



Prevod: Lučka Böhm, izvršna sekretarka ZSSS, januar 2006

ESK = Evropska sindikalna konfederacija

FRAMEWORK OF ACTIONS ON GENDER EQUALITY	OKVIR DEJAVNOSTI ZA ENAKOST MED SPOLOMA
<u>I. SOCIAL PARTNERS' APPROACH</u>	<u>I. PRISTOP SOCIALNIH PARTNERJEV</u>
<p>1. The European social partners, UNICE/UEAPME, CEEP and ETUC (The ETUC delegation includes representatives of the EUROCADRES/CEC Liaison Committee) are committed to enhancing gender equality on the labour market and in the workplace. In this context, they have a key role to play. They have adopted the present framework of actions to contribute to the implementation of the Lisbon strategy for economic growth, more and better jobs and social cohesion as well as of the EU legislative framework on equal treatment between women and men.</p>	<p>1. Evropski socialni partnerji UNICE/UEAPME, CEEP in ESK (delegacija ESK vključuje tudi predstavnike odbora za povezave EUROCADRES/CEC) so zavezani povečanju enakosti na trgu dela in na delovnem mestu. V tem smislu morajo odigrati svojo vlogo. Ta okvir dejavnosti sprejemajo kot prispevek za uveljavitev lisbonske strategije za gospodarsko rast, več in boljših delovnih mest in družbene kohezije, kot tudi za uveljavitev EU zakonodaje o enakem obravnavanju žensk in moških.</p>
<p>2. Bearing in mind that the causes of remaining inequalities on labour markets are complex and interlinked, European social partners are convinced that success in tackling them requires integrated strategies to promote gender equality including, in particular, actions to desegregate labour markets and to address gender roles in society. The social partners take as a basic analysis for their joint actions that gender roles and stereotypes have a strong influence on the existing division of labour between men and women, both in the family, the workplace and society at large, producing and</p>	<p>2. Upoštevač, da vzroki preostalih neenakosti na trgu dela niso enostavni in da so med seboj povezani, so evropski socialni partnerji prepričani, da so za uspešno spoprijemanje z njimi potrebne povezane strategije za spodbujanje enakosti spolov – vključno in zlasti dejavnosti za poenotenje trgov dela in za soočenje z vlogami spolov v družbi. Socialni partnerji svojo skupno dejavnost temeljijo na osnovni ugotovitvi, da imajo vloge spolov in stereotipi močan vpliv na obstoječo delitev dela med moške in ženske tako v družini, na delovnem mestu in družbi nasploh ter da povzročajo in ohranjajo razlike v položaju obeh spolov. Ključno je torej celovito soočanje na eni strani z</p>

<p>reproducing gender gaps. Addressing gender segregation (both horizontal and vertical) in occupations and the labour market on the one hand, and existing barriers for a better compatibility of work and family life for both men and women on the other hand, in an integrated approach, is therefore key.</p>	<p>drugačnim položajem enega od spolov v poklicih in na trgu dela (tako horizontalno kot vertikalno) in na drugi strani z obstoječimi ovirami za boljše usklajevanje dela in družinskega življenja tako moških kot žensk.</p>
<p>3. Explicitly addressing gender equality through social partners' actions, at the appropriate levels, in accordance with national industrial relations practice, such as social dialogue, collective bargaining, joint statements, recommendations, etc. helps to create a supportive framework.</p>	<p>3. Če se socialni partnerji na ustreznih ravneh in skladno z nacionalno prakso industrijskih odnosov, kot so socialni dialog, kolektivna pogajanja, skupne izjave, priporočila ipd., nedvoumno soočijo z vprašanji enakosti spolov, to pripomore k izgradnji koristnega okvira.</p>
<p>4. Embedding gender equality initiatives in broader diversity management policies presents the advantage of responding to increasingly diverse needs of individual women and men in a way which also suits the production requirements of the employer. Such an approach also helps to increase support or involvement of both male and female workers.</p>	<p>4. Če se v najrazličnejše upravljalske politike vgradi pobude za enakost spolov, to pomeni prednost, saj gre za prilagajanje vse bolj različnim potrebam posameznih žensk in moških na način, ki tudi ustreza produkcijskim zahtevam delodajalca. Takšen pristop prav tako pripomore, da ga podprejo ali se angažirajo tako delavci kot delavke.</p>
<p>5. ETUC, CEEP and UNICE/UEAPME have studied a rich variety of good practice cases, showing that on all relevant levels and in many different ways social partners are contributing to achieving gender equality on the labour market. They have identified four priorities on which they ask national social partners to take action during the next five years. Under each of these priorities, they have highlighted elements on which social partners, acting and intensifying their dialogue at different levels, can add value. Inspired by current practices in various Member States and companies of different sectors and sizes, they identified examples of tools, which can inspire social partners' actions across Europe. A more detailed description of the case studies from which these examples of tools were extracted is provided in</p>	<p>5. ESK, CEEP in UNICE/UEAPME so proučili bogato raznolikost primerov dobre prakse, ki kažejo, da socialni partnerji na bistvenih ravneh in na mnoge načine prispevajo k doseganju enakosti spolov na trgu dela. Ugotovili so štiri prioritete, glede katerih pozivajo nacionalne socialne partnerje, da naj ukrepajo v naslednjih petih letih. Pri vsaki od teh prioritete so poudarili elemente, pri katerih lahko socialni partnerji z delovanjem in intenziviranjem svojega dialoga dosežejo dodano vrednost. Navdihnjeni z obstoječimi praksami v različnih državah članicah in podjetjih različnih sektorjev in velikosti so ugotovili primere in orodja, ki so lahko vzor za dejavnost socialnih partnerjev širom Evrope. Podrobnejši opis teh študij, iz katerih so bili povzeti primeri orodij, so povzeti v dodatku.</p>

the annex.	
<u>II. CHALLENGES</u>	<u>II. IZZIVI</u>
<p>6. Living up to the economic, demographic and social challenges facing Europe requires a new perspective on the role of women and men as economic actors in relation to their roles in society. Demographic changes are putting increasing pressure on economies and societies at large. They may also lead to increased and sometimes contradictory pressures on women in particular. The challenge is to encourage women to become or remain active on the labour market. This can only be achieved by an integrated approach, combining measures to promote labour market participation with measures to ensure equal treatment in employment, and actions to allow men and women, to combine professional and family responsibilities.</p>	<p>6. Če želimo biti kos gospodarskim, demografskim in družbenim spremembam, s katerimi se sooča Evropa, si je potrebno vlogo žensk in moških kot gospodarskih dejavnikov na novo zamisliti v povezavi v njihovimi vlogami v družbi. Demografske spremembe na sploh vse bolj pritiskajo na gospodarstva in družbe. Včasih lahko povzročijo povečane in celo nasprotujoče si pritiske zlasti na ženske. Naš izziv je, kako opogumiti ženske, da postanejo ali ostanejo aktivne na trgu dela. To je mogoče doseči zgolj s celovitim pristopom, povezovanjem ukrepov za delovno aktivnost na trgu dela z ukrepi za zagotavljanje enakega obravnavanja pri zaposlovanju ter z ukrepi, ki omogočajo moškim in ženskam, da uskladijo poklicne in družinske obveznosti.</p>
<p>7. The need to take measures to improve women's participation on the labour market is an integral part of the Lisbon strategy to turn Europe into the most competitive knowledge based society in the world, capable of sustainable economic growth, with more and better jobs and greater social cohesion, as illustrated by the following objectives, to be reached by 2010:</p> <ul style="list-style-type: none"> • the objective to reach an employment rate as close as possible to 70 % and to increase the number of women in employment from 51% to more than 60% by 2010 (Lisbon conclusions, 2000); • the objective to remove disincentives to women's labour force participation and strive, taking into account the demand for child care facilities and in line with national patterns of provisions, to provide child care by 2010 to at least 90% of children between 3 years old and the mandatory school age and at least 	<p>7. Potreba, da se izboljša vključenost žensk na trg dela, je del lisbonske strategije, ki naj Evropo na podlagi znanja spremeni v najbolj tekmovalno družbo na svetu, ki je zmožna trajne gospodarske rasti z več in boljšimi delovnimi mesti in z večjo družbeno povezanostjo, kot je to prikazano z naslednjimi cilji, ki se naj dosežejo do leta 2010:</p> <ul style="list-style-type: none"> • do leta 2010 doseči stopnjo zaposlenosti kar se da blizu 70 % in povečati število zaposlenih žensk z 51 % na več kot 60 % (Lisbonski sklepi, 2000); • odstraniti ovire za sodelovanje žensk v zaposlenemu prebivalstvu in do leta 2010, upoštevajoč potrebo po dnevnem varstvu otrok v skladu s tovrstno ponudbo v posamezni državi, poizkušati zagotoviti dnevno varstvo za vsaj 90 % otrok med starostjo treh let in šoloobvezno starostjo in za vsaj 33 % otrok mlajših od treh let (sklepi Sveta,

