

MANUAL



NETWORK GENDER

**Empowerment, positive action and gender
mainstreaming in trade union organisations**

**SITUATION REPORTS
AND TRAINING MATERIAL**

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European Project

Empowerment, positive action and gender mainstreaming in trade union organisations. NETWORK.GENDER



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DG Employment, Social Affairs and Inclusion

Promoting Organisation



Trade Union Confederation of Comisiones Obreras (CCOO) is Spain's leading trade union, in members and in trade union delegates. It is a socio-political trade union, which works to improve the working and living conditions of everything that affects workers. It is a trade union of men and women whose principles include promoting and developing equal opportunities, and fighting gender discrimination. To that end, it undertakes positive actions in labour relations and working conditions, as well as seeking balanced representation of men and women at all levels, removing every obstacle in order to attain parity in all of the trade union's administrative bodies.

Partner Organisations



The Communication Workers Union (CWU) is the largest trade union in the United Kingdom's communication industry. It represents the workers of telecommunications, mobile telephone, cable, DSL and postal companies, courier, administrative and financial businesses. It works actively in favour of equal opportunities between women and men and to eradicate discrimination in the workplace.



The Italian General Confederation of Employment (Italiana del Lavoro, CGIL) is Italy's oldest and most represented trade union organisation, with approximately 6 million members, including workers, pensioners and youths entering the job market. It works actively in favour of workplace equality between women and men and against all types of discrimination.



Associate entity

UNI Global Union represents more than 20 million workers in more than 900 trade unions in the capacity and service sector, which is the fastest growing one in the entire world. By means of its global sectorial trade unions, UNI represents workers in the following sectors: commerce; sports; finance; graphics and packaging; information, communication, technology and business services; gambling; cleaning and security; media, entertainment and arts; hairdressing and beauty; post and logistics, social insurances, temporary work and tourism, as well as professionals and management, women and youths.

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Presentation

This Manual forms part of the European project “Empowerment, positive action and gender mainstreaming in trade union organisations.” NETWORK.GENDER VS/2013/0460, co-funded by the European Commission. DG Employment, Social Affairs and Inclusion, and promoted and coordinated by CCOO, by means of the Confederal Secretariat for Women and Equality, with the participation, as transnational partners, of the United Kingdom’s Communication Workers Union (CWU) and Italy’s Confederazione Generali Italiana di Lavoro (CGIL), and UNI Global Union Europa as an associate entity.

As we know, the *European Strategy 2020* contemplates, among its objectives, attaining 75% employment of the population ages 20 to 64 by means of greater participation of women and older workers. The project “Empowerment, positive action and gender mainstreaming in trade union organisations.” NETWORK.GENDER VS/2013/0460 is aimed at contributing to this main objective. One of the instruments used to that end is the training that trade union organisations offer their members. Collective Bargaining and Social Dialogue are essential tools for guaranteeing the presence of men and women in the job market, and in these negotiating contexts it is necessary to guarantee a balanced presence between women and men, as well as guaranteeing the gender dimension at all levels of negotiation. This requires integrating gender mainstreaming in trade union actions and boosting the presence of women within trade union organisations, also in decision-making posts.

The Manual contains two different sections. The first section, divided into three chapters, offers, under the generic title “Situation reports,” three substantial themes for dealing with workplace equality, the economic empowerment of women by means of quality employment and the integration of equality strategies into trade union organisations. It includes a diagnostic summary of the impact of the crisis and government austerity policies on women’s employ-

ment and living conditions, a cyclical socio-labour situation that has to be added to structural gender inequalities (Chapt. 1). It also takes a look at the potentiality of Collective Bargaining and Social Dialogue for counteracting these inequalities and fighting against gender-based labour discriminations (Chapt. 2). And, finally, it includes a review of women's presence and participation in the confederal organisations involved, as well as a historical summary of the incorporation of the main equality measures into trade unions, going over the advances, obstacles, challenges and proposals for the future (Chapt. 3).

The second section is designed as training material to provide educational support for a training cascade of trade union courses aimed at those who form part of trade union structures, especially union delegates and members of union sections in companies, i.e. reaching the centres of union action in companies and workplaces.

This training material is divided into 5 Teaching Units, based on the experience of the model of the pilot course carried out as part of the European project "NETWORK.GENDER." It thus establishes a training itinerary that starts out from knowledge of current legislation. To that end, it devotes the first Teaching Unit to knowing the relevant legal framework for equality in relation to labour and social equality between women and men, on an international and European scale, and nationwide in the countries involved in the NETWORK.GENDER project (Italy, United Kingdom, Spain) (TU1).

It also requires in-depth knowledge of a diagnosis of the socio-labour situation of women, who are structurally at a disadvantage in relation to that of men; their situation has also been aggravated by the special gender-based impact of the economic and financial crisis and by the policies of austerity and adjustments adopted by governments in the public sector (TU2).

Women's presence in trade unions has increased in recent decades in correlation to their massive incorporation into economic activity, modifying the composition of trade unions, which has historically had male structures. Today, female membership percentages exceed the critical mass, although with differences according to activity sectors and branches. It is necessary to prepare a gender map of trade union structures (CCOO, CGIL, CWU, UNI Global Union Europa) in order to detect and, where applicable, correct deficits in female participation and representation (TU3).

In order to promote the balanced presence of women and men and guarantee that progress is made towards the goal of effective equality, a double corrective strategy has been adopted, also in trade unions, which combines positive action with gender mainstreaming. International equality organisms have recommended supplementing these strategies with a female empowerment process, which requires knowledge of the approaches and proposals aimed at promoting trade-union empowerment of women (TU4).

Collective Bargaining and Social Dialogue are privileged negotiating contexts in order to reach an agreement on and, therefore, set in motion, equality measures that have a direct influence on the labour and social fields. It is indispensable to present a general view of what has been achieved in different countries, as well as a sectorial vision, and explore this negotiating space's potentialities for progressing towards equality (TU5).

The teaching material proposed herein involves consulting, as thematic references, the reports compiled in the Manual's Section One. At the end of the Manual's training section there is a Glossary and a compilation of Online Resources, so that this Manual can extend its training objective, with the trade unions' commitment to continue working tirelessly to attain labour equality between women and men.

Ana Herranz Sainz-Ezquerro

CCOO Confederal Secretariat for Women and Equality



NETWORK GENDER

SECTION 1

SITUATION REPORTS

CHAPTER 1

Crisis, austerity policies and women's employment

This is the first important crisis that has taken place in a context of high female participation in the job market. The segregation of gender that exists in many sectors of the job market has had an unprecedented impact on the female workforce.

The common explanations of sexual segregation are centred on differences in education and training, experience, sexual stereotypes and tendencies (even in collective bargaining and organisational practices), preferences and needs (also in safety and time). From the overrepresentation of women in certain sectors of the economy to their underrepresentation in management and decision-making posts, this type of situation limits women's opportunities in the job market and is an important obstacle to equal opportunities and treatment in the workplace.

Situation of women within the European Union: Spain, Italy, United Kingdom¹

Activity rates

In the European Union, the activity rate in 2012 was 72%, a rate that has not varied much since 2008. Taking as a reference Italy, the United Kingdom and Spain, the most noticeable difference is in Spain, whose activity rate increased 1.4 points in this time period. Considering activity rate based on gender, in 2012 women accounted for 65% in the EU as opposed to 78% for men, varying the differences between sexes from 20 points in Italy to 11 in the United

¹ This section is based on a summary of the studies "Women and job segregation in the European Union" by María Jose Martínez Herrero; and "Time of crisis, time for women" by Mertxe Larrañaga, Yolanda Jubeto and María Luz de la Cal.

Kingdom. In Spain, the female activity rate in 2012 was slightly higher than in the EU. This rate increased by 4 points compared to 2008.

Activity rate 2008-2012

	2008			2012		
	Total	Men	Women	Total	Men	Women
EU (28 countries)	70.7	77.9	63.7	71.7	77.9	65.5
Spain	72.6	81.8	63.2	74.1	80.1	67.9
Italy	63.0	74.4	51.7	63.7	73.9	53.5
United Kingdom	75.9	82.4	69.4	76.3	82.2	70.3

Source: Own preparation based on Eurostat data.

Employment rate

During 2012, the EU's employment rate was 64%, one point below that of 2008; in 2012, when the economic crisis was a reality, there was an unequal effect in different countries: while in Italy and the United Kingdom the decrease in the employment rate was similar to the EU, in Spain the employment rate decreased to 55%, a 9-point drop between 2008 and 2012.

Taking into consideration the gender variable, in Spain the male employment rate decreased 13 points compared to 2008, while there was a 4-point decrease in that of women. This difference in the decrease in the employment rate is due to the fact that in 2008 the first jobs that were lost were those of the building sector, followed by those of industry, sectors characterised by a high male presence, while at the end of that year, jobs began to be lost in the feminised service sector.

Employment rate 2008-2012

	2008			2012		
	Total	Men	Women	Total	Men	Women
EU (28 countries)	65.7	72.7	58.8	64.1	69.6	58.5
Spain	64.4	73.5	54.9	55.4	60.2	50.6
Italy	58.8	70.3	47.2	56.8	66.5	47.1
United Kingdom	71.5	77.3	65.8	70.1	75.2	65.1

Source: Own preparation based on Eurostat data.

Unemployment rate

The increase in unemployment is especially noticeable in Spain compared to the EU as a whole. While in the EU the unemployment rate in 2012 was 8%, in Spain it amounted to 25%, with continuous increases until the unemployment rate of both sexes has converged around 25%. In the opposite case, it is worth highlighting the situation of the United Kingdom, where the gender-based unemployment rate has equalled that of the EU.

Unemployment rate			
	Total	Men	Women
UE	10.4	10.4	10.5
Spain	25.0	24.7	25.4
Italy	10.7	9.9	11.9
United Kingdom	7.9	8.3	7.4

Source: Eurostat, 2012.

Working day and type of contract

Women have an ever-greater presence in the job market throughout the European Union, with important differences compared to men as regards type of working day and type of contract. In relation to the type of contract in the EU, in 2012, 14% of the wage-earning population had a temporary contract; Italy maintained the same percentage during the period 2008-2012, while disparate situations arose in the United Kingdom and Spain. While in the United Kingdom the percentages of the wage-earning population are a lot lower than in the EU throughout the period, in Spain almost a quarter of those working in 2012 had a temporary contract.

In the EU in 2012, 32% of working women did so part time, which is a lot higher than the percentage of men (9%).

Taking Spain, Italy and the United Kingdom as references, it is observed that part-time employment of women is higher than that of men; the United Kingdom has the highest percentages of part-time employment, 43% of women and 13% of men.

Part-time employment is considered a way of accessing the job market at the beginning of a person's working life, both for women and men, although the situation is less favourable for women. In the European Union, 25% of men aged 15 to 24 have a part-time contract; in the

case of women, this percentage rises to 40%. Part-time employment is seen as transitory for men, while it is considered a structural element for women.

Salary difference

The European Commission defines salary difference as the average difference of gross salary/hour between women and men.

In the European Union, the salary/hour difference between sexes is 16.2%; however, disparities are observed among Member States with a difference ranging from less than 10% in Italy to 20% in the United Kingdom.

Salary difference per hour 2011

State	Salary difference/hour
EU (27)	€16.2
Spain	€17.8
Italy	€5.8
United Kingdom	€20,1

Data taken from Eurostat; salary difference calculated according to salary/hour.

The difference in wages between women and men means that women earn less throughout their life and, by default, their pension is lower, putting them at risk of poverty.

In 2012, 22% of women over 65 were at risk of poverty compared to 16% of men the same age.

Even eliminating the difference in hours worked by women and men, the salary difference persists. The average annual earnings of women are lower than those of men in any EU country; there are marked differences ranging from € 12,733 in the United Kingdom to € 5,322 in Italy. Expressing the salary difference in terms of the salary of men compared to that of women, the salary of men is equivalent to 125% of the average female salary in Spain or 145% in the United Kingdom, i.e. in Spain the average annual salary of women should be increased by 25% to be equal to that of men and by 45% in the United Kingdom.

In general, salary difference reflects the different working patterns of women. In most countries in which the rate of female employment is low, the salary difference is lower than the average; high salary differences usually occur in highly segregated job markets or in those with a high proportion of women working part time.

Activity sectors and type of job

In order to analyse the activity sectors and professions in which women are found, it is necessary to start from two premises:

“Most female jobs are still concentrated in certain activity sectors and in a small number of professions already highly feminised per se. This phenomenon is called horizontal segregation”. This phenomenon is accompanied by what is called vertical segregation, which “is concentration in certain professions and difficulty for accessing more qualified jobs”.

The concentration of female labour is usually justified because jobs are conventionally defined as male or female, based on “each gender’s characteristic tasks, considering that there are “female” paid jobs, which are suitable for women, while other jobs are inappropriate for them”. The causes of this type of segregation lie in a series of prejudices that still exist regarding the ability, not only on the part of women but also of men, to carry out certain activities; these prejudices result in a scarce presence of women in certain sectors that are considered masculine and vice versa.

When women enter the job market, they do so massively in the service sector (85%). An analysis of activity branches shows that European women (47%) are concentrated in four of the NACE11’s sixty activity sectors: social and health services, retail trade, education and public administration; these sectors account for 60% of female employment in 5 countries (Sweden, Holland, Denmark, Belgium and the United Kingdom), although in southern European countries they do not employ more than 35% of women (Portugal, Greece, Spain and Italy). The health sector is the one that appears as the biggest employer of female labour in all Europe, accounting for around 30% of women in Denmark, Sweden, Finland and Holland. Spain stands out as the country with the greatest presence of women working in domestic service.

Women account for 80% of those working in health and social services, 70% of education, 60% of retail trade and they only attain 8% in building and 14% in transport, sectors that are highly masculinised.

Segregation according to professional or vocational category reflects the way in which women and men are distributed among different professions, with the concentration of women standing out in a limited number of occupations, which have also been socially and economically devalued as they have become feminised. The general tendency in all European Union countries is a high degree of female concentration in a limited number of professions, which are also different from those occupied by men.

