



Project Equality Platform and Standard

Workshop Tuesday 24 May 2022

Promoting gender equality in the labour market across borders



09:15 – 09:45

Portuguese outlook

“An Initiative-taking approach to equality planning and equal pay”

By Heloísa Perista, Antonieta Ministro and Anita Sares

09:45-10:15

Icelandic outlook

“Equality plans for companies and institutions”

By Jón Fannar Kolbeinsson



AN INITIATIVE-TAKING APPROACH TO EQUALITY PLANNING AND EQUAL PAY

Project EQUALITY PLATFORM AND STANDARD

WORKSHOP | 24 MAY 2022

NORWAY | Oslo

Programme Operator



Project Promoter



Project Partners

Instituto Português da Qualidade



Likestillings- og diskrimineringsombudet

PORTUGAL | General Information

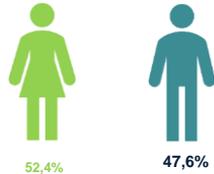
Mainland + Madeira Island + Azores Island

Area 92 212 km²

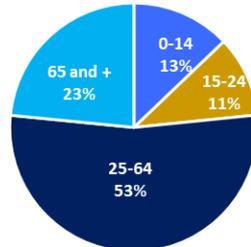
Population

Total: 10 344 802 | Madeira 250 769 | Açores 236 440

Population by sex



Population by age group



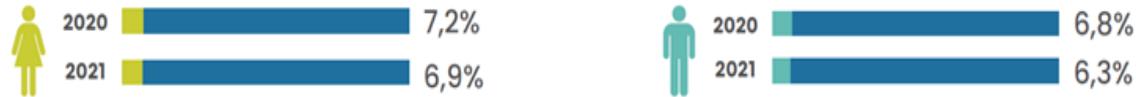
Asymmetries between women and men in the labour market in Portugal

Main indicators

Employment rate (20-64 years old)



Unemployment rate



Share of part-time in the total employment by sex



Source: Statistics Portugal, Labour Force Survey



Asymmetries between women and men in the labour market in Portugal

Gender Pay Gap



Gender Pay Gap in 2019 was:

- 14.0% in basic wages
- 17.1% in earnings

€223/ month

is the amount that women lose relative to men (earnings).

Source: GEP/ MTSSS, Barometer of Pay Differences between Women and Men, 2021, 3rd edition.



Asymmetries between women and men in the labour market in Portugal

Gender Pay Gap

Pay differences between women and men in average basic wages and earnings, by level of education - 2019

	Basic wages	Earnings
Tertiary Education	26,2%	26,9%
Secondary and post-secondary education	19,8%	22,9%
Basic education or less	16,6%	21,4%

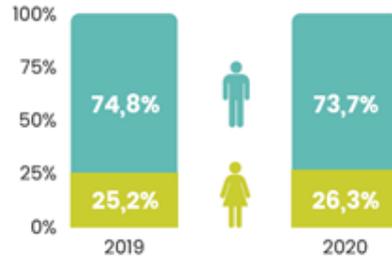
Source: GEP/ MTSSS, Barometer of Pay Differences between Women and Men - 2021, 3rd edition



Asymmetries between women and men in the labour market in Portugal

Decision-making

Members of executive boards of enterprises of Portuguese Stock Index - PSI20, by sex



Source: INE, System of integrated company accounts

Management positions in Public Administration, by sex



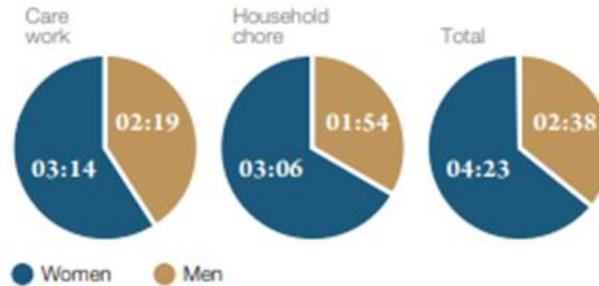
Source: DGAEP - SIOE (data available on 2022-01-21)



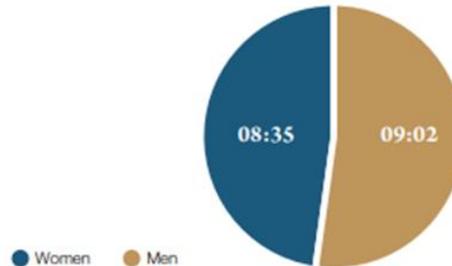
Asymmetries between women and men in the labour market in Portugal

Unpaid / Paid working time

Average time of unpaid work on the last working day by sex (hours:minutes)



Average paid working time by sex (hours:minutes)



Source: The Use of Time by Men and Women in Portugal, CESIS/CITE, 2016



Public Policies on Gender Equality in the Labour Market in Portugal

Gender Equality and Combating Discrimination - XXIII Government Programme

- Promote the realisation of gender equality in employment, wages and working conditions
- Assess the impact of the law on equal pay between men and women and the progress:



- ✓ deepen measures for a more transparent wage policy;
 - ✓ procedures for comparative analysis of wages and earnings;
 - ✓ identify situations of discrimination and solutions for correction.
- Ensure compliance with gender parity laws in the management bodies of public companies and listed companies and ensure a balanced representation in the management positions of the Public Administration



Public Policies on Gender Equality in the Labour Market in Portugal

Gender Equality and Combating Discrimination - XXIII Government Programme

- Promote equality in the provision of care and the sharing of domestic and family tasks between women and men
- Reinforce the mainstreaming of policies to promote gender equality, namely by expanding the experience of gender equality budgeting in different government areas
- Combat all forms of violence, in particular against women, with an emphasis on domestic violence



Public Policies on Gender Equality in the Labour Market in Portugal

The Agenda for Equality in the Labour Market and Business

Five strategic areas of intervention:

- Fighting inequalities and wage disparities
- Fighting segregation in occupations
- Parenting
- Reconciliation between personal, family and professional life
- Parity in decision-making positions



Reporting Duties for Employers | Addressing the Equality Plans

Law no. 62/2017 establishes the Regime of the balanced representation between women and men in the administrative and supervisory bodies of the entities of the public sector and listed companies.



Balanced Representation between Women and Men

From 2018 onwards, it is mandatory to fulfil a minimum share of the less represented sex on the boards of directors and supervisory bodies of the state-owned companies and listed companies:

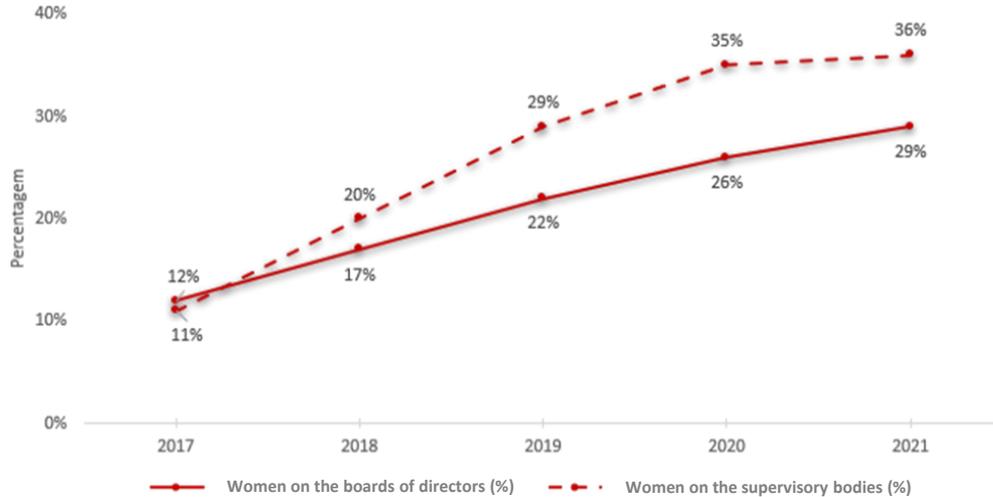
- In **state-owned companies** at least **33.3 % of the positions** on the boards of directors and supervisory bodies have to be **filled by women**
- In **listed companies**, the minimum is **20 % in 2018** and rises to **33.3 % in January 2020**

If the minimum threshold of women and men in boards is not met, the law provides for sanctions



Balanced Representation between Women and Men

Proportion of women on the Boards of Directors and Supervisory Bodies of Listed Companies 2017-2021



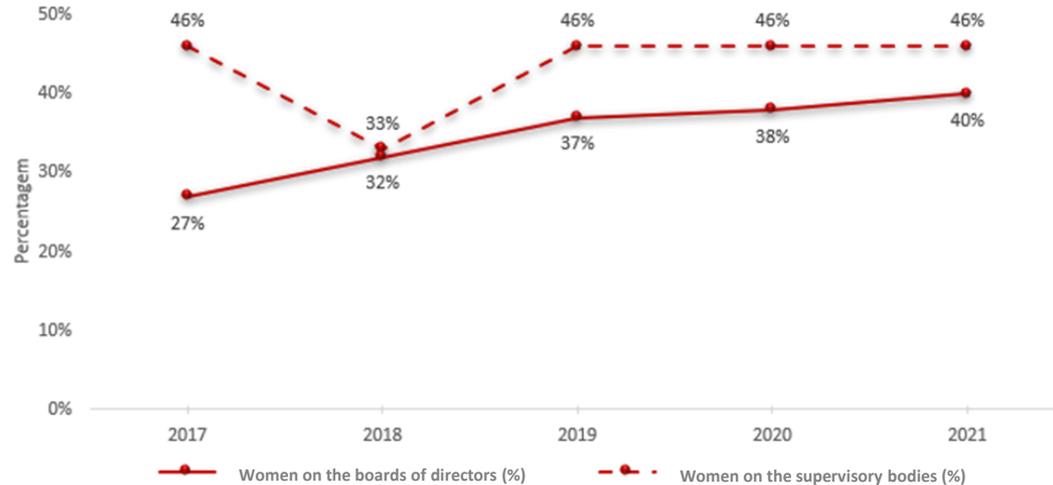
Number of listed companies	
2017	46
2018	40
2019	39
2020	39
2021	38

Source: CMVM - Data as of December 31 of each year



Balanced Representation between Women and Men

Proportion of women on the Boards of Directors and Supervisory Bodies of State-owned Companies 2017-2021



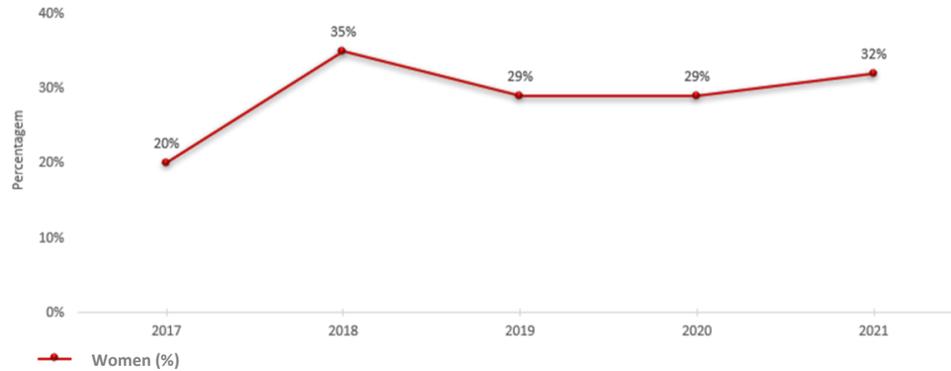
No. State-owned companies	
2017	167
2018	181
2019	179
2020	168
2021	183

Source: DGAEP - Data as of December 31



Balanced Representation between Women and Men

Women on the Boards of Directors of the Local State-owned Companies 2017-2021 (%)



	No. Local State-owned companies
2017	186
2018	158
2019	173
2020	177
2021	181

Source: DGAL - Data as of December 31



Equality Plans

The law also requires state-owned companies and listed companies to **draw up annual Equality Plans** and publish them on their websites.