<p>33% of children under three years of age (Council conclusions, Barcelona 2002);</p> <ul style="list-style-type: none"> the objective to achieve by 2010 a substantial reduction in the gender pay gap in each Member State, through a multi-faceted approach addressing the underlying factors of the gender pay gap, including sectoral and occupational segregation, education and training, job classifications and pay systems, awareness raising and transparency (Council decision of 22 July 2003 on the employment guidelines). 	<p>Barcelona 2002);</p> <ul style="list-style-type: none"> do leta 2010 v vsaki državi članici doseči opazno zmanjšanje razlike v višini plač med spoloma s soočanjem na različne načine s skritimi dejavniki, ki povzročajo razlike v plačah – vključno z razlikami med panogami in poklici, kjer so večina zaposlenih ženske, z razlikami v izobraževanju, usposabljanju, pri razvrščanju delovnih mest in pri plačnih sistemih, ozaveščanju in razvidnosti (odločitve Sveta 22. julija 2003 k smernicam za zaposlovanje).
<p>8. Equality between women and men has been one of the fundamental principles of the European Union since the very beginning. Since the 1970's, equal treatment legislation has grown to form a coherent legal framework which has played and will continue to play a crucial role in promoting a more equal participation of women and men in Europe's economies and societies. This has resulted in significant progress towards gender equality across the EU. The EC report on equality between women and men 2004 clearly points to positive evidence that:</p> <ul style="list-style-type: none"> societal patterns have changed over the last twenty years, away from the male breadwinner model to dual-earner families; young women now remain in education and initial vocational training for longer, in the same way as young men do, outnumber men in upper secondary or tertiary education in most Member States and represent the majority of graduates in the EU; employment rates have increased more for women than for men and now stand at 55.6% compared with 50% in the first half of the 1990's; 	<p>8. Enakost med ženskami in moškimi je bilo od samega začetka eno od temeljnih načel Evropske unije. Od sedemdesetih let 20. stoletja dalje je nastajal dosledni zakonski okvir, ki je in še vedno igra ključno vlogo pri spodbujanju enakopravnega sodelovanja žensk in moških v evropskih gospodarstvih in družbah. To se je odrazilo v pomembnem napredku pri spolni enakopravnosti po vsej EU. Poročilo Evropske skupnosti o enakopravnosti žensk in moških iz leta 2004 jasno poudarja dokaze, da:</p> <ul style="list-style-type: none"> so se je v zadnjih 20 letih spremenili družbeni vzorci od modela, kjer je družino preživil le moški k družinam, kjer imata plačo dva; mlade ženske dlje ostajajo v izobraževanju in začetnem poklicnem usposabljanju oziroma enako dolgo kot mladi moški, ter da v večini držav članic po številu prekašajo moške v srednjem in visokem izobraževanju in da so v večini med tistimi z zaključnim izpitom. Stopnje zaposlenosti so se bolj povišale pri ženskah kot pri moških in sicer od 50 % v prvi polovici devetdesetih let 20. stoletja na sedanjih 55,6 %; Pri zaposlenosti, izobrazbi in

<ul style="list-style-type: none"> • there is a general trend of narrowing gaps between women and men in employment, education and research; • participation of women in managerial positions has increased due to the fact that more women entered high level professional and managerial positions in the 1990s. 	<p>raziskavah obstoja splošni trend zmanjševanja razlik med ženskami in moškimi;</p> <ul style="list-style-type: none"> • Glede na dejstvo, da je v devetdesetih letih 20. stoletja več žensk vstopilo na višja poklicna in upravljalna mesta, se je povečal delež žensk na upravljalnih mestih.
<p>9. Economic growth and general progress in society have made these developments possible. However, significant gender gaps remain and the economic slowdown experienced since 2001 reveals that women continue to be more vulnerable than men to unemployment and economic inactivity, especially when they have a low level of education. Among the evidence of remaining obstacles to gender equality, the EC report on equality between women and men 2004 highlights the following elements (This is confirmed in the EC equality report 2005 published in February 2005):</p> <ul style="list-style-type: none"> • persistent difficulties to reconcile family responsibilities with full time employment illustrated by <ul style="list-style-type: none"> • the fact that women with young children have, on average, a lower employment rate by 12.7 percentage points than women without children whereas men with children show 9.5 percentage points higher employment rates than men without children; • evidence that women continue to do the majority of work in the home or family, tend to have in interrupted patterns of employment, with all potential negative effects for career, wages and pensions, and are over-represented in part-time jobs; • statistics on education, which show that despite the fact that women no longer lag behind 	<p>9. Ta razvoj je bil mogoč zaradi gospodarske rasti in splošnega napredka. Toda ohranjajo se pomembne razlike po spolu in upočasnili gospodarski razvoj po letu 2001 kaže, da so ženske, zlasti tiste z nižjo izobrazbo, glede nezaposlenosti in gospodarske neaktivnosti še vedno bolj ranljive kot moški. Med dokazi ostajajočih ovir spolni enakopravnosti poročilo Evropske skupnosti o enakopravnosti žensk in moških iz leta 2004 poudarja naslednje elemente (to je potrjeno v poročilu ES za leto 2005, objavljenem februarja 2005):</p> <ul style="list-style-type: none"> • vztrajne težave pri usklajevanju družinskih obveznosti z zaposlitvijo za polni delovni čas, kot se kaže: <ul style="list-style-type: none"> ○ v dejstvu, da imajo ženske z majhnimi otroci v povprečju za 12,7 % nižjo stopnjo zaposlenosti kot ženske brez otrok, da pa imajo moški z otroci 9,5 % višjo zaposlenost kot moški brez otrok; ○ v dejstvu, da ženske še naprej opravijo večino dela v domu in družini in imajo več prekinitev zaposlitve, kar se lahko negativno odrazi na poklicni karieri, plači in pokojnini ter da jih je največ med tistimi, ki delajo krajši delovni čas. ○ Čeprav statistika o izobraževanju kaže, da ženske nič več ne zaostajajo po izobrazbi, se ohranjajo tradicionalni vzorci pri visoki

