

Human Resources (HR) Strategy Oriented Towards Structural Changes in the European Union

Criteria for the Analysis of Equal Opportunities in Small and Medium-sized Enterprises



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GOALS OF THE SWOPS PROJECT

With regard to demographic change and the increasing demand for well-trained professionals, structural changes within organizations provide the basis for modern and competitive businesses. Small and medium-sized enterprises still have disadvantages in competing for skilled employees when compared to larger businesses, because of their organizational traditions and scarce resources. Consequently, they are especially dependent on their current staff.

Businesses that offer work-life balance to their female and male employees and successfully implement diversity strategies benefit from keeping skilled, motivated and highly dedicated employees in the long run. The main goal of this project is to introduce a Human Resources (HR) Strategy that is oriented towards Structural Changes (SWOPS) and which offers equal career opportunities to women and men. These include redesigning work places, changing organizational structures, providing flexible working hours, developing flexible entry and exit models, implementing innovative recruitment processes and strategic personnel planning, as well as internal knowledge management, training and education opportunities for employees, changes in the corporate culture, and raising awareness for these issues among managers.

The project's target group is Managerial Directors and executive managers of a total of 16 SMEs from France, Poland, Sweden, and Germany (4 SMEs per country). SWOPS aims at initiating change in the attitudes of this target group in order to provide women and men with sustainable opportunities for advancement.

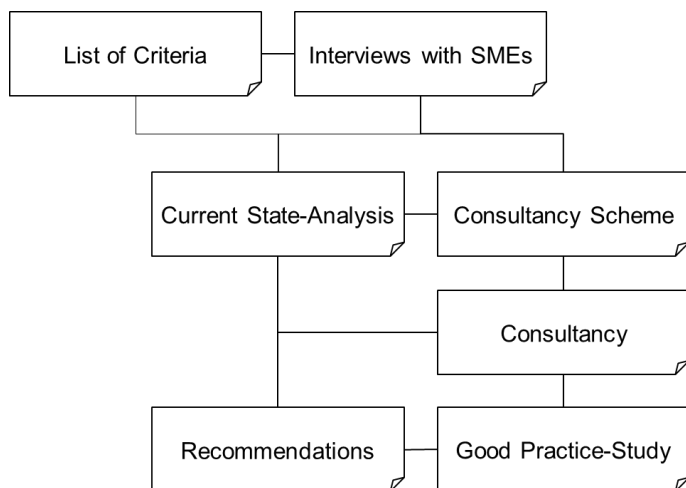
GOAL OF THE ANALYSIS

In order to establish comparability between the participating countries, it is appropriate to conduct comprehensive analysis of the prerequisites in France, Poland, Sweden, and Germany. Basis for the analysis is the criteria at hand, which will be processed in each partner country.

Subsequently, interviews on the same issues will be administered with four participating SMEs in each partner country to analyze what impact previously identified conditions have, but also to take stock in order to advice 16 participating small and medium-sized enterprises. RKW Berlin is entrusted with the questionnaire design and will send the questionnaire to the partners in November 2014.

The analysis consists of the responses to the list of criteria and 16 interviews. It provides initial indicators to advice the participating SMEs. For example, experiences with flexible working hours from one country may stimulate consultancy in another country. In addition, our goal is to set-up general criteria for an HR Strategy oriented towards Structural Changes in small and medium-sized enterprises. With the completion of the project, we will develop a code of good practice that includes successful strategies that are implemented in small and medium-sized enterprises in France, Poland, Sweden, and Germany as well as general guidance for SMEs in Europe.

The project's next steps are summarized in the following:



In order to achieve these goals, we would like to ask you to respect the code of conduct in Science and Technology as well as to adhere to the legal and official framework when conducting your analysis. You must provide evidence for all information provided. A large number of the statistical data can be obtained from Eurostat, the Statistical Office of the European Commission, following this link: http://epp.eurostat.ec.europa.eu/portal/page/portal/employment_social_policy_equality/equality/indicators_gender. The questionnaire can be answered in German or English. Text or bullet points can be used to fill in the text boxes. The word limit is not set in stone, but it serves as indication of what we expect from you in terms of the length of your answers. Please try to follow this guideline as it enables us to efficiently evaluate the results.

Should you encounter any difficulties or if you are unable to answer a question, please contact:

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The results of the analysis on equal opportunities in small and medium-sized enterprises in France, Poland, Sweden, and Germany are analyzed and compared by the RKW Berlin. An oral presentation will be given during the kick off-event in Poznań, Poland. In addition, a written report will be made available.

This list of criteria was processed by:

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1. BASIC PRINCIPLES

Before elaborating on this report's individual topics, we want to engage with the quota of working women in more general terms.

What is the percentage of women at working age who are currently employed in your country? 83 %

How do you define the time period, in which citizens are at working age in your country? from 20 to 64 years

The topic "gender equality" is a convoluted field and a special challenge for small and medium-sized enterprises as many people find it difficult to grasp the key requirements as well as the advantages and disadvantages of the concept. In order to provide more transparency with regard to the legal, political, and social developments and regulations, this chapter begins by outlining its basic principles. The core objectives of this topic area are to detect the different legal regulations, political initiatives, and social activities that currently take place in France, Poland, Sweden, and Germany, and to uncover the influences they have on the national economy. Thereby, special focus lies on the small and medium-sized enterprises. Subsequently, one part of the project is to analyze whether and to what extent these findings can be applied to other countries.