The **Equality Plans** must follow what is foreseen in the document “Guide for the elaboration of equality plans”.  [Equality Plans](#)

This Guide covers the following areas:

- a) Equal access to employment;
- b) Equality in working conditions;
- c) Equal remuneration;
- d) Protection in parenting;
- e) Work-life balance.

This Guide includes:

- a) Diagnostic support matrix;
- b) Support matrix for monitoring of the equality plan;
- c) Matrix to verify the implementation of the equality plan and the compliance with CITE’s recommendations.

Equality plans must include a section on monitoring their implementation.



Equality Plans

The annual **Equality Plans** have to be sent to the Commission for Citizenship and Gender Equality (CIG) and to the Commission for Equality in Labour and Employment (CITE)

CITE may issue and publish **recommendations on the Plans**.



Can address:

- The equality plan structure;
- The set out of the equality plan objectives and strategies;
- The coherence and adequacy of the measures, actions and practices adopted to achieve the objectives.  [Equality Plans](#)



Equality Plans

The Portal for Equality at Labour and Companies



- Aims to facilitate the preparation and submission of the annual Equality Plans.
- To have access companies need to register
- Gives guidance to prepare equality plans, complying with the requirements and deadlines in force.

 [Equality Plans](#)



Equality Plans

Equality Plans submitted and CITE's Recommendations

Sector	Entities	Equality Plans 2020	Equality Plans 2021	Equality Plans 2022
State-owned companies	242	14	68	49
Local state-owned companies	179	20	45	65
Listed companies	39	27	31	31
Total	460	61	144	145
<i>CITE's Recommendations</i>		27	108	66



Equality Plans

Key challenges in this measure:

- Make companies to draw up their equality plans since there are no sanctions for non-compliance with the law.
- Show companies that carry out a self-diagnosis in terms of gender equality and draw up an equality plan with strategies and actions to intervene in various dimensions of the company is an opportunity for improvement.
- Make companies look at equality plans as a strategic instrument for promoting gender equality in companies and for improving human resources management.
- Companies to effectively take in CITE's recommendations.



Reporting Duties for Employers | Addressing the Gender Pay Gap

Law no. 60/2018 on measures to promote equal pay for women and men workers for equal work or work of equal value



Equal Pay for Women and Men

This law contains **four types of mechanisms** that enforce the principle of equal pay for equal work and of equal value

- **Annual availability of data** about pay differences, both by sector of activity (barometer) and by company (balance sheet)
- Companies have an **obligation to ensure a transparent wage policy** based on objective and non-discriminatory criteria
- Companies are required to have a transparent pay policy, based on the objective **evaluation of job components** and if pay discrimination is alleged, companies are notified by Labour Inspectorate to **submit a plan** that evaluates their pay disparities. The plan should be presented in 120 days implemented in the course of one year. After implementation, the company shows results: **justification of pay disparities and/or correction of pay discriminations**
- **Workers may request** the Commission for Equality in Labour and Employment **to issue an opinion** on the existence of pay discrimination based on sex.



Barometer on Pay Disparities

Improving data

- The law requires the production of regular data on pay disparities by sector and company level (including disaggregated data by occupation and qualification level)
- The information is prepared by the Strategy and Planning Office of the Ministry of Labour, Solidarity and Social Security, on the basis of information (already) provided by companies on an annual basis (Quadros de Pessoal)
- It includes sector-level data on the adjusted gender pay gap. The adjusted GPG used in the Barometer is similar to the factor weighted GPG used by the ILO (Rosalia Vazquez-Alvarez, 2018), i.e. by “grouping” women and men in homogenous groups according to pre-determined factors, and taking the weighted average of these groups in total population



Barometer on Pay Disparities

Improving data on pay disparities

Going beyond the gender pay gap

The **Barometer** is meant to:

- Improve statistics
- Raise awareness
- Promote a wide-ranging debate on equal pay in the Portuguese society
- Provide employers with updated, reliable and detailed data that enables them to better understand how their respective economic activity sector is positioned in terms of pay disparities



The Barometer is an instrument for employers understanding the individual evaluation of pay disparities. It includes general and sector-level data on the factor-weighted GPG, thus it provides an innovative source of information on this subject.



Balance on Pay Disparities

- Is generated by companies on the basis of the information on pay included in the Quadros de Pessoal (mandatory annual submission of information, about companies and workers, by the employer to the Ministry of Labour) with the help of an app developed by the initiative of GEP/MTSSS. In this sense, since information about the company and its response is a legal obligation, it is available for consultation only by the company itself and, for inspection purposes and/or preventive activity, by Labour Inspectorate;
- Is aligned, in terms of indicators and results, with the information that is made available on the Barometer (macro level, national statistics).



Complaints on Pay Discrimination

Information requests	Complaints
5	2

- CITE had issued **binding opinions** where it concludes that there is evidence of wage discrimination based on sex.
- CITE **notified the workers and the employers** of its binding opinion, so that the latter can justify the evidence of discrimination or present corrective measures adopted, within 180 days



PROJECT Equality Platform and Standard

OBJECTIVES:

- **Design a platform to monitor the implementation of public policies and compliance with legal instruments within the framework of the Agenda for Equality in the Labour Market and Business**
 - **Prepare the Portuguese Reference Document for an Equal Pay Management System**
- Mapping public policies already in force and new ones
 - Linking the indicators already used, as well as others to fill existing gaps and that can be identified as useful
 - Taking as an example, and in the framework of the exchange of best practices with the Icelandic project partner, the Icelandic Standard ÍST 85:2012 - Equal wage management system - Requirements and Guidance. This Standard served as a reference for the discussion and elaboration of the Portuguese Standard for an Equal Pay Management System, by the Technical Committee constituted under the scope of the project.



AN INITIATIVE-TAKING APPROACH TO EQUALITY PLANNING AND EQUAL PAY

Project EQUALITY PLATFORM AND STANDARD

WORKSHOP | 24 MAY 2022

NORWAY | Oslo

Thank you!



Commission for Equality in Labour and Employment

CITE

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no Trabalho e no Emprego**

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Portuguese outlook

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Icelandic outlook

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Jafnréttisstofa

Equality plans

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jonfannar@jafnretti.is



Equality plans

- Article 5 of the Act on legal Status and Rights Irrespective of Gender provides the grounds for Equality plans
 - All companies and institutions that employ 25 or more people must make an equality plan or intergrate equality matters into their personnel policies.
 - The Equality plan must uphold the rights that are stated in art. 6, 12, 13 and 14 of the Act.



- What are those rights?
 - Art. 6: General provision regarding pay equality
 - Art. 12: Vacancies, vocational training, retraining and continuing education
 - Art. 13: Reconciliation of work and family life
 - Art. 14: Gender based violence, gender based harassment and sexual harassment



Art. 6 General provisions regarding pay equality

- Women, men and persons whose gender is registered as neutral in Registers Iceland shall be paid equal pay and enjoy equal terms of employment for the same jobs or jobs of equal value.
- “Equal pay” means that pay shall be determined in the same manner for all persons regardless of gender. The criteria based on which pay is determined shall not involve gender discrimination. Workers shall always be permitted to disclose their pay terms, should they so choose.”



Art. 12: Vacancies, vocational training, retraining and continuing education

- “Employers shall take necessary measures to ensure that women, men and persons whose gender is registered as neutral in Registers Iceland have equal opportunities regarding retraining, continuing education and vocational training, and to attend courses held to enhance vocational skills or to prepare for other assignments occupations.”



Art. 13: Reconciliation of work and family life

- “Employers shall take the measures necessary to enable their employees to reconcile their professional obligations and family responsibilities, irrespective of gender. Such measures shall, inter alia, be aimed at increasing flexibility in the organization of work and working hours in such a way as to take account of both employees’ family circumstances and the needs of the labour market, including facilitating the return of employees to work following maternity/paternity or parental leave or leave from work due to pressing and unavoidable family circumstances.”



Art. 14: Gender based violence, gender based harassment and sexual harassment

- “Employers and the directors of institutions, civil society organizations and sports and youth organizations shall take special measures to protect their employees, students and clients from gender-based violence, gender-based harassment or sexual harassment in the workplace or institution, social activities or schools. If a superior is charged with alleged gender-based violence, alleged gender-based harassment or alleged sexual harassment, he or she shall be non-competent to take decisions regarding the working conditions of the plaintiff during the examination of the case, and the next superior shall take such decisions.”



Equality plans ensure active equality work in the labour market

- An Equality Plan is primarily intended to analyze and evaluate the present situation in the workplace and tear down the obstacles that may stand in the way of employees. Informed staff is a prerequisite for active equality work in companies and institutions.
- It is in interest for the labour market that employees are enthusiastic and happy, and that everyone's knowledge and experience can be utilized. Investing in employees does not only deliver an improved work environment but also improved competitiveness.



Projects and actions in Equality plans

- Creating a just environment where equality prevails among all genders, is no different than any other project. It demands preparations, goal setting, decisions on methods and last but not least, the will to follow up on those decisions.
- It's important that the projects/objectives are well defined from the beginning and that they are presented to the staff in a sufficient way, this needs to happen both as the Equality Plan is in the making and, as it's put into use.
- A Project Execution Plan must follow the Equality Plan and ways to reach predetermined goals need to be defined. In the project execution plan, it needs to be clear who is responsible for what and how to follow up on projects/objectives.



- One of the “pre” conditions when obtaining equal pay certification is to have a valid Equality plan
- The Directorate of Equality must review the equality plan and approve it for it to become valid
 - This ensures that the Equality plans meet the legal requirements set forth in legal Act no. 150/2020



**Morning break until
10:45**

Promoting gender equality in the labour market across borders



10:45-11:30

**Norwegian outlook:
What are the barriers for women in
the labour market in Norway?**

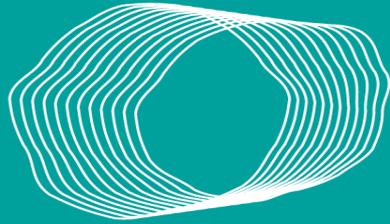
*By Mari Teigen, Research professor
and director at CORE – Centre for
Research on Gender Equality*

11:30-12:00

**Norwegian outlook: Activity and
Reporting Duty: Promoting equality
and prevent discrimination in the
Norwegian labour market**