<p>in level of education traditional patterns remain in high education with only 39% of all PhDs awarded to women (compared with 61% to men),</p> <ul style="list-style-type: none"> • and women's and men's educational choices tend to reproduce gender stereotypes with an EU average figure of 36% of women among graduates in science, mathematics and information technology and only 21% in the field of engineering, building and construction; • the fact that a high level of occupational and sectoral gender segregation remains in the labour market, with women dominating in low paid and low skilled jobs or in sectors such as health care and social services, education, public administration and retailing while a disproportionate number of men work as technicians, engineers, finance professional and managers; • the fact that the EU gender gap in average pay levels is still 16% but that only some countries have taken effective steps towards a significant reduction. 	<p>izobrazbi, saj je le 39 % doktoratov podeljenih ženskam (v primerjavi z 61 % pri moških).</p> <ul style="list-style-type: none"> ○ In da izbira izobraževanja moških in žensk ponavlja stereotipe po spolu, tako da je v EU povprečju med diplomanti v znanosti, matematiki in informacijski tehnologiji le 36 % žensk in na področju inženirstva ter gradbeništva le 21 % žensk; ○ V dejstvu da se na trgu dela ohranja visoka raven poklicne in panožne segregacije po spolu, tako da ženske prevladujejo na slabo plačanih in nekvalificiranih delovnih mestih oziroma v panogah kot so zdravstvo, socialno varstvo in storitve, izobraževanje, javna uprava, trgovina na drobno, medtem ko dela neprimerno višje število moških kot tehniki, inženirji, poklicni finančniki in vodstveni delavci. ○ V dejstvu, da je kljub temu, da je povprečna razlika v višini plače v EU še vedno 16 %, le nekaj držav učinkovito ukrepalo za njeno opazno zmanjšanje.
<p>10. The female workforce is a key resource that tends to be under-utilized or under-valued despite the progress made. Further improving the situation of women on labour markets is in the interest of individual women and men, and the economy and society as a whole. Anti-discrimination legislation exists and is necessary but legislation in itself does not bring about gender equality. It requires interaction and cooperation between all relevant actors, in order to address, in an</p>	<p>10. Ženska delovna sila je eden ključnih virov, ki se ga kljub doseženemu napredku praviloma premalo izrablja in podcenjuje. Nadaljnje izboljševanje položaja žensk na trgih dela je v interesu posameznic in gospodarstva in družbe v celoti. Antidiskriminacijska zakonodaja sicer obstoja in je potrebna, toda sama po sebi ne prinaša enakopravnosti spolov. Potrebno je sodelovanje med vsemi pomembnimi subjekti, da bi se na celovit način soočili z nasprotji in napetostmi, ki nastajajo v stiku</p>

<p>integrated approach, the contradictions and tensions generated at the interface between the household, the community, and employment structures. Social partners are determined to live up to their own responsibilities but public authorities, education institutions and individuals also have a key role to play.</p>	<p>med gospodinjstvom, lokalno skupnostjo ter zaposlovalnimi strukturami. Socialni partnerji so odločeni, da izpolnijo svojo odgovornost, toda ključno vlogo imajo tudi javna oblast, izobraževalne institucije ter posamezniki.</p>
<p>11. Wishing to enhance the overall performance of Europe's labour markets and to contribute to reaching the above mentioned Lisbon objectives through appropriate actions in their own field of responsibility, UNICE/UEAPME, CEEP and ETUC undertake to encourage social partners at all levels and in all EU countries to step up their involvement in devising and implementing integrated strategies in favour of occupational gender equality.</p>	<p>11. UNICE/UEAPME, CEEP in ESK želijo izboljšati splošno delovanje evropskih trgov dela ter prispevati k doseganju zgoraj omenjenih lisbonskih ciljev s pomočjo primernih dejavnosti v okviru svojih pooblastil in zato pozivajo socialne partnerje na vseh ravneh in v vseh državah EU, da ojačajo svojo vključenost pri načrtovanju in izvajanju celovitih strategij za enakopravnost spolov v zaposlitvi.</p>
<p><u>III. PRIORITIES FOR ACTION</u></p>	<p><u>III. PRIORITETE ZA DEJAVNOST</u></p>
<p>12. The four <u>priorities</u> on which CEEP, UNICE/UEAPME and ETUC want national social partners to take action during the next five years are set out below:</p> <ul style="list-style-type: none"> • addressing gender roles, • promoting women in decision-making, • supporting work-life balance, • tackling the gender pay gap. 	<p>12. CEEP, UNICE/UEAPME in ESK želijo, da nacionalni socialni partnerji v naslednjih petih letih ukrepajo pri naslednjih štirih prioritetah:</p> <ul style="list-style-type: none"> • soočitev z različnimi vlogami spolov, • pospeševanje vključevanja žensk v odločanje, • omogočanje ravnotežja med delom in zasebnim življenjem, • spopadanje z razlikami v višini plač.
<p>13. These priorities are interconnected and of equal importance. Actions at national, sectoral and/or company levels are most effective if the various aspects of these priorities are tackled in an integrated approach.</p>	<p>13. Te prioritete so med seboj povezane in enakega pomena. Na nacionalni, panožni in/ali podjetniški ravni je najbolj učinkovito, če se različnih vidikov teh prioritet lotimo s celovitim pristopom.</p>
<p>1. ADDRESSING GENDER ROLES</p>	<p>1. SOOČITEV Z RAZLIČNIMI VLOGAMI SPOLOV</p>
<p>14. Traditional gender roles and stereotypes continue to have a strong influence on the division of labour between men and women at home, in</p>	<p>14. Tradicionalne vloge obeh spolov in stereotipi imajo še vedno močan vpliv na delitev dela med moške in ženske na domu, na delovnem mestu in v družbi na splošno ter</p>

<p>the workplace and in society at large, and tend to continue a vicious circle of obstacles for achieving gender equality. Although the role of the social partners is not to interfere with private life, social partners do have a role to play in addressing gender roles and stereotypes in employment and in the workplace.</p>	<p>ohranjajo začarani krog ovir enakopravnosti spolov. Kljub temu, da socialni partnerji niso pooblaščen, da se vmešavajo v zasebno življenje, morajo odigrati svojo vlogo pri soočanju z vlogami spolov in s stereotipi pri zaposlovanju in na delovnem mestu.</p>
<p>15. In the past three decades, women's employment rates have increased significantly and faster than men's, but not equally in all sectors and occupations. Women tend to be overrepresented in specific areas of activity related to traditional gender roles such as care, education, cleaning, retail etc., and to be underrepresented at higher levels of occupation.</p>	<p>15. Kljub temu, da so v preteklih treh desetletjih stopnje zaposlenosti žensk pomembno rastle in to hitreje kot pri moških, pa se to ni zgodilo enakomerno v vseh sektorjih in poklicih. Žensk je preveč v posebnih dejavnostih, ki so povezane s tradicionalnimi vlogami spolov, kot so vzgoja, izobraževanje, čiščenje, trgovina na drobno itd. ter premalo v višjih ravneh zaposlitve.</p>
<p>16. Breaking down cultural barriers to ensure that women and men follow a more diverse range of careers and to encourage their participation across the labour market is a complex task given the numerous socio-economic factors to be taken into consideration. It is nevertheless crucial to desegregate labour markets in order to achieve occupational gender equality.</p>	<p>16. Naloga razbitja kulturnih ovir, da bi ženskam in moškim zagotovili bolj široko izbiro poklicne kariere in spodbudili njihovo sodelovanje na celotnem trgu dela, je zamotana, saj zahteva, da upoštevamo številne družbeno-ekonomske dejavnike. Kljub temu pa je ključno odstraniti ločenost trga dela žensk in trga dela moških, da bi dosegli poklicno enakopravnost spolov.</p>
<p>17. A number of EU enterprises reflect on the influence cultural attitudes and gender roles have at the workplace. They check their internal practices and policies in order to actively encourage particular groups of people to enter and remain in employment. Initiatives have also been taken by social partners at company, sectoral and/or national levels, jointly, separately or in cooperation with public authorities.</p>	<p>17. Cela vrsta podjetij v EU razmišlja o vplivu kulture in vlog spolov na delovnem mestu. Preverjajo svoje notranje prakse in politike, da bi aktivno spodbudili posebne skupine ljudi, da vstopijo ali ostanejo v zaposlitvi. Takšne pobude so ravno tako tudi dajali socialni partnerji na podjetniški, panožni in/ali nacionalni ravni.</p>
<p>18. European social partners believe that the following <u>elements</u> are key to fight stereotyped gender roles on the labour market.</p> <ul style="list-style-type: none"> • Promoting non-gender biased education in schools, universities as well as efficient and non- 	<p>18. Evropski socialni partnerji so prepričani, da so v borbi s stereotipnimi vlogami spolov na trgu dela ključni naslednji <u>elementi</u>:</p> <ul style="list-style-type: none"> • Spodbujanje izobraževanja v šolah in univerzah, ki ni pristransko glede na spol, kakor tudi nestereotipno

