your business' stance on diversity and set out legal rights and obligations of your staff.

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.

## 4.2. Equality plan: measures in the different fields of action.

In a first step, gender equality needs to be framed as a meaningful issue, relevant to the whole community, and providing an explanation of what a gender equality plan is and entails. Being practical and concrete in formulating objectives and setting targets can effectively support the ownership of the strategy by the whole research community. Objectives should not (only) be long term, but also short- and mid-term, in order to better account for failures, successes and challenges. Gender equality planning should thus be driven by clear objectives and targets, defined for each planned measure and/or intervention area, along with clearly ascribed responsibilities with regard to their attainment.

## 4.3. Equality plans: Implementation.

Having set up the Gender Equality Plan, you are ready to start implementing it. Put the measures of the Gender Equality Plan in motion according to the defined timeline. Try to embed and institutionalise as many measures/actions as possible in order to ensure their sustainability.

Organise regular meetings with the team responsible for the implementation of the Gender Equality Plan. These meetings are not only important to design and plan activities in a participatory way, but also to discuss the progress, main achievements and aspects that can be improved. This will allow identifying possible problems and acting proactively upon them.

Plan meetings with senior management and leadership, human resources staff, or other co-workers you consider relevant. This will help:

- Creating ownership of the Gender Equality Plan.
- Motivating the staff involved.

- Strengthening the potential of the Plan.
- Maximising the impact of the Plan's actions.

You may consider organising an initial training session for the team responsible for implementing the Plan, and for other targeted audiences directly involved (e.g. managers, human resources staff). Continuous awareness-raising and competence-building efforts will maximise chances for success and institutionalisation.

For example, during the implementation of the Gender Equality Plan, you can provide personalised coaching, organise additional awareness-raising sessions, run campaigns on selected topics or plan workshops to build specific competences.

Continue engaging stakeholders on an on-going basis. Explain the benefits of gender equality in research organisations. Always adapt your discourse according to the profile you are addressing. Do not forget to keep in touch with stakeholders you engaged in a previous phase. This will also provide you insights about the measures implemented or on how to improve the actions to be carried out.

#### To keep in mind:

- While the start can be modest, the scope and spectrum of activities may gradually expand over time. At the same time, the circle of allies and engaged stakeholders may also grow.

## 4.4. Equality plan: monitoring and evaluation.

A Gender Equality Plan is meant to address several issues at once, and to rely upon a complex set of measures. Hence, from its earliest stage, monitoring and evaluation instruments are to be foreseen. Such instruments allow among others to assess the progress that is made towards targets, based on indicators.

Monitoring and evaluation instruments are however often lacking, which undermines the transformative potential of planned actions. If objectives are not indexed on relevant progress, success or outreach indicators, it is difficult to assess whether the organisation is being actually transformed. This might also reduce the commitment of stakeholders towards those objectives.

For these reasons, monitoring and evaluation instruments are firstly to be seen as tools supporting effective actions and creating accountability. Secondly, by providing indicators against which actions can be assessed and resources allocated, they also enhance the knowledge about on-going changes.

Monitoring actions once they are being implemented is key to inform about how they address actual needs, and effectively support change. Gender Equality Plans should mobilise a large number of

different actors within the organisation. It is deemed important for those who pilot actions to have a good command of what is going on.

Monitoring does not only enable to see where and how actions are being implemented. It can also indicate whether or not a transformative dynamic is going on. Well-thought monitoring mechanisms can help identifying and addressing potential sources of resistance to change. Last but not least, a virtuous cycle can make monitoring tools part of a continuous enhancement process.

As such, these instruments can be both part of the piloting of the actions, and external to it, in order to grant implementation both with a sight on overarching goals, and a more distant stance on the actions. In all cases, gender expertise will be required, potentially along with other expertise on change dynamics or other specific issues tackled by the Gender Equality Plan.

#### 4.5. Good practices in relation to equality plans.

**GenderNet Freie Universität Berlin (Germany)** is a network structure aimed at facilitating and boosting communication and cooperation between actors in the areas of gender research and gender equality practice at different levels. This innovative, flexible structure brings together researchers, gender equality officers, actors in management and administration and members of committees and other relevant bodies. They jointly address current challenges and drive forward excellent gender research, inclusive gender equality practice, international dialogue and transnational cooperation.

The work within GenderNet Freie Universität Berlin is coordinated by a steering team (“Leitungsteam”) consisting of key actors in university management, gender equality work and gender research of Freie Universität Berlin. Five project teams have been set up to each address one of the following current challenges through joint efforts: gender in research; internationalisation; gender in MINT subjects (mathematics, information sciences, natural sciences, and technology); diversity; and the institutional strategy.<sup>1</sup>

**WiSER (Centre for Women in Science and Engineering Research)** at Trinity College Dublin (TCD) (Ireland) was established following a funding call from Science Foundation Ireland in 2005 aimed at addressing the under-representation of women in science, engineering and technology. The Centre aims to recruit more women and girls into STEM careers and education; to enable highly skilled women researchers to remain in STEM careers; and to encourage and assist top-level researchers to return to work following a career break. WiSER’s activities and practices are underpinned by the core value that scientific excellence is only achievable in an environment that supports, enables and sustains all outstanding researchers, regardless of gender. WiSER collects gender disaggregated statistics in TCD and reports on them annually to highlight gender gaps and to monitor progress. WiSER offers a range of practical professional development training to women academics and researchers working in STEM in TCD such as a mentoring programme, seminars which provide networking opportunities for women, WiSER academic writing group seminars and tips and



information on how women can build their academic research profile via online tools and checklists and other supports. There is also information on work life balance and TCD policies and support for career breaks and flexible working. Funding for the Centre comes from the university (TCD). However, many of the WiSER activities have been funded through EU projects such as INTEGER

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