The part-time working day is not voluntary. The reasons put forward by women in the EU are

common regardless of the country where they live. The main reason given by women is *Taking care of children or sick adults, disabled persons or elderly ones* (28%), followed by *Not being able to find full-time work* (24%). With regard to taking care of children or adults, the percentage increases to 41% in the 25-to-41 age group.

Crisis, reforms and dismantling of the welfare state in Italy, United Kingdom and Spain

In most EU countries, especially in those directly threatened by the “markets” and rating agencies, their respective governments, of different ideological orientation, have taken very similar adjustment measures. Since their priority objective has been “calming the markets,” reflecting on the measures’ consequences for the population has been a fairly secondary matter. Such adjustments have been presented as necessary, but especially as unavoidable and unquestionable, and they have centred on reducing public expenditure.

The similarity of the proposed adjustments is revealed when we look at the cutbacks announced in 2010 by Greece, Spain, Ireland and Portugal, although other countries such as France or the United Kingdom have approved similar cutbacks: The adjustment programmes have generally included VAT increases, freezing pensions, reducing the wages of public-sector workers and cutting back on social expenditure. Furthermore, the minimum wage has been reduced in some countries (Ireland), there have also been privatizations (Greece) and, starting in 2012, we have witnessed dismissals of public-sector personnel in many countries.

Cutbacks are being applied in key sectors of the Welfare State, such as healthcare. Following the neoliberal maxim of reducing the weight of the state, the objective of the cutbacks is also to reduce the percentage of public-sector employment in terms of total employment, although this evidently depends not only on public-sector cutbacks but also on the evolution of private-sector employment. These measures mainly affect women, whose weight in the public sector is very important.

Cutbacks in essential services of the Welfare State are not limited to reducing public-sector expenditure, but also result in transferring burdens from the state to homes. One of the clearest examples is the case of healthcare: the reduction of care for patients will undoubtedly improve public healthcare accounts but will not help these patients to recover sooner, so that lower patient-care times in the public healthcare will lead to greater patient-care times in the private sphere. And again women are the ones that mainly take on the role of carers.

The ones that will suffer the most from the reduction of the welfare state will be the most disadvantaged classes and in the case of gender, it will affect women more than men, both as employees and beneficiaries.

The policies of cutbacks and austerity demanded of Member States by European Union institutions have not taken the gender perspective into account when it comes to applying them, thereby leading to an increase in inequality between women and men.

It is necessary, before implementing structural policies, to carry out a gender impact analysis to ascertain the different consequences that they will have in men and women, since we women start out from a clearly disadvantaged situation in relation to employment and wealth distribution.

CHAPTER 2

Equality measures in collective bargaining and social dialogue. Spain and negotiate an equality plans: a practical case

Collective bargaining is widely established in the European Union, being one of the pillars of the system of labour relations, characterised by demanding competitive and quality employment at the same time.

Collective bargaining²

Of the three countries that have been analysed, in two of them (Italy and Spain) the Constitution explicitly recognises the right to collective bargaining. While in Spain two types of collective bargaining coexist, in Italy there exist the so-called “*common-law collective bargaining agreements*” (apart from the collective bargaining agreements applicable to public-sector employees); they are given this name because they lack a specific legal regulation, unlike other countries such as the United Kingdom, where there is a Collective Bargaining Agreements Act.

In the three countries, there exists freedom for the negotiating parties when it comes to deciding the territorial and functional scope for applying the agreement. In all them, Inter-Professional Agreements, Supra-Business Collective Bargaining Agreements and Company Collective Bargaining Agreements coexist. In Great Britain, collective bargaining at company level predominates.

In relation to the parties legitimated for negotiating, it is necessary to different between supra-business agreements and company agreements. In supra-business agreements, only trade unions can negotiate.

² This section is based on a summary of the book *El sistema de negociación colectiva en la Europa comunitaria* (“The collective bargaining system in Community Europe”), edited by Tomás Sala Franco (Tirant Lo Blanch, 2008).

In the case of company agreements, there are two different models:

- a) Countries in which bargaining is completely unionised: United Kingdom.
- b) Countries in which company collective bargaining agreements are negotiated by either trade unions (company trade-union sections and union delegates) or unitary staff representatives (company committees/staff delegates). This is the case of Spain.
- c) Italy is at an intermediate point; at company level, negotiating is carried out by “*unitary union delegations*,” which are a combination of union representation (a third of their representatives are chosen in union lists) and unitary representation (the other two thirds are chosen in workers’ lists), being chosen by universal suffrage in a secret ballot by the company’s workers. The purpose of this system is reinforcing the legitimacy of the chosen representatives and to preserve the link between national trade unions and their delegates in companies.

In relation to the content of collective bargaining, in Spain the Law establishes an “obligatory minimum content” regarding the negotiating parties, the sphere of application or the joint committee for monitoring and interpreting the agreement.

All countries distinguish between “*obligational content*” and “*regulatory content*.” The Law grants freedom for establishing the regulatory content of collective bargaining, only limited by not contravening imperative legal/regulatory rules and respecting the most beneficial contract conditions for the workers, otherwise the conventional clauses are rendered void. In the case of Italy, the Law prevents improving what has been stipulated by it in some cases, such as systems linking salaries to the cost of living or calculating severance pay.

In relation to the negotiating procedure, the laws usually coincide in demanding that collective bargaining agreements be approved by the majority of each of the delegations, formalised in writing, deposited and registered on agreement in a Public Office and published in the corresponding Bulletin. The exception is the case of the United Kingdom, where agreements are left in the hands of the negotiating parties and where the “*technical support*” of the Public Labour Administration can be established throughout the negotiating process.

With regard to the obligation to negotiate and to negotiate in good faith, only the Spanish law refers to it expressly; a *Code of good negotiating conduct* is negotiated in all countries between business associations and the main or most represented trade unions.

The right to strike is recognised as a licit mechanism of pressure on the part of the workers in collective bargaining. In Italy there is a “cooling-down period” of two months after present-

ing the set of demands for an agreement, during which the parties promise not to begin any type of conflict.

While in Spain it is the law that establishes the legal-regulatory effectiveness of agreements, in Italy it is the jurisprudence of the Courts that defends it. The United Kingdom is a special case since collective bargaining does not have any legal effectiveness, although it has legal effects once its content has been expressly or implicitly incorporated into the individual contracts.

In Spanish legislation, all formalised collective bargaining agreements have general personal effectiveness as stipulated by Law. In Italy, although “common-law agreements” have limited personal effectiveness, jurisprudentially they have been granted general effectiveness based on a series of juridical argumentations and in some laws, their personal effectiveness has been extended. In Great Britain, collective bargaining agreements have general personal effectiveness.

Apart from collective bargaining at company level, bi- and tri-party social dialogue is a key tool for providing guidelines for collective bargaining in equality matters. Furthermore, social dialogue between social representatives and governments results in laws and legislative that favour advances in equal opportunities, reconciling work and family life, dealing with dependency...

Italy

According to data from ISTAT (Istituto Nazionale di Statistica de Italia) for July 2012, national sectorial collective bargaining agreements regulate the working and employment conditions of 71% of employed workers, but with certain differences among economic sectors: very high in industry and the agricultural sector (around 90% of such workers) and also in the private-service sector (80%). Other sectors (categories) still have to renegotiate their collective bargaining agreements. An exception is the collective bargaining agreements of public-sector employment (three million public-sector employees), who were prevented by Law 122/2010 from renewing the collective bargaining agreements regulating their working conditions, bringing negotiations to a standstill and thereby freezing salaries until 2013. Except in this important sector, which has been denied the right to collective bargaining due to the requirements of restricted public-sector expenditure, imposed by European monetary authorities on countries experiencing difficulties to finance their public and private debt, the other categories whose agreement have not yet been concluded are not very important, compared to the total number of workers included in sectorial collective bargaining agreements in force.

United Kingdom

There are two principal forms of collective bargaining in the UK. Firstly, where recognition of the trade union or trade unions by an employer is voluntary and secondly where statutory recognition has been granted after an application to the Central Arbitration Committee. Employers with 20 or fewer workers are excluded from statutory recognition.

Union and collective rights are principally governed by the Trade Union Labour Relations (Consolidation) Act 1992.

With both voluntary recognition and statutory recognition, the employer has to undertake the following legal obligations:

- ▶ give the union information in advance to help with collective bargaining;
- ▶ inform and consult the union or unions about major changes in the workplace;
- ▶ follow proper procedures if you're taking union subscriptions straight from your employees' pay (the 'check off');
- ▶ let union reps and members have time off for union activities;
- ▶ not discriminate against a worker because they're in the union (ACAS 2010).

With voluntary collective agreements between employers and trade unions, the scope of agreements governing how relationships work can be much broader and may contain much more details when it comes to roles and responsibilities. However, these agreements are not customarily legally binding on either party.

Collective Bargaining in Equality

Trade unions play a major role in improving the working conditions for women in the UK workforce and despite the traditional "male-biased priorities" of union bargaining agendas, trade unions have addressed the needs of women members not only in terms of gender equality but also as a way of improving union organisation. (Tavora, I, 2012).

The TUC 2012 Equality Audit finds that 97% of trade unions set their priorities for collective bargaining priorities on equality centrally through conferences or through an executive committee decision. The priorities cited in this report include, equal pay and equal pay audits, career and pay progression in particular for BME women, pensions equality, maternity leave and pay, race equality and fighting the far right. A stand out issue for many unions looking to the future is work life balance and working hours.

In the audit unions were asked whether the collective agreements that they has negotiated with employers for parents, carers, and would be parents were better than the basic statutory rights. This covered the following:

Maternity pay	Dependency leave/carers' leave
Maternity leave	Parental leave
Paternity (maternity support) pay	Childcare support (e.g. crèche facilities, childcare vouchers)
Paternity (maternity support) leave	
Additional Paternity Leave and Pay	Time off for ante-natal support
Adoption leave and pay	Time off for fertility treatment

In total, 57% of UK unions had negotiated collective agreements above the statutory minimums for these provisions.

Spain and negotiate an equality plans: a practical case

The different Social Dialogue Agreements (SDA) signed between employer and union confederations since 2002 have contemplated the need for including, in collective bargaining, criteria of Equal Opportunities between women and men, such as the inclusion of positive action clauses to promote the incorporation of women in equal conditions into sectors or professions where they are under-represented, the study of non-discriminatory promotion measures and the need for overcoming the salary difference among other aspects, with the objective of applying these criteria in successive negotiations of collective bargaining agreements. This process culminated in the SDA of 2007, which included a chapter on equal opportunities between women and men, thereby applying ahead of time the precepts of the Organic Law for Effective Equality between Women and Men as regards collective bargaining criteria.

The approval of the Organic Law for Effective Equality between Women and Men (OLEEWM) in 2007 established, within the framework of collective bargaining, the promotion of specific measures in favour of equal opportunities in businesses, so that the negotiating parties are the ones that can freely and responsibly negotiate their content.

The OLEEWM is an innovative regulation due to its multi-disciplinary approach, its ambitious objectives, due to many of its measures, the numerous legislative reforms involved and the participation of many and varied public- and private-sector parties in attaining its goals. Despite strong employer resistance, this regulation is the result of social dialogue, as was the case of Organic Law 1/2004 on comprehensive protection measures against gender-based

violence or Law 39/2006 on the promotion of personal autonomy and care for persons in a situation of dependency.

The equality law establishes the obligation of negotiating equality plans, which are an organised series of measures, adopted after carrying out a diagnosis of the existing labour situation, with the objective of attaining equality between women and men and eliminating any type of discrimination. Equality plans may contemplate, among other matters, access to employment, professional classification, promotion, training, payment, prevention of sexual and gender harassment and organising the workday to favour the reconciliation of work and family life in terms of equality between women and men.

Companies with more than 250 workers and their own collective bargaining agreement are obliged to negotiate an Equality Plan. The same applies to those that have been penalized for not fulfilling the principle of equal treatment, as well as those that are governed by a collective bargaining agreement establishing this obligation.

The rest of companies, with fewer than 250 workers and their own collective bargaining agreement, are not obliged to negotiate an Equality Agreement, but they do have to negotiate anti-discriminatory measures that favour equal opportunities.

Due to Spain's production fabric, in which the immense majority of companies are small and medium-sized enterprises (SMEs), it is very important that the supra-company agreement be the one that regulates the way and conditions in which the negotiation of equality plans is carried out in the companies included in their sphere of application.

The CCOO's Confederal Secretariat for Women published a manual³ for its delegates that deals extensively with the incorporation of the Equality Law content in order to provide them with tools for negotiating an Equality Plan.

Based on inter-confederal collective bargaining agreements and following the Equality Law's criteria, a great effort has been made to incorporate positive actions into professional classification and promotion systems, with the objective of enabling the professional promotion of women in the same conditions as those of men, with the sphere of collective bargaining being established as a key space for advancing in equality.

Despite maintaining a favourable regulatory framework, the introduction of measures into collective bargaining agreements and into equality plans, aimed at the professional promotion of women, is still one of the most complicated matters for including in collective bargaining.

³ *Organic Law for Effective Equality between Men and Women*, Union Guide, CCOO 2009.

There is strong resistance on the part of companies and employers to introduce measures that limit their freedom of choice in the professional promotion of workers, with a preference for free designation in these processes. It is therefore not frequent to find measures that have been negotiated with union representatives aimed at empowering women in businesses. Some examples of best practices, along with others which will be used during the course's debates and workshops:

1. Participation of the worker's legal representatives in selection and promotion processes:

State collective bargaining for the photography industry:

Article 6.15 *Incorporations and promotions.*

Companies will be obliged to notify the workers' legal representatives regarding any incorporation and promotion processes that the Company is going to initiate, with due notice before the notification date. It should likewise publicise the mentioned processes on the company information board.

2. Generic positive action:

State collective bargaining agreement in the chemistry industry:

Article 18. *Positive action.*

In order to contribute effectively to the application of the principle of non-discrimination and its development under the concepts of equal conditions in jobs of equal value, it is necessary to undertake positive action, particularly in hiring, salary, training, promotion conditions and working conditions in general, so that in equal conditions of suitability those of the less represented gender in the corresponding professional group will be given preference.