*By Thomas Jahren, senior advisor at
the Ombud*





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LDO EEA seminar



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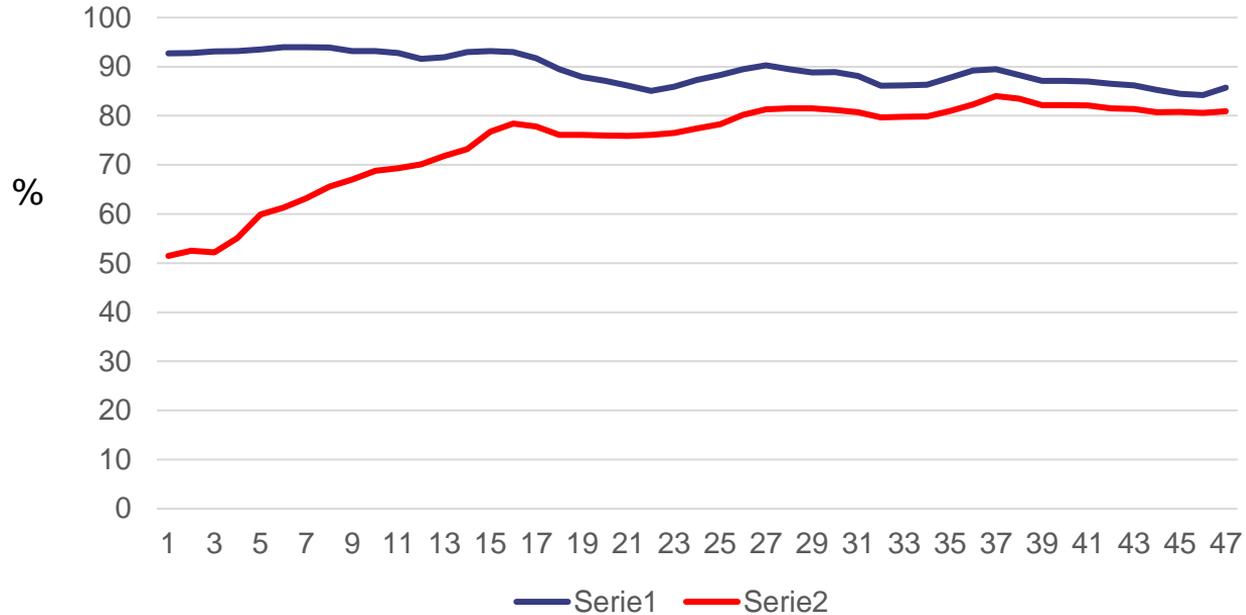
Gender equality in Norway: Progress, challenges, policies



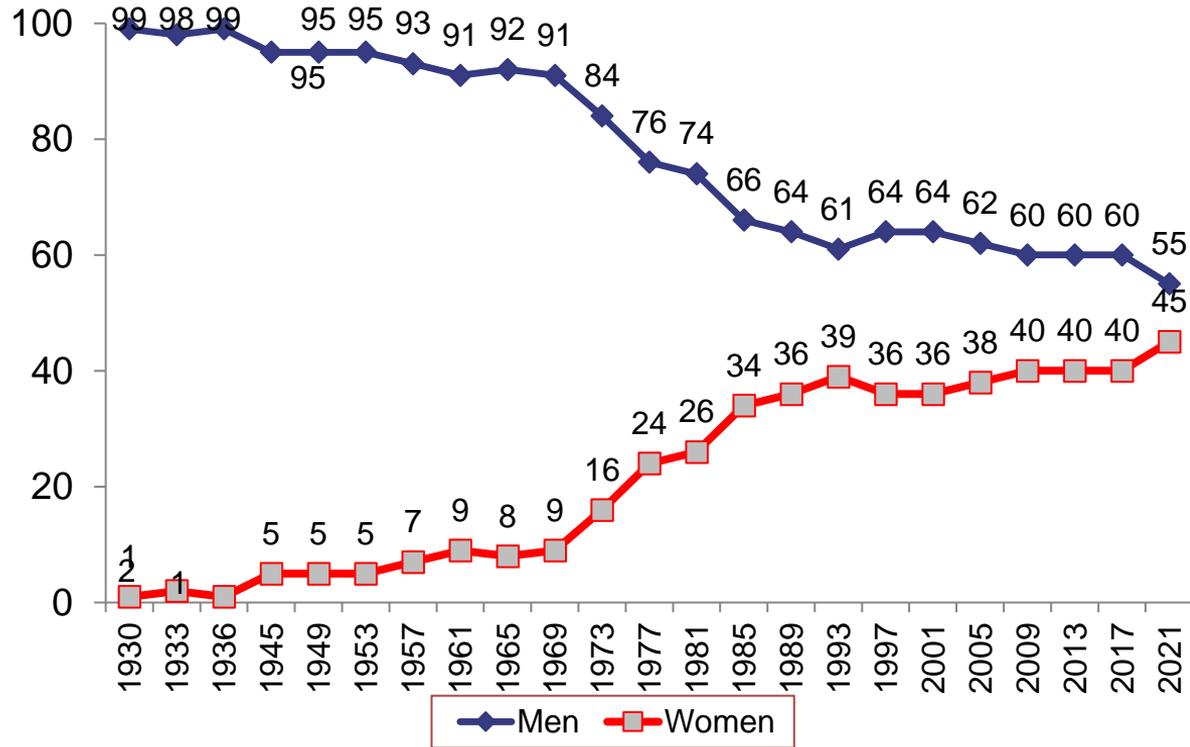
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Some examples of gender equality progress

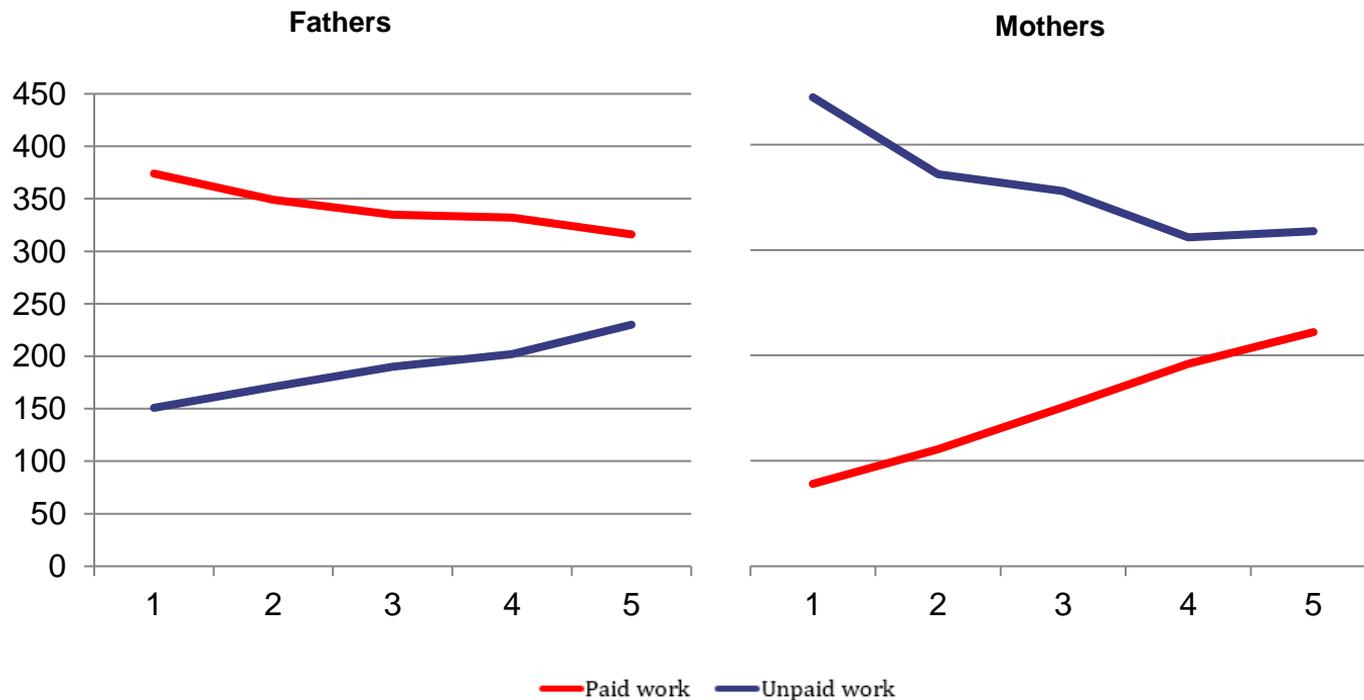
Closing the gender gap in employment of men and women, 25-54 years



Closing the gender gap in political representation: The Norwegian Parliament



Closing the gender gap in time-use. Fathers and mothers with children 0-14 years (average per day, minutes).





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Remaining challenges

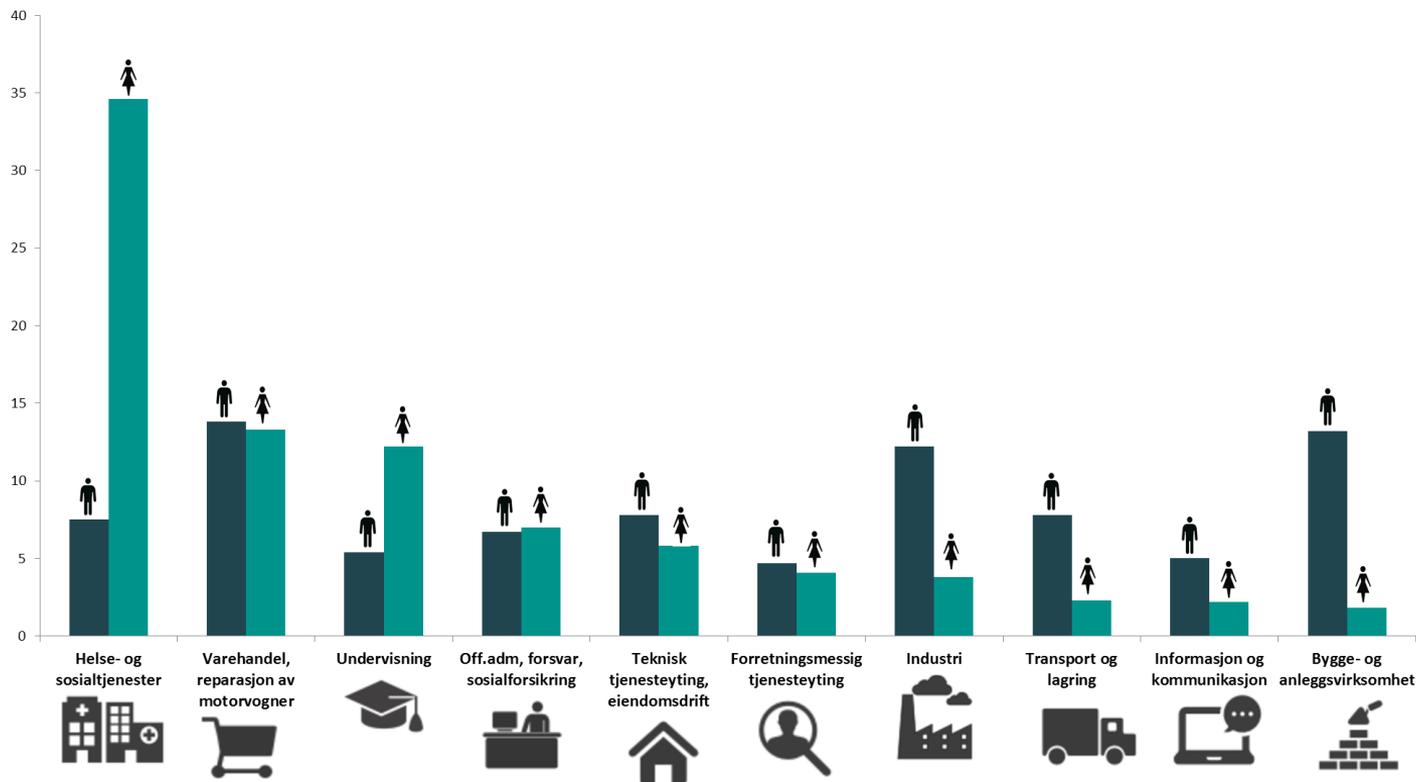
- Labour market segregation
- Part-time work
- The gender pay-gap
- Male dominance in top-positions



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Labour market segregation

The gender segregated the labour market



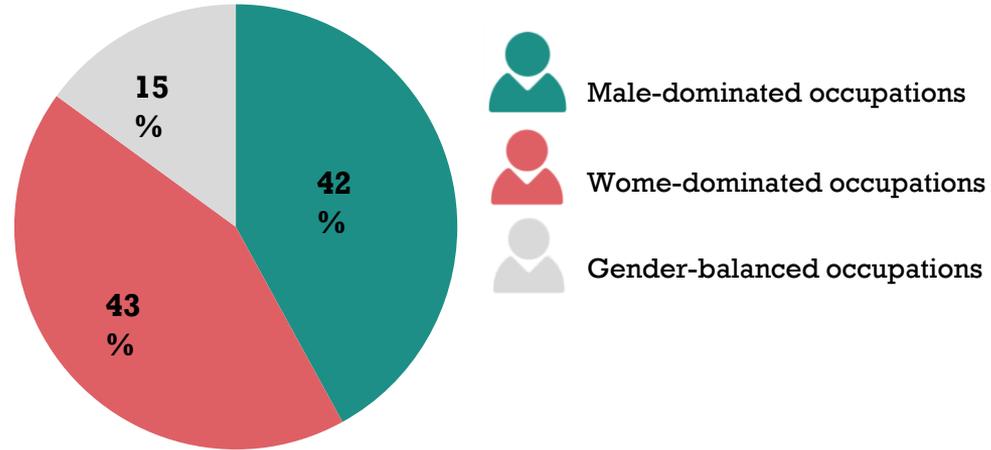
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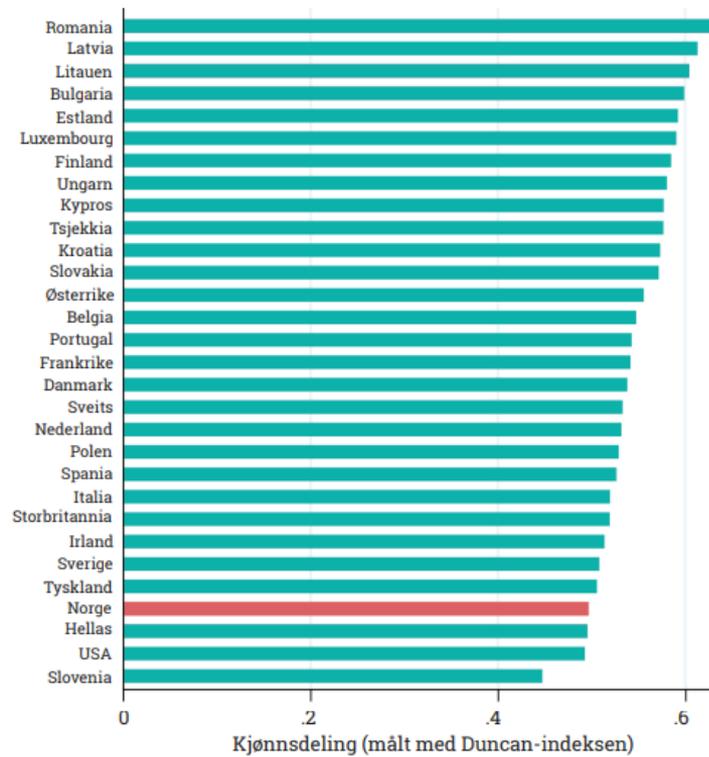
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www.likestillingsforskning.no

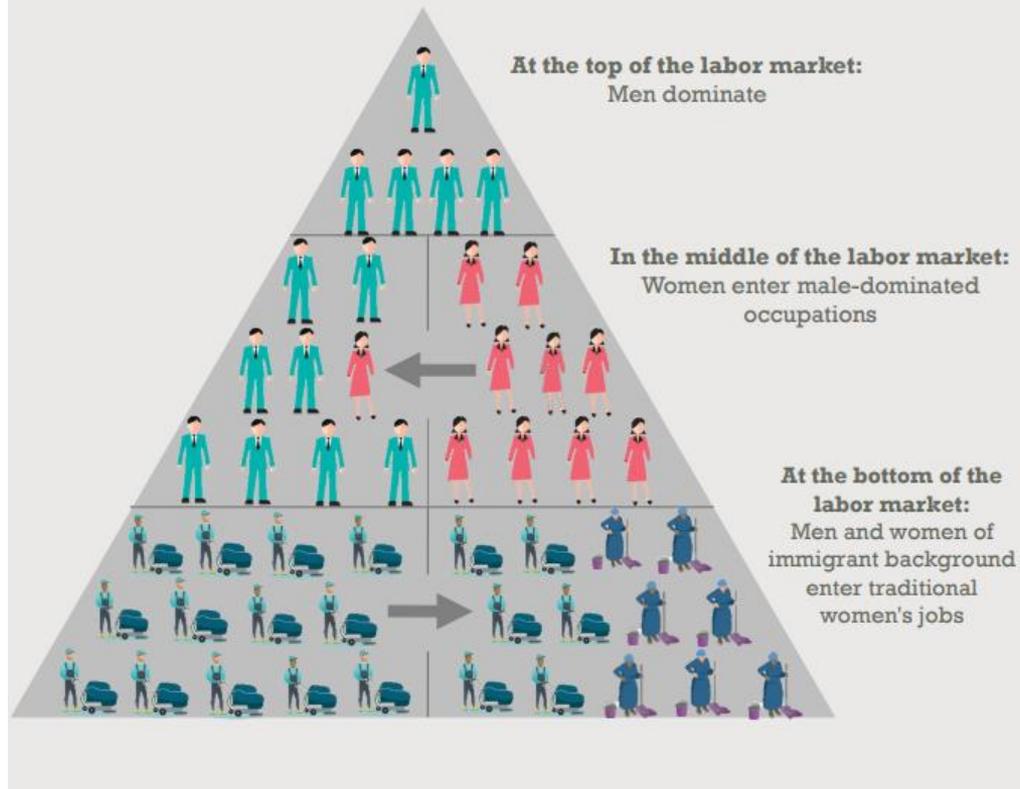
www.samfunnsforskning.no

The gender segregated labour market





#1 CHANGES IN THE GENDER SEGREGATED LABOR MARKET

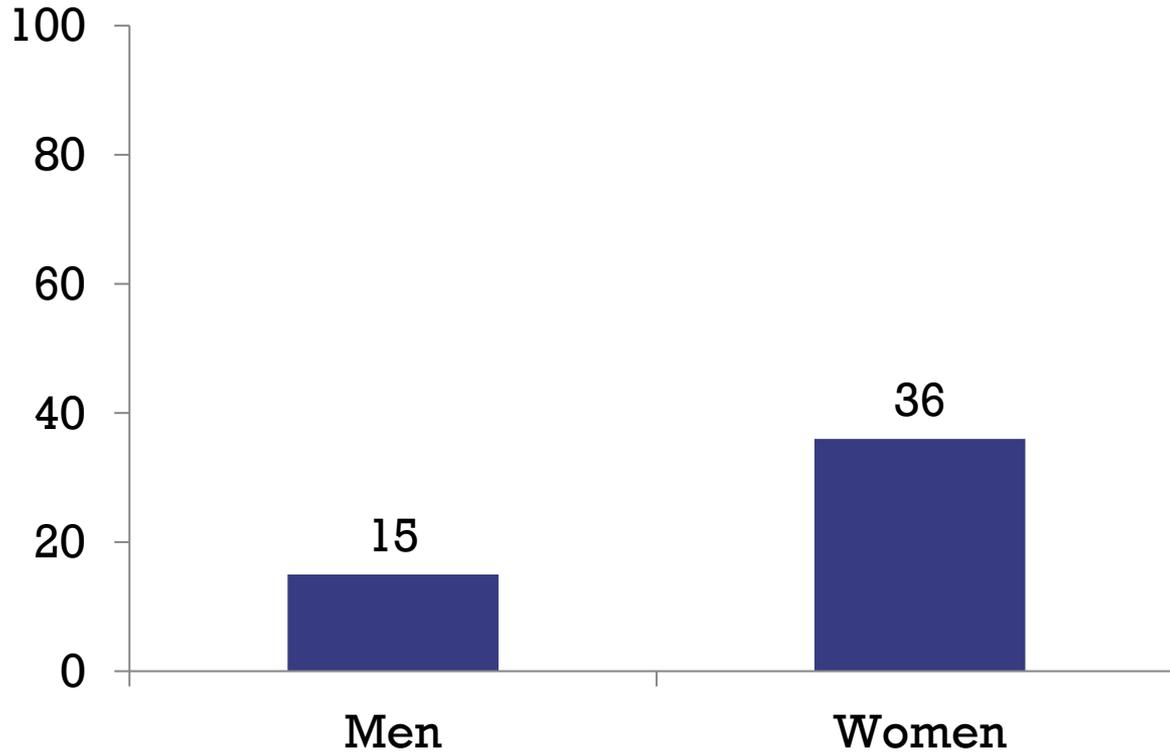




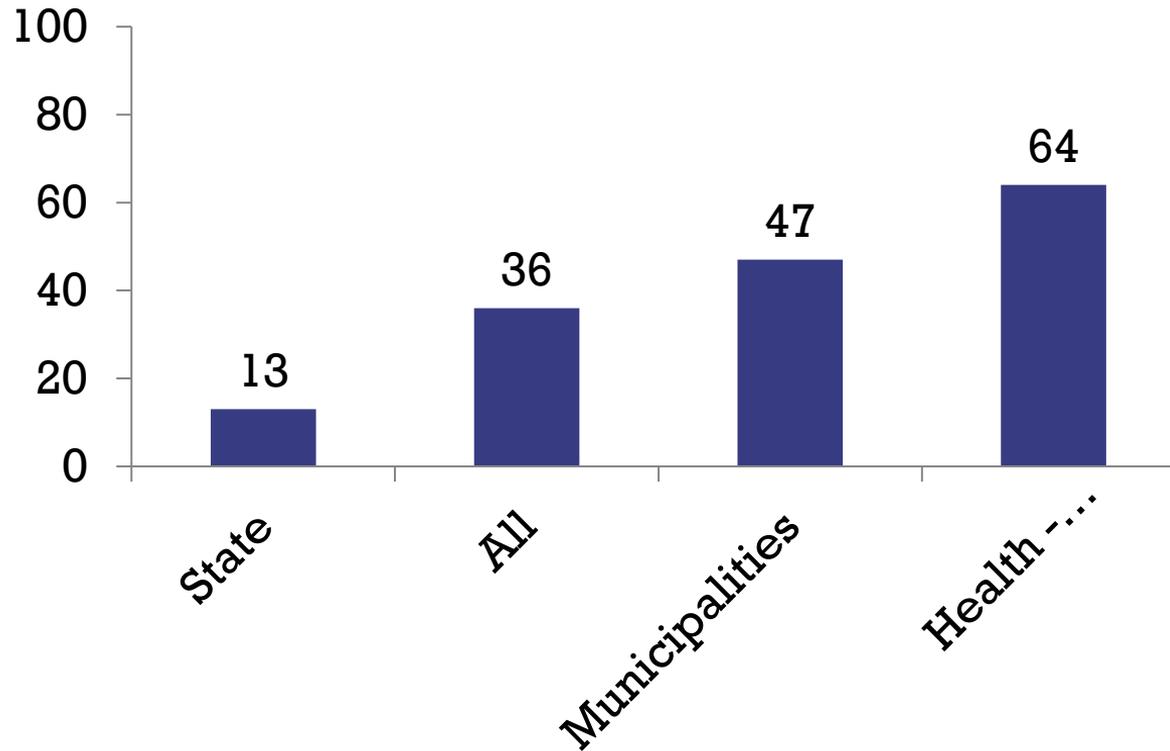
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Part-time work