stereotyped careers advice services, for students and those already at work, to enable individuals to make better informed education and career choices. Encouraging pupils, students and parents to consider all the available career options for girls and boys at an early stage. Examples of practical tools to do so include:

- Organising open days in companies for girls in order to show that pre-conceived ideas about women's compared with men's jobs are not justified in practice and inform them about career options they may not have considered otherwise;
 - Encouraging parents to promote companies as a place for their daughters to pursue careers;
 - Cooperation programmes with public and/or education authorities to raise awareness on labour markets needs;
 - Participation in career fairs.
- Making a special effort to attract girls and young women into technical and scientific professions which can also help address skills and labour shortages hampering economic growth. Examples of practical tools to do so include:
 - Setting targets to increase the number of girls taking up apprenticeships in technical and scientific professions as a way to step up female recruitment in the future;
 - Sending women engaged

poklicno svetovanje institucij za študente in zaposlene, da bi posameznikom omogočili, da bolje vedo, o čem se odločajo, ko izbirajo izobrazbo in poklic. Spodbujati učence, študente in starše, da že zelo zgodaj upoštevajo vse možnosti za poklicno pot tako za dekleta kot fante. Primeri praktičnega orodja za kaj takega vključujejo:

- Organiziranje dnevov odprtih vrat v podjetjih za dekleta, da se jim pokaže, da niso upravičene vnaprejšnje predstave o tem, kaj je žensko in kaj moško delo, in da se jih obvesti o poklicnih možnostih, ki jih sicer ne bi upoštevale;
 - Opogumljanje staršev, da sprejmejo podjetja kot mesto, kjer naj njihove hčerke iščejo svojo poklicno pot;
 - Programi sodelovanja z javno in/ali izobraževalno oblastjo za ozaveščanje o potrebah na trgu dela;
 - Sodelovanje na sejmih, kjer se predstavlja možne poklicne poti.
- Posebni napor, da bi se privabilo dekleta in mlade ženske v tehnične in znanstvene poklice, prav tako pripomore k obvladovanju pomanjkanja spretnosti in delovne sile, ki ovira gospodarsko rast. Primeri praktičnih orodij vključujejo:
 - Določanje ciljev za povečanje števila deklet med pripravniki v tehničnih in znanstvenih poklicih kot način za povečanje bodočega deleža žensk;

<p>in technical or scientific occupations as “ambassadors” into schools to inform and raise awareness of girls about opportunities of technical or scientific professions.</p> <ul style="list-style-type: none"> • Promoting the recruitment and retention of women and men with adequate skills at the enterprise level in sectors and occupations where they are underrepresented. Acknowledge, and where possible, enrich the skills content of female occupations so as to offer better career paths and opportunities for women in female dominated sectors. Examples of <u>practical tools</u> to do so include: <ul style="list-style-type: none"> ➤ Reviewing the way in which job titles, job descriptions and advertisements are formulated to enhance their attractiveness for women and making managers who recruit aware of the issue; ➤ Adapting the workplace to enable a greater gender mix at work (ergonomics, local services); ➤ Informing about internal job offers and career prospects on intranet; • Raising awareness of middle managers in companies on ways to promote equal opportunities for all employees throughout the employment relationship. Examples of <u>practical tools</u> to do so include: <ul style="list-style-type: none"> ➤ Using all available communication tools to highlight top managers’ commitment to a diverse workforce and its benefits 	<ul style="list-style-type: none"> ○ Pošiljanje žensk, ki so aktivne v tehničnih in znanstvenih poklicih, kot »ambasadork« v šole, da bi obvestile in povečale ozaveščenje deklet o priložnostih v tehničnih in znanstvenih poklicih. <ul style="list-style-type: none"> • Spodbujanje in zaposlovanje ter ohranjanje žensk in moških s primernimi znanji na podjetniški ravni v sektorjih in poklicih, kjer jih je malo. Priznanje in, kjer je to mogoče, obogatene vsebine znanj ženskih poklicev, da bi ženskam ponudili boljše poklicne poti in priložnosti v sektorjih, kjer je delež žensk visok. Primeri <u>praktičnih orodij</u>, da se kaj takega stori, so: <ul style="list-style-type: none"> ○ Znova preglejte način, kako so formulirani naslovi delovnih mest, opisi del in razpisi delovnih mest, da bi povečali njihovo privlačnost za ženske in da bi vodilne delavce, ki kadrujejo, opozorili na ta vidik; ○ Prilagajanje delovnega mesta, da bi omogočili delo obema spoloma (ergonomija, lokalne storitve); ○ Obveščanje na intranetu (računalniški mreži znotraj podjetja) o notranji ponudbi delovnih mest in o poklicnih možnostih; • Ozaveščanje srednjega vodstvenega kadra v podjetjih o načinih spodbujanja enakih možnosti za vse zaposlene ne glede na obliko zaposlitve. Primeri <u>praktičnih orodij</u>, da se to doseže, vključujejo: <ul style="list-style-type: none"> ○ Uporaba vseh načinov komuniciranja, ki so na voljo, da bi poudarili zavezo
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<p>both for the workers and the company;</p> <ul style="list-style-type: none"> ➤ Training managers on the benefits of diversity management and making them accountable for the implementation of the company's diversity policy; ➤ Ensuring good information flow between the designated contact persons for staff grievances on equal opportunities issues, and managers, who have the responsibility to take action; ➤ Highlighting cases of women breaking new ground; <ul style="list-style-type: none"> • Promoting entrepreneurship as a career option for both women and men at sector and/or national level. Examples of <u>practical tools</u> to do so include: <ul style="list-style-type: none"> ➤ Identifying potential female business starters and/or top managers, and train them. • Encouraging competence development for adults to allow men and women to evolve in their careers throughout life and to address deficits created by the structure of the education system in the past, with particular attention to supporting SMEs in their efforts. Examples of <u>practical tools</u> to do so include: <ul style="list-style-type: none"> ➤ Ensuring transparency and transferability of competences and qualifications; 	<p>najvišjega vodstva, da se doseže raznolika delovna sila in ugodnosti le-te za delavce in podjetje;</p> <ul style="list-style-type: none"> ○ Usposabljanje vodilnih o ugodnostih, ki jim jih prinašajo prizadevanja za raznolikost delovne sile, ter določitev njihove odgovornosti za izvajanje politike podjetja za raznoliko delovno silo; ○ Poskrbeti je treba za neovirano prehajanje obvestil med osebami, ki so zadolžene za sprejem pritožb zaposlenih v zvezi z enakimi možnostmi, in vodilnimi, ki so odgovorni za ukrepanje; ○ Pozornost je treba usmerjati na ženske, ki so se uveljavile na novem področju; <ul style="list-style-type: none"> • Spodbujati je treba podjetništvo kot poklicno pot tako za ženske kot moške na sektorski in/ali nacionalni ravni. Primeri <u>praktičnih orodij</u>, da se to doseže, vključujejo: <ul style="list-style-type: none"> ○ Ugotoviti je treba potencialne podjetnice začetnice in/ali najvišje vodilne ter jih usposobiti. • Spodbujati je treba razvoj sposobnosti za odrasle, da bi moškimi in ženskam omogočili razvoj na njihovi poklicni poti skozi vse življenje ter da bi jim omogočili, da se soočijo s pomanjkljivostmi, ki so posledica strukture izobraževanja v preteklosti. Posebno pozornost je potrebno nameniti majhnim in srednjim podjetjem, ki se tozadevno trudijo. Primeri <u>praktičnih orodij</u>, da se to doseže, vključujejo: <ul style="list-style-type: none"> ○ Zagotovitev preglednosti in
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<ul style="list-style-type: none"> ➤ Promoting the participation of low-skilled workers and/or workers in non-standard employment in further education and training and lifelong learning; ➤ Setting gender balance objectives at sectoral level for access to vocational training. 	<p>prenosljivost znanj in kvalifikacij;</p> <ul style="list-style-type: none"> ○ Spodbujanje sodelovanja nizko usposobljenih delavcev in/ali delavcev v nestandardnih zaposlitvah v nadaljnem izobraževanju in usposabljanju ter vseživljenjskem učenju; ○ Na sektorski ravni je treba določiti ciljno uravnoteženost po spolu za dostop do poklicnega usposabljanja.
<p>2. PROMOTING WOMEN IN DECISION-MAKING</p>	<p>2. POSPEŠEVANJE VKLJUČEVANJA ŽENSK V ODLOČANJU</p>
<p>19. The number of women in decision-making positions in all spheres of society is growing, notably as a result of increased participation of women in the labour market and their success in higher education. However, only 30 % of managers are women, only 10 % of members of boards of directors are women, and only 3 % of CEO's or equivalent positions are taken by women¹. Social partners have a clear responsibility to ensure that the overall working environment supports a more balanced participation of women and men in decision-making.</p>	<p>19. Število žensk, ki so na mestih, kjer se sprejema odločitve, narašča na vseh področjih družbe zlasti kot posledica naraščajočega deleža žensk na trgu dela in njihovega uspeha pri pridobivanju višje izobrazbe. Toda le 30 % vodilnih so ženske, le 10 % članov uprav so ženske in le 3 % mest glavnih izvršnih funkcionarjev in njim enakih mest zasedajo ženske. Jasna naloga socialnih partnerjev je, da zagotovijo, da bo delovno okolje na splošno podpiralo bolj uravnoteženo sodelovanje žensk odločanju.</p>
<p>20. Companies who have successfully encouraged women's participation at managerial level report that they did so as part of their efforts to achieve a high performance workplace by taking initiatives to release women's untapped potential. Promoting women in decision-making positions is an investment for a more productive, innovative and stimulating working environment and better economic performance. It also</p>	<p>20. Podjetja, ki so uspešno spodbujala sodelovanje žensk na ravni vodilnih, poročajo, da so to storila kot del svojih naporov doseči delovna mesta z visokim delovnim rezultatom tako, da so načrtno sprožala neizkoriščeni potencial žensk. Spodbujanje žensk na mestih odločanja je naložba za bolj produktivno, inovativno in stimulatívno delovno okolje in za boljši gospodarski rezultat. Prispeva tudi k izboljšavam za ženske na delovnih mestih in</p>

¹ EC database on women in decision making: http://europa.eu.int/comm/employment_social/women_men_stats

<p>contributes to bringing about improvements for women in workplaces and on the labour market in general.</p>	<p>na trgu dela na splošno.</p>
<p>21. European social partners believe that the following <u>elements</u> are key to improve women participation at all levels within enterprises.</p> <ul style="list-style-type: none"> • Promoting competence-based gender neutral recruitment in enterprises. Examples of <u>practical tools</u> to do so include: <ul style="list-style-type: none"> ➤ Putting in place transparent and gender neutral recruitment, selection and promotion criteria; ➤ Checking that the recruitment of women is proportionate to the number of female applications for the job and review results on a regular basis. • Retaining women in enterprises, to avoid loss of competence. Examples of <u>practical tools</u> to do so include: <ul style="list-style-type: none"> ➤ Discussing at an early stage with employees their career expectations as well as work-life balance needs of both women and men and how to combine them with company's needs; ➤ Conducting interviews with women leaving the company to understand the reasons for doing so in order to further refine the company's human resources policy; ➤ Conducting regular staff surveys to check 	<p>21. Evropski socialni partnerji verjamejo, da so za izboljšanje vključitve žensk na vseh ravneh podjetja ključni naslednji <u>elementi</u>.</p> <ul style="list-style-type: none"> • Spodbujanje izbiranja kandidatov za prosta delovna mesta, ki temelji na strokovnosti in je nevtralnno glede na spol. Primeri <u>praktičnih orodij</u>, da se to doseže, vključujejo: <ul style="list-style-type: none"> ○ opredelitev kriterijev za izbiranje in uvajanje kandidatov za prosta delovna mesta, ki so pregledni in nevtralni glede na spol; ○ preverjanje, če je bilo zaposleno sorazmerno toliko žensk, kot je bilo žensk med kandidati za prosto delovno mesto ter redno preverjanje tovrstnih izvidov. • Ohranjanje žensk v podjetjih, da se ne izgubi dosežena strokovnost. Primeri <u>praktičnih orodij</u>, da se to doseže, vključujejo: <ul style="list-style-type: none"> ○ Že na zgodnji stopnji poklicne poti se naj z zaposlenimi opravi pogovor tako o njihovih poklicnih pričakovanjih kot o njihovih potrebah glede uravnoveženja delovnega in zasebnega življenja ter o tem, kako oboje uskladiti s potrebami podjetja; ○ Opravljanje pogovorov z ženskami, ki zapuščajo podjetje, da bi razumeli njihove razloge za to in da bi le-tem prilagodili politiko človeških virov podjetja;

<p>employees satisfaction.</p> <ul style="list-style-type: none"> • Encouraging career development of both women and men. Top-management's commitment for initiatives promoting women in decision-making positions is key in this respect. Examples of <u>practical tools</u> to do so include: <ul style="list-style-type: none"> ➤ Developing networks, mentoring or self confidence building schemes across enterprises to address the issue of self-deselection; ➤ Setting targets for the promotion of women in proportion to the number of women in the relevant occupational level and review results on a regular basis; ➤ Identifying possibilities for non linear career development paths alternating periods of higher professional involvement and periods of greater family responsibility as an alternative to a culture of unnecessarily long working hours; ➤ Facilitating geographical mobility of managers by helping the worker's partner to find a job in the new region of occupation. • Promoting female entrepreneurship as a complementary way of increasing women in decision-making and raising women's participation in the labour market. Examples of <u>practical</u> 	<ul style="list-style-type: none"> ○ Izvajanje rednih anket zaposlenih, da bi ugotovili, če so zadovoljni; • Spodbujanje razvoja poklicne poti tako žensk kot moških. Pri tem je ključnega pomena zaveza najvišjih vodilnih delavcev, da bodo spodbujali ženske na mesta, na katerih se odloča. Primeri <u>praktičnih orodij</u>, da se to doseže, vključujejo: <ul style="list-style-type: none"> ○ Razvijanje mrež, mentorstvo ali načrti za razvoj samozavesti v celotnem podjetju, da bi se soočili s problemom, da marsikdo že v naprej samega sebe ocenjuje, da ni primeren; ○ Določanje ciljev uveljavitve žensk sorazmerno številu žensk na odgovarjajočih poklicnih ravneh ter redno preverjanje rezultatov; ○ Ugotovitev možnosti za poklicni razvoj, tako da se kot alternativa kulturi nepotrebno dolgih delovnih ur predvidi izmenjavanje obdobjev večjega poklicnega angažiranja in obdobjev večjih družinskih obveznosti; ○ Olajšanje zemljepisne mobilnosti vodilnih delavcev s pomočjo delavčevemu partnerju, da najde zaposlitev v regiji nove zaposlitve. • Spodbujanje ženskega podjetništva kot dopolnilnega načina za povečanje deleža žensk pri odločanju in za dvig deleža sodelovanja žensk na trgu dela. Primeri <u>praktičnih orodij</u>, da se to doseže, vključujejo:
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<p><u>tools</u> to do so include:</p> <ul style="list-style-type: none"> ➤ Putting in place regional programmes for women willing to start their own business; ➤ Supporting projects to ease generational handover to women in SMEs. <ul style="list-style-type: none"> • Promoting women's role in the social dialogue at all levels, both on the employers' side and the trade union side, is important, notably in collective bargaining committees and units. Special attention should be paid to the possibility for women to take up responsibilities in worker representation, both in terms of scheduling of meetings and availability of facilities. 	<ul style="list-style-type: none"> ○ Vzpostavitev regionalnih načrtov za ženske, ki so voljne začeti z lastnim poslom; ○ Podpora projektom za olajšanje generacijske menjave v majhnih in srednjih podjetjih. <ul style="list-style-type: none"> • Pomembno je spodbujanje vloge žensk v socialnem dialogu na vseh ravneh tako na delodajalski kot na sindikalni strani in to zlasti v pogajalskih skupinah in pododborih za kolektivna pogajanja. Posebna pozornost se naj nameni možnosti, da bi ženske prevzele odgovornost delavskega predstavništva tako glede načrtovanja sestankov kot dostopnosti krajev za sestanke.
<p>3. SUPPORTING WORK-LIFE BALANCE</p>	<p>3. OMOGOČANJE RAVNOTEŽJA MED DELOM IN ZASEBNIM ŽIVLJENJEM</p>
<p>22. Work life balance arrangements can enhance employee satisfaction, promote workplace equality, contribute to an organisation's reputation as an employer of choice, and benefit employers as well as workers. Successful policies to support work-life balance need to be tailored to the needs of individual women and men, bearing in mind that these can vary throughout the life course and taking into account that long and/or irregular working hours can be an obstacle to reconcile work and family life for both men and women. However, it is equally important that account is taken of different companies needs, bearing in mind that these can vary too depending on the production cycle or customers needs. Although workers' and company's needs do not necessarily coincide, the best results are achieved through dialogue in the framework of a win-win approach.</p>	<p>22. Ravnotežje med delom in zasebnim življenjem izboljša zadovoljstvo zaposlenih, spodbuja enakopravnost na delovnem mestu, prispeva k ugledu organizacije kot dobrega delodajalca ter je koristno tako za delodajalce kot delavce. Uspešne politike omogočanja ravnotežja med delom in zasebnim življenjem je potrebno prilagoditi potrebam posameznih žensk in moških in pri tem upoštevati, da se te spreminjajo tekom življenja ter da je dolg ali nereden delovni čas lahko ovira uskladitvi delovnega in družinskega življenja tako moških kot žensk. Toda ravno tako pomembno je upoštevati različne potrebe podjetja ter da se tudi te lahko razlikujejo glede na produkcijski cikel ali na potrebe kupcev. Čeprav ni nujno, da se potrebe delavcev in podjetja pokrivajo, se najboljše rezultate doseže z dialogom in s pristopom, kjer obe strani zmagujeta.</p>

<p>23. While the responsibility of dealing with work-life balance issues arising at the workplace undoubtedly lies with employers and workers, public authorities have a crucial role to play in addressing the wider societal aspects. This applies in particular to ensuring the availability and affordability of quality care facilities, for children, elderly and/or other dependents, to allow men and women to join the labour market. Where appropriate, partnerships between public authorities and social partners can help in devising innovative solutions.</p>	<p>23. Ne glede na to, da brez dvoma glavna odgovornost ukrepanja v zvezi z vprašanji uravnoteženja med delom in življenjem leži na delodajalcih in delavcih, ima javna oblast ključno vlogo pri soočanju s širšimi družbenimi vidiki. To zlasti pomeni zagotovitev kakovostnih vrtcev za otroke in domov za starejše in/ali druge družinske člane, ki potrebujejo pomoč, in ki so cenovno sprejemljivi ter ki moškimi in ženskam omogočajo, da sodelujejo na trgu dela. Kjer je to primerno, lahko partnerstva med javnimi oblastmi in socialnimi partnerji pomagajo k ustvarjanju inovativnih rešitev.</p>
<p>24. Social partners and enterprises across the EU have found numerous ways of supporting workers' efforts to find a good work-life balance. The tools used have varied greatly from enterprise to enterprise and from individual to individual. These policies are often reviewed and adapted to respond effectively to changing workers and companies needs.</p>	<p>24. Socialni partnerji in podjetja širom EU so našli številne poti za podporo delavcem, ki iščejo dobro ravnotežje med delom in življenjem. Načini se od podjetja do podjetja in od posameznika do posameznika močno razlikujejo. Tovrstne politike se pogosto preverjajo in prilagajajo, da bi učinkovito odgovorile na spreminjajoče se potrebe delavcev in podjetij.</p>
<p>25. European social partners believe that the following <u>elements</u> are key to support a good work-life balance.</p> <ul style="list-style-type: none"> • Considering flexible working arrangements that can be taken up on a voluntary basis by both women and men, including leave arrangements, designed in a way that does not undermine their long term participation and position on the labour market. Examples of practical tools to do so include: <ul style="list-style-type: none"> ➤ Making available a mix of various working arrangements that allow for flexibility in working time or the organisation of work, such as part-time work, job-sharing, reduced hours, compressed working week, school term-time working, 	<p>25. Evropski socialni partnerji so prepričani, da so za dobro uravnateženost med delom in življenjem ključni naslednji <u>elementi</u>.</p> <ul style="list-style-type: none"> • Upoštevanje prožnih delovnih ureditev, ki jih lahko prostovoljno sprejmejo tako ženske kot moški, vključujoč ureditev dopusta, ki je načrtovana tako, da ne ogrozi njihovo dolgoročno sodelovanje in položaj na trgu dela. Primeri <u>praktičnih orodij</u>, da se to doseže, vključujejo: <ul style="list-style-type: none"> ○ Na voljo je lahko mešanica različnih delovnih ureditev, ki omogočajo prožnost glede delovnega časa ali organizaciji dela, kot so delo v krajšem delovnem času od polnega, dva delavca si delita isto delovno mesto, skrajšanje delovnega časa, krajši delovni tednik, delo v času šolskega

<p>staggered or gliding hours, time-off and ad hoc home working etc.;</p> <ul style="list-style-type: none"> ➤ career breaks and parental leave arrangements. <ul style="list-style-type: none"> • Promoting a more balanced take-up of possibilities to ease work-life balance. Examples of practical <u>tools</u> to do so include: <ul style="list-style-type: none"> ➤ Company internal awareness raising schemes to promote take-up of flexible work options, especially by men, including in male dominated professions; ➤ Information campaigns about leave possibilities available to both women and men and encouraging parents to share leave periods more equally. • Jointly approaching public authorities to develop instruments that help increase the availability of accessible and affordable child care facilities of good quality and seeking innovative ways of providing essential private household or caring services. Examples of practical <u>tools</u> to do so include <ul style="list-style-type: none"> ➤ Attracting on site services such as travel office, shops, bank and insurance offices etc; ➤ Sponsoring child care centers or providing an allowance covering part of the nursery costs to parents; 	<p>leta, različni možni začetki delovnega časa oziroma tekoči delovni čas, prekinitve dela za določeno obdobje in delo doma po potrebi itd.;</p> <ul style="list-style-type: none"> ○ Začasne prekinitve poklicne poti in različne oblike starševskega dopusta. <ul style="list-style-type: none"> • Spodbujanje hitrejšega uveljavljanja možnosti za olajšanje uravnoveženja med delom in življenjem. Primeri <u>praktičnih orodij</u>, da se to doseže, vključujejo: <ul style="list-style-type: none"> ○ Kampanje v podjetju zlasti za moške in v poklicih, kjer je največ moških, za ozaveščanje o prožnih možnostih dela, da bi se hitreje izkoristile; ○ Informacijske kampanje o različnih možnostih izrabe dopusta, ki so na voljo tako ženskam kot moškim, ter spodbujanje staršev, da naj si enakomerneje porazdelita obdobja dopusta. • Skupni pristop do javnih oblasti, da naj razvijejo načine za povečanje razpoložljivih in dostopnih kakovostnih vrtcev ter za zagotovitev bistvenih gospodinjskih in oskrbnih storitev. Primeri <u>praktičnih orodij</u>, da se to doseže, vključujejo: <ul style="list-style-type: none"> ○ V okolico se naj privabi storitve, kot so potovalne agencije, trgovine, banke in zavarovalnice itd.; ○ Sponzorira se naj vrtce ali pa se naj da dodatek za kritje dela cene varovanja otrok; ○ S kolektivnim pogajanjem ali na druge načine se naj zagotovi »vzajemnost« pri
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<p>➤ Creating funds by collective agreements or other means to “mutualise” the costs of maternity or parental leave allowances helps to ensure that women no longer represent a more costly source of labour than men. Similar measures can be useful to support childcare projects addressing specific needs of working parents such as care for sick children, care outside regular opening hours, etc. This can help in particular SMEs.</p>	<p>kritju stroškov denarnih nadomestil plače oziroma pomoči za čas porodniškega in starševskega dopusta, da bi zagotovili, da zaposlovanje žensk ne bo dražje od zaposlovanja moških. Podobni ukrepi so možni za podporo projektov odpiranja vrtec, za soočanje s posebnimi potrebami zaposlenih staršev, kot so nega bolnih otrok, nega izven rednega obratovalnega časa itd. To je lahko v pomoč zlasti pri majhnih in srednjih delodajalcih.</p>
<p>4. TACKLING THE GENDER PAY GAP</p>	<p>4. SPOPADANJE Z RAZLIKAMI V VIŠINI PLAČ</p>
<p>26. Within the EU there is a strong legal framework, based on article 141 of the EU-Treaty, providing women and men with the right to equal pay for equal work and work of equal value. The wages of individual employees are influenced by many different factors. Social partners of all Member States have a clear obligation to ensure that the pay systems they put in place do not lead to pay discrimination between women and men.</p>	<p>26. V EU obstaja močan pravni okvir, temelječ na 141. členu Pogodbe o EU, ki zagotavlja ženskam in moškim pravico do enakega plačila za enako delo enake vrednosti. Na plače posameznih delavcev učinkujejo mnogi različni dejavniki. Socialni partnerji vseh držav članic imajo jasno obveznost vzpostaviti plačni sistem, ki pri plačah ne vodi k diskriminaciji med ženskami in moškimi.</p>
<p>27. Social partners are struck by the persistence of a gender pay gap across Europe. It may, among other things signal labour market dysfunction. They are also concerned by the fact that the reasons lying behind this gap are not always well understood. They therefore believe that it is very important to seek to better understand the numerous and complex factors explaining wage differences between women and men and take action accordingly.</p>	<p>27. Socialni partnerji so vznemirjeni zaradi vztrajnosti razlik med plačami žensk in moških širom Evrope. Med drugim bi to lahko bil znak disfunkcije trga dela. Prav tako so zaskrbljeni zaradi dejstva, da za to razliko razlogi niso vedno jasni. Prav zato so prepričani, da je zelo pomembno poizkušati bolje razumeti številne in večplastne dejavnike, s katerimi se razlaga razlike med plačami žensk in moških, in na tej podlagi ukrepati.</p>
<p>28. Recognising the link between labour market segregation and the gender pay gap, social partners at different levels have used or developed a</p>	<p>28. Socialni partnerji na različnih ravneh so, priznavajoč povezavo med obstojem ločenih trgov dela za moške in za ženske in razlikami</p>

<p>variety of instruments to act on the underlying causes of gender pay differences, such as equal pay reviews, equality plans, benchmarking, etc. Practice also shows that using modernisation of pay systems as an opportunity for gender mainstreaming can be extremely effective. In the case of a significant overhaul of pay systems, it is essential to plan and spread the implementation of the pay system modification over a sufficiently long period to ensure the financial sustainability of the approach and to avoid jeopardising the competitiveness of companies.</p>	<p>v višini njihovih plač, uporabili ali razvili vrsto instrumentov za ukrepanje proti skritim vzrokom razlik med plačami obeh spolov, kot so analize plač, načrti za enakost, standardi primernosti itd. Praksa tudi kaže, da je lahko sila učinkovito, če se modernizacija plačnega sistema izkoristi kot priložnost za uveljavitev načel enakopravnosti spolov. V primeru bistvene prenove plačnega sistema je bistveno načrtovati in razširiti uveljavljanje sprememb plačnega sistema v dovolj dolgem obdobju, da bi se zagotovila trajnost pristopa in da ne bi se izognili ogrožanju tekmovalnosti podjetij.</p>
<p>29. European social partners believe that the joint commitment of social partners at all relevant levels and the following <u>elements</u> are key to tackle the gender pay gap.</p> <ul style="list-style-type: none"> • Informing about existing legislation on equal pay and giving guidance on how to help closing the gender pay gap at different levels. Examples of <u>practical tools</u> used to do so include: <ul style="list-style-type: none"> ➤ Practical guide, especially for SMEs, on how to live up to their legal obligations; ➤ National or sectoral collective agreements or framework agreements. • Developing clear up to date statistics at sector and/or national level to enable social partners to analyse and understand the complex causes of pay differentials. Promoting the availability of gender specific information at the appropriate levels (national, sectoral and/or company level). Examples of <u>practical tools</u> used to do so include: 	<p>29. Evropski socialni partnerji verjamejo, da je ključ za odločno reševanje problema razlik v plačah med spoloma skupna predanost socialnih partnerjev na vseh pomembnih ravneh ter naslednji <u>elementi</u>.</p> <ul style="list-style-type: none"> • Na različnih ravneh informiranje o obstoječi zakonodaji o enakopravnosti plačila in svetovanje, kako pripomoči k zmanjšanju razlik po spolu. Primeri <u>praktičnih orodij</u>, da se to doseže, vključujejo: <ul style="list-style-type: none"> ○ Praktična navodila, zlasti za mala in srednja podjetja, kako uresničiti zakonske obveznosti; ○ Nacionalne ali sektorske kolektivne pogodbe oziroma okvirni sporazumi. • Priprava jasne in sodobne statistike na sektorski in/ali nacionalni ravni, da bi omogočili socialnim partnerjem analizo in razumevanje zamotanih vzrokov razlik v plačah. Spodbujanje dostopnosti informacij po spolu na primernih ravneh (nacionalni, sektorski in/ali podjetniški ravni). Primeri <u>praktičnih orodij</u>, da se to doseže, vključujejo: <ul style="list-style-type: none"> ○ Razviti skupno metodo, ki

<ul style="list-style-type: none"> ➤ Develop a joint method, taking into account as wide a range of variables as possible, in order to have a detailed and analytical picture of the underlying causes of wage differences between women and men. • Ensuring that pay systems, including job evaluation schemes, are transparent and gender neutral and paying attention to the possible discriminatory effects of secondary elements of pay. Using or developing methods and instruments to address the gender pay gap in a systematic way, that allows for monitoring and evaluation as part of a wider strategy. Examples of <u>practical tools</u> used to do so include: <ul style="list-style-type: none"> ➤ Screening job descriptions to check that they don't contain discriminatory elements; ➤ Reviewing pay criteria to check that they are not discriminatory; ➤ Developing tool kits comprising different elements in order to give background information to negotiators dealing with gender equality issues and to offer practical advice on what employers and workers can do in enterprises; ➤ Use existing on-line tools providing information on wage formation and enabling individuals to compare their salaries with that of other 	<p>upošteva kar se da veliko število variabel, da bi imeli podrobno in analitično sliko skritih razlogov za razlike med plačami žensk in moških.</p> <ul style="list-style-type: none"> • Zagotovitev, da so plačni sistemi vključno s sistemi ocene delovnih mest razvidni in nevtralni glede na spol, ter usmerjanje pozornosti na možne diskriminatorne učinke sekundarnih elementov plač. Uporaba ali razvoj metod in instrumentov za soočanje z razlikami med plačami žensk in moških na sistematičen način, ki omogoča opazovanje in vrednotenje kot del širše strategije. Primeri <u>praktičnih orodij</u>, da se to doseže, vključujejo: <ul style="list-style-type: none"> ○ Pregled opisov delovnih mest, da se preveri, če ne vsebujejo diskriminatornih elementov; ○ Analiza plačnih kriterijev, da se preveri, če niso diskriminatorni; ○ Razvoj zbirke orodij, ki vsebuje različne elemente, da bi zagotovili strokovne podlage za pogajanja o vprašanih enakopravnosti in da bi lahko praktično svetovali, kaj lahko v podjetjih storijo delodajalci in delavci; ○ Uporaba orodij na svetovnem računalniškem spletu, da se zagotovi informacije za usposabljanje o plačah in omogoči posameznikom, da primerjajo svoje plače s plačami drugih delavcev.
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employees.	
<u>IV. ACTIONS AND FOLLOW-UP</u>	<u>IV. IZVAJANJE IN SPREMLJANJE IZVAJANJA:</u>
30. The member organisations of UNICE/UEAPME, CEEP and ETUC (and the liaison committee EUROCADRES/CEC) will promote this framework of actions in Member States at all appropriate levels taking account of national practices, through joint and separate actions, as appropriate. Given the interest of the matter under consideration, the social partners have also decided to transmit this document to all relevant players at European and national levels, including EU sectoral social partners, EU and national public authorities etc.	30. Organizacije, ki so včlanjene v UNICE/UEAPME, CEEP in ESK (in povezovalni odbor EUROCADRES/CEC), bodo s skupnimi in samostojnimi dejavnostmi v državah članicah spodbujali izvajanje tega okvirja dejavnosti na vseh primernih ravneh in pri tem, kjer je to primerno, upoštevale nacionalno prakso. Glede na pomen obravnavanega vprašanja so socialni partnerji sklenili posredovati ta dokument vsem pomembnim dejavnikom na evropski in nacionalnih ravneh, vključujoč sektorske socialne partnerje na EU ravni, EU ter nacionalne javne oblasti itd.
31. The national social partners will draw up an annual report on the actions carried out in Member States on the four priorities identified. The members of EUROCADRES/CEC have a particular role to play with regard to the priority "promoting women in decision-making".	31. Nacionalni socialni partnerji bodo pripravili letna poročila o izvedenih dejavnostih, ki so bile v zvezi s štirimi ugotovljenimi prioritetami izvedene v državah članicah. Člani EUROCADRES/CEC morajo odigrati posebno vlogo v zvezi s prioriteto »vključevanje žensk v odločanje«.
32. The European Social Dialogue Committee will be entrusted with the preparation of the overall European report.	32. Naloga priprave vseevropskega poročila bo zaupana evropskemu odboru za socialni dialog.
33. After four annual reports, the European social partners will evaluate the impact on both companies and workers. This evaluation can lead to an update of the priorities identified and/or an assessment on whether or not additional action is required in one or more of the priority areas.	33. Po pripravi štirih letnih poročil bodo evropski socialni partnerji ovrednotili učinek tako na podjetja kot na delavce. To vrednotenje bo lahko vodilo k posodobitvi ugotovljenih prioritet in/ali k oceni, če je ali ni potrebna dodatna dejavnost pri eni ali več prioritetnih področij.
34. When preparing the next EU social dialogue work programme, the social partners will take account of this framework of actions.	34. Socialni partnerji bodo upoštevali ta okvir dejavnosti, ko bodo pripravljali naslednji program socialnega dialoga.
Annexe(s): <ul style="list-style-type: none"> Annex of the Framework of actions on Gender Equality (only available in 	Dodatki: <ul style="list-style-type: none"> Dodatek k Okvirju dejavnosti za

English)	enakost med spoloma (na voljo le v angleščini)
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Osnovni podatki o podpisnicah (organizacije socialnih partnerjev na ravni EU):

Evropska sindikalna konfederacija (ETUC):

European Trade Union Confederation (ETUC)
 Boulevard du Roi Albert II, 5
 B-1210 Bruxelles
 Tel.: +32 2 224 04 11
<http://www.etuc.org>

Zveza industrijskih in delodajalskih organizacij Evrope (UNICE):

Union of Industrial and Employers' Confederations of Europe (UNICE)
 Av. de Cortenbergh 168
 B-1000 Bruxelles
 Tel.: +32 2 237.65.11
<http://www.unice.org>

Evropska zveza obrtnih, majhnih in srednjih podjetij (UEAPME):

European Association of Craft, Small and Medium-Sized Enterprises (UEAPME)
 Rue Jacque Lalaing , 4
 B-1040 Bruxelles
 Tel: +32 2 230 75 99
<http://www.ueapme.com>

*Evropski center podjetij v javnem solastništvu
 in podjetij v splošnem gospodarskem interesu (CEEP):*

European Center of Enterprises with Public Participation
 and of Enterprises of General Economic Interest (CEEP)
 Rue de la Charité, 15
 B-1210 Bruxelles
 Tel.: +32 2 219 27 98
<http://www.ceep.org>