3. Specific positive action for women:

Collective Bargaining Agreement of Endesa:

Art. 29: Establishment of positive action clauses promoting women's access, in conditions of equal merits, to those jobs in which they are underrepresented.

Collective Bargaining Agreement of Mercadona:

Art. 3 of the Equality Plan included in the company's Collective Bargaining Agreement:

3.1 adopting as positive action a quota of 50% of female participation in training for promotion to the course of "candidates for GC management."

4. Linking promotion to training:

State Collective Bargaining Agreement for building and office cleaning:

Training in the Building and Office Cleaning Sector will apply continuity criteria in order to promote advancement in employment, by means of the continuous development of professional qualifications, and will favour the promotion of personnel with a view to the Professional Classification System and the salary structure.

5. General principles for avoiding discrimination:

Building and office cleaning agreement:

Art. 46.

2. Establishing criteria favouring the hiring, training and promoting of the gender less represented in the corresponding professional group.
3. Establishing criteria for converting temporary contracts into permanent ones favouring the gender less represented, in equal conditions and merits; the level of temporary contracts affects women more than men.
4. Studying and, where applicable, establishing selection, classification and training systems, based on technical, objective and gender-neutral criteria.
5. Establishment of quotas in terms of percentages of women and men to attain a more balanced distribution in posts of responsibility.

In relation to Equality Plans, the same difficulties as in the negotiation of collective bargaining agreements are observed; however, progress has been made in negotiating clauses aimed at favouring the promotion of women in companies, both quantitatively and qualitatively.

Some examples:

1. Facilitating the incorporation of women into masculinised sectors:

Equality Plan of Grupo Itevelesa

In January 2012, the Equality Commission was set up and in July 2013 the Equality Plan was signed in Itevelesa, one of the companies in charge of vehicle roadworthiness tests in Castile and León. The agreement affects 356 people, of which only 55 are women; therefore, the objectives include promoting the car sector as a professional opportunity for women. To that end, a social campaign will be carried out with the objective of motivating women to seek training in fields such as bodywork, cars and electromechanical systems. The plan also contemplates the preparation of a sexual and gender-based harassment protocol.

2. Decrease in differences between sexes in workforce:

- a) Establishing specific quotas and percentages in promotions:

Equality Plan of BBVA

To that end, the following objective is established for the end of the first four years' of this agreement's application: reducing the gender difference existing on 31/12/2009 (75.6% of men and 24.4% of women) in the sum of Salary Levels I to V by at least 5 percentage points.

Equality Plan of Bimbo

First objective: increasing women's presence in the workforce to 20% in the next five years.
Second objective: in promotion: in the case of equal professional profile, apply positive discrimination in favour of women in the choice of candidate.

There are more generic and specific measures that have been included in different equality plans that will be explained and discussed in the workshops.

Based on an analysis of the content of Equality Plans and Collective Bargaining Agreements, it can be concluded that women's promotion in general, and specifically to posts of responsibilities, is one of the points where it is more difficult to advance. This therefore requires special attention and effort, concentrating on measures to correct the criteria used by companies for promotion and which penalise women, such as schedule or geographical availability, and advocating the negotiation of transparent, non-discriminatory systems that involve the participation of union representatives.

In these moments of crisis, there is evidence that the negotiation of equality measures and plans in companies is slowing down. It is therefore necessary to once again put equal opportunities at the top of the union agenda.

CHAPTER 3

The participation of women in trade unions (CCOO, CGIL, CWU and UNI Global Union Europa)

Beginnings and commitments to effective equality between women and men

CCOO, CGIL, CWU, UNI Global Union Europa

From the foundational beginnings and in line with their different histories, the trade union confederations CCOO, CGIL, CWU, UNI Global Union Europa have expressed their commitment to equality between women and men, incorporating into their union activity **the fight against gender-based discrimination and violence against women**, especially in cases arising in the workplace. They have likewise shown interest in establishing specific structures and developing strategies that favour, within trade unions, better and greater union participation and representation on the part of women.

Throughout the history of the aforementioned trade union confederations, they have concentrated their efforts in different claims and demands adapted to their own particular social, economic, political and labour context. The main objectives are centred on fighting discrimination of women in living and working conditions, and favouring their union participation and representation, in the different processes of membership, union ballots, representation and administrative bodies. The main strategies carried out have been positive action and gender mainstreaming.

Strategies for gender equality, which in some cases have been integrated by means of statute modification, approval of action plans, development of specific programmes, awareness campaigns, training programmes, etc. Actions that have involved reinforcing specific structures, improving women's labour and social conditions, greater integration of the gender perspective in union policies and advancement in women's union presence and representation.

Trade Union Confederation of Comisiones Obreras (CCOO)

From the beginning of CCOO, its Statutes have expressed the need for Secretariats for Women: **“the need for establishing these Secretariats for women is observed; these serve as a channel for studying, reinforcing and defining their specific demands.”**

The *Statutes of the 6th Congress (1996)* add, in the *Definition of Principles*, a new principle by means of which the CCOO is established as a **trade union of men and women**, with the commitment of promoting equal opportunities, fighting gender discrimination, **adopting gender mainstreaming in union policy**, incorporating **positive action measures** in the workplace and promoting **proportionality in the representation of women in union decision-making**.

An aspect of great importance has been the approval of Equality Plans and different confederal Action Plans, which incorporate gender mainstreaming into union objectives and actions.

Attaining proportionality and advancing towards parity:

The **Statutes** were modified **in the 9th Confederal Congress (2008)** to replace the objective of “attaining proportionality (between genders) in existing membership” to that of **“advancing towards parity”** in all of the trade union’s administrative bodies; and in order to attain this directive, new guidelines were introduced in Article 11, which regulates the election of bodies.

The **Statutes of the 10th Confederal Congress (2013)** include CCOO’s commitment to the objective of attaining gender equality; Article 11 guarantees parity presence in the administrative structures and in delegations, and if women’s participation in any union structure is less than 30%, positive action is contemplated in order to increase this proportion by 10%.

Confederazione Generale Italiana del Lavoro (CGIL)

The CGIL’s **Statutes** express its foundational commitment to full equality of rights between women and men, include the principle of non-discrimination between sexes and promote the advancement of an equal opportunities policy.

Article 2: Fundamental principles

... The CGIL promotes in society, also by means of negotiation, a **policy of equal opportunities between women and men and unifies its internal right to the principle of non-discrimination between genders**.

Article 6: Union democracy

... “in the formation of administrative bodies, of Member Committees and groups ranging from pensioners to the Executive [...] that indicate that **none of the sexes can be represented below 40% or above 60%** [...] and the demand presented regarding the CGIL’s complexity, which consists of pluralism and diversity [...] so that in accordance with the principles of solidarity, the vital expressions of our membership base are not cancelled or reduced to a symbolic presence, based on pure numerical force.”

Communication Workers Union (CWU)

The CWU’s Statutes include the following rules for promoting women’s union presence and representation:

Rule 2.1.5

“Promoting and encouraging equitable proportionality and representation of all members, in the job market, in the Trade Union and in society in general.”

Rule 2.1.6

“Any cause or barrier preventing the full union participation and representation of the members that form part of the trade union should be actively identified. This should include **positive action in favour of women** and racial minorities until the Trade Union’s structures reflect and support the gender and racial balance of the members it represents.” (CWU Rule Book, 2014. <http://www.cwu.org>.)

UNI Global Union Europa

UNI Global Union Europa considers that the commitment to Equal Opportunities is necessary to increase and strengthen the trade union and to break down the divisive barriers established by the inequality that exists in our society. We fight against all kinds of discrimination in the workplace, including discrimination due to sex, gender, race, ethnic origin, sexual orientation, age, lifestyle, religion, HIV status, etc. Our fight seeks to improve the living and working conditions of workers as a whole.

We recognise the drastic increase in the matter of equality due to globalisation. We therefore work in collaboration with our members to create innovative solutions such as global initiatives, international conferences, tools, etc., aiding them with the weight of the union and the force of all the trade unions that make up our global unity.

Gender map

Positive action measures and gender mainstreaming in union policies are the strategies that trade union organisations have been developing in order to favour and guarantee female membership, increasing their presence in union ballots and promoting greater balance between women and men in administrative bodies.

Women's participation and representation in trade unions has increased in recent decades, in correlation with their massive incorporation into economic activity, modifying the composition of trade union organisations that have historically had masculinised structures. At present, female membership percentages exceed the critical mass, although there are differences according to sector and activity branch. In the field of administrative bodies, permanent inequalities and imbalances have been produced between membership and representation in the different structures, resulting in compensatory measures being approved in different congresses and statutes.

It is likewise necessary to have relevant information regarding women's presence in different union structures and levels, an indispensable gender map, with the objective of detecting and, where necessary, correcting deficits in female participation and representation.

Below we present some data on membership, women's union representation in companies, as well as their presence in different union administration organs.

CCOO

Evolution of male and female members. Period 2007-2013

2007: 34.5% female members, 65.5% male members.

2013: 40% female members, 60% male members.

Evolution of male and female delegates. Period 2007-2013

2007: 29% female delegates, 71% male delegates.

2013: 35.6% female delegates, 64.4% male delegates.

Management Bodies:

Since 2008, the **Confederal Executive Commission (CEC)** has attained 40%-60% parity. In the 10th Confederal Congress in 2013, women accounted for 43% of the CEC.

The Confederal Council of 2013, the maximum administrative body between congresses, has 176 members, 64 women (38.4%) and 112 men (63.6%).

CGIL

The CGIL has a total of 5,686,210 members. There are 2,656,489 female members, which represent a percentage of 46.72%.

The national secretariat has a representation of 50/50 and the person in charge of the Secretariat General is a woman.

Summary by category

	Men	% Men	Women	% Women	Total
FILLEA	325,990	95.45	15,540	4.55	341,530
FIOM	297,276	84.59	54,156	15.41	351,432
FILCAMS	176,966	38.28	285,328	61.72	462,294
FILT	131,675	85.42	22,475	14.58	154,150
FP	165,761	40.93	239,225	59.07	404,986
FISAC	40,930	48.52	43,427	51.48	84,357
FLAI	166,019	59.86	111,327	40.14	277,346
SLC	58,624	58.37	41,811	41.63	100,435
NIDIL	34,709	51.32	32,923	48.68	67,632
FLC	46,861	23.79	150,115	76.21	196,976
FILCTEM	140,953	62.80	83,494	37.20	224,447
SPI	1,425,669	47.71	1,562,529	52.29	2,988,198
DISOCCUPATI	8,568	56.62	6,565	43.38	15,133
MISTE	9,719	56.20	7,575	43.80	17,294
TOTAL	3,029,721	53.28	2,656,489	46.72	5,686,210

CWU

The CWU elected its first Postal Circumscription Chairwoman in 2007 and now has, for the first time, two elected women in the highest posts in the entire Trade Union, those of chairwoman and vice-chairwoman.

The **National Executive Committee (NEC)** has a total of 19 members, 5 (26.3%) of which are women. The CWU is organised into two groups led by Industry managers; the Postal Executive Committee (PEC) and the Telecoms and Financial Services Committee (T & FSEC). The PEC has 17 members, of which 3 (17.64%) are women, and the TFSEC has 6 (37.5%) women out of 16 members.

A **third of the deputy regional secretaries are women**, although the current 10 regional secretaries are men. The CWU has 23 national officials, of which 4 (17.3%) are women; 2 appointed and 2 elected ones.

UNI Global Union Europa

In 2003, out of a total of 56 members in UNI Europa's decision-making bodies, only 19 were women (33.92%). However, in 2008 this figure had decreased to 15 women (22.39%). Consequently, the UNI Europa's Executive Committee decided to establish a working party to seek to improve the gender balance in all decision-making bodies.

At the UNI's World Congress in Nagasaki in 2010, it adopted the following Resolution: Attaining at least 40% female representation in all of the UNI Europa's decision-making bodies. In January 2014, **UNI Europe attained 34% female representation in its different decision-making structures** as follows:

Breakdown of UNI Europa's Female Composition (January 2014)

Structure	Total Members	Men	Women	%
Management	31	22	9	30
Executive	76	44	32	42
Youth	12	9	3	25
P&MS	10	6	4	40
Commerce	24	16	8	33
Finance	55	30	25	45
Post	10	7	3	30
Property serv.	15	9	6	50
MEI	27	20	7	26
Graphical	8	7	1	12
ICTS	23	15	8	35

Advances and Best Practices

From the beginning, the different confederations CCOO, CGIL, CWU and UNI Europa recognised the need for dealing specifically with the social and labour problems affecting women and the challenges facing them.

Internal structures aimed specifically at women and gender mainstreaming in union policy are a constant feature in the analysed organisations. Each trade union, according to their social,

political and economic determinants, has gradually established an equality strategy, in their policy and union activity, debating and correcting the contradictions and deficiencies that exist.

We now highlight some of the actions, objectives and best practices that, due to their gender impact, have favoured advancement in equal opportunities and the promotion of more equal participation and representation between women and men.

- **Establishment, promotion and development of specific structures for gender equality:** These are present in all confederations or dependent on each confederation, with a greater or lesser developed structure: regions/territories and/or Branch, human and economic resources, etc., making up an important nucleus of union influence, which extends to structures of lower scope, reaching as far as company union sections.
- They carry out permanent activities of reflection and implementation of training, information and awareness strategies, both internally and externally, on the one hand incorporating gender perspective into union policies as a whole and, on the other hand, influencing the improvement in women's living and working conditions.
- **Reforms, statute advances and equality plans:** Development of internal regulatory changes, development of gender-equality strategies and efficient measures to guarantee the balance between women and men in union participation and representation.
- **Gender mainstreaming in union policies** within the trade union, in collective bargaining and in Social Dialogue, is the main strategy for dealing with and preventing gender inequalities; additionally, positive actions for empowering women are likewise indispensable.
- **Training and awareness strategies for gender equality.** Programs, training material (guides, brochures) and awareness campaigns have been carried out regarding the improvement of employment and social and labour conditions, against gender violence, etc., as well as advancing in female empowerment and favouring greater union membership and representation of women.

Gender-equality training and the incorporation of gender perspective into union training are essential since they prepare people for the systematic application of gender mainstreaming, provide information, concepts, data and methodology for detecting gender discriminations, as well as knowledge of equality legislation.

Awareness campaigns, which occasionally go beyond the labour and union fields, deal with socio-political problems and are aimed at promoting educational changes enabling a break from stereotypes and traditional roles assigned by society, as well as offering occasional support for campaigns led by the women's movement.

Best Practices in CCOO, CGIL, CWU and UNI Global Union Europa

CCOO

In 1993, the **1st Confederal Conference “CCOO, a union space for men and women”** was held in order to lay the basis for union and organisational action integrating men and women.

- ▶ The structure of the SWs was reinforced.
- ▶ The situation of women in the trade union and the workplace was analysed.
- ▶ Approval of the lines of action for integrating the objective of gender equality into internal and external union policy, by combining two **strategies: positive action and mainstreaming.**

In 1996, the 6th Congress included **proportionality in the representation** of women in the fields of union decision-making.

In 2013, the 10th Congress expressly included in its Statutes commitment to the **objective of attaining parity representation in management bodies.**

CGIL

In 2008 the CGIL Forward Conference approved a Resolution with the objective of implementing organisational policies aimed at promoting and improving female officers, on three levels:

- ▶ Recognising the value of difference in all of the CGIL's policies in favour of rights.
- ▶ Female representation in executive bodies in accordance with the fight against standard discrimination established by the CGIL's Statute.
- ▶ Adoption of a “policy of the times” taking into account gender needs, in order to help women join and remain in the trade union.

In 2012, the CGIL organized a National Assembly for Women, which initiated a process of gender comparison, study and research by holding three specific seminars in 2013 in Europe.

CWU

- ▶ Advances in better union representation of women involve the establishment of Regional Committees for Women; Advisory Committee for Women recognised nationwide.
- ▶ The conclusions reached by the CWU Conference for Women, which were assumed by the CWU General Conference, incorporates, among other aspects, quotas for women in national delegations and working forums.

The CWU is currently working on attaining better proportionality in its own structures and organisations. It is important to recognise that this work comes from a debate held in our CWU Conference for Women and then in our main forum, with the formulation of gender policies and calls for the application of the Statutes, incorporated into the General Conference of 2011.

UNI Global Union Europa

- ▶ **A questionnaire⁴ aimed at union affiliates** was prepared and developed with the objective of determining women's needs and challenges in the trade unions in different sectors, as well as knowing the presence of women in the trade union, in decision-making, in professional training programmes, specific campaigns, etc.
- ▶ The UNI World Congress in Nagasaki in 2010, adopted the following **Resolution: "Attaining in 2014 at least 40% female representation in all of the UNI's decision-making bodies."**
- ▶ As a result of the resolution UNI Equal Opportunities has carried out a campaign called: **"40for40 Campaign,"** held meetings, conferences and events in different regions and sectors where our affiliate trade unions are present, requesting union leaders' commitment to the campaign by signing the 40for40 Declaration. By 2013, 324 union leaders from 210 trade unions from all over the world had signed the declaration and 3 national ministers had given their full support to the campaign.

The analysed trade unions conclude that they have made positive achievements and advances, which they should continue reinforcing in order to correct existing deficits in women's union participation and representation, so that all organisations apply and guarantee such practices in the different structures and levels.

Obstacles

Resistances in trade unions for the effective equality of women and men

Women have traditionally faced different obstacles for attaining effective equality between women and men. Within trade unions, they especially highlight the resistance of structures to changes in organisation favouring a greater presence of women in decision-making posts, resulting from social practices and cultural prejudices that persist in societies as a whole.

⁴ The result of the answers given in the questionnaire were presented in a best practices brochure: <http://www.uniglobalunion.org/publications>

- **Imbalances in women's participation in CCOO's different management and organisational bodies and levels.**
 - **Deficits in training, awareness and communication as regards equality between men and women, both internally and in the field of collective bargaining.**
 - **Insufficient integration of gender mainstreaming into union policies.**
- Levels of women's union membership and representation have evolved very positively, although **imbalances and insufficiencies persist between men and women in the different fields and levels of participation and representation** in the organisations as a whole. **Union segregation** takes place **both horizontally and vertically**, i.e. women have more presence in responsibilities with feminised themes, and less presence in areas or Secretariats with more weight and recognition (general secretariats, union action, organisation, finances, etc.). There are likewise few women holding posts in the maximum executive responsibilities. Their presence in agreement negotiating committees is especially unequal.
- **Deficits in training, awareness and communication persist as regards gender equality**, since specific training is highly feminised and gender mainstreaming is not sufficiently incorporated into training content, educational materials, information campaigns, messages and, in general, the language and images employed.
- **Obstacles and difficulties remain in developing the application gender mainstreaming in union policies** and working plans of the different Secretariats; action strategies are required to guarantee the application of the statute measures approved by union structures as a whole.

It is necessary that trade union organisation as a whole guarantee the application of the strategies, regulations and measures that they have adopted, in order to fight gender discrimination and advance in balancing the participation and representation of women and men in all of their structures and levels.

Challenges and proposals

We should start from the consideration of important advances as a result of policies, programmes and strategies targeting gender, developed by trade union organisations as a whole. However, these actions are insufficient for guaranteeing effective equality between women and men, and a balanced presence between them in the different fields and in decision-making.

After the analysis carried out in previous sections, we identify some challenges and proposals required for attaining the aforementioned objectives.

► **Advancing in the integration of gender mainstreaming in union policies as a whole:**

- Promoting training and awareness for gender equality in different structures and levels, reaching all of the trade union's men and women.
- Communication, non-sexist language, information and equality culture developed by means of the media, magazines, brochures, posters and other campaigns carried out by trade union organisations.
- Strengthening specific structures, valuing and recognising women's role in trade union organisations.
- Preparing and distributing the trade union's Gender Map, breakdown and analysis of data regarding women's participation, presence and representation in the trade union's different fields, structures and levels.
- Analysis, evaluation and reports on the impact of gender in the application of mainstreaming in union policies and decisions.
- Promoting social dialogue and collective bargaining, guaranteeing the fulfilment of equality regulations, measures, strategies and resources required to fight gender discrimination and all demonstrations of violence against women.

► **Positive actions for promoting and encouraging women's presence in union structures as a whole:**

- Campaigns, objectives and strategies for ATTRACTING WOMEN TO THE TRADE UNION, increasing women's membership and presence in electoral candidacies.
- Promoting WOMEN'S PRESENCE IN NEGOTIATING COMMITTEES.
- Establishing quotas, positive action measures and posts reserved for women.
- Modifying, improving and guaranteeing gender equality in union regulations and strategies for eradicating discrimination and advancing in PARITY REPRESENTATION in union structures as a whole.
- Preparing and training women in LEADERSHIP, favouring their access to decision-making posts.
- ORGANISING THE TIMES in the trade union, so that they favour the personal and family reconciliation of individuals.



NETWORK GENDER

SECTION 2

TRAINING MATERIAL

TU. 1

International, european, national equality regulation framework

Introduction

If rights are not known, they will not be exercised. It is therefore essential to convey to trade unionists and workers legal knowledge in relation to equality between women and men, especially that which has a direct influence on the workplace. It should be noted that, despite advances in regulation, there is still a difference between recognising equal rights in the workplace and the real situation, as shown by statistics and the gender perspective (and the Situation Reports included in this Manual's Section One).

As long as socio-labour discriminations towards women exist, as long as equal opportunities and equal treatment in employment access and conditions continue to be demanded, until equal salary for equal work becomes a reality, for example, it is imperative to reinforce the knowledge of legal rights and of the mechanisms and dispositions for enforcing them.

It is essential to know existing legislation in relation to labour equality. Equal treatment and opportunities has been dealt with both in the European Union and internationally. In the case of the latter, the Universal Declaration of Human Rights adopted the first rules guaranteeing equal treatment between sexes. Anti-discriminatory regulations and international strategies for advancing in equality between women and men have also influenced the workplace, often due to regulations adopted by the International Labour Organisation.

Community Law has also been decisive in the field of labour relations. At a national level, as regards Spain, advancement in the legislative framework in equality between women and men has been made thanks to several laws; however, in the case of labour equality, Organic Law 3/2007 has been determinant for effective equality between women and men.

Objectives

Knowing the main international and European regulations regarding gender equality that can be applied to the workplace.

Knowing state regulations in relation to equality between women and men (Spain, Italy, United Kingdom).

Analysing the importance, for labour equality between genders, of Organic Law 3/2007, in relation to effective equality between women and men in Spain.

Methodology (study guide)

In order to obtain an in-depth knowledge of international, European and state regulations of special interest for gender equality in the workplace, it is recommended consulting the bibliography and union resources available online and the websites of the organisms involved, which appear in the Manual under the section Resources Available Online.

Consulting the following is especially recommended:

- The ILO Agreements listed below:
 - Agreement 100 on equal pay of 1951.
 - Agreement 111 on discrimination in respect of employment and occupation of 1958.
 - Agreement 122 on employment policy of 1964.
 - Agreement 156 on family responsibilities of 1981.
 - Agreement 161 on occupational health services of 1985.
 - Agreement 183 on protection for maternity of 2000.
 - Agreement 189 on decent work for domestic workers of 2011.
- The following European Directives:
 - Directive 2006/54/EC of the European Parliament and of the Council of July 5, 2006, on the implementation of the principle of equal opportunities and equal treatment of men and women in matters of employment and occupation (consolidation).
 - Directive 2010/18/EU of the Council of March 8, 2010, which applies the revised Framework Agreement on parental permission, held by BUSINESSEUROPE, UNEAPME, CEEP AND CES, and repeals Directive 96/34/EC.
 - Directive 2010/41/EU of the European Parliament and the Council of July 7, 2010, on the application of the principle of equal treatment between men and women engaged in an activity in a self-employed capacity, and which repeals Directive 86/613/EEC of the Council.

- ▶ At a national level:
 - Organic Law 1/2004, of December 28, on Comprehensive Protection Measures against Gender Violence⁵ (Spain).
 - Organic Law 3/2007, of March 22, for the effective equality of women and men⁶ (Spain).

Content

The legal instrument of greatest international scope is the Universal Declaration of Human Rights⁷, of 1948. Its Article 7 determines that everyone is equal before the law and is entitled, without distinction, to equal protection from the law and equal protection against all discrimination. Another essential reference is the Convention on the Elimination of all kinds of Discrimination against Women⁸, of 1979, which defines what is legally considered “discrimination against women” and urges the signing States to guarantee women essential rights and freedoms in the same conditions as men. The four World Conferences on Women organised by the United Nations (in 1975, in Mexico; in 1980, in Copenhagen; in 1985, in Nairobi; in 1995, in Beijing, as well as the successive revisions: Beijing+5, Beijing+10, Beijing+15) have also played a strategic role in favour of equality between women and men.

Therefore, the rights of female workers and the rights in relation to gender equality derived from international and state regulations should be known. The ILO’s agreements, declarations and recommendations regarding gender equality⁹ should be consulted. These international labour regulations establish general principles, as basic laws, such as equal pay, equal opportunities and treatment between men and women in the workplace. Each State may introduce improvements.

The European Community¹⁰ has adopted a series of directives and recommendations regarding equality between women and men. Of special interest is Community jurisprudence in equal pay, equal treatment for women and men in the workplace, social protection, protection for maternity, parental permission, part-time work, reconciliation of work and family life, and the inversion of burden of proof. European legislation on equality occupies a higher level than national legislation and is valid for all of the European Union’s Member States. We therefore have to contemplate the interaction of legislations regarding equality at the three levels (international, European, state).

⁵ <http://www.boe.es/boe/dias/2004/12/29/pdfs/A42166-42197.pdf>

⁶ <http://www.boe.es/boe/dias/2007/03/23/pdfs/A12611-12645.pdf>

⁷ <https://www.un.org/es/documents/udhr/>

⁸ <https://www.un.org/es/documents/udhr/>

⁹ <http://www.ilo.org/global/topics/equality-and-discrimination/gender-equality/lang—es/index.htm>

¹⁰ http://www.ec.europa.eu/index_es.htm

The concept of indirect discrimination due to gender has been established by the jurisprudence of the Court of Justice of the European Communities in judging certain assumptions of part-time work, in the light of the prohibition of gender discrimination. The European Courts have also decided on the need for using non-discriminatory criteria in evaluating jobs. Different sentences forbid the application of certain concepts that determine greater pay such as responsibility, flexibility, training or seniority, which may prejudice female workers if it is proved that the average salary of women is less than that of men.

In Spain, apart from the prohibition of gender discrimination and the public authorities' obligation to remove obstacles preventing effective equality, as established by the Spanish Constitution of 1978, different regulations have progressively established equality between women and men. In relation to recent regulations, of special relevance is Organic Law 3/2007, of March 22, for the effective equality of women and men, which, as pointed out in its Statement of Legal Grounds, arose with the objective of becoming a law-code of equality between women and men.

Law 3/2007 defines the basic legal concepts and categories in the matter of equality, and incorporates and promotes measures to guarantee equal treatment and opportunities in access to employment, training, professional promotion and working conditions; ensure and guarantee the right to work in equal opportunities between men and women in companies, by negotiating equality measures and plans; include, among labour rights, protection against sexual and gender-based harassment; determine the legal consequences of discriminatory conduct; favour the reconciliation of personal, family life and work; avoid penalisation in the case of social security due to maternity or paternity.

Law 3/2007 promotes the adoption of specific measures in favour of equality in companies, placing them in the framework of collective bargaining, so that the parties can freely and responsibly agree on their content. Apart from companies' general duty to respect the principle of equality in the workplace, the law specifically contemplates the duty to negotiate equality plans in companies with more than 250 workers, within the framework of collective bargaining. In the field of the General State Administration, the law establishes the negotiation of an Equality Plan with the public-sector employees' legal representatives. The most innovative measure for favouring the reconciliation of personal, family life and work is a 15-day paternity leave. Likewise important is the introduction of the principle of balanced presence in the General State Administration (GSA) and in the public organisms linked to it.