Percent in part-time positions



Percent women in part-time positions across sectors



Part-time work

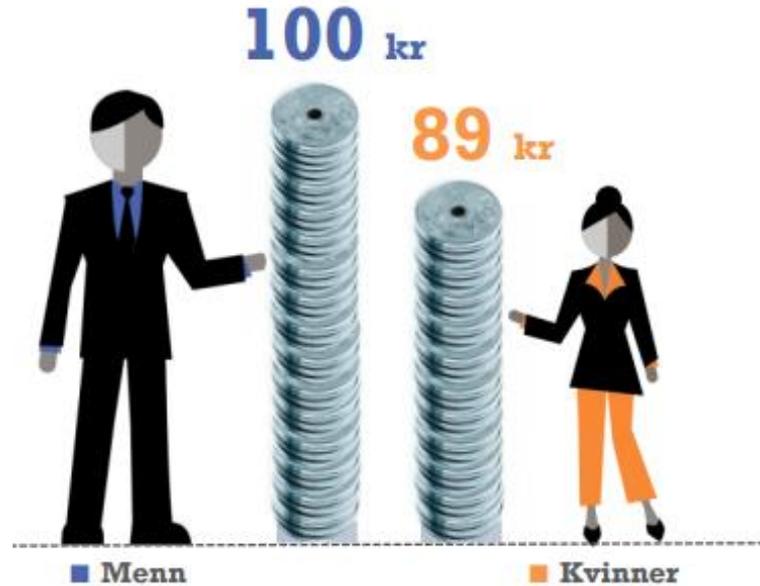
- Part-time, at first an adjustment to family obligations and small children
- Today, women with small children work part-time to a little degree
- Part-time positions needs to better understood institutionally and structurally



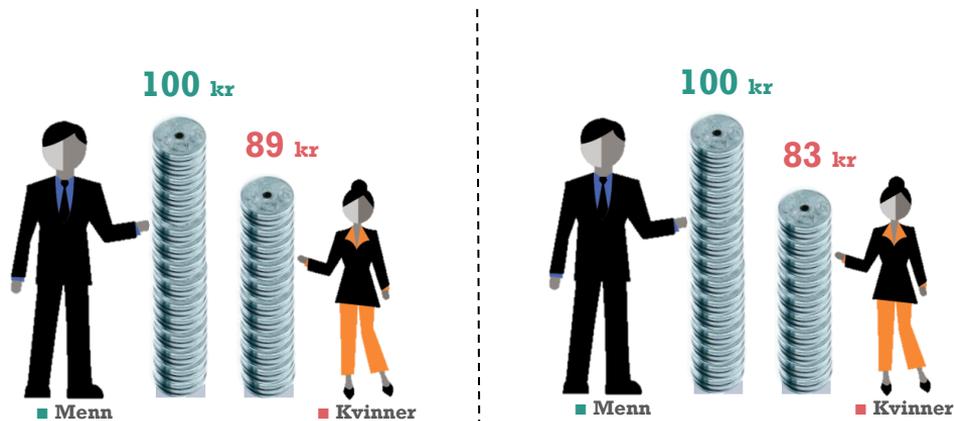
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The gender pay-gap

THE GENDER PAY GAP



#1 HOURLY WAGES: MEN AND WOMEN WITH BACHELOR DEGREE



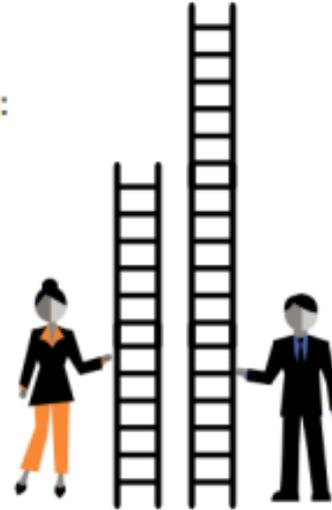
#4

GLASS CEILING?

Hourly wages for low-paid workers:
6 percent lower for women.

Hourly wages for workers in the
middle of the wage structure:
8 percent lower for women.

Hourly wages for top earners:
19 percent lower for women.



Equal-Pay: Egalitarian Inequality

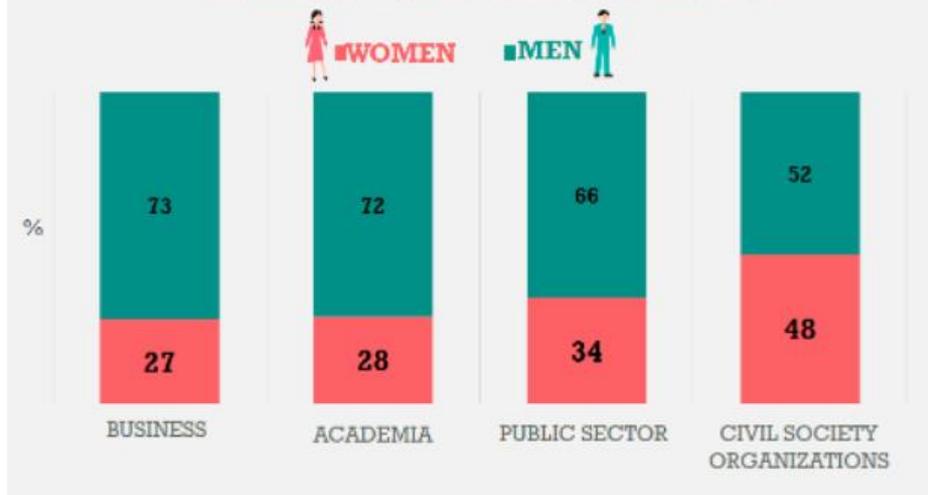
- Norway is characterized by relatively small wage differences, but wage differences between women and men are maintained by female-dominated occupations being payed less than male-dominated occupations
- But, these are occupations where there is great need of personnel in the years to come
- Pay is important for status and probably for the recruitment of men



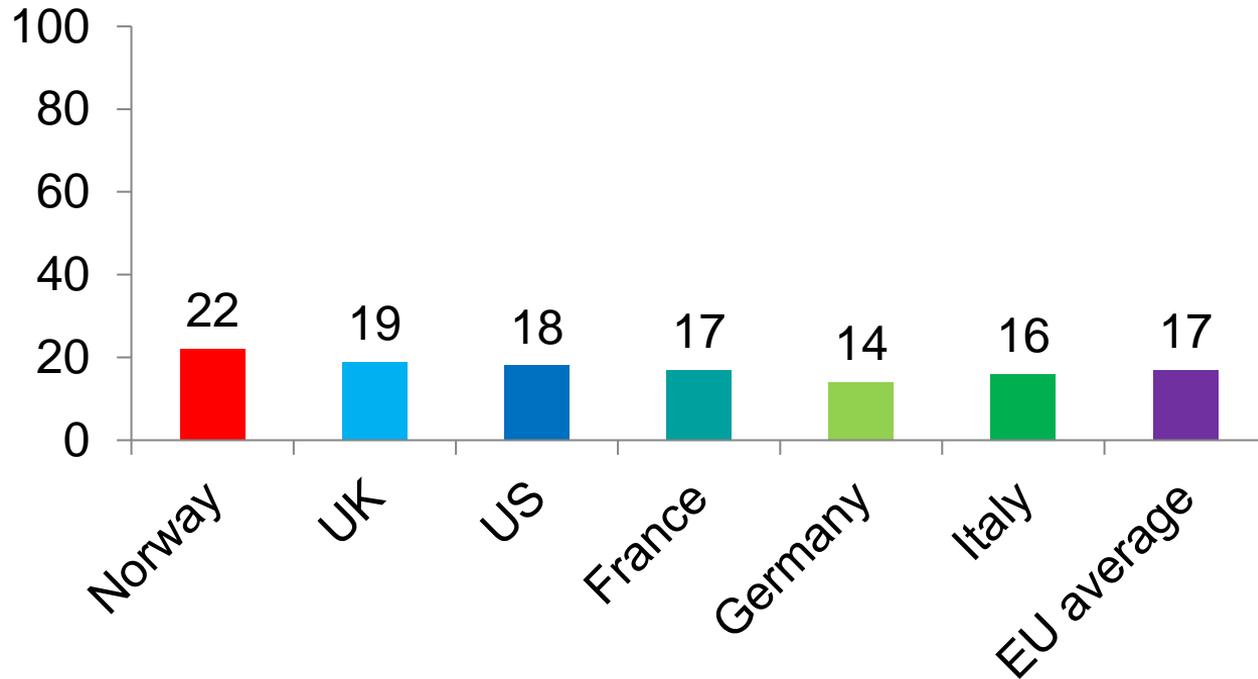
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Male-dominance in top-positions

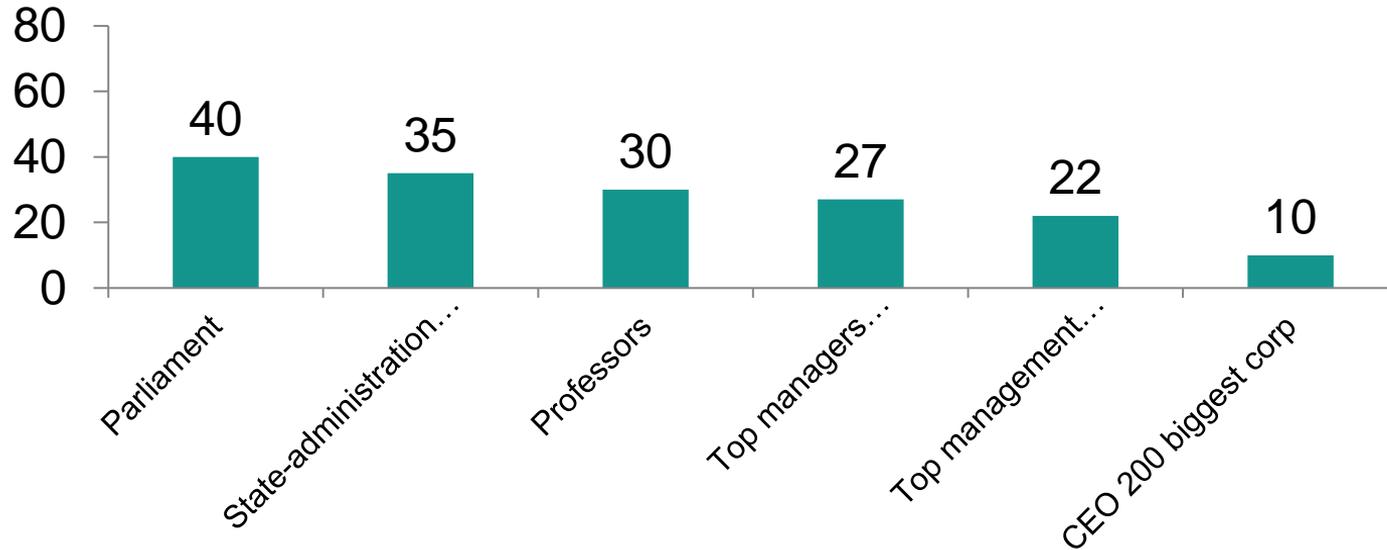
#1 MALE-DOMINANCE ON THE TOP



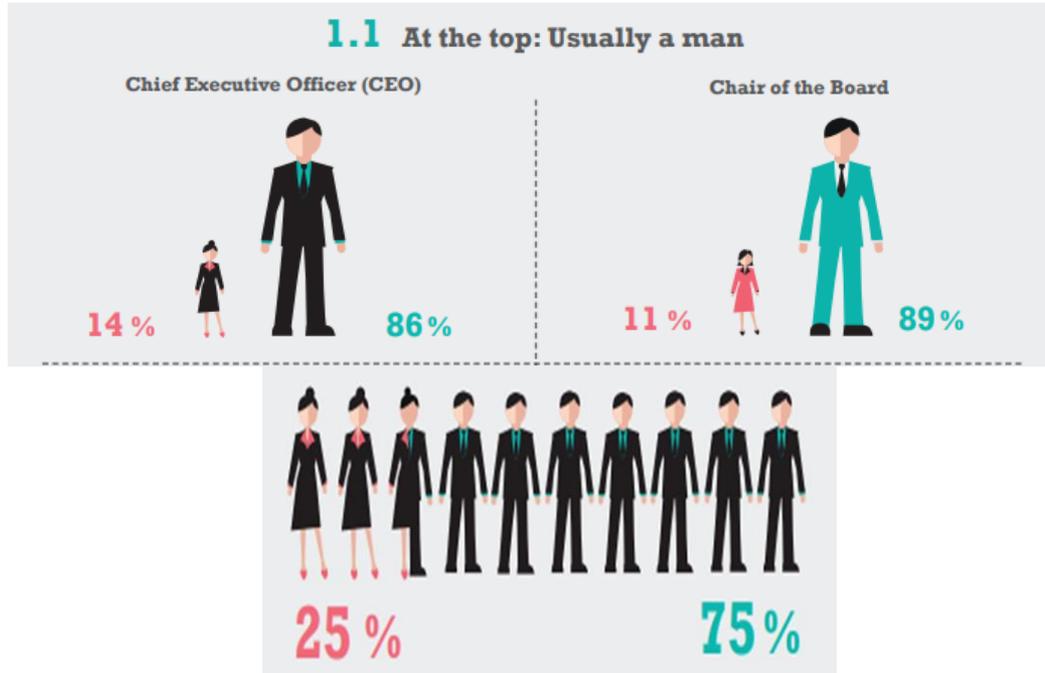
Percent women in top-management groups in the largest listed companies



Proportion women in top positions by sectors in Norway



The gender segregated labour market





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Policies

Main pillars of Norwegian/Nordic gender equality policy

- Equality legislation
- Gender Mainstreaming / activity duties
- Work-life balance policies
- Gender quotas and preferential treatment



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Equality and Anti-Discrimination legislation

Equality and Anti-discrimination legislation

- Important features:

- Equal treatment (promote the position of women)
- Activity duties (public authorities, employers, industrial relations)
- Preferential treatment (positive action)
- Gender quotas / regulation of gender balance



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Gender mainstreaming

Gender mainstreaming

- Main strategy for gender equality policy to integrate equality perspectives into all policy-making
- Legally anchored in Equality legislation , as well as in EU and UN equality policies and directives
- Sweden in the for-front, still most evaluations are negative



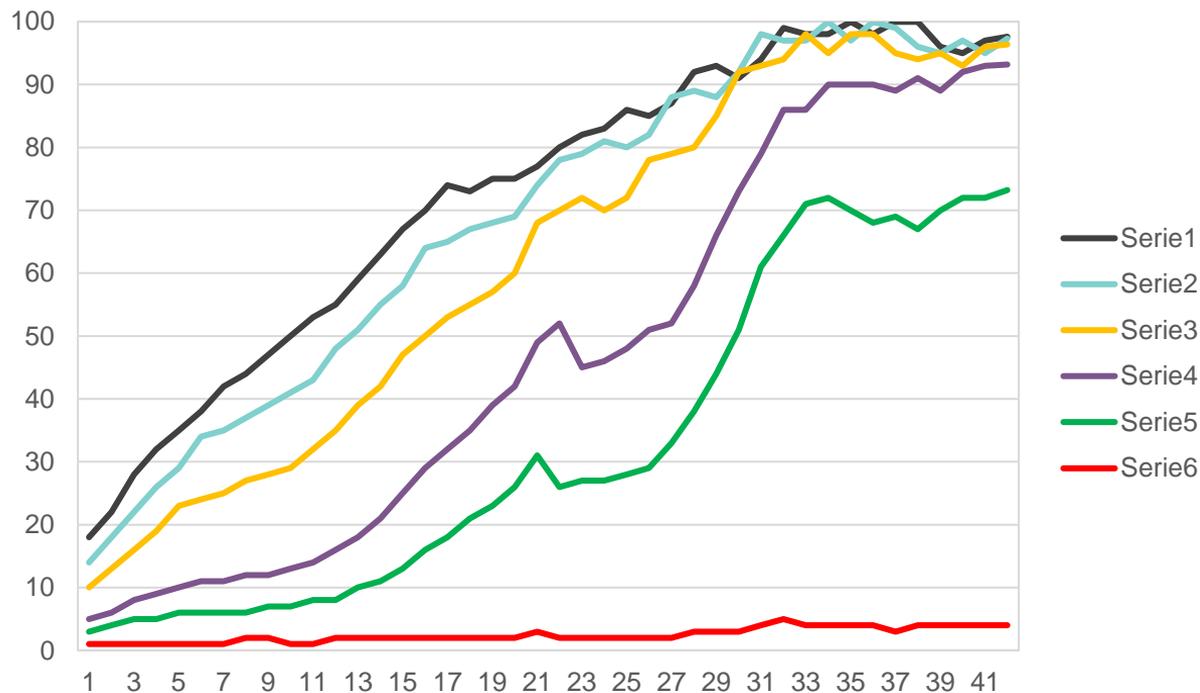
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Work-family policy

Work-family policy

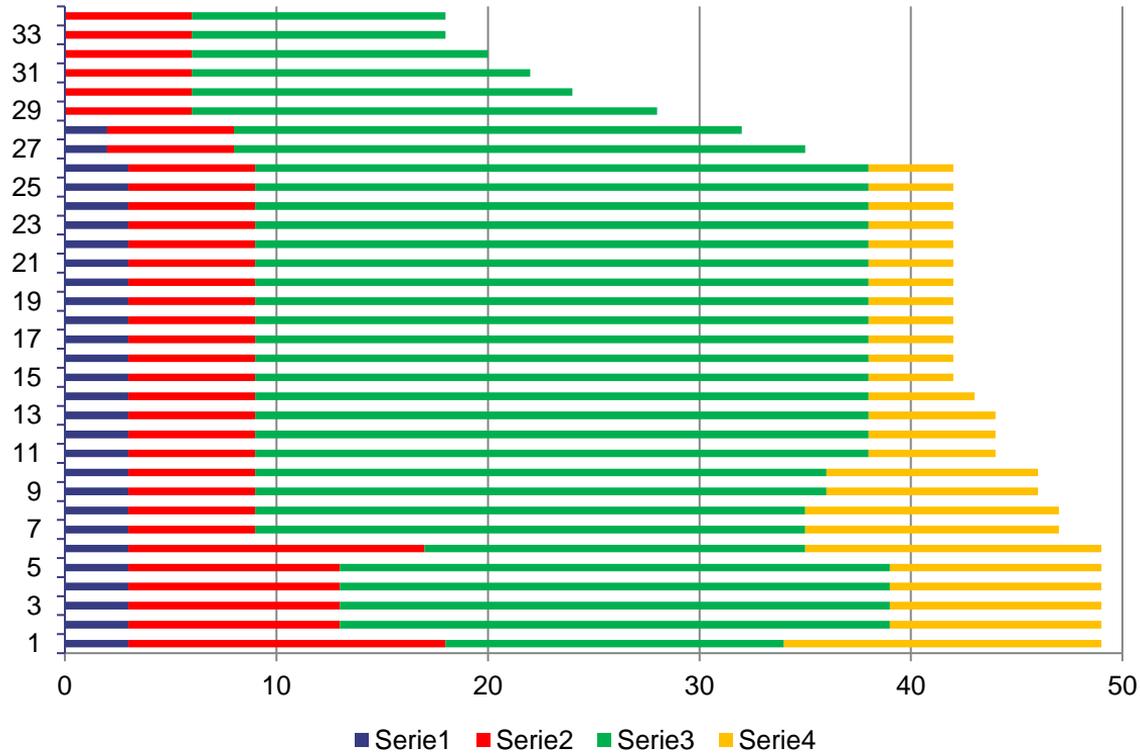
- Parental leave, including «daddy-quota»
- Public subsidized child-care institutions

Changes in proportion of children by age-groups in child-care centers



Source: Children in kindergarten, Statistics Norway

Parental leave, weeks 100 % wage compensation 3+15+15+16=49 weeks





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Gender quotas

	Type	Adoptions	Procedure
Party politics	Voluntary	Left party 1974 Socialist left party 1975 Labour party 1983 Centre party 1989 Christian democratic party 1993	Every second man and women Minimum 40 % internal party bodies
Public commissions	Legislation: Equality- and Anti-Discrimination Act	Aim of both gender 1981 Minimum 40 % each gender 1988 Included in municipal legislation 1992	Minimum 40 %
Corporate boards	Legislation: Company's Act	2003 – 2008/2009	Minimum 40 %



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Why gender equality?
Because it is right, fair and profitable

**CORE
INDICATOR**

ECONOMIC BENEFITS OF **WOMEN** IN THE WORKFORCE

#1 WEALTH

Contributions to Norway's wealth:

NATURAL RESOURCES AND CAPITAL

25 %



**HUMAN
RESOURCES**

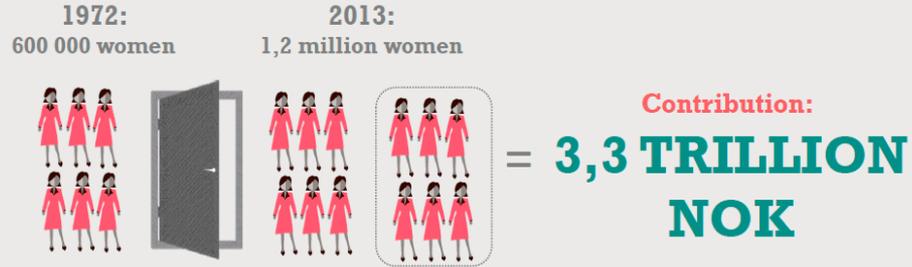
75 %



- Norsk økonomis vekst pga kvinners yrkesaktivitet

#4 GENDER EQUALITY PAYS OFF

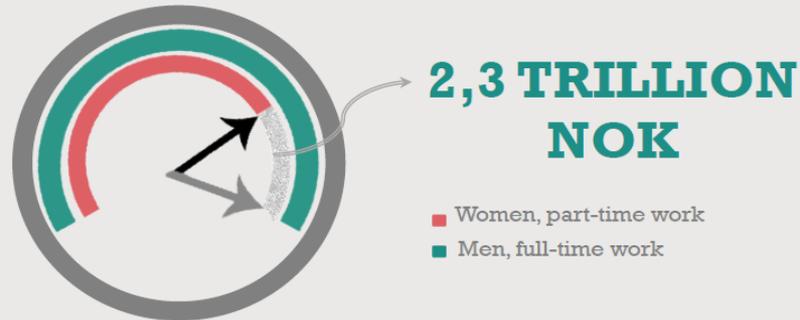
RAISED FEMALE EMPLOYMENT HAS CONTRIBUTED TO NORWAY'S GDP:



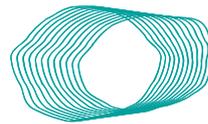
- Mange kvinner jobber deltid. Hva om menn og kvinner jobbet like mye?

#5 FULL POTENTIAL: ARE WE THERE YET?

IF ALL WOMEN WORKED FULL-TIME, GDP WOULD BE HIGHER:



**INSTITUTT
FOR SAMFUNNS-
FORSKNING**



CORE
SENTER FOR
LIKESTILLINGS-
FORSKNING

Promoting gender equality in the labour market across borders



10:45-11:30

Norwegian outlook:

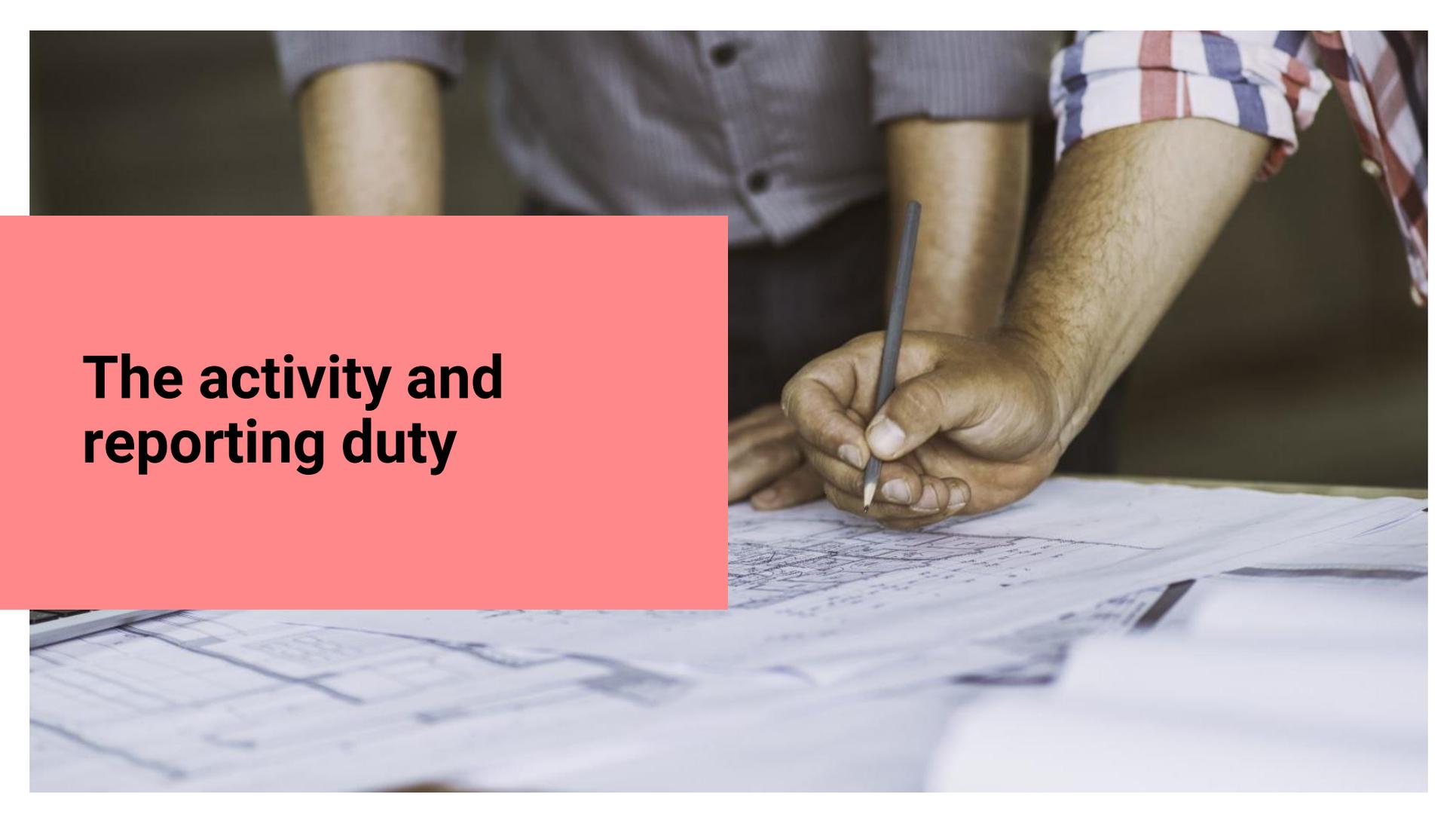
What are the barriers for women in the labour market in Norway?

By Mari Teigen, Research professor and director at CORE – Centre for Research on Gender Equality

11:30-12:00

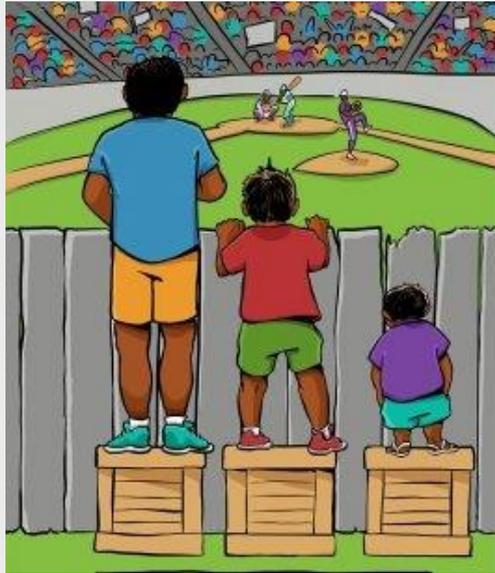
Norwegian outlook: Activity and Reporting Duty: Promoting equality and prevent discrimination in the Norwegian labour market

By Thomas Jahren, senior advisor at the Ombud

A close-up photograph of a person's hand holding a pencil, poised to write on a set of architectural blueprints. The person is wearing a blue and white striped shirt. The blueprints are spread out on a table, showing various lines and text. A red rectangular overlay is positioned on the left side of the image, containing the text 'The activity and reporting duty' in bold black font.

The activity and reporting duty

Equality?



Activity and reporting duty

General duty
Promote quality
and prevent
discrimination

**Extended duty,
in addition**

**Working
method**

Duty to report



Private 20-50
(13384)



Private >50
(5210)



Public
(29032)



Promote equality

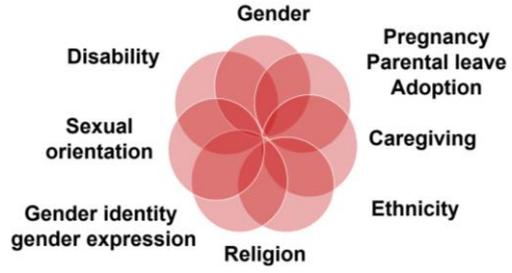
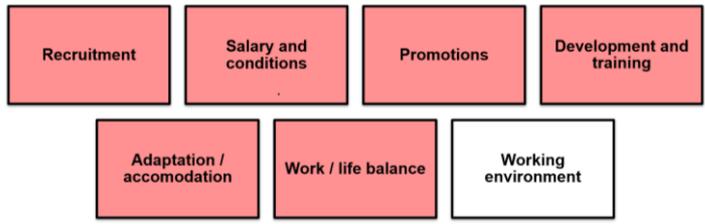
Prevent discrimination

1 Investigate for risks of discrimination and barriers towards equality

2 Analyse causes of identified risks

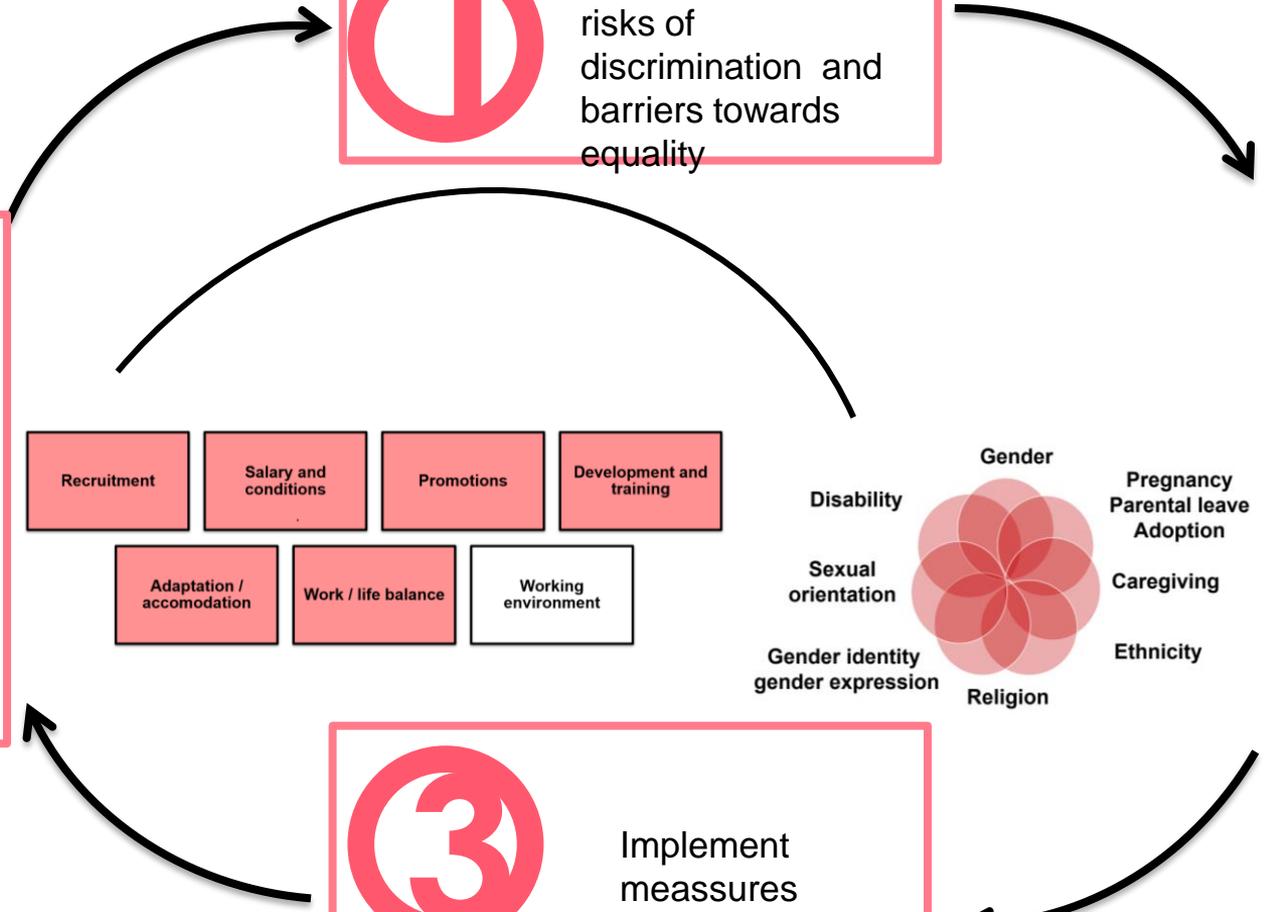
3 Implement measures

4 Evaluate results



Review Part time

Review Equal pay





The reporting duty

▶ 154.178

▶ 245.5

Duty to issue a statement (á 26 a)

- In annual report or other publicly available document
- The Anti-Discrimination Tribunal enforces this section of the act

the actual status of gender equality in the undertaking

what the undertaking is doing to comply with the activity duty pursuant to section 26

Our role

- Follow up on the sections §§ 26 and 26 a
- Review of equality reports. Both that undertakings have a report and that it meets the requirements
- The review is supposed to contribute to the equality work
- Can bring reports in for the equality tribunal



Requirements

Minimum requirements – part 1 (Q)

Anually:

- The number (share) of men and women
- Share of men and women in part time positions
- Share of men and women in temporary positions
- Parental leave for men and women

Bi-annually

- The results from the equal pay review
- The results from the involuntary part time work review

Not an exhaustive list!

Minimum requirements part 2 (q)

- The employer must give a description of and information about planned and implemented measures for all grounds of discrimination across the entire HR-policy
- The report must encompass information about guidelines, principles, procedures and standards the employer uses to safeguard equality in the daily running of the business and the HR-policy
- The employer must inform about how the undertaking works in order to operationalise equality policies to action, including how the mandatory working method has been used.
- The employer must make an evaluation of results and inform about expectations to results in the future

What hav we done?

- Review of
 - 3 municipalities (Horten, Nordre Follo og Karmøy kommuner, approx 50-60 000 inhabitants)
 - 3 large private comapnies (Equinor, Telenor Norge, Hydro)
 - 3 from the central administration (The Police og Ministry of agriculture and food, The directorate of education)
 - None of the 9 fullfills the minimum requirements. However – variations.
- Follow-up meetings
- New review 2022
- Bring in for the Tribunal?

What did we learn?

- Employers need guidance. Still, some of them finds out everything on their own
- Part 1 (Q) is relatively straight forward, also including the reviews of salary and part time work
- Everyone struggle with the duty across all grounds of discrimination and across all HR-areas
 - Must have a plan spanning years.
 - Standard risk-assesments tools will lead to some groups never making it
- Big complexity in big organisations (public and private)
 - Still: similar organisations can deal with the duty differently

From here, and on

- We are looking for the willingness to take advice
- If the report does not meet the minimum criterias
 - And no willingness to take advice
 - And yet another poor report
- Increased likelihood for the report being brought in for the Tribunal

Resources

- www.lido.no/arp
- www.bufdir.no/arp



Vi hjelper deg

Gratis juridisk veiledning

Finn oss på nett: www.ldo.no

Ring oss: 23 15 73 00

E-post: post@ldo.no

A top-down view of a wooden table set with various food items. On the left, a pizza with toppings like broccoli, onions, and mushrooms. In the center, two burgers with sesame seed buns and lettuce. To the right, a pizza with arugula, prosciutto, and tomatoes. Below the burgers are french fries. At the bottom left, a large sesame seed bun sandwich with lettuce and tomatoes. In the bottom center, a glass of iced water. At the bottom right, a knife and fork, and a small chocolate bun.

**Lunch break until
13:00**

Practical examples: External presenters from the Norwegian context



13:00-13:45

Mesta: Equality, diversity, and inclusion

Silje Marie Rosenlund, Head of Sustainability

14:00-14:45

Oslo Economics: How has public employers followed up on the equal pay mapping? Findings from new Report

Nina Skyve Falch, senior manager and Alexander Huth, senior economist

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Kathrine Moe Boye, Head of Sustainability



Equality, diversity and inclusion

Silje Marie Rosenlund
Head of Sustainability and environment



Content

- About Mesta
- Sustainability in Mesta
- Gender equality
- ARP – four step method
- What now?

About Mesta

We build, maintain and develop Norwegian infrastructure on behalf of both public and private customers.

We are 1700 employees who work every day to ensure safe and open infrastructure throughout the country.

We are owned by the Norwegian state, under the Ministry of Trade, Industry and Fisheries



New construction and
maintenance of
bridges and docks



Building road
infrastructure

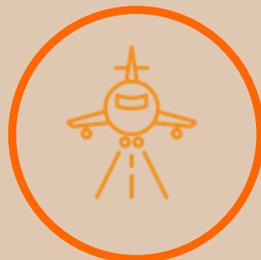


Road
maintenance,
snow plowing
and salting



**Mesta
gets you
there**

Maintenance of
airport
infrastructure



Development and
maintenance of rail
infrastructure



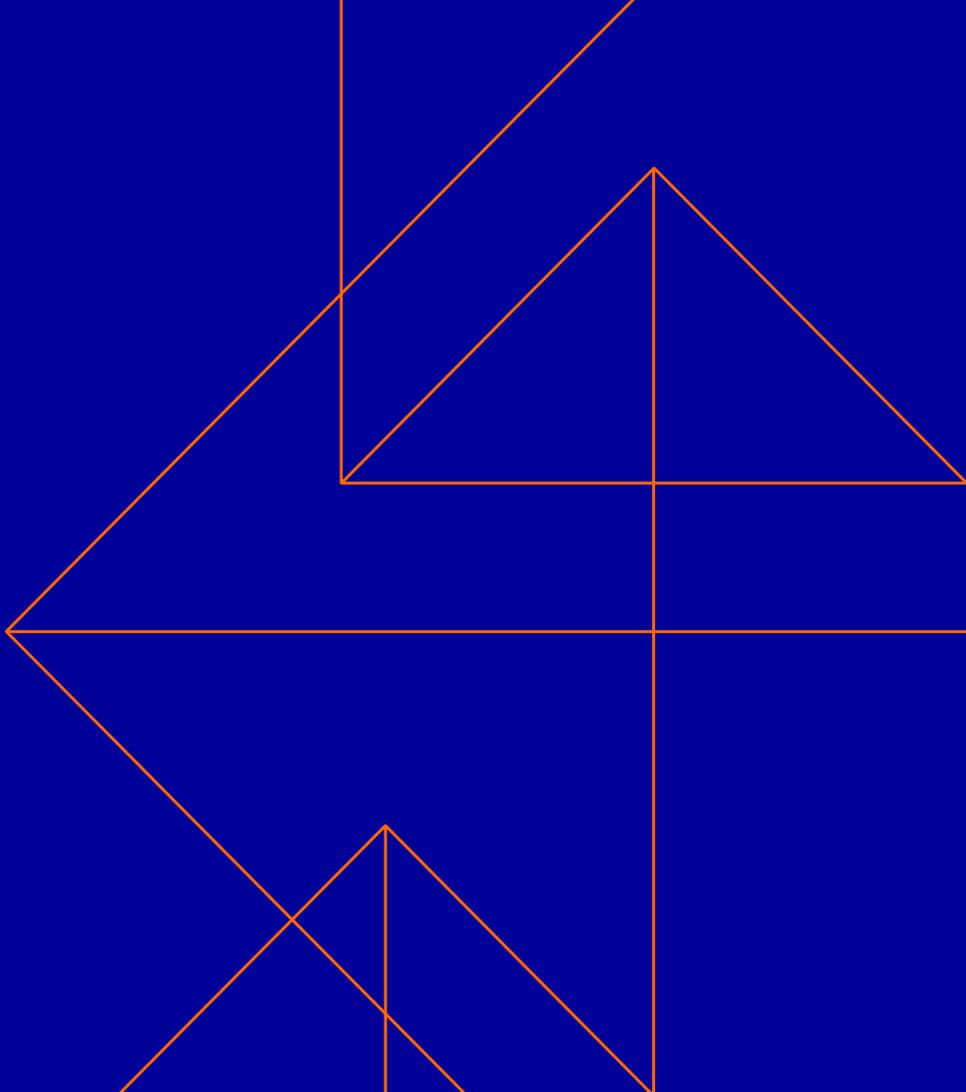
Securing mountains
and tunnels



Electrification of
road
infrastructure



Sustainability in Mesta



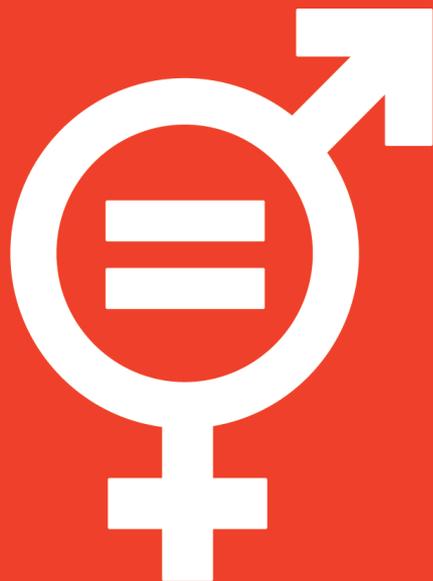
Ambition – front runner

- Ahead of customer and societal demands/expectations
- Invest in external collaboration projects
- Take a position in industry initiatives and on several topics within sustainability (i.e diversity)
- Have several interdisciplinary projects that focus on sustainability
- Utilise ambassadors to promote sustainability and spread the good stories
- **Sustainability in everything we do**



5

**GENDER
EQUALITY**



«Diversity, equality and inclusion is important to Mesta. We work hard to ensure a work environment where everyone experience equal opportunities, can use their competencies, and feel secure»

– CEO Marianne Bergmann Røren



Mesta knows that diversity can

- Create magic with the right structures for cooperation, a culture of inclusion and sharing and learning
- Contribute to making the company more profitable
- Increase the innovation capacity of companies
- Lead to better team satisfaction



Annual report 2021

44 %

Women in top management

17 %

Of new hires were women (goal 15 %)



Only 11 % women in Mesta in total

Goal 2022

18 %
of all new hires are women

Activity duty of public authorities and duty to issue a statement (ARP)

A photograph of two people in high-visibility work gear sitting outdoors. The person on the left is a man wearing a yellow helmet, a black headlamp, and an orange and blue jacket. The person on the right is a woman wearing a black beanie and an orange and blue jacket, holding a blue and green cup. They are both smiling and looking at each other. The background consists of trees with bright yellow autumn leaves. An orange rectangular box is overlaid on the image, containing white text.

Mesta best in class :))



1. Examine risks and obstacles



2. Analyze



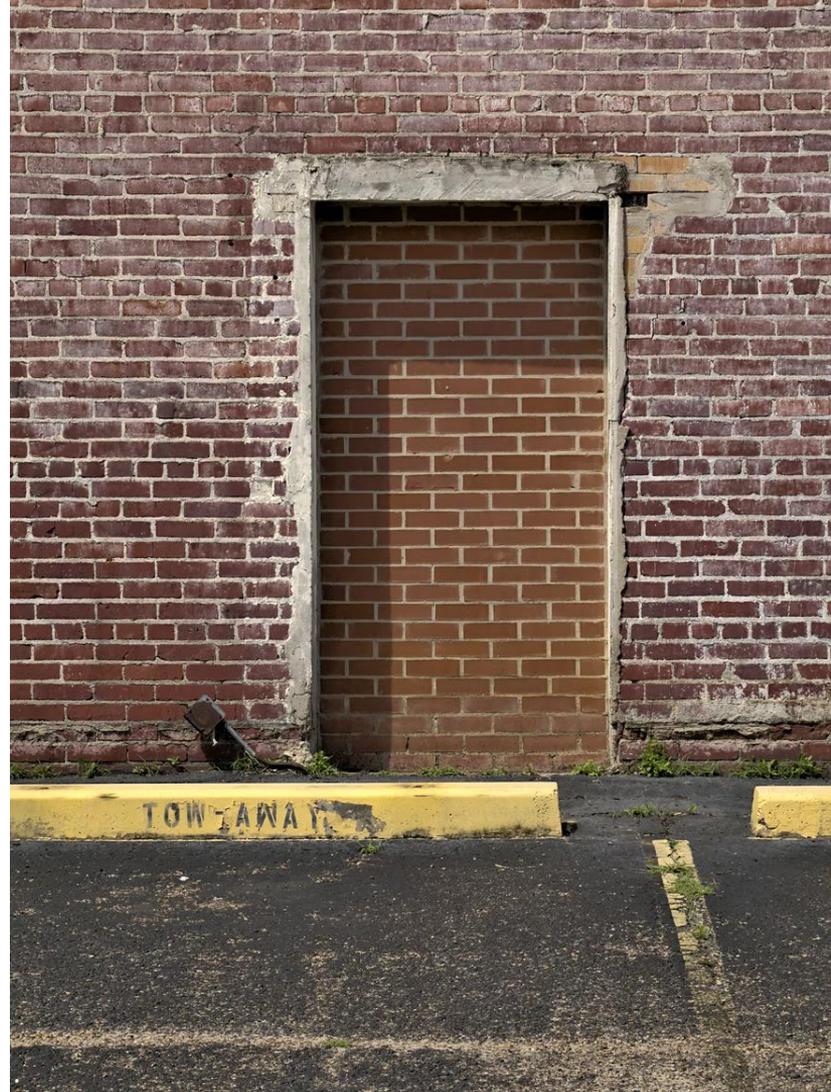
3. Implement actions



4. Evaluