



# Task O5/A1. Implementation of Vertical Action Plan in the stone sector



# WinSTONE

## OPENING GATES FOR WOMEN IN THE STONE SECTOR



Erasmus+

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## 1. INTRODUCTION

The stone sector represents a growing market worldwide. In the European Union, around 60,000 small and medium-sized enterprises work with ornamental stone in all its aspects. More than 500,000 people work in and around the ornamental stone industry, with a strong economic and social impact.

This sector represents a strongly growing world market where European production reaches approximately 35% with a total turnover of about 24 billion euros.

In this sector, female workers are a minority in the whole value chain of this industry due to the lack of gender mainstreaming, where the feminisation rate is only 7.25% at European level (source: Cluster Piedra).

To this end, the associations that created this plan have come together with the firm objective of making the stone sector a leading sector in terms of equality between men and women

## 2. PARTIES SUBSCRIBING TO THE PLAN

This Action Plan has been drawn up by the following associations:

- Deutscher Naturwerkstein-Verband e.V. (Germany)
- Asociación Empresarial de Investigación Centro Tecnológico del Mármol, Piedra y Materiales (Spain)
- National Technical University of Athens (Greece)
- Institute of Entrepreneurship Development (Greece)
- Klesarska skola (Croatia)

These associations will be responsible for ensuring compliance with this plan both in their own entity and in the companies associated with them in each of the participating countries.

## 3. PERSONAL, TERRITORIAL AND TEMPORAL SCOPE

This equality plan will apply to all employees of both associations and partner companies, as well as to temporary workers during their periods of service in the companies and associations.

This equality plan will be applied internationally, as it will be implemented in the above-mentioned associations and their partner companies in the countries of Germany, Spain, Greece and Croatia.

This plan will come into force at the end of 2021 and will remain in force for the following 4 years. It is expected that, due to its success and reception in the companies, it will remain in force until the approval of the next plan, which can be based on this same plan with relevant modifications and improvements suggested by the partners.

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## 4. RESULTS OF THE DIAGNOSIS

From the general results of the Diagnosis of Equality in companies in the stone sector in Europe, the following can be extracted:

There are barriers between colleagues. In a mainly male sector, it is not well seen by the traditional society.

There are intrinsic barriers. It is thought that work in the stone sector requires brute force and cannot be carried out by women, but this is incorrect, as it is a sector that currently uses a lot of machinery.

There are labour market barriers. Women think that they have no chance to work in this sector because they do not have a positive mentality about their abilities to perform the tasks in this sector or because they think that they do not have equal opportunities.

## 5. OBJECTIVES

### 5.1. MAIN OBJECTIVES

- **To integrate and promote equal opportunities between women and men, to eradicate any discrimination based on sex and to identify companies in the stone sector as egalitarian organisations.**
- **To create or appoint the figure of Equal Treatment and Opportunities Manager in the company.**
- **To guarantee equality between women and men in the conditions of access to and provision of employment.**
- **Seek equality between women and men in management positions and in participatory bodies, as well as in the distribution of tasks and functions and horizontal segregation.**
- **To guarantee equal access for women and men to training with the aim of promoting their career development and making it possible to reconcile it with their personal lives.**
- **Promote the reconciliation of work, personal and family life with housework and family care.**
- **Ensure gender pay equality through a pay system that respects the principles of objectivity, equity and non-discrimination by gender.**

## 5.2. TRANSVERSAL OBJECTIVES

- Train and inform staff, especially management and middle management, on gender equality and equal opportunities.
- Eliminate the use of sexist language in all areas of the company.
- Take these measures to other sectors of the construction industry with similarities to the stone sector, such as the ceramics, brick and cement sectors.

## 6. OBJECTIVES AND ASSOCIATED MEASURES

Building on the main objectives mentioned in the previous section, a number of specific objectives and policy measures are proposed, reflecting also to whom they apply.

**OBJECTIVE 1. To integrate and promote equal opportunities between women and men, to eradicate any discrimination based on sex and to identify companies in the stone sector as egalitarian organisations.**

Specific objectives:

- To develop a Management System that integrates Equal Opportunities in the company in the natural stone sector.
- To raise awareness of equality among the entire workforce.

<i>Specific objectives</i>	<i>Measures</i>	<i>Application</i>
<i>Develop the Management System for integrating Equal Opportunities in the stone sector company</i>	<i>Design the management system for integrating equal opportunities in the company.</i>  <i>Disseminate and support the management system for mainstreaming equal opportunities in the company.</i>	<i>Management and staff</i>
<i>Raise awareness among the company's staff about equality between men and women</i>	<i>Design an awareness-raising and training plan on gender and equal opportunities aimed at the different profiles of the company.</i>  <i>Disseminate the Strategic Plan for Equal Opportunities and its results in the company.</i>	<i>Management and staff</i>

*Carry out awareness-raising activities aimed specifically at professionals in the stone sector.*

**OBJECTIVE 2. Create or appoint an Equal Treatment and Opportunities Officer in the company.**

Specific objectives:

- Designate a person responsible for ensuring equal treatment and opportunities within the company.

<i>Specific objectives</i>	<i>Measures</i>	<i>Application</i>
<i>Designate a person responsible for ensuring equal treatment and opportunities within the company.</i>	<i>Designate a person to manage and coordinate the Plan, participate in its implementation and ensure compliance with it</i>	<i>Human Resources</i>

**OBJECTIVE 3. Ensure equality between women and men in the conditions of access to and provision of employment.**

Specific objectives:

- To guarantee equal opportunities between women and men in the selection and recruitment processes in companies in the stone sector.
- Raise awareness and train staff directly or indirectly involved in employee selection processes in equal opportunities.
- To achieve equality between men and women, especially in those positions or levels where women are currently under-represented.

<i>Specific objectives</i>	<i>Measures</i>	<i>Application</i>
<i>To guarantee equal opportunities for women and men in the selection and recruitment processes in companies in the stone sector.</i>	<i>Standardise interview scripts in recruitment processes so that they only include information that is necessary and relevant to the job.</i>  <i>Include non-discrimination on various grounds in recruitment screening, such as the introduction of blind CVs.</i>	<i>Staff involved in any of the phases of selection and recruitment of persons</i>

	<i>Eliminate the use of sexist and stereotypical language and images in job advertisements.</i>	
<i>Raise awareness and train staff directly or indirectly involved in employee selection processes in the field of equal opportunities.</i>	<i>Ensure that those involved in selection and evaluation processes are trained in gender issues.</i>	<i>Staff involved in any of the phases of selection and recruitment of persons</i>
<i>Achieve gender equity, especially in those positions or levels where women are currently under-represented.</i>	<i>To select, on equal terms, women candidates for posts in those categories and specialities in which they are particularly under-represented, taking into account the principles of equality, merit and ability.</i>	<i>Staff involved in any of the phases of selection and recruitment of persons</i>

**OBJECTIVE 4. Seek equality between women and men in management positions and in participatory bodies, as well as in the distribution of tasks and functions and horizontal segregation.**

Specific objectives:

- Guarantee transparency, objectivity and non-discrimination in professional promotion processes, focusing solely on the assessment of candidates' skills, abilities and professional merits.
- Promote women's access to those positions and levels where they are under-represented.
- Promote gender-neutral professional development and acquisition of skills and competencies for all staff.
- Ensure an equitable distribution of functions and tasks within each professional category.

<i>Specific objectives</i>	<i>Measures</i>	<i>Application</i>
<i>Ensure transparency, objectivity and non-discrimination in career advancement processes, focusing solely on the assessment of candidates' skills, abilities and professional merits.</i>	<i>Ensure that those involved in the process of filling management and middle management positions are trained in gender issues.</i> <i>Record the information of persons participating in the promotion</i>	<i>Staff involved in any stage of the selection process for management and middle management positions.</i>

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	<i>process to positions of responsibility, classified by gender.</i>	
<i>Promote women's access to positions and levels where they are under-represented.</i>	<p><i>Study the possible gender inequalities that determine women's reduced access to positions of responsibility.</i></p> <p><i>Guarantee in the filling of management and middle management positions that people who benefit from some measure of reconciliation of personal, family and professional life receive the same treatment and valuation.</i></p> <p><i>Develop training and awareness-raising actions on gender issues for all staff that contribute to eliminating gender stereotypes that affect women's difficulties in their professional development.</i></p> <p><i>Apply parity between men and women in the selection of staff for positions of responsibility.</i></p> <p><i>Conduct management skills training for women in the company.</i></p>	<i>Management and middle management</i>
<i>Promote professional development and the acquisition of new skills and competencies without distinction of gender for all staff.</i>	<i>Define a professional development plan in which everyone in the company can identify their short, medium and long-term professional objectives according to their competencies</i>	<i>Management and middle management</i>
<i>Ensure an equitable distribution of functions and tasks within each professional category.</i>	<p><i>Conduct a study to review the roles and tasks performed by men and women within each professional category, analysing the recognition and the attributed and material value associated with the tasks.</i></p> <p><i>Analyse the presence and participation of women and men in</i></p>	<i>Management and middle management</i>



*both formal and informal  
representation and decision-making  
(work meetings, talks, etc.).*

**OBJECTIVE 5. Guarantee equal access to training for women and men with the aim of promoting their career development and making it possible to reconcile it with their personal lives.**

Specific objectives:

- Guarantee and promote equal access to training for workers, establishing mechanisms that favour the compatibility of training activities with work, personal and family life.
- Promote staff training in areas of knowledge related or unrelated to professional performance, with special emphasis on those sectors in which there is horizontal segregation, in order to balance them on an equal footing.
- Give importance to training actions from a gender perspective.

<i>Specific objectives</i>	<i>Measures</i>	<i>Application</i>
<i>Guarantee and promote equal access to training for workers, establishing mechanisms that favour the compatibility of training activities with work, personal and family life..</i>	<p><i>Establish objective criteria to ensure that the selection of staff receiving information is carried out under equal conditions for men and women and that people with lower qualifications have access to training actions.</i></p> <p><i>Increase training during working hours</i></p> <p><i>In those educational programmes that allow it, incorporate the on-line and/or blended learning modality.</i></p> <p><i>Raise awareness among the centre's staff, especially women, of the benefits and needs of receiving continuous training.</i></p> <p><i>Inform the company's female employees of the courses on offer related to the jobs and activities traditionally carried out by men in the centre.</i></p>	<p><i>Staff involved in any of the training phases</i></p> <p><i>Company employees</i></p> <p><i>Executives and middle management</i></p>

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	<p><i>Favour access to courses for people with children and/or family responsibilities, people with functional diversity and people with other axes of inequality.</i></p>	
<p><i>Promote staff training in areas of knowledge related or unrelated to professional performance, with special emphasis on those positions where there is horizontal segregation.</i></p>	<p><i>Promote the training of women in the skills necessary for the performance of activities traditionally occupied by men, establishing selection criteria in these courses that prioritise women.</i></p> <p><i>Favour access to the whole training offer, under equal conditions, focusing on those areas or competencies in which there is a horizontal segregation of personnel.</i></p> <p><i>Prioritise access to training for those people for whom the provision of training involves the acquisition of new professional competences</i></p> <p><i>Encourage training in other areas that are not strictly related to the performance of the job (e.g. management, occupational risk prevention, IT, etc.) but which imply competences for professional promotion.</i></p>	<p><i>Staff involved in any of the training phases</i></p> <p><i>Company employees</i></p> <p><i>Executives and middle management</i></p>
<p><i>Evaluating training actions from a gender perspective</i></p>	<p><i>Record the number of participations in the different phases of the training processes (applications, access to the course, completion and certification) by gender and according to training modalities and professional profiles</i></p> <p><i>Monitor investment in training according to gender</i></p> <p><i>Prioritise the participation of women in courses that aim to strengthen managerial skills and thus enhance</i></p>	<p><i>Staff involved in any of the training phases</i></p> <p><i>Company employees</i></p> <p><i>Executives and middle management</i></p>

	<i>their access to positions of greater responsibility.</i>	
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**OBJECTIVE 6. To promote the reconciliation of work, personal and family life with housework and family care.**

Specific objectives:

- Favour the compatibility between personal and family life and the professional development of people working in the company.
- Ensure that work-life balance does not have a negative impact on their promotion opportunities and salary levels.

<i>Specific objectives</i>	<i>Measures</i>	<i>Application</i>
<i>To promote compatibility between personal and family life and the professional development of people working in the company.</i>	<p><i>Extend, improve or make more flexible reductions in working hours for family reasons.</i></p> <p><i>Inform men about their rights as fathers to encourage the use of parental leave and other reconciliation measures.</i></p> <p><i>Offer the possibility for employees to opt for unpaid leave in certain circumstances to promote work-life balance.</i></p>	<p><i>Management</i></p> <p><i>Employees of the company</i></p>
<i>Ensure that work-life balance does not have a negative impact on their promotion opportunities and salary levels.</i>	<p><i>Allowing employees with family responsibilities to work schedules adapted to those of schools for employees with family responsibilities</i></p> <p><i>Promote teleworking, in those positions that allow it, maintaining the same labour rights and the same promotion possibilities</i></p>	<p><i>Management</i></p> <p><i>Employees of the company</i></p>

**OBJECTIVE 7. Ensure gender pay equity through a pay system that respects the principles of objectivity, fairness and non-discrimination by gender.**

Specific objectives:

- Ensure the implementation of gender equality objectives and actions in line with the pay policy.
- Raising awareness of the gender pay gap.

<i>Specific objectives</i>	<i>Measures</i>	<i>Application</i>
<i>Ensure the implementation of gender equality objectives and actions in line with the pay policy.</i>	<p><i>Review the incentive model to ensure that it is objective and does not reflect subjective elements such as attitudes, etc.</i></p> <p><i>Establish criteria of transparency and objectivity in the application of salary complements and concepts associated with variable associated with variable remuneration</i></p> <p><i>Apply a single salary scale, with all hierarchies and professional categories.</i></p>	<p><i>Human resources staff</i></p> <p><i>Management</i></p>
<i>Raising awareness about the pay gap</i>	<i>Train staff involved in pay processes on gender equality and the pay gap.</i>	<p><i>Management</i></p> <p><i>Employees of the company</i></p>

## 7. IMPLEMENTATION AND MONITORING

### 7.1. APPLICATION

Based on the actions of the specific objectives, the indicators and the timeframe to be followed are proposed below.

**OBJECTIVE 1. To integrate and promote equal opportunities between women and men, to eradicate any discrimination based on gender and to identify companies in the stone sector as egalitarian organisations.**

<i>Action</i>	<i>Indicator</i>	<i>Temporary</i>
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<i>Design the management system for integrating equal opportunities in the company.</i>	<i>Number of documents produced for the Management System / Number of documents foreseen for the total document x 100.</i>	<i>Immediately</i>
<i>Disseminate and support the management system for mainstreaming equal opportunities in the company.</i>	<i>No. of people to whom the information has reached / Total no. of people in the company x 100.</i>	<i>In the medium term and on an ongoing basis</i>
<i>Design an awareness-raising and training plan on gender and equal opportunities aimed at the different profiles of the company.</i>	<i>Design of the Plan within a maximum period of 1 year.</i>	<i>Immediately</i>
<i>Disseminate the Strategic Plan for Equal Opportunities and its results in the company.</i>	<i>No. of people to whom the information has reached/ Total no. of people in the company x 100.</i>	<i>In the medium term and on an ongoing basis</i>
<i>Carry out awareness-raising activities aimed specifically at professionals in the stone sector.</i>	<i>No. of activities carried out/ No. of actions planned x 100.</i>	<i>Immediate and continuous</i>

**OBJECTIVE 2. Create or appoint an Equal Treatment and Opportunities Officer in the company.**

<i>Action</i>	<i>Indicator</i>	<i>Temporary</i>
<i>Designate a person to manage and coordinate the Plan, participate in its implementation and ensure compliance with it</i>	<i>Check that at least one person is in charge of equal opportunities and equal treatment, dedicating at least 2 hours of his/her working time per week.</i>	<i>Immediate and continuous</i>

**OBJECTIVE 3. Ensure equality between women and men in the conditions of access to and provision of employment.**

<i>Action</i>	<i>Indicator</i>	<i>Temporary</i>
<i>Standardise interview scripts in recruitment processes so that they only include information that is necessary and relevant to the job.</i>	<i>Change of scripts within a maximum of one year</i>	<i>Immediately</i>
<i>Include non-discrimination on various grounds in recruitment screening, such as the introduction of blind CVs.</i>	<i>Check for non-discrimination</i>	<i>On a continuous basis</i>
<i>Eliminate the use of sexist and stereotypical language and images in job advertisements.</i>	<i>No. of job advertisements published in an appropriate manner/ Total no. of advertisements published x 100. 100% to be reached in less than one year</i>	<i>Immediately and continuously</i>
<i>Ensure that those involved in selection and evaluation processes are trained in gender issues.</i>	<i>Number of trained persons participating in recruitment processes / Total number of persons participating in selection processes x 100. 100% should be reached in 2 years.</i>	<i>Immediate</i>
<i>To select, on equal terms, women candidates for posts in those categories and specialities in which they are particularly under-represented, taking into account the principles of equality, merit and ability.</i>	<i>Number of recruitment occasions where this has been taken into account / Total number of recruitments x 100. 100% must be reached in one year</i>	<i>Continuos</i>

**OBJECTIVE 4. Seek equality between women and men in management positions and in participatory bodies, as well as in the distribution of tasks and functions and horizontal segregation.**

<i>Action</i>	<i>Indicator</i>	<i>Temporary</i>
<i>Ensure that those involved in the process of filling management and middle management positions are trained in gender issues.</i>	<i>No. of people from selection and recruitment processes trained / Total no. of people taking part in selection and recruitment processes x 100, reaching 100% in 2 years.</i>	<i>Immediately</i>
<i>Record the information of persons participating in the promotion process to positions of responsibility, classified by gender.</i>	<i>Check if there is registered information of the selection processes and if there is classification by gender.</i>	<i>In the medium term on an ongoing basis</i>
<i>Study the possible gender inequalities that determine women's reduced access to positions of responsibility.</i>	<i>Check the existence of the study</i>	<i>In the medium term on an ongoing basis</i>
<i>Guarantee in the filling of management and middle management positions that people who benefit from some measure of reconciliation of personal, family and professional life receive the same treatment and valuation.</i>	<i>Check for equal treatment in database</i>	<i>Immediate</i>
<i>Develop training and awareness-raising actions on gender issues for all staff that contribute to eliminating gender stereotypes that affect women's difficulties in their professional development.</i>	<i>No. of employees trained / Total no. of employees x 100. 100% to be reached within one year.</i>	<i>Immediately and continuously</i>
<i>Apply parity between men and women in the selection of staff for positions of responsibility.</i>	<i>No. of positions of responsibility held by women / No. of total positions of responsibility x 100. 50% to be reached within two years.</i>	<i>In the medium term and on an ongoing basis</i>

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Conduct management skills training for women in the company.	No. of female employees who undertake management skills training / Total no. of female employees x 100	In the medium term and on an ongoing basis
Define a professional development plan in which everyone in the company can identify their short, medium and long-term professional objectives according to their competencies	Check that such a plan is in place	In the medium term
Conduct a study to review the roles and tasks performed by men and women within each professional category, analysing the recognition and the attributed and material value associated with the tasks.	Verification of the implementation of the study	In the medium term and on an ongoing basis
Analyse the presence and participation of women and men in both formal and informal representation and decision-making (work meetings, talks, etc.).	No. of women participating in the decision/ total no. of persons participating in the decision x 100. The % should be at least 40%.	Immediate and continuous

**OBJECTIVE 5. Guarantee equal access to training for women and men with the aim of promoting their career development and making it possible to reconcile it with their personal lives.**

Action	Indicator	Temporary
Establish objective criteria to ensure that the selection of staff receiving information is carried out under equal conditions for men and women and that people with lower qualifications have access to training actions.	Check that the criteria have been set correctly  No. of low-skilled people attending training/No. of low-skilled people in the company x 100. % must reach 100% within two years	Immediately and continuously  Immediate and continuous





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<p><i>Increase training during working hours</i></p> <p><i>In those educational programmes that allow it, incorporate the on-line and/or blended learning modality.</i></p>	<p><i>Offer at least one course per year during working hours to employees.</i></p> <p><i>At least one of the courses offered must be in online mode</i></p>	<p><i>Medium-term and ongoing</i></p> <p><i>Medium-term and continuous</i></p>
<p><i>Raise awareness among the centre's staff, especially women, of the benefits and needs of receiving continuous training.</i></p>	<p><i>No. of women in the centre who are aware of the benefits and needs of the training/ Total no. of women in the centre x 100. 100% to be reached within one year.</i></p>	<p><i>Immediate and continuous</i></p>
<p><i>Inform the company's female employees of the courses on offer related to the jobs and activities traditionally carried out by men in the centre.</i></p>	<p><i>No. of women in the centre who are aware of training courses related to positions in which women are under-represented/ Total no. of women in the centre x 100. 100% to be achieved in one year.</i></p>	<p><i>Immediate and continuous</i></p>
<p><i>Favour access to courses for people with children and/or family responsibilities, people with functional diversity and people with other axes of inequality.</i></p>	<p><i>Reserve 30% of course places for people with family responsibilities, functional diversity or any other type of inequality.</i></p>	<p><i>Immediate and continuous</i></p>
<p><i>Promote the training of women in the skills necessary for the performance of activities traditionally occupied by men, establishing selection criteria in these courses that prioritise women.</i></p>	<p><i>No. of women in the centre participating in courses related to positions where women are under-represented/ Total no. of women in the centre x 100. 100% should be reached within one year</i></p>	<p><i>Immediately and continuously</i></p>
<p><i>Favour access to the whole training offer, under equal conditions, focusing on those areas or competencies in which there is a horizontal segregation of personnel.</i></p>	<p><i>Check and keep a database on the selection process.</i></p>	<p><i>Immediately and continuously</i></p>
<p><i>Prioritise access to training for those people for whom</i></p>		

<p><i>the provision of training involves the acquisition of new professional competences</i></p> <p><i>Encourage training in other areas that are not strictly related to the performance of the job (e.g. management, occupational risk prevention, IT, etc.) but which imply competences for professional promotion.</i></p>	<p><i>Ensure that people with no knowledge of the subject are trained first.</i></p> <p><i>At least two courses per year that are not closely related to the stone sector should be provided.</i></p>	<p><i>Immediately and continuously</i></p> <p><i>In the medium term and on an ongoing basis</i></p>
<p><i>Record the number of participation in the different phases of the training processes (applications, access to the course, completion and certification) by gender and according to training modalities and professional profiles</i></p>	<p><i>Verification of the existence of a database reflecting all participations in each training.</i></p>	<p><i>Immediately and continuously</i></p>
<p><i>Monitor investment in training according to gender</i></p>	<p><i>Investment in training for women/total investment in training x 100.</i></p>	<p><i>Immediately and continuously</i></p>
<p><i>Prioritise the participation of women in courses that aim to strengthen managerial skills and thus enhance their access to positions of greater responsibility.</i></p>	<p><i>Reserving a proportional % of the places offered to women in positions of responsibility in the company in proportion to the inequality in positions of responsibility.</i></p>	<p><i>Immediately and continuously</i></p>

**OBJECTIVE 6. To promote the reconciliation of work, personal and family life with housework and family care.**

<i>Action</i>	<i>Indicator</i>	<i>Temporary</i>
<p><i>Extend, improve or make more flexible reductions in working hours for family reasons.</i></p>	<p><i>Verification that the adaptation of working hours is actually promoted.</i></p> <p><i>No. of men informed about work-life balance measures / Total no. of men</i></p>	<p><i>Immediately and continuously</i></p>

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<p><i>Inform men about their rights as fathers to encourage the use of parental leave and other reconciliation measures.</i></p>	<p><i>in the company x 100. 100% to be reached within one year.</i></p>	<p><i>Immediately and continuously</i></p>
<p><i>Offer the possibility for employees to opt for unpaid leave in certain circumstances to promote work-life balance.</i></p>	<p><i>No. of leave granted / No. of requests from employees for unpaid leave x 100. At least 75 must be reached in one year.</i></p>	<p><i>Immediately and continuously</i></p>
<p><i>Allow employees with family responsibilities to have their working hours adapted to those of schools and nursery schools.</i></p>	<p><i>No. of requests for timetable adaptations from workers / No. of requests for timetable adaptations granted x 100. 100% to be achieved within one year</i></p>	<p><i>Immediate and continuous</i></p>
<p><i>Promote teleworking, in those positions that allow it, while maintaining the same labour rights and the same possibilities for promotion.</i></p>	<p><i>Verification that teleworkers have the same opportunities as those working face-to-face.</i></p>	<p><i>In the medium term and on an ongoing basis</i></p>

**OBJECTIVE 7. Ensure gender pay equity through a pay system that respects the principles of objectivity, fairness and non-discrimination by gender.**

<i>Action</i>	<i>Indicator</i>	<i>Temporary</i>
<p><i>Review the incentive model to ensure that it is objective and does not reflect subjective elements such as attitudes, etc.</i></p>	<p><i>Checking the model to ensure that it meets its objective.</i></p>	<p><i>In the medium term and on an ongoing basis</i></p>
<p><i>Establish criteria of transparency and objectivity in the application of salary complements and concepts associated with variable remuneration.</i></p>	<p><i>Verification of salary supplements and variable pay between women and men with the same status</i></p>	<p><i>Immediate and continuous</i></p>
		<p><i>Immediate and continuous</i></p>

<i>Apply a single salary scale, with all hierarchies and professional categories.</i>	<i>Equal pay for men and women in the same function with the same skills and seniority in the company.</i>	
<i>Train staff involved in pay processes on gender equality and the pay gap.</i>	<i>No. of people involved in pay processes trained on the pay gap/No. of people involved in pay processes x 100. 100% to be reached within one year.</i>	<i>Immediate and continuous</i>

## 7.2. FOLLOW-UP

1. Communicate with the rest of the stone associations and sign an MOU with the commitments set out in this vertical action plan. As a result of this commitment, the signatory associations will create a working group on gender equality. This working group will be composed of one member from each natural stone association that has signed the implementation commitment.
2. The working group, which has the following functions:
  - a. Interpretation of the Plan.
  - b. Annual knowledge of the agreed commitments and their degree of implementation.
  - c. Monitoring compliance with the planned measures.
  - d. Negotiating modifications to the Plan and possible changes to be made depending on the companies in each country.

It will meet every year on a regular basis with information on the implementation actions carried out by the natural stone associations. The associations have had regular meetings with the companies in their country, as well as local and national public bodies to transmit the actions to be implemented, as well as to gather suggestions, improvements and specifications from them in order to improve the vertical action plan to the working reality of each country.
3. At the beginning of the second year of implementation, each association will separately hold meetings with the companies in their country to establish a timetable for the implementation of the measures.
4. Subsequently, all the associations will meet to share the results of their meetings with their member companies in order to obtain representative data and show the results achieved.

## 8. EVALUATION AND REVIEW

The evaluation provides information on the degree of realisation of the Plan, its impact and relevance. This phase makes it possible to:

- To ascertain the degree of compliance with the Plan's objectives.
- To analyse the development of the Plan's process.
- To observe the relevance and continuity of the actions.
- To detect new needs for the promotion and guarantee of equality between men and women in the company.

The evaluation is made up of three separate assessments:

- Impact assessment. The degree to which equality has been achieved in the company, the reduction of inequalities in the recruitment and training of women and men and changes in the thinking of the company's staff are evaluated.
- Process evaluation. This involves assessing the degree of development of the measures created, the degree of difficulty in achieving the measures, the improvements proposed and the flexibility of the plan.
- Evaluation of the results. This evaluates both the fulfilment of the Plan's objectives and the degree of modification of the inequalities prior to the implementation of the Plan.

On an annual basis, the working group will meet to report on the follow-up of the actions carried out by the partnerships, proposing improvements where appropriate or modifications to the implementation in each country.

The following work plan will be followed for evaluations and monitoring:

		YEAR 1				YEAR 2				YEAR 3				YEAR 4			
		T1	T2	T3	T4	T1	T2	T3	T4	T1	T2	T3	T4	T1	T2	T3	T4
1.1	MoU	[Blue bar]															
1.2	Dissemination of the MoU in participating countries	[Green bar]															
2	Implementation of action package 1									[Yellow bar]							
3	Implementation of action package 2													[Orange bar]			
4	Implementation of action package 3													[Purple bar]			
5	Working group monitoring and evaluation meetings					[Blue bar]								[Blue bar]			