Evaluation exercises

1. Are sexual and gender-based harassment considered acts of direct discrimination? How would you explain both concepts to someone that does not know their meaning, so that he or she can differentiate between them? How can they be prevented in the workplace? Write a reply that includes the analysed regulations in its argumentation.
2. Indicate whether the following statements are examples of sexual discrimination (Answer YES or NO):
 - a) Night work is forbidden for female workers with minor dependants.
 - b) In order to participate in this training course linked to promotion, a participation quota of 60% is established for the gender less represented in the target professional category.
 - c) Nursery aid is determined for mothers and fathers with dependants under the age of 3.
 - d) Pregnant workers should give up their job involving direct contact with the public.
3. Identify at least two basic definitions for defining and supporting positive action as a strategy for correcting inequalities between women and men, from a transnational perspective. You can consult the legislative references included in the section Resources Available Online.

TU. 2

Economic empowerment. Crisis, austerity policies and women's employment (Spain, Italy, United Kingdom)

Introduction

Different international agencies for equality warn about the increase in gender differences and the resulting chronic feminisation of poverty. In recent years, women's access to the job market has increased, but they generally have, in global terms, lower salaries, the majority of unstable jobs, a discontinuous presence in employment and less social protection. All over the world, also in Europe, salary differences and occupational segregation based on gender persist, and most part-time workers are women.

The context of financial and economic crisis, which began in 2007, and the government austerity measures adopted in the following years, producing adjustments in the public sector, have worsened the labour and social conditions of workers as a whole, especially of those who started out from a more disadvantaged situation (in terms of gender, women). Apart from producing the destruction of employment in feminised fields (healthcare, education, social services...), these public services affected by cutbacks have stopped providing care for dependant persons, minors or adults, the sick, etc., care needs that have mainly fallen to women, according to the traditional assignment, thereby hindering their labour participation. Other government measures, aimed at reducing labour costs with important consequences in job destruction and less favourable working conditions, have also helped to worsen workers' labour opportunities and rights, with an undoubted impact on gender.

In the face of this increase in labour inequalities, international equality agencies, such as UN Women¹¹, recognise that decent employment and a greater female presence in economic de-

¹¹ <http://www.unwomen.org/es>

cision-making posts, i.e. the economic empowerment of women, will contribute decisively to more just, united, equitable and sustainable societies.

Objectives

Obtaining a realistic and accurate diagnosis of gender's impact on employment, in a context of economic and financial crisis worsened by the austerity measures adopted by governments.

Knowing women's socio-labour situation in the countries involved in the Project (Spain, Italy, United Kingdom), in a transnational and European comparative analysis, supplemented with a sectorial vision. Detecting the main gender differences affecting women in the workplace.

Knowing the consequences, for female workers and for labour equality, of government measures that are contributing to the dismantling of the Welfare State.

Methodology (study guide)

Providing a diagnosis of women's socio-labour situation with a gender perspective requires knowing and handling both basic concepts and suitable indicators; it is therefore recommended consulting the Glossary of Terms.

It should be taken into account that reading absolute data does not suffice in order to understand women's labour situation. It is necessary to apply a gender approach enabling the identification of areas of labour inequality that subsist and the specific obstacles affecting them, and determining their unequal labour access and participation, which, in general terms, can be summed up as follows: less activity, less employment and of worse quality, more unemployment, more temporary employment, persistence in gender salary differences, horizontal segregation and vertical segregation ("glass ceiling"), more part-time hiring, less social protection, etc.

Those interested in obtaining greater knowledge about the situation in our environments should mainly consult Chapter 1, "Crisis, austerity policies and women's employment," in this Manual's Section 1.

Trade unions are an authorised, expert source of information regarding women's socio-labour situation. They prepare reports analysing women's participation in employment and their characteristics, detecting discrimination factors that hinder a labour presence equal to that

of men, both in access and in labour conditions. These reports are available on the respective websites¹².

See also:

- ▶ The economic empowerment of women in the context of the world economic and financial crisis¹³, Commission on the Legal and Social Status of Women, UN 54th Session (Beijing+15), March 2010.
- ▶ Report on the effects of the economic crisis on equality between men and women and on women's rights¹⁴ (2012/2301(INI)). European Parliament. Commission on Women's Rights and Gender Equality. Speaker: Elisabeth Morin-Chartier.

Content

After reading the Situation Report in Chapter 1, "Crisis, austerity policies and women's employment," we should analyse the combined effects of the economic and financial crisis and the governments' austerity policies and their impact on women's socio-labour situation, from a European perspective comparing the countries involved (Spain, Italy, United Kingdom), as well as from the sectorial point of view provided by the UNI Global Union Europe.

As an aid to extracting the main conclusions, we suggest responding to questions such as the following:

- ▶ Has women's activity rate increased/decreased? Is there any age group especially affected (youths, maternity ages (30-35), over-45s, etc.)? And the gender difference in activity?
- ▶ Has women's employment rate increased/decreased? Is there any age group especially affected (youths, maternity ages (30-35), over-45s, etc.)? And the gender difference in employment?
- ▶ Has women's unemployment rate increased/decreased? Is there any age group especially affected (youths, maternity ages (30-35), over-45s, etc.)? And the gender difference in unemployment?

¹² Women and Equality CC00. http://www.ccoo.es/csc00/Areas:Mujeres_e_igualdad:Actualidad
Politiche di Genere. CGIL. <http://www.cgil.it/Lavoro/PoliticheDiGenere.aspx>

Equal Opportunities. CWU. <http://www.cwu.org/equal-opportunities.html>

Gender equality in UNI Global Union Europe. <http://www.uniglobalunion.org/es/groups/equal-opportunities/la-igualdad-de-genero>

¹³ <http://www.un.org/womenwatch/daw/beijing15/outcomes/crp/crp8s.pdf>

¹⁴ <http://www.europarl.europa.eu/sides/getDoc.do?pubRef=-%2f%2fEP%2f%2fTEXT%2bREPORT%2bA7-2013-0048%2b0%2bDOC%2bXML%2bV0%2f%2fES&language=ES>

- ▶ Analysing the sectors with the greatest destruction of employment, can any causality relationships be established between loss of female employment and the governments' austerity policies? Why do government cutbacks in care for dependents prejudice women's employment?
- ▶ Analysing hiring conditions (type of working day and type of contract), has women's rate of permanent hiring increased/decreased? And the gender difference as regards permanent hiring? Has women's rate of temporary hiring increased/decreased? And the gender difference as regards temporary hiring? Has women's rate of full-time hiring increased/decreased? And the gender difference as regards full-time hiring? Has women's rate of part-time hiring increased/decreased? And the gender difference as regards part-time hiring?
- ▶ Analysing salary differences, has the gender difference in salaries increased/decreased? What factors have more relative weight for explaining these average salary inequalities between women and men?
- ▶ Analysing sectorial (horizontal) and occupational (vertical) segregation, in which sectors and activity branches is women's employment concentrated, and in which that of men? What salary consequences does this segregation have?

Evaluation exercises

1. Enumerate the main consequences for women's employment and living conditions and, in general, for advancing in equality between women and men, of the austerity policies and labour reforms adopted by governments. You can document your answer by consulting the following documents:
 - Chapter 1: "Crisis, austerity policies and women's employment."
 - "Report on the effects on the economic crisis on equality between men and women and on women's rights" (2012/2301(INI), European Parliament, 2012.
 - "Economic empowerment of women in the context of the world economic and financial crisis" (UN, 2010).
2. Why are advancement in gender equality, greater labour and social participation of women and the development of the Welfare State linked together? Base your answer on the suggested documents for consultation and the necessary terms in the Glossary.
3. Explain what economic empowerment of women consists of, and its relationship with decent employment.

TU. 3

Women in trade unions. Equality strategies and gender map (CCOO, CGIL, CWU, UNI Global Union Europa)

Introduction

The priority objective of trade union organisations is protecting and improving, by means of joint action, the workers' economic and social situation. Specialised in the defence and improvement of labour rights by means of different channels of action (Collective Bargaining, Social Dialogue, union activity in companies, mobilisation, etc.), trade unions also monitor the fulfilment of labour regulations in companies and the workplace and work activity in fighting all types of socio-labour, personal or collective discrimination.

In different periods, according to their histories¹⁵, the trade union confederations involved in the NETWORK.GENDER Project (CCOO, CGIL, CWU, UNI Global Union Europe), have incorporated into their everyday union activity the fight against the discrimination and violence that still affects women, especially in cases arising in the workplace. They have also incorporated into their main objectives attaining effective and real equality between women and men, adopting to that end equality strategies of positive action and gender mainstreaming for both external application, in society and in the company, and internal application, in the trade union itself.

Trade unions have historically been masculinised organisations, since in the past, as a result of the rigid sexual division of work, men were mostly the ones involved in paid work in the productive world. At present, the massive entry of women into economic activity has favoured greater female union participation. Today, trade unions are made up of women and men, in practically balanced terms as regards their membership base.

¹⁵ See chapter 2, Equality Measures in Collective Bargaining and Social Dialogue, and Chapter 3, Women's participation in trade unions.

However, it is in the higher-level structures, in decision-making bodies and in negotiating committees, where we begin to perceive imbalances in the representation of women and men, especially in some branches and sectors¹⁶. In order to offset this deficit of women in union structures, trade unions have implemented internal statute measures (positive action measures, gender-balance quotas, etc.). Attaining gender balance in decision-making bodies is a matter of democratic reinforcement and of justice, as well as a legal imperative (in Spain, a mandate of Organic Law 3/2007, for the effective quality of women and men).

Objectives

Knowing the integration of gender mainstreaming in trade union organisations. Analysing their historical commitment to gender equality.

Analysing their union equality structures (Secretariats for Women, for Equality, etc.), their functions, objective and everyday work.

Knowing women's participation in trade unions (gender map), as members, as delegates and in administrative bodies.

Detecting the obstacles that impede greater union participation and a balanced presence in the different union structures.

Methodology (study guide)

See Chapter 3, "Women's participation in trade unions," in this Manual's Section One, in order to know the union gender map.

Also of interest is an in-depth knowledge of the functions of union structures specialising in gender equality (see Resources Available Online):

- ▶ Of participating trade union organisations: Secretariats for Women and Equality/ Gender Policies/ Equal Opportunities/ Gender Equality in the trade union confederations CCOO, CGIL, CWU and UNI Global Union Europe.
- ▶ Of the international trade union confederations CES and ITUC.

¹⁶ See Chapter 3, Women's participation in trade unions.

Content

This parity participation of women is promoted by different international trade union organisations. The International Trade Union Confederation (ITUC) has set in motion a campaign for increasing the number of women in union administrative bodies (“Count on us!”), citing the following 6 reasons:

1. Many more women could join trade unions, as members, activists and leaders, when trade unions reflect gender diversity in their administrative bodies.
2. Promoting female leaders, trade unions will have more capacity for strengthening the power of workers and for obtaining better rights for all workers.
3. Recognising and valuing women’s leadership capabilities means investing in democracy and in their movement’s force.
4. Counting on female leaders improves trade unions’ capacity for reaching, organising and mobilising more women and activists.
5. The ITUC’s Statutes require a minimum of 30% women in management posts.
6. Promoting female leaders, trade unions would be more representative of their respective countries’ workplace.

After consulting Chapter 3, “Women’s participation in trade unions,” a collective reflection can be started, leading to a debate. The information can be supplemented with each participant’s own union experience. We suggest reflecting on the following questions:

- Have substantial advances in women’s membership been observed in recent years?
- Is parity the current composition of the membership of the trade union confederations involved?
- What are the average membership percentages of women and men?
- Does this composition vary significantly according to sector or activity branch?
- Can any outstanding differentiating characteristics be observed between female and male membership (e.g. higher degree of loyalty, more disenrollment...)?

- ▶ Have substantial advances been observed in women's presence in the different union structures (as delegates, in executive commissions, etc.) in recent years?
- ▶ Is parity the current composition of the negotiating committees or different executive levels, in the trade union confederations involved?
- ▶ Does this composition vary significantly according to sector or activity branch?
- ▶ Can any outstanding differentiating characteristics be observed between a balanced gender-based representation in a negotiating committee, in the executive commission of a union section, or of union administration structures in general?
- ▶ Can any internal resistance be observed to a greater female presence in the union's representation and decision-making bodies, at the different levels?
- ▶ How is such resistance expressed?
- ▶ Are there other factors that hinder women's union participation?
- ▶ Which factors?
- ▶ What challenges are there to balancing the participation and presence of women and men at all levels of union work?
- ▶ What improvements would result from the balanced participation of men and women in management bodies?
- ▶ In which union and social aspects (more female members, introduction of more equality measures, etc.)?

Evaluation exercises

1. Indicate whether the following statement is True or False:

In the trade unions analysed (CCOO, CWU, CGIL, UNI Global Union Europa), gender mainstreaming...

a) Has been applied since its foundational congress.

True False

b) Is not applied since it is not necessary; the fight for working class rights includes, without differences or particularities, both male and female workers.

c) It has been incorporated gradually, gaining strength in recent congress periods.

d) It has been completely assumed and developed and therefore requires no future development.

2. Make a comparative functional and thematic map divided into main working areas and describe the tasks carried out by the different gender-equality structures of the trade unions (CCOO, CGIL, CWU, UNI Global Union Europa), relating them to the main expressions of gender discrimination that persist and which affect female workers.

3. Individual work and teamwork

Prepare, individually and confidentially, a list of 10 members of your trade union that you consider outstanding due to their union career, explaining the reason why you included them in your list.

After the individual work, compare lists in groups of 4, analysing:

– The number of women/men that appear in all of the group's lists:

Is there an equal presence?

Are there more women than men, or vice versa?

If so, what do you think the reason is?

– The reasons why they were selected:

Do you notice differences between the criteria for selecting men and those for selecting women?

If so, what do you think the reason is?

– Measures that the group would implement to balance the union recognition of women and men.

TU. 4

Strategies and orientations for empowering women. Proposals for the union empowerment of women

Introduction

The term women's empowerment, as a strategy for equality and equity, was promoted at the United Nations World Conference on Women (1995) to refer to the increase in women's participation in decision-making processes and access to power. This expression now involves another dimension: awareness of women's power, individually and collectively, and which has to do with restoring women's dignity as persons.

The Beijing Action Platform, which resulted from the World Conference, established that women are equally entitled to participate in managing public affairs and, by means of this participation, to contribute to redefining political priorities by including, in political programmes, new themes and offering new points of view regarding general policies. It highlighted two strategic objectives:

1. Guaranteeing women equal access and full participation in power structures and in decision-making.
2. Increasing women's capacity for participating in decision-making and administrative levels.

As UN Women (UN Agency for gender equality and women's empowerment) declares, in all spheres of life, in both political bodies and business meetings, women have very little participation in the decisions affecting them. Quotas and other positive action measures give rise to greater female participation. Acquiring new skills helps women to display their full leadership potential.

UN Women points out that empowering women to participate fully in all sectors and at all levels of economic activity is essential for building strong economies, establishing more stable

and just societies, attaining internationally agreed objectives of development, sustainability and human rights, improving the quality of life of women, families and communities, among other personal and collective improvements.

Objectives

Knowing the concept of empowerment in relation to advancing in women's participation in decision-making and recognising the need for promoting women's empowerment as an equality strategy.

Knowing techniques and strategies favouring women's personal and collective empowerment processes, such as training in communication skills, social skills, management skills, group administration, negotiation and conflict resolution techniques, etc., which favour the fulfilling of management tasks and responsibilities in organisations, especially in trade union organisations.

Methodology (study guide)

Favouring spaces of women's empowerment requires promoting participation and reflection, both personally and collectively, as well as training to acquire personal, communication and social skills.

These participation and reflection spaces and times should be contemplated within a training course, taking care to supplement personal self-knowledge (values, strengths, weaknesses, difficulties, projects, challenges, personal and collective goals...) with training in communication skills, managing difficulties and hostilities, negotiation and conflict resolution.

Furthermore, this process of women's empowerment should incorporate a critical vision of the gender system, of roles and stereotypes assigned according to gender, and of the historical deficits in women's participation. It should be accompanied by recognition and reevaluation of representative women, from a historical perspective, due to their contributions in any field of human activity and their capacity for fighting for their personal autonomy and feminist objectives.

Women's empowerment is both a process (individual and collective) and a goal; it therefore also requires facing strategies promoting greater female participation in circles of power, until parity participation is attained. In the case of trade unions, this parity participation should be made available especially at all levels of decision-making and management, and may involve adopting positive action measures, reforming statutes, integrating gender mainstreaming into union policy, etc.

Content

Empowerment means being able to decide, personally and collectively. And starting from this basic definition, we should take into account the structural inequalities that, as a result of the gender system, have historically prejudiced women. Women have historically had less access to all kinds of resources, including access to education, to paid employment or to free time, and less social recognition. Although western societies, like Europe, have equality regulation frameworks and, therefore, equal rights have been attained, important gender discriminations persist, resulting in gender differences and adding obstacles to women in their opportunities for accessing resources and, in short, for their personal autonomy and capacity for deciding and acting.

The equality policies set in motion by international equality agencies prioritise the need for acting to correct this deficit in being able to decide regarding one's own life, which means the structural deficit of women's participation in the decision-making and management bodies of any level or structure, whether in the political, economic, cultural or labour sphere.

Taking into account the trade union organisations' gender map, as well as the detected resistances that prevent parity representation from being attained, and the suggested strategies, as previously seen in the Manuel (in Chapter 3 and in TU3), we suggest the following as a point of debate and reflection:

What measures and strategies should be implemented in union organisations in order to promote women's union empowerment (statutes, training, reinforcing equality structures, etc.)?

Evaluation exercises

1. Enumerate in a Decalogue the main Reasons for women's union empowerment.
2. Do some historical research and make a list of 10 representative women that stand out due to their union leadership, at different levels (international, European and national), providing a biographical sketch including their union importance.
3. Consult the Document "Women's empowerment: 90 years of ILO in action!" (ILO, 2009) and analyse the development of the historical period encompassing the ILO's existence, and the history of the ILO itself, from a gender perspective, pointing out the main milestones and achievements that it has promoted as regards gender equality.

APPENDIX

Workshop on female leadership in trade union organisations

Although women have gradually occupied their rightful place in society, they are still dogged by centuries of exclusion and maintain a position of disadvantage compared to men, which appears in all aspects (personal, family, political and union) of life.

Until recently in our country, women did not enjoy the same legal status as men and were subject to their father, their husband or any man in the family, who was authorised to decide for them. Even a right that now seems so evident, the right to vote, was not attained in Spain until 1931, a right that was championed by Clara Campoamor, who even had to debate with her parliamentary colleagues, winning the vote in favour of female voting rights by a close margin.

There have always been female leaders, but these were the exception, women who were so brilliant that it was impossible to hide them; they were a minority that escaped from patriarch models.

The invisibility of women, reduced to the private sphere, without the possibility of being paid, kept them for centuries, and even today to a certain degree, subject to the economic dependence of their male companions. They could access few professions in a world designed for and by men.

The historical roles of free carers, mothers, daughters and wives mean that those who do not comply with the expected behaviour are marked and branded as masculine, old maids, tomboys and other insults.

With the advancement of the organised movement of women, of female union members and politicians, supported by international and national movements that fought for and demanded equality, women managed to include in the Political Agenda their gender-based demands, their claims, and establish new debating spaces which are gradually taking root in societies, although not as fast as we would like.

Latin American women have made a significant contribution to the theoretical and practical development of female Leadership, leading movements and organisations that have formed part of Human History, such as the case of the Plaza de Mayo Mothers in Argentina, the women of the Glass of Milk in Peru, Bolivia's Bartolinas, Las Floras in Peru or the members

of the Maria Elena Cuadra organisation in Nicaragua. Based on political and subsistence demands or the defence of Human Rights.

Keeping women invisible is a guarantee of subsistence for the patriarchal system. Nobody can deny that throughout History there have been women in all of fields of Human knowledge, yet their contribution is still ignored and invisible, in the case of both those that participated as outstanding figures and those that have remained hidden behind their male companions.

In Spain, starting in the 1960s, with the mass entry of women into the job market, the pressure from women to occupy a space within society is becoming stronger and stronger.

However, women are still underrepresented in all of Spanish society. The lack of co-responsibility in family care, direct and indirect labour discrimination, the structures of political parties and trade union organisations, working schedules and the salary difference among other matters, are barriers that women have to overcome and that those who assume gender leadership still have to carry on their backs.

For all of these reasons, when we speak about working in favour of female leadership, we have to analyse many parameters; we are going to try and outline a few.

Objectives of female leadership

1. Attaining women's empowerment.
2. Managing to introduce gender perspective into all aspects of society.
3. Generating a place for meeting and exchanging ideas in order to promote a real process of change towards assertive, leadership behaviour.

Methodology

By means of participative working methods, proposing the constant interaction of the women carrying out the activity and teamwork.

Teamwork is an operational structure that facilitates communication, the expression of difficulties and experiences; it enables the interaction of all participants to promote learning. It integrates emotions and experiences.

We learn to identify our own and the group's inhibitions that are due to social and cultural aspects.

It generates sorority among women and helps them to establish alliances and support networks and, finally, teamwork helps to reduce the fear of change.

We help to

- ▶ Raise awareness of women's devaluation in society and in socialisation processes that generate "women's identity."
- ▶ Raise awareness of women's problems and difficulties in the personal and labour world.
- ▶ Recognise and value the experience, knowledge and skills of women themselves and the usefulness of these values in the labour world and in organisations.
- ▶ Learn new ways of communicating.

Theoretical content that should be analysed to advance towards leadership

- A) Social abilities and keys for effective, leadership communication.
 - The control of relations and the art of influence.
 - Advancing in the assumption of ethics and aesthetics in human relations, from the perspective of gender.
 - Rigour in information collection.
 - The use of verbal language, the basis of communication.
 - The use of non-verbal language, an added value for communication.
 - Identifying communication traps (threats, challenges).
- B) The female gender condition and socialisation processes.
 - The female gender condition. The devaluation of women, the private and public spheres, antagonism and complementarity.
 - The identity of women. Being a woman is not being a man. Self-identity. Being for myself and for others.
 - The socialisation of women. Stories, films, advertising, language.
 - Less female experience in public/labour life.

C) Speaking in public.

- Concept and structure of communication.
- The link with the audience.
- Types of speeches and structure of the message.
- Preparing for the speech.
- Clarity in the message: what I want to say and how I am going to say it.
- The potential for convincing: states of mind, overcoming stage fright.
- How it is said: tone, voice, look, expression, postural tone.
- The ability to summarise, the key ideas.

D) Non-sexist communication. Theoretical content.

- Sexism in the use of language.
- Cases of implicit sexism. Use of the masculine as a generic value.
- Cases of explicit sexism. Dictionary.
- Proposals for using non?-sexist language.

Details of a training programme in female leadership. Female leaders

Social and effective communication skills

1. Women in organisations

The objective of these sessions is generating gender awareness by listening to the participating women's problems, increasing their self-esteem and confidence by way of dialogue and reflection within the group, as well as teaching new ways of communicating and resolving conflicts.

To that end, we use group work featuring debating and reflecting exercises, for example: What is the communication and functioning style like in the labour world? And in your organisation? What contribution do men make? And women? What way of working is valued the most?

2. Women's leadership, skills

The objective of this session is deconstructing any prejudices and myths that women may have regarding the greater efficiency of men in assuming management and leadership roles, and making them see that many features associated more with women, such as cooperation, listening, ability to delegate, trust, etc., are the features that companies value today in seeking personnel.

In order to enhance women, we analyse as a group the image of women in films, in advertising; and we debate women's difficulties for being leaders, their advantages for being so, what opinion they think men have of female leaders, what they think about their own abilities.

3. Women's leadership. Keys to communication

This section has the objective of also deconstructing the myths that exist regarding women's ability to communicate their ideas and proposals in the public sphere.

We focus the debate on which qualities and attitudes are associated more with women, with men, which do they think are best for leading, what abilities do both women and man have to develop in order to attain the gender perspective.

4. Speaking in public

The sessions on this subject have the objective of providing tools for non-sexist communication, enabling the participants to realise that sexism in language continues to perpetuate the discrimination and hiding of women in society, as well as the need for striving daily to use non-sexist language.

An analysis of women's participation in assemblies reveals whether they participate the same as men, why they think that they speak less, what they achieve by speaking, what they achieve by not speaking, the qualities that a good speaker has, how they convey, what they convey.

5. The gender perspective

The objective of this last session is enabling the participants to assume that they can convey the gender perspective to all activities of their personal and organisational life; they should have reached the conclusion that they can do it and the way they act, or fail to act, in this matter changes the reality and improves the attaining of women's rights and therefore real equality. We therefore work on what they believe they can do, which aspects should be modified, what strategies should be used, what actions have to be undertaken.

6. Assessment

Finally, the training activity involves a group and individual assessment of the objectives and

their level of fulfilment, and it usually ends with a plenary session in which the results are expounded.

Conclusions

The work carried out by CCOO Madrid on promoting female leadership has resulted in an analysis of the organisational reality of a trade union that forms part of society, but which is critical with women's social situation and has detected the need for taking the lead in bringing the union's female delegates out of the background, where they are found on some occasions, due sometimes to the conditions of the job itself and sometimes because the way of working does not appeal to them, encountering social barriers and a lack of self-esteem. This along with a large number of women leaders that seek their own models, in order to attain real equality within the organisation itself.

One of trade unionism's core values is the defence of rights and equality is therefore one of the backbones of union activity and collective bargaining, and this cannot be achieved without the active participation of women, highlighting the fact that female union leaders are also necessary.

The idea is not therefore to establish groups within the trade union, or within any other organisation; the idea is to add the gender perspective to our actions, analysing union activity from this perspective and providing tools and a voice for those who, due to social, economic and political determinants, still do not enjoy such in equal conditions.

We work, in short, helped by the contributions and experiences of the women's organisations in the south, their methodology and their achievements, to ensure that the trade union does not get left behind on the road to real equality, but rather stays in the vanguard.

TU. 5

Equality measures in social dialogue and collective bargaining

Introduction

Collective Bargaining is essential for regulating working conditions and guaranteeing the fundamental rights of a company's workers by means of negotiation between the company management and the workers' representatives, i.e. union representatives. It is therefore a tool for correcting labour and social inequalities and a key element for attaining labour equality between men and women.

The range of labour matters to be dealt with in collective bargaining, which may result in important improvements in female workers' conditions and advancement in gender equality in companies and the workplace, include: salary differences, the workday, promotion, training, labour health, reproductive health and the prevention of sexual and gender-based harassment, among other matters. It can also include equality strategies, such as positive action measures or equality plans.

Collective Bargaining can take place at several levels: in the company or business group, in the territorial unit, in the activity branch, etc. And it can give rise to company or supra-company agreements (national, regional or provincial sectorial framework agreements).

It can also involve state negotiation, at the maximum level, based on Social Dialogue (two- or three-party), leading to National Agreements for Employment and Collective Bargaining.

It is important to know, detect and exchange experiences and best practices regarding equality measures promoted by Collective Bargaining and Social Dialogue in different countries, as well the sectorial European vision provided by the UNI Global Union Europa, in order to have

a global idea of the achievements that can be attained and the potentiality of such union negotiation scenarios.

On the other hand, as the ILO reminds us, “gender matters are not usually included in collective bargaining due to the fact that women are underrepresented in decision-making decisions and union negotiating teams. Equality dispositions are null or very limited. (...) For collective bargaining to be really effective and equitable, women’s concerns have to enjoy comprehension and credibility; the best way of doing so is consulting female workers and ensuring their representation in negotiating teams. The trade unions themselves or social negotiators as a whole and the government can take the initiative to include gender equality matters in social and employment programmes¹⁷.”

In Spain, Social Dialogue has taken place since the restoration of democracy. In relation to the equal treatment of women and men, a substantial change has been observed after the Collective Bargaining Agreement (CBA) of 2002. This CBA contains “for the first time a chapter of commitments to equal opportunities between men and women.” There is no hiding the difficulty of the process, but the required commitment has been attained in order to analyse the causes of discrimination, promote employment measures favouring professional diversity and women’s access to employment, and update in the agreements the clauses dealing with parental or maternal leave. These difficulties will continue, as will the union work to overcome them.

Successive CBAs feature important recommendations regarding equal opportunities between men and women, for their treatment in collective bargaining agreements. Among them, adopting anti-discriminatory clauses; adapting the agreements’ content to current legislation and eliminating those clauses overruled by regulations; including positive actions to promote women’s access to sectors and professions in which they are underrepresented; establishing objective systems that avoid discrimination in the selection, classification, promotion and training of personnel, fighting sexual and gender-based harassment, and eliminating sexist names in professional classification, in categories and in tasks. Labour rights for female victims of gender violence and rights in the reconciliation of labour, personal and family life were also progressively introduced.

It is worth highlighting the CBA signed in February 2007, which included a specific chapter for equal treatment and opportunities between women and men, establishing a series of criteria that were later included in Organic Law 3/2007 for the effective equality of women and men, approved in March that year. The following was also added to the aforementioned: addressing any salary differences that might exist due to an incorrect application of the principle

¹⁷ ILO (2008): ABC of female workers’ rights and gender equality, pp. 177-178.

of equal payment for work of equal value; valuing jobs and assessing the application of the agreement from the gender perspective.

Specifically, the proposal to include equality plans in companies is an old demand of CCOO, which was publicly expressed in the early 1990s. It is one of the proposals of the 1st Confederal Conference, “CCOO, a union space of women and men,” held in 1993, and in congress documents from then on. Since 1993, a specific union initiative has been carried that involves training, evaluation, proposals, analysis and demands in the different union scenarios that culminated, in terms of legislation, with the approval of Organic Law 3/2007 for the Effective Equality of Women and Men, approved in March 2007, as a result of social dialogue, which has been a fundamental legislative advancement for promoting effective equality between women and men in the workplace. This regulation formulates “the obligation to negotiate” Equality Plans and other positive action measures in the framework of Collective Bargaining, with union representatives. On the other hand, it once again evidenced the fact that union work helps to attain specific improvements in advances in rights and in equality conditions for female workers.

In relation to CCOO criteria for collective bargaining, mention is specifically made of promoting the preparation and incorporation of equality plans and measures into companies, in order to advance in labour equality and fight discrimination and inequality gaps based on sex-gender. Special emphasis will be given to implementing active policies so that women can access, on a majority basis, quality employment, avoiding instability in female employment, raising their activity and employment rates, and reducing the unemployment rate to bring it in line with that of men; this also requires activating labour monitoring mechanisms aimed at avoiding fraud and irregular employment.

Among the equality measures that can be included in collective bargaining agreements, and in equality plans, it is worth mentioning the following: access to employment, employment stability and quality, classification, professional training, equality training, professional promotion, salaries and equal payment, workday, leave from work for maternity, adoption, fostering, paternity, leaves of absence, labour health, sexual and gender-based harassment...

Collective bargaining should expressly recognise that, in the company’s promotion systems, technical and objective criteria will have to be applied, eliminating any possibility of discrimination, both direct and indirect. This involves including positive action clauses that favour women’s access to professional promotion, in equal conditions of suitability, in all those categories and levels in which they are underrepresented.

The absence of women in places of professional responsibility or decision-making in companies, which has been called the “glass ceiling,” is due to invisible barriers that, in practice,

hinder women’s access to these posts. The organisation of work, by valuing results (and not only availability), and the preparation of specific programmes, should guarantee that the “glass ceiling” is broken through.

One way of promoting women’s inclusion in posts that involve authority and responsibility, at both intermediate and administrative levels, is establishing the criterion that, in the case of equal merits, women will be promoted to posts mainly occupied by men, with the objective of balancing the composition of staffs. The periods for applying these criteria can be adjusted in order to serve as a minimum reference for companies.

Objectives

Knowing the union criteria of each trade union organisation (CCOO, CGIL, CWU, UNI Global Union) in relation to the incorporation of equal treatment and opportunities into collective bargaining and social dialogue, and providing examples of best practices in implementing measures for equality between women and men.

Providing tools for including gender equality in collective bargaining agreements.

Knowing CCOO’s orientations and priorities as regards the preparation of equality measures and plans in collective bargaining agreements (in the case of Spain).

Methodology (study guide)

Chapter 2, “Equality Measures in Collective Bargaining and in Social Dialogue,” in this Manual’s Section One, should be consulted.

Other documents and union guides can also be consulted (see Resources Available Online).

Content

After consulting the documentation, we suggest centring the reflection and teaching work on questions such as the following:

- ▶ Can Collective Bargaining and Social Dialogue play a key role in advancing towards the effective equality of women and men, especially in the workplace?

- ▶ Are there any examples, at a national level, of substantial legislative achievements? Which?
- ▶ In which matters can improvements in gender equality be introduced?
- ▶ At a national level, how is the negotiation of equality measures and plans in companies articulated, in fulfilment of Organic Law 3/2007, for the effective equality of women and men?
- ▶ Point out which best practices can be taken into account, in relation to the role collective bargaining plays as regards the following, among other matters:
 - Access to employment
 - Training
 - Promotion
 - Prevention of sexual and gender-based harassment
 - Correction of payment inequalities
 - Labour health and reproductive health
 - Leaves of absence to reconcile work and family life
 - Non-sexist language and communication.

Evaluation exercises

1. Analyse the reference collective bargaining agreement in your job or union responsibility and consider which equality measures have been introduced as improvements with regard to current legislation and which ones, of the examples analysed, can be suggested.
2. Go over Title IV, “The right to work in equal opportunities,” of Organic Law 3/2007, of March 22, for the effective equality of women and men (Spain) (see Resources Available Online) and comment on the most important measures for promoting the effective equality of women and men in the workplace.
3. Highlight a Best Practice regarding the role, in the advancement in labour equality between women and men, that has been played by Collective Bargaining and Social Dialogue in one country (Spain, Italy, United Kingdom), or in the European sectorial field that the UNI Global Union Europa encompasses.

Glossary

Androcentrism

- Partial perspective that makes the male and his experience the measure of all things. In reality, it is the result of the gender system that establishes the primacy of the masculine, which is considered complete, general, the model of what is human, above the feminine, which is considered to be particular, incomplete.

Positive action

- Special measures of a temporary nature aimed at accelerating *de facto* equality between men and women (Convention on the Elimination of all Forms of Discrimination against Women, UN, 1979).
- Positive actions are measures targeted at a specific group and intended to eliminate and prevent discrimination or to offset disadvantages arising from existing attitudes, behaviours and structures (Glossary 100 words for equality, European Commission, 1998.)

Sexual harassment

- Unwanted conduct of a sexual nature or other conduct based on sex affecting the dignity of women and men at work, including conduct of superiors and colleagues (Glossary 100 words for equality, European Commission, 1998.)
- Any behaviour, verbal or physical, of a sexual nature that has the purpose or produces the effect of harming the dignity of an individual, especially when an intimidating, degrading or offensive environment is created (Organic Law on Effective Equality between Women and Men, 2007.)
- Sexual harassment is considered a violation of human rights, a form of discrimination and a matter of health and safety. It is offensive for the dignity and personal safety of workers of both sexes, and threatens their personal safety and wellbeing. It also undermines their right to equal opportunities and treatment. It should be prevented in the workplace, and when it arises despite every effort to prevent it, it should be punished and its victims protected. Frequently, victims ignore their rights and are afraid of reprimands or losing their job; raising awareness is therefore an important element in fighting this scourge (ABC of female workers' rights and gender equality, ILO, 2008.)

Gender-based harassment

- Any behaviour carried out according to an individual's gender, with the purpose or effect of harming their dignity and creating an intimidating, degrading or offensive environment (Organic Law on Effective Equality between Women and Men, 2007.)

Gender gap

- The difference between male and female percentages in a category. It is calculated by subtracting the female rate from the male rate. It informs about gender distance. Negative values indicate distance of female values from male ones.

Gender pay gap

- The difference in salary between men and women for work of equal value. The differences are, in general, negative for the average women's salary. It can be calculated based on average pay per hour or, more realistically, on annual average earnings. This latter calculation enables the incorporation, as causal factors, of different gender-related obstacles that characterise women's professional careers (horizontal, vertical segregation, job insecurity, discontinuous careers, etc.)

Reconciliation of work and personal, family life

- The introduction of family and parental leave schemes, child and elderly care arrangements, and the development of a working environment structure and organisation that facilitates the combination of work and family, household responsibilities. (Glossary 100 words for equality, European Commission, 1998.)

Family co-responsibility

- The work-family reconciliation concept has been understood in different ways. Reconciliation in a strict sense refers to combining time spent on the family and work. In a broad sense, it refers to the full development of people in the workplace, emotionally, in the family, leisure, study and research, and to have time for oneself. Therefore, reconciliation means keeping a balance in the different aspects of life in order to improve wellbeing, health and personal working capacity. Social co-responsibility goes beyond reconciliation. The means of social co-responsibility goes beyond increasing the involvement of others in sharing domestic and family responsibilities, especially men, and extends to other social representatives and public and private authorities.

(<http://www.msssi.gob.es/ssi/igualdadOportunidades/iEmpleo/corresponsabilidad.htm>)

Social Dialogue

- Social dialogue covers all kinds of negotiation, consultation or simply exchange of information between government representatives, employer organisations and workers' representatives regarding matters of common interest with regard to economic and social policy. It can be a three-party process, in which the government is an official party to the dialogue, or two-party relation exclusively between staff and management (or between trade unions and employer organisations), with or without the indirect participation of the government. The coordination can be informal or institutionalised, and is often a combination of both. It can take place at national, regional or company level. It may be inter-professional, sec-

torial or a combination of both. The main objective of social dialogue is promoting consensus and democratic participation between the interested parties of the labour field. (ABC of female workers' rights and gender equality, ILO, 2008.)

Discrimination

- Discriminating is making a difference that involves unfavourable treatment between persons in comparable situations; i.e. treating unequally persons with equal rights. Different personal and social circumstances can cause discrimination (due to race, gender, religion, opinion, etc.). Discrimination can be *de jure*, which indicates the existence of discrimination in some aspect of the law, or *de facto*, which lies in the actions or in practice.

Gender discrimination

- Distinction that involves unfavourable treatment for women, in relation to men, motivated by sexual difference.

Indirect gender discrimination

- It occurs when rules and practices that are apparently neutral in relation to gender, actually give rise to disadvantageous situations, mainly for persons of one of the sexes (historically, for women). They are not usually noticeable at first glance but only after analysing the *de facto* effects on judicial dispositions, i.e. what actually happens as a result of such rules or practices. The concept of indirect discrimination reveals that the application of the same treatment or requirement to everyone may, in practice, give rise to important inequalities. A law, a rule or a policy or practice may appear to be “neutral” by not establishing a difference between women and men; however, in fact, it may result in persons with certain characteristics receiving different treatment. (ABC of female workers' rights and gender equality, ILO, 2008.)

Direct gender discrimination

- Direct gender discrimination exists when the legislation or practice establishes an explicit difference between women and men. (ABC of female workers' rights and gender equality, ILO, 2008.)

Division of labour by gender

- Sexual division of work commonly refers to the specialisation of tasks assigned to people by society according to their gender, mainly by means of their role in the family unit. Anthropologically, there is a general tendency to give women the fundamental role of raising offspring, looking after persons and doing domestic work, while men specialise in non-domestic work and participation in public affairs. This sexual division of work results in inequality for women since the social and economic valuation and symbolic recognition of the tasks assigned to them is inferior, which reduces their level of autonomy and decision-making.

Double workday

- The expression “double workday” refers to the workload of many women, who, after their paid workday, have another workday devoted mainly to household chores and looking after dependents, due to the effect of gender role and the absence of family co-responsibility on the part of the other household members.
- A simultaneous double workload that many female workers face. Coined for the first time in 1978 by the Italian sociologist Laura Balbo, it defines a women’s presence in the workplace, where she carries out paid work while also taking care of most of the reproductive work.

Empowerment

- The process by means of which women, individually or collectively, develop and reinforce their personal and collective abilities, in order to participate actively in decision-making regarding their own life and that of the community in economic, political or social terms.

Economic empowerment

- In comparison with men, women are far behind as regards access to land, credit and decent employment. They continue experiencing disproportionately poverty, discrimination and exploitation. Gender discrimination often results in women carrying out insecure and badly paid jobs, and they are still a minority in management posts. It is necessary to break down the numerous barriers that prevent women from making the most of economic opportunities. Promoting women’s economic empowerment contributes directly to gender quality, the eradication of poverty and inclusive economic growth (UN Women).

Gender

- In social science, the concept of gender refers to the social construction that has established inequalities as regards expectations, roles, customs, identities and behaviours between women and men, based on the biological differences of sex, giving rise to a “hierarchized system centred on gender,” by means of which belonging to a certain sex (male) grants more starting opportunities in relation to access to resources, social recognition and participation in circles of power and, correlatively, being a woman involves a starting disadvantage.

Gender stereotyping

- A series of simple, prior, irrational (since they are not subject to the reasoning process) ideas that are attributed to people according to their gender, prescribing defining characteristics about their character (their identity) and behaviour (their social role), in accordance with the prescription of the gender system. These may vary according to the period and culture, but the belief persists that the sexes are different as regards a series of features.

They seek to predetermine the ideas, feelings and conduct of men and women, so that they adapt to the requirements of their gender roles. Therefore, for example, they determine that men are dynamic, courageous, competent, rational, strong... and women are passive, tender, emotional, intuitive, dependent...

Gender equality

- Exercising, in all aspects of life, the same human rights, the same opportunities and the same treatment on the part of persons of both sexes, regardless of their age. It is based on the principle that people's rights, responsibilities, social situation and access to resources should not depend on whether they are male or female. Nevertheless, it does not mean that men and women are the same or that they should become the same, or that all job market measures should lead to the same results. Equality in relation to gender means that persons of both sexes are free to develop their abilities and choose their options without any limitations imposed by stereotypes about the roles of one sex or the other, or the characteristics of men and women. (ABC of female workers' rights and gender equality, ILO, 2008.)

Equal opportunities and treatment between women and men in the workplace

- There are two complementary aspects in job equality: equal opportunities and equal treatment. Equal opportunities means having the same possibilities of applying for a certain job, of being employed, of attending education or professional training courses, of acquiring certain qualifications, of being considered the same as any other worker when it comes to thinking about promotion in all professions and jobs, including those dominated by one sex or the other. Equal treatment assumes the same right as regards payment, working conditions and job security, reconciliation of work and family life and social protection. When we talk about equal opportunities and treatment in employment, we are talking about ending horizontal and vertical occupational segregation. (ABC of female workers' rights and gender equality, ILO, 2008.)

***De jure* equality (legal, formal)**

- Recognition of men and women as equals in legislation.

***De facto* equality (real, effective)**

- Equality between women and men in all aspects of personal, cultural, economic, labour, cultural, political, social... life. Absence of gender gaps.

Gender impact

- The analysis from the gender perspective is a tool for diagnosing differences between women and men in relation to their specific characteristics as regards activities, situation, needs, access and control over resources, as well as their access to advantageous condi-

tions in order to progress professionally, and at decision-making levels. It enables the study of these links and other factors in the broadest social, economic, political and environmental context. It encompasses the following elements: collecting data broken down according to gender and information that may be related to gender with regard to the population in question; determining the division of work according to gender, and the access that men and women have respectively to resources and their control; understanding the needs, limitations and possibilities of girls, boys, women and men; determining the limitations and possibilities in the broadest context; examining the related organisations' capacity for promoting vertical gender equality. (ABC of female workers' rights and gender equality, ILO, 2008.)

Gender indicator

- It is a standardised element (index, figure, number, fact, opinion or perception) that shows the specific situation of women and men in a certain context, as well as the changes that take place in both groups with the passing of time. Gender indicators enable us to see, detect and quantify the inequalities that exist between men and women in a certain situation or historical context, and to observe the changes or resistances that take place in relation to the studied situation or context.

Sexist language

- Uses of language that convey sexist ideology, due to either the vocabulary used or androcentric syntactic constructions, such as, for example, the use of the masculine in a generic sense. It results in linguistic discrimination that helps to maintain social discrimination.

Non-sexist language

- Uses of language free from sexism and androcentrism, making sure of incorporating, in a balanced way, the prominence, presence or points of view of women and men.

Collective Bargaining

- A scenario that regulates working conditions and guarantees the fundamental rights of a company's workers by means of negotiation between company management and workers' representatives. Collective bargaining is a key element in promoting equality between men and women. Equal pay, workday, promotion, training, labour health, the prevention of sexual and gender harassment... are matters included in collective bargaining and which help to promote gender equality in the workplace.

Gender role

- The social roles assigned to the sexes by means of the sex-gender system reflect a sexual hierarchy: women and men will carry out different jobs and occupy different spaces. This "task specialisation" results in inequality for women, who are relegated or guided to works

that are not socially valued or unpaid (e.g. domestic work), in spaces stripped of power and resources (the private sphere).

Job segregation according to sex

- When women and men are concentrated into different types and levels of activity and employment, this is called labour segregation according to sex.

Sectorial or horizontal segregation

- The concentration of women and men into specific sectors and jobs. (Glossary 100 words for equality, European Commission, 1998).
- The following are considered feminised sectors or activity branches: teaching, healthcare, commerce, catering, social services, domestic work... The feminisation of a sector is detrimental to it, since it results in worse conditions.

Occupational or vertical segregation

- Imbalanced distribution of women and men into specific grades or levels of responsibility or jobs. It results in a greater female presence in lower levels of responsibility and a lower female presence in supervisory or organisational levels of those same jobs.

Sex

- The biological characteristics that define a human being as a man or a woman. The series of biological characteristics are not mutually exclusive, since some individuals have both, but these characteristics tend to differentiate humans as men or women.

Sexism

- The belief that one sex is inferior to the other. It can be expressed as an attitude or as a series of beliefs and generates discrimination. Throughout History, the female sex has been considered inferior, which is at the root of the discrimination experienced by women. Eradicating all types of sexism is essential in order to guarantee equal opportunities and treatment between women and men.

Glass ceiling

- A concept coined in the 1980s that has become generalised due to its metaphorical effectiveness in referring to invisible, but very effective, barriers that prevent the promotion of women and their presence in management posts in different organisations. It is a phenomenon that hinders the process of female promotion in any aspect of public life and which becomes visible when comparing a woman's promotion history with that of her male colleagues. Some theoreticians also speak of "sticky floor," due to the obstacles that burden women's professional careers, preventing their promotion.

Productive work

- This refers to paid work. It can also be defined as paid activities that produce resources or services, in both the mercantile and formal economy and the underground and informal economy. The sexual division of work assigns mainly males to carry out this work.

Reproductive work

- This designates the series of non-paid activities that are necessary for reproduction, in social terms, i.e. that are required for the domestic maintenance of the home and for the care of family members. This work has traditionally been assigned to women, as a result of the sexual division of work.

Triple workday

- In addition to the double workday (paid and reproductive) that many women carry out, there is another one devoted to affiliation and participation in different types of social organisations.

Gender mainstreaming

- With the objective of supplementing the strategy of positive action, international equality organisms set in motion, after the 4th UN World Conference on Women (Beijing, 1995), the strategy of gender mainstreaming. This consists of incorporating the goal of gender equality into all policies, at all levels, in all phases, involving the relevant representatives and using ordinarily assigned resources; i.e. ensuring that the objective of gender equality impregnates each and every action of public policies.

Parity

- The balanced presence of women and men in the different fields of society. Spanish legislation determines, by means of the Organic Law for effective quality of women and men, that this balanced representation of the sexes consists of both sexes being represented by at least 40% and not more than 60%.

Gender perspective

- This is a point of view, a focus, that favours the equal representation and presence of women and men in the different dimensions to be considered (historical, economic, psychological, sociological, cultural...) and reproduces the parity composition in theoretical and legislative construction, while examining each situation or fact, taking into account the inequalities that persist and exploring strategies for fighting them. Gender perspective requires a segregated view of the genders, by means of the statistical breakdown of data according to sex, along with a qualitative critical approach, which questions the power relationships between genders, the perpetuation of roles and stereotypes and incorporates strategies for attaining the objective of real and effective equality between women and men.

Equality plan

- In a general sense, a series of actions and strategies aimed at attaining real equality between women and men, eliminating stereotypes, attitudes and obstacles in any sphere. Company equality plans are defined, in Spanish legislation, as an organised series of measures, adopted after diagnosing the situation, designed to attain equal treatment and opportunities between women and men in the company and to eliminate gender discrimination (Article 46 of Organic Law 3/2007 for the effective equality of women and men).

Precarious employment

- According to the ILO, precarious employment is characterised by a combination of factors: work of a certain duration or temporary work, not subject to collective bargaining, with less or no benefits or dispositions in relation to social security, low income. Throughout the world, precarious employment affects women more frequently than men. Women are also excessively represented among domestic workers, temporary workers and workers in the informal sector, and they make up the vast majority of those who participate in unpaid family work. (ABC of female workers' rights and gender equality, ILO, 2008.)

Maternity protection

- Maternity protection for employed women is an essential element with regard to equal opportunities. Any kind of discrimination of opportunities or treatment towards female workers should be prevented and special care should be taken of their health in accordance with their free choice of maternity, as regards both their pregnancy and maternity leave, and derived rights.

Gender violence and violence against women

- Every act of violence due to belonging to the female sex that results or may result in physical, sexual or psychological harm or suffering for women, as well as the threat of such actions, coercion or the arbitrary privation of freedom, in both public and private life.
- Violence against women is understood to cover the following actions, although it is not limited to them:
 - a) Physical, sexual and psychological violence that takes place in the family, including maltreatment, the sexual abuse of girls in the home, violence related to the dowry, female genital mutilation and other traditional practices that harm women, violent acts perpetrated by other family members and violence related to exploitation;
 - b) Physical, sexual and psychological violence perpetrated within the community in general, including rape, sexual abuse, sexual harassment and intimidation in the workplace, in educational institutions and in other places, women trafficking and forced prostitution;
 - c) Physical, sexual and psychological violence perpetrated or tolerated by the State, wherever it occurs. (Declaration on the elimination of violence against women, UN, 1993.)

Resources available online

NETWORK.GENDER Project websites:

http://www.ccoo.es/cscceo/Areas:Mujeres_e_Igualdad:Proyecto_Europeo_NETWORK.GENDER

Trade union organisations

CCOO

- CCOO Trade Union Confederation of Comisiones Obreras
<http://www.ccoo.es/cscceo/menu.do>
- CCOO Women and Equality
http://www.ccoo.es/cscceo/Areas:Mujeres_e_Igualdad:Actualidad
- Crisis, public policies and inequality between women and men, CCOO 2013
http://www.ccoo.es/comunes/recursos/1/pub109903_2013_Crisis,_politicas_publicas_y_desigualdad_entre_mujeres_y_hombres.pdf
- Empowerment, union and socio-labour strategies of CCOO, CCOO 2013
http://www.ccoo.es/comunes/recursos/1/1735289-Estrategias_sociales_y_sindicales_para_el_empoderamiento_de_las_mujeres.pdf
- Union guide: Violence against women. Labour and social security rights. Organic Law 1/2004 on measures against gender violence, CCOO 2013
http://www.ccoo.es/comunes/recursos/1/pub109843_2013-La_violencia_contra_las_mujeres._Derechos_laborales_y_de_seguridad_social_de_las_mujeres_victimadas_de_violencia_de_genero.pdf
- Union guide: Women, jobs and health, CCOO 2013
http://www.ccoo.es/comunes/recursos/1/1632638Guia_sindical_Mujeres,_trabajos_y_salud.pdf
- Crisis and gender salary discrimination, CCOO 2012
http://www.ccoo.es/comunes/recursos/1/pub85343_2012-Crisis_y_discriminacion_salarial_de_genero.pdf

- Union guide for the reconciliation and co-responsibility of women and men, CCOO 2012
http://www.ccoo.es/comunes/recursos/1/1198446-Guia_sindical__Conciliacion_y_corresponsabilidad_de_mujeres_y_hombres.pdf
- Union guide: Union activity against sexual harassment, CCOO 2011
http://www.ccoo.es/comunes/recursos/1/1102097-La_accion_sindical_frente_al_acoso_sexual.pdf
- Union guide: Best practices in the negotiation of equality plans, CCOO 2010
http://www.ccoo.es/comunes/recursos/1/699885-Guia_Buenas_practicas_en_la_negociacion_de_los_planos_de_igualdad.pdf
- Union guide for the use of non-sexist language in labour relations and in union activity, CCOO 2010
http://www.ccoo.es/comunes/recursos/1/643228-Guia_sindical_para_un_uso_del_lenguaje_no_sexista.pdf

ETUC

- European Trade Union Confederation (ETUC)
<http://www.etuc.org/>
- Gender Equality, ETUC
<http://www.etuc.org/issue/gender-equality>

CGIL

- Confederazione Generale Italiana del Lavoro (CGIL)
<http://www.cgil.it/>
- Politiche di Genere, CGIL
<http://www.cgil.it/Lavoro/PoliticheDiGenere.aspx>
- Internazionale. Europa, CGIL:
<http://www.cgil.it/Aree/Internazionale.aspx?T=EUROPA>

ITUC

- International Trade Union Confederation (ITUC)
<http://www.ituc-csi.org/>
- Women, ITUC
<http://www.ituc-csi.org/women>
- Report: Living with economic insecurity: women and precarious employment (ITUC, 2011)
<http://www.ituc-csi.org/vivir-con-inseguridad-economica>

CWU

- Communication Workers Union (CWU)
<http://www.cwu.org/>
- Equal Opportunities. CWU
<http://www.cwu.org/equal-opportunities.html>

UNI Global Union Europa

- UNI Global Union Europa
<http://www.uniglobalunion.org/es/regions/uni-europa/noticias>
- Gender equality in the UNI Global Union Europe
<http://www.uniglobalunion.org/es/groups/equal-opportunities/la-igualdad-de-genero>

International and European organisms and regulations

UN

- UN Women
<http://www.unwomen.org/es>
- Economic empowerment of women, UN Women
<http://www.empowerwomen.org/>

- Principles for women’s empowerment, UN Women
<http://weprinciples.org/>
- Universal Declaration of Human Rights
<https://www.un.org/es/documents/udhr/>
- Convention on the elimination of all forms of discrimination against women, General Assembly, Resolution 34/180, of December 18, 1979
<http://www2.ohchr.org/spanish/law/cedaw.htm>
- Declaration on the elimination of violence against women, General Assembly, Resolution 48/104, of December 20, 1993
http://www2.ohchr.org/spanish/law/mujer_violencia.htm
- “The economic empowerment of women in the context of the world economic and financial crisis,” Commission on the Legal and Social Status of Women, UN 54th Session, (Beijing+15). March 2010
<http://www.un.org/womenwatch/daw/beijing15/outcomes/crp/crp8s.pdf>

ILO

- International Labour Organisation (ILO)
<http://www.ilo.org/global/lang—es/index.htm>
- Gender equality in the ILO
<http://www.ilo.org/global/topics/equality-and-discrimination/gender-equality/lang—es/index.htm>
- ILO. Resource guide on gender quality in the world of work
<http://www.ilo.org/public/spanish/support/lib/resource/subject/gender.htm>
- ILO. ABC of female workers’ rights and gender equality
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