1.1 The Legal Framework to Achieve Gender Equality

Has your country passed one or more laws on gender equality? yes no

If yes, how is this law/are these laws called? The law on abortion 1975
Women's law 1998
Law on discrimination(replaced Equality Act) 2009

Have any legislative bills on gender equality been proposed in your country? yes no

If yes, how is this bill/are these bills called? _____

Please explain the key content of the law(s) or respectively the legislative bill(s). In your analysis, please focus in particular on the subject matter of the laws and evaluate the obligations that consist for the companies. (maximum of 100 words for each law/legislative bill)

Source: _____ Year: _____
 Source: _____ Year: _____
 Source: _____ Year: _____

1.2 Political Initiatives

Political initiatives are initiatives proposed by the legislature, executive, or judiciary of a state. By contrast, social initiatives are developed by social actors, such as churches, unions, or associations of private individuals.

What are your country’s political priorities with respect to gender equality? What kinds of political initiatives exist?

Briefly describe the content and the groups of people that are involved in these political initiatives. When appropriate also describe the specific measures that have been enacted by your Parliament on the basis of present initiatives. Please also address the main political players in the field of gender equality (e.g., parties, ministries, individual MPs).

This subsection does not purport to be complete. Please focus on the three most important political initiatives in your country, which have or had a large impact on the private sector. (maximum of 100 words for each initiative)

Minister for Gender Equality coordinates the government's gender equality policies. Each minister in the parliament is responsible for gender equality in their area of expertise.

Equality Unit (under the Minister for Gender) is responsible for coordination of the Government's work on gender equality and gender-specific initiatives and to developing methods to implement the Government's gender policy. Each County Administrative Board in Sweden has one person that is gender equality expert. Equality Ombudsman (DO) ensures the Discrimination Act and the Parental Leave Act compliance. Board against discrimination under penalty imposes on employers and education providers to take action against discrimination, for example, discrimination on sex.

In Sweden, gender equality has been a policy area since 1972 under the leadership of Olof Palme. Since 1994, the Swedish gender equality policy had a clear (feminist) perspective of power. The goal of gender equality policy is that women and men should have equal power to shape society and their own lives. The goal was adopted with broad political consensus in 2006 on the basis of the bill “Power to shape society and their own lives - new gender policy objectives” (Prop. 2005/06: 155).

The gender policy has four objectives:

1. An equal distribution of power and influence. Women and men should have equal rights and opportunities to be active citizens and to shape the conditions for decision-making.

2. Economic equality. Women and men should have the same opportunities and conditions with regard to education and paid work that provide lifelong economic independence.
3. Equal distribution of unpaid care and household work. Women and men should take equal responsibility for household and have opportunities to give and receive care on equal terms.
4. Men's violence against women must stop. Women and men, girls and boys, shall have equal rights and opportunities to physical integrity.

Source: SCB: "På tal om kvinnor och män"
http://www.scb.se/Statistik/_Publikationer/LE0201_2013B14_BR_X10BR1401.pdf Year: 2014

Source: _____ Year: _____
Source: _____ Year: _____

1.3 Social Initiatives

What are the leading social initiatives and activities in the field of gender equality in your country? Please address the main players, current developments, and present impact of these initiatives on the society and in particular on the companies.

This subsection does not purport to be complete. Please focus on the three most important social initiatives in your country, which have or had a large impact on the private sector. (maximum of 100 words for each initiative)

xxxx

Source: _____ Year: _____
Source: _____ Year: _____
Source: _____ Year: _____

2. PERSONNEL RECRUITMENT

Personnel Recruitment deals with the coverage of previously defined personnel needs. This raises the following questions: How is this need assessed? Do clearly defined criteria exist that are, among other things, mirrored in the job profile and apply during the candidate selection process? This topic area aims at identifying the legal framework to ensure gender equality in companies. Job advertisements serve as a starting point.

2.1 Job Advertisements

Especially with regard to job advertisements, certain criteria have to be met to avoid discrimination and to ensure equality between men and women. These include, for example, using female and male forms in job descriptions, displaying images that show men and women, reference to equal opportunities regardless of a person's gender, religion, disability, sexual orientation etc.

Does your country have any legal requirements to prevent discrimination which have to be included in job advertisements? yes no

If yes, please explain briefly which of these legal guidelines are mandatory and which ones are optional as well as how companies deal with these guidelines in your country. (250 words maximum)

Discrimination Act:

Employers should obey under the Discrimination Act for all unemployed regardless of sex. All unemployed should be able to apply for vacant positions. Therefore, an employer should not target only women or men in a job posting. However, the employer specifically encourages women and men to seek this post if there is a gender bias in the work.

According to the Discrimination Act, employers with 25 or more employees should every three years, reverse/draw up a written equality plan. The equality plan should include the objectives and measures needed in the workplace to promote equal rights and opportunities regardless of sex in the areas of employment, parenting, harassment, recruitment, and training and skills development. The plan shall contain a description of which of the measures that the employer intends to commence or implement in the coming years.

The equality plan shall also include an outline of the action plan for equal salary.

Source: Equality Ombudsman <http://www.do.se/sv/Fakta/Fragor-och-svar/Aktiva-atgarder-i-arbetslivet/Fragor-om-planarbetet/Racker-det-att-en-stor-arbetsgivare-har-en-plan-for-sitt-arbete-med-aktiva-atgarder-eller-behovs-delplaner-Vad-menas-med-arbetsgivare/> Year:2014

Source: _____ Year: _____

3. CAREER MODELS

These days employees have higher demands of their potential future employers, which exceed monetary incentives. One appeal is individually customized career models for employees. These are often defined as a part of the long-term personnel planning and can be critical to staff retention and recruitment of junior staff. In this topic area, we aim at analyzing different career models in our partner countries and at developing suggestions for the participating companies.

3.1 Women in Leadership Positions

This section addresses statistical analysis of women in leadership positions across countries. In addition, we attend to analyze specific characteristics of the business, such as the business' size or the kind of industry.

The objects of study are the following leadership positions:

- Managing Director (MD)
- 1. Management level below the Managing Director (MD-1)
- 2. Management level below the Managing Director (MD-2)
- 3. Management level below the Managing Director (MD-3)

What is the percentage of female Managing Directors in large companies? 1 of 10 – of 1050 big companies only 99 MD are woman
(≥ 250 employees)

What is the percentage of supervisory board positions in corporations held 20 %
by women?

Source:

Ledarna: Jämställdhetsbarometern 2014

http://www.ledarna.se/globalassets/rapporter/jamstallldhet/jamstallldhetsbarometer_2014.pdf

Year: 2014

SCB

http://www.scb.se/Statistik/ Publikationer/LE0201_2013A01_BR_LE0201BR1301.pdf

Year: 2013

What is the percentage of female Managing Directors in small and 18 %
medium-sized enterprises? (< 250 employees)

What is the percentage of first management level (MD-1) positions of 26 %
small and medium-sized companies held by women? (< 250 employees)

What is the percentage of second management level (MD-2) positions of _____ %
small and medium-sized companies held by women? (< 250 employees)

What is the percentage of third management level (MD-3) positions of _____ %
small and medium-sized companies held by women? (< 250 employees)

Source: _____

Year: _____

What is the percentage of female Managing Directors in these companies in the following sectors?

Service Health care	<u>57</u>	%
Industry	<u>26</u>	%
Skilled craft	<u></u>	%

Source: SCB

http://www.scb.se/Statistik/_Publikationer/LE0201_2013A01_BR_LE0201BR1301.pdf

Year: 2013

If no reliable/representative statistical data within the area of “women in leadership positions” are available, you can give a rough estimate to answer the questions above. Please focus on the situation in small and medium-sized enterprises. (maximum of 250 words)

Source: _____

Year: _____

3.2 Quota of Women

Is there a voluntary or even mandatory quota of women in companies or organizations in the private sector in your country? yes no

If yes, what is the quota? _____ %

Are there any limitations to this regulation (for example with respect to the company’s size or its corporate form)? yes no

If there is a quota for women in **SMEs** in your country, please briefly describe the form of obligation (voluntary/mandatory) and its restrictions. Subsequently, briefly analyze how the quota is implemented and what consequences it has for the affected businesses. (250 words maximum) If a quota for women only exists in large businesses, please mention this below without giving a detailed description.

Source: _____
 Source: _____

Year: _____
 Year: _____

3.3 Alternative Career Paths

Most career paths are linearly organized. In many cases, they correspond with the length of employment in the company and usually yield new job titles, pay raise, managerial authority, and budget responsibility. In many small and medium-sized enterprises, however, linear career paths do not coincide with personnel structure. In addition, these businesses are often characterized by highly specialized technical or contract-based work. In this topic area, our aim is to analyze alternative career paths or models in the participating countries.

Are such career paths common in your country? If there are other alternative career paths, please indicate and briefly describe them below.

- Management career (linear career path)
- Professional career
- Project career
- Quota out of knowledge/education

- Headhunted

- Board appointments

Source: Ledarna
 Ledarna.se
 Year: 2013

4. CORPORATE CULTURE

One core goal of the SWOPS project is to create a corporate culture that promotes equality in the participating SMEs. To this end, we would like to identify criteria that support activity, which reinforces gender equality, and influence structural change in the corporate culture. These measures can be mandatory by law, but also voluntary initiatives.

4.1 Audits, Self-commitment, Awards

Many companies and organizations consciously or subconsciously include their values and visions into their work. More and more awards are allocated to businesses nowadays in order to value their corporate culture or its individual components (e.g. work and life balance) and to reward them for their success within these fields. This is predominantly an opportunity for businesses to distinguish themselves, but it enhances its appeal as an employer at the same time.

Which kinds of audits, self-commitment, and awards that address gender equality does your country provide? Please briefly describe the content and the respective procedures and mention the awarding organization as well as the number of businesses that have previously engaged in these activities in the table below.

Name	Content & Procedures	Number of Companies
Equality award in the sector of Industry	The award was established in 2011. The purpose of the award is to disseminate information on new approaches and best practices that can inspire more companies to develop work on gender equality. It is hoped that the award will lead to increased gender equality in the industry and that more women will be promoted to leadership positions. Swedish Engineers - which is one of the parties behind the price - also believes that equality enterprises contribute to more creative environments, which in turn leads to increased profitability.	17
Future Woman leaders	For nine years in a row the Award presents a list of Future Women Leaders - a list of 75 influential women leaders under age of 36. The aim is to highlight and expose young female managers.	92 000 members, 20 sectors compound. Consist of bouth emplyeey and manager directors
Beautiful Business Award	Beautiful Business Award 2013 is a national competition that highlights entrepreneurial women as role models. Organizers are PwC, Tillväxtverket and network Driftig.nu. The competition shall appoint Entrepren of the year, Application developer of the Year, and Newcomer of the Year. In addition to the honor, the winner gets 50 000 SEK for	

	marketing space and consulting hours. Beautiful Business Award is promoting entrepreneurship based on innovation, sustainability and growth ambitions. It's business considering that inspires others.	

Source: _____
 Source: _____
 Source: _____

Year: _____
 Year: _____
 Year: _____

4.2 Information Requirements

This section examines whether and if so, which obligations businesses have with regard to providing information on gender equality. Do the following information requirements exist in your country? Please also list any additional information requirements in your country.

- Information requirement and public display of laws
- Training about these topics for employees
- Liability by signature on part of the employer and/or the employee
- _____
- _____
- _____

Please describe specific information requirements in your country, including the potential consequences and/or penalties for violation. (maximum of 250 words)

The Discrimination Act requires that all employers with at least 25 employees shall establish an equality plan every three years. Equality Ombudsman, is the regulatory authority, which means that the DO can check that employers follow discrimination Act. If an employer does not have equality plan, the employer may be sentenced to pay a fine.

The Discrimination Act requires that employers in addition do a survey of equal salary. The survey should be a ground to draw up an action plan for equal pay.

An equality plan is a plan of action to promote equal opportunities for women and men in the workplace. The goal is to increase equality in working life.

Women are paid less than men for the same job, women work more part-time and have temporary positions, it is more common that men have managerial positions. Equality plan counteract differences between women and men in the labor market.

Source: Equal Ombudsman
<http://www.do.se/>
Year: 2013

4.3 Measures of Work-Life Balance in Companies

The term work-life balance describes a situation in which a person's work life and her private life are in harmony with each other. A business's personnel policy with focus on work-life balance can be a competitive advantage on the job market. It can help with the recruitment and motivation of employees and the reduction of frequent staff turnover.

Which kinds of measures to enhance work-life balance exist in your country?

- Operational health management
- Shared leadership
- Parental leave – paid and unpaid leave until the child is 8 years old
- VAB (Care of a sick child) – paid until the child is 12 years old
- Part time work
- Wellness
-
-

Source: <http://www.forsakringskassan.se/arbetsgivare/foralder/>
Year: 2015

5. MODELS FOR EMPLOYMENT AND WORKING HOURS

There is an increased need for flexible working hours and employment models induced by parental leave or special care leave, but also by voluntary work and the wish for external training. Here, we would like to identify different models in France, Poland, Sweden, and Germany in order to apply these experiences to advice small and medium-sized enterprises (SMEs), if applicable.

5.1 Employment Models

Employment models include for example: full-time and part-time jobs, freelance work, student assistance, internships, mini- or respectively midi-job (minor employment), and temporary contracts.

What kind of employment models exist in your country?

This subsection does not purport to be complete. Its goal is to identify different employment models within the four participating countries. Please briefly explain any additional models you include in the list.

- Part-time employment
- Freelance work
- Student assistance
- Internship
- Mini-job
- Midi-job¹
- Temporary contracts

Source: _____

Year: _____

Source: _____

Year: _____

5.2 Temporary Contracts

What is the percentage of women with temporary contracts? _____ 21 %

(Suitable full time work is not offered)

What is the percentage of men with temporary contracts? _____ 7,5 %

Source: SCB Swedish statistics

http://www.scb.se/Statistik/Publikationer/LE0201_2013B14_BR_X10BR1401.pdf

Year: 2014

¹ In Germany, a job is called a midi-job when it is subject to social insurance contributions, although it is based on relatively low pay.

5.3 Part-time Jobs

What is the percentage of women employed part-time? 30 %

What is the percentage of men employed part-time? 11 %

Source: SCB Swedish statistics

http://www.scb.se/Statistik/Publikationer/LE0201_2013B14_BR_X10BR1401.pdf

Year: 2014

5.4 Legal Framework: Working Hours

Flexible working hours distinguish from normal or obligatory working hours in terms of the location and amount worked on a daily, weekly, monthly, or other basis. Among other things, these include flextime, trust-based working hours, or home office.

Has your country passed one or more laws on working hours? yes no

If so, how is this law called? Working Hours Act _____

Do EU regulations help with the implementation of the national regulations on working hours? yes no

If there is a law on working hours, please explain the main focus of the law. Please address different models of flexible working hours, in particular. If applicable, please analyze how the EU could support small and medium-sized enterprises in implementing working hours arrangements. (maximum of 500 words)

Working Hours Act has rules about how much you are allowed to work per day, per week and per year. It takes up duty hours and preparedness, what kind of breaks and pauses they are entitled to and what applies for night workers.

The Work Environment Act also has specific rules about how those who are under 18 may work.

Working Hours Act applies, with certain exceptions, all work carried out in Sweden. The law applies regardless of whether the case of a Swedish or a foreign company, as long as the business is conducted here.

Working Hours Act is partly based on EU mandatory rules of the [Directive 2003/88 / EC](#) on working hours in some aspects. The Directive allows the employees to conclude a collective agreement on working time, but it contains certain standards of weekly, daily and total weekly working hours.

Source: Swedish Work Environment Authority

<http://www.av.se/inenglish/>

Year: 2015

5.5 Modes of Flexible Working Hours

What are the different modes of flexible working hours applicable in your country?

This subsection does not purport to be complete. The aim is to identify different modes of flexible working hours in the four participating countries. This can be helpful in order to broaden and improve the modes of flexible working hours in the participating SMEs in other countries. Please briefly explain any additional models you include in the list.

- Flextime²
- Job sharing³
- Amorphous or volatile flextime⁴
- Trust-based working hours
- Home office
- Bandwidth model⁵
- Sabbatical⁶

- _____
- _____
- _____
- _____
- _____

Source: _____
 Source: _____

Year: _____
 Year: _____

5.6 Working Hours Accounts

Accounts for working-hours track the time that the employee has actually worked (including holidays, sick leave, overtime etc.) manually or electronically and offsets it against the working hours outlined in the Collective Agreement or Contract of Employment. This way, the employee can collect flextime credit or debit that needs to be cleared within a specified time period.

Do businesses in your country have the opportunity to implement accounts for working hours? yes no

If so, is there a legal framework for accounts for working hours? yes no

If so, please briefly explain the legal framework for the organization and administration of accounts for working hours. If applicable, refer to different modes of such systems. (maximum of 250 words)

² The number of the daily working hours can be chosen freely within this framework. An obligatory time may determine the minimum presence within a given time frame.
³ Distribution of the normal working hours within two or more persons who share their workplace.
⁴ The amount of the working hours is set, the location and the duration of the working hours can be selected freely by the employee and it is not checked on by the business.
⁵ In some weeks during the year, the employee is allowed to work shorter or longer hours in accordance with the business' current needs.
⁶ Sabbatical refers to the company's permission of continuous, often long-term, recreational leave. For example, to clear time credit or as unpaid leave.

New laws, such as the EU Working Time and the Swedish Working Hours Act, imposes certain business rules that must be followed. The conditions of employment can vary from different sectors and businesses but also different forms of employment. Various unions have different possibility's to influence the employees.

Source: Directive [2003/88/EC](#)

http://europa.eu/legislation_summaries/employment_and_social_policy/employment_rights_and_work_organisation/c10418_sv.htm

Year: 2015

Source: _____ Year: _____

How many SMEs use accounts for working hours? _____ 100 %

Source: _____ Year: _____

If you are unable to provide reliable information on the use of working hours accounts in SMEs in percentages, please briefly assess the prevalence of such systems in SMEs in your country. (maximum of 100 words)

Source: _____ Year: _____

6. DEVELOPMENT OF HUMAN RESOURCES AND TRAINING

Training and other measures of personnel development focus on average on (1) full-time rather than part-time employees and on (2) professional and managerial staff compared to lower-level positions. This topic aims at analyzing whether there are differences between women and men with regard to participation in training, as well as the length, content, and scheme of training.

6.1 Participation in Training

What is the percentage of female employees participating in training?	68	%
What is the percentage of female employees in professional ⁷ and managerial positions ⁸ ?	21	%
What is the percentage of female employees in professional and managerial positions participating in training?	90	%
What is the percentage of female employees in part-time jobs?	30	%
What is the percentage of female employees in part-time jobs participating in training?		%
What is the percentage of male employees participating in training?	72	%
What is the percentage of male employees in professional and managerial positions?		%
What is the percentage of male employees in professional and managerial positions participating in training?		%
What is the percentage of male employees in part-time jobs?	11	%
What is the percentage of male employees in part-time jobs participating in training?		%

Difficult to find divided statistics on woman and men at different positions in training

Source: Folkhälsomyndigheten
<http://www.folkhalsomyndigheten.se/pagefiles/19159/Oppna-jamforelser-2014-Folkhalsa.pdf>

Year: 2014

6.2 General Conditions of Training

This section aims at identifying whether and to what extent the length and content of training differs across women and men. If you are unable to quantify, please try to give an estimate on the basis of the relevant literature. Please use the box below.

⁷ A professional employee is commonly described as a person who has successfully completed an industrial, managerial, or other professional training.

⁸ An employee in a managerial position is commonly described as a person who takes on managerial responsibilities in a business. These include planning, organizing, controlling, or leadership. In this study, we consider the Managerial Director and three managerial sub-levels (MD-3).

How often a year do women take part in training? At least once a month - x per year
How many days a year do women take part in training? _____ days per year
How often a year do men take part in training? _____ x per year
How many days a year do men take part in training? _____ days per year

Source: _____ Year: _____

What is the content of the training sessions that women predominantly participate in? Please give an assessment and provide at least two sources as evidence. (maximum of 100 words)

Gymnastics, aerobics

Source: Riksidrottsförbundet
http://www.rf.se/ImageVaultFiles/id_29067/cf_394/SvenskarnasIdrottsvanor.PDF
Year: 2014

Source: _____ Year: _____

What is the content of the training sessions that men predominantly participate in? Please give an assessment and provide at least two sources as evidence. (maximum of 100 words)

Football, Soccer

Source: Riksidrottsförbundet
http://www.rf.se/ImageVaultFiles/id_29067/cf_394/SvenskarnasIdrottsvanor.PDF
Year: 2014

Source: _____ Year: _____

If you would like to add anything with regard to the general conditions of training across female and male participants, you have the opportunity to do so using the box below. (maximum of 250 words)

--

Source: _____

Year: _____

6.3 Training Models

Training models include, for example: internal and external training, dual, e-learning and collaborative qualifications.

What are the kinds of training models applicable in your country?

This subsection does not purport to be complete. The aim is to identify different kinds of training models in the four participating countries. These might be helpful in order to establish similar programs in the participating businesses that are equally open to female and male employees and which are based on the experience of other countries.

(a) Internal training

- Job rotation
- Internal mentoring
- Leadership development
- Workplace integrated trainings
- Trainee

Source: _____

Year: _____

(b) External training

- Training (for personal development, e.g., professional, methodological, interpersonal, or social skills)

- External mentoring

Source: _____

Year: _____

(c) Dual qualifications

- Dual studies⁹

⁹ Based on the dual training system in Germany, dual studies refer to a university degree with fixed blocks of practical training in businesses.

Source: _____

Year: _____

(d) E-learning

Distance learning

Blended learning

Source: _____

Year: _____

(e) Collaborative qualifications

Collaborative training venture¹⁰

Source: _____

Year: _____

If you have added other models of training and qualifications, please briefly assess how they promote equality or whether they are susceptible to further discrimination. (maximum of 250 words)

Source: _____

Year: _____

Source: _____

Year: _____

¹⁰ Collaborative training venture refers to the co-operation of individual businesses in the vocational training. Participating businesses support each other with the practical training if one business is not able to teach specific skills due to the in-business procedures.

7. SALARY STRUCTURES

There is a significant salary gap between women and men in similar or equivalent positions in Europe. The human resources strategy oriented towards structural changes aims at achieving an equal value and equal pay of the work done by women and men. Therefore, this section compares the salary structures of women and men.

7.1 Average Income

What is a man's average annual income in your country? 42 000 EUR/annually

What is a woman's average annual income in your country? 32 000 EUR/annually

Source: SCB Swedish statistics

http://www.scb.se/Statistik/_Publikationer/LE0201_2013B14_BR_X10BR1401.pdf

Year: 2014

7.2 Differences in Pay Levels (Gender Pay Gap)

The Gender Pay Gap (GPG) describes the average difference in hourly wages and thus the direct income differences between women and men in the national economy. It can be distinguished between adjusted and unadjusted Gender Pay Gaps, where the adjusted GPG removes any bias inferred by different infrastructures, such as differences in education, career choices, and qualifications of women and men.

What is the unadjusted Gender Pay Gap in your country? 14,3 %

What is the adjusted Gender Pay Gap in your country? 5,9 %

Source: Medlingsinsitutet

http://web.archive.org/web/20120211181956/http://www.mi.se/pdfs/pdfs_2011/Rapp_loneskilln_2010.pdf

Year: 2010

7.3 Gender Pay Gap in Managerial Positions

The proportion of women in managerial positions is significantly lower when compared to men. In addition, they usually earn less in these positions than men in equivalent roles. Therefore, this section identifies the gender pay gap in managerial positions.

What is the Gender Pay Gap in managerial positions¹¹ in your country? 5 %

41 400 kr for men, och 39 700 kr for woman

Source: Ledarna

http://www.ledarna.se/globalassets/rapporter/lonestatistik/rapport_om_chefsloner_2013.pdf

Year: 2014

¹¹ The definition in section 3.1 is used here. Managerial positions refer to the Managerial Director as well as the three managerial sub-levels.

8. COMPATIBILITY OF JOB AND PRIVATE LIFE

The objective of this topic area is to analyze the conditions that allow the compatibility of the job with the family/private life. These include the employee's rights such as maternity protection, parental benefit and leave as well as child care, and employment with children. In order to map this topic area adequately for each country, it is beneficial to also analyze the role models of women and men.

8.1 Legal Framework: Maternity Protection

Maternity protection describes the protection of mothers before and after their child's birth. This includes prohibition of employment, protection against dismissal for pregnant women and mothers as well as a maternity insurance, i.e. continued payment during the mother's absence. EU Directive 92/85/EEC has established consistent minimum standards to secure and improve the health protection of pregnant and breast-feeding female employees. It further regulates maternity leave and potential discrimination at work. The next section aims at explaining the legal framework of maternity protection in the four participating countries.

Is maternity leave legally regulated in your country? yes no

If so, please explain the characteristics of maternity protection in your country. Also focus on the maximum length and the financing of maternity leave as well as the protection against dismissal and prohibition of employment. (maximum of 250 words)

Parental leave Act Issued 24th of May 1995

An employee has the right, as a parent to leave from her or his employment in accordance with his Act.

A female employee is entitled to full leave in connection with her child's birth during a continuous period of at least seven weeks prior to the estimated time for delivery and seven weeks after the delivery. If she is not on leave for another reason, two weeks of this maternity leave shall be obligatory during the period prior to or after the delivery. The employee is also entitled to be on leave for breast feeding the child.

An employer may not disfavour a job applicant or an employee for reasons related to parental leave under this Act, when the employer

- decides on an employment issue, selects a job applicant for an employment interview or implements other measures during the employment procedure,
- decides on promotion or selects an employee for training for promotion,
- decides on or implements other measures concerning vocational training,
- decides on or implements other measures concerning other training or vocational counselling,
- applies pay or other terms of employment,
- manages and distributes work, or
- gives notice of termination, summarily dismisses, lays-off or implements other significant measures against an employee.

However, this prohibition does not apply if the different terms and conditions or different treatment are a necessary consequence of the leave. (SFS 2006:442)

A female employee who is expecting a child, has recently given birth to a child or is breast feeding is entitled to be transferred to other work while retaining her employment benefits, provided that

she has been prohibited from continuing her regular work under a regulation issued under Chapter 4, Section 6 of the Work Environment Act (1977:1160). (SFS 2003:373)

Source: Parental leave Act

<http://www.government.se/content/1/c6/10/49/85/f16b785a.pdf>

Year: 24th of May 1995

Source: _____

Year: _____

8.2 Legal Framework: Parental Leave

Parental leave describes the legal right to unpaid exemption after child birth. In this section, it is relevant to us whether or not parental leave is implemented in your country and if so, how it is legally regulated.

Do you have legally regulated parental leave in your country? yes no

If so, please explain how this is regulated in particular with regard to the length and the recipient of parental leave (mothers/fathers/grandparents). You can also briefly describe the historical development of parental leave in your country. (maximum of 250 words)

In Sweden, parents are entitled to 480 days of parental leave when a child is born or adopted. This leave can be taken by the month, week, day or even by the hour. Women still take most of the days – in 2012, men took about 24 per cent of parental leave.

For 390 days, the maximum parental allowance is SEK 946 (EUR 105.0, USD 137.0) a day, as of 2013. For the remaining 90 days, the daily allowance is SEK 180. Sixty days of leave are allocated specifically to each parent, and cannot be transferred to the other. In addition, one of the parents of the new-born baby gets 10 extra days of leave in connection with the birth or 20 days if they are twins.

Parents who share the transferable leave allowance equally get a SEK 50 daily bonus for a maximum of 270 days.

Adopting parents are entitled to a total of 480 days between them from the day the child comes under their care. A single parent is entitled to the full 480 days.

Your employer does not cover the cost of your parent leave benefit, instead the Swedish Social Insurance Administration (Försäkringskassan) pays out the benefits.

Source: Parental leave Act

<http://www.government.se/content/1/c6/10/49/85/f16b785a.pdf>

Year: 24th of May 1995

Source: _____

Year: _____

8.3 Effective Use of Parental Leave

This section aims at comparing the legal framework with the actual conditions of parental leave. For example, while fathers often have the opportunity to take parental leave, they are unlikely to do so or only take parental leave for a short time period.

What is the percentage of mothers in parental leave in your country? 80 _____ %

On average, how long do mothers take parental leave in your country? 281 days

What is the percentage of fathers in parental leave in your country? 20 _____ %

On average, how long do fathers take parental leave in your country? 59 days

Source: SCB Swedish statistics På tal om kvinnor och män
http://www.scb.se/Statistik/Publikationer/LE0201_2013B14_BR_X10BR1401.pdf

Year: 2010 (2013) _____

8.4 Legal Framework: Parental Benefits

Parental benefits are transfer payments by the government to families in order to support the livelihood of small children. They are predominantly paid as compensation. Parental benefits are paid even if maternity leave has come to an end. The length of payments varies across the EU member states.

Does your country have a parental benefits scheme? yes no

How is the payment of parental benefits regulated in your country?

As parental benefits widely vary across countries, please explain the length of payments and the amount of benefits paid in your country. If there are alternative measures to parental leave or different schemes related to parental benefits, you can mention them below. (maximum of 250 words)

See 8.2 Legal Framework: Parental Leave

Source: _____

Year: _____

Source: _____

Year: _____

8.5 Role Models of Women and Men

This section is dedicated to the discussion of traditional gender roles in the participating countries. Please briefly discuss the characteristics and/or behavior typically associated with women and men in your country. Talk about the historical developments and analyze whether they disappeared or still exist today. (maximum of 500 words)

Parts of historical development of parental insurance from 1974-2014

- 1974 Parental allowance is introduced. The benefit is 90 percent of salary for 180 days and must be used before the child is 8 years old. Parental insurance replaces the previous maternity insurance. Men are entitled to be reimbursed for care of children on the same terms as woman. Sickness benefit for sick children was introduced. 10 days per family per year for children under 10 years. The benefit is 90 percent of salary.
- 1980 Maternity allowance is introduced and includes women who have been physically exhausting work. It can be given from the 60th to the 11th day prior to delivery.
- Temporary allowance can be utilized for 60 days per child per year, the age limit is raised to 12 years.
- The father is entitled to parental benefit for 10 days in connection with childbirth, with an allowance of 90 percent of salary.
- 1995 "Mummy / daddy month" is introduced and the number of parental leave days increased to 450. Each parent has 30 days and cannot be transferred to the other parent. The compensation is 90 percent of salary.
- The right to temporary parental benefit can be transferred to another person to care for the child when the child is sick instead of the parent.
- 1996 Compensation during "mummy / daddy month" is lowered to 85 percent. Of 390 days; 300 with 75 per cent of salary and 90 with the guaranteed amount.
- Temporary allowance and maternity allowance is reduced to 75 percent of salary.
- 1997 The compensation for "mummy / daddy month" reduced further to 75 percent.
- 2002 Parental leave is extended by 30 so-called sick leave days to 480 days. 60 days are reserved for each parent and is not transferable.
- 2008 Gender equality bonus: tax deductions imposed upon withdrawal of the parental allowance. The maximum bonus can be given about these days shared equally.
- Municipalities are authorized to impose a municipal childcare allowance for children aged 1-3 years for children who do not use publicly funded childcare.
- 2010 For single parents who are sick and unable to care for their child (under 3 years) introduced the ability to allow any other person who stays home from work to receive temporary parental benefit for the care of the child.
- 2012 Double Days introduced in the parental allowance. Parents are entitled to take parental simultaneously in 30 days during the child's first year.
- 2014 The limit for parental payment extended to 12 years. The 390 days of parental benefit at sickness benefit level and the 90 days on the lowest level divided by half to each parent.

Source: SCB Swedish statistc "På tal om kvinnor och män"
http://www.scb.se/Statistik/_Publikationer/LE0201_2013B14_BR_X10BR1401.pdf
 Year: 2014

Source: _____ Year: _____
 Source: _____ Year: _____

8.6 Child Care

How is child care regulated in your country?¹² Please check whether the different kinds of child care listed below exist in your country. Subsequently, you have the option to add any other kinds of child care that exist in your country. If you use this option, please briefly describe each of them.

- Day nursery¹³
- Kindergarden
- After-school care¹⁴
- Play groups
- Day care (nannies)
- Day school¹⁵
- Day trips¹⁶
- _____
- _____
- _____
- _____
- _____

Source: _____ Year: _____
 Source: _____ Year: _____

8.7 Legal Framework: Child Care

Does a legal entitlement to childcare exist in your country? yes no

If so, what does this right entail? Please explain the financial framework of the child care and whether or not different requirements apply for children at different ages. If there are any additional incentives for child care, you can also explain them here. (maximum of 250 words)

Childcare is included in the Education Act since 1998. According to the Education Act all municipalities are obliged to offer parents childcare from the child's first year to the day before their 13th birthday. This Act has "forced" municipalities to expand its childcare even if they did not have enough money or staff.

Since 1 July 2011, a new Preschool Act entitles all three-year olds to attend preschool.

¹² The following forms of child care are excluded from this analysis: schools, boarding schools, and children's homes.
¹³ Special kind of child care for infants and toddlers.
¹⁴ This kind of child care integrates to formal schooling and takes places in the afternoon.
¹⁵ Day schools are an alternative to after-school care clubs. Students are taken care off over large parts of the day.
¹⁶ Day trips describe day care of children during school holidays. They can take place on individual days or over a couple of days during the week.

Daycare for each child cost around 160 000 SEK per year. In Sweden most of the cost for childcare is covered by the tax. Still parents must pay a fee to have their children at daycare/preschool. The fee depends on the household income per year. It also depends on how many children you have and in which municipality you live in. A maximum fee is approximately 1260 SEK

Source: Skolverket (The Swedish National Agency for Education)
<http://www.skolverket.se/regelverk>

Year: 2013

Source: _____

Year: _____

8.8 Effective Condition of Child Care

Regardless of any legal entitlement to child care, this section analyzes the effective condition of child care. The analysis provides the basis to evaluate the need for flexible working hours, such as part-time employment or home office.

Does your country provide enough places for the care of children under the age of 3? yes no

Does your country provide enough places for the care of children aged 3 and above? yes no

What is the percentage of children under the age of 3 accommodated in public or private care? 50 _____ %

What is the percentage of children aged 3 and above accommodated in public or private care? 95 _____ %

If the percentages are low or do not meet the legal standards, please elaborate on the possible reason below. (maximum of 250 words)

Source: Skolverket (The Swedish National Agency for Education)

[http://www.skolverket.se/om-skolverket/publikationer/visa-enskild-publika-
tion?_xurl_=http%3A%2F%2Fwww5.skolverket.se%2Fwtpub%2Fws%2Fskolbok%2Fwpubext%2Ftrycksak%2FRecord%3Fk%3D2983](http://www.skolverket.se/om-skolverket/publikationer/visa-enskild-publikation?_xurl_=http%3A%2F%2Fwww5.skolverket.se%2Fwtpub%2Fws%2Fskolbok%2Fwpubext%2Ftrycksak%2FRecord%3Fk%3D2983)

Year: 2012

Source: _____

Year: _____

8.9 (Part-time) Employment for Parents

This section is about general employment for parents, but it also deals with part-time employment of mothers and fathers. It is noteworthy that mothers are more inclined to take part-time jobs in comparison to fathers and that the traditional role of women as a housewife and mother persists in some regions in Europe.

What is the percentage of permanently employed fathers at working age? 74 _____ %

What is the percentage of permanently employed mothers at working age? 42 _____ %

What is the percentage of fathers at working age in part-time jobs? 11 _____ %

What is the percentage of mothers at working age in part-time jobs? 30 _____ %

Source: SCB: Statistics Sweden

http://www.scb.se/sv/_/Hitta-statistik/Artiklar/Allt-fler-mammor-jobbar-heltid/

Year 2013

Source: _____

Year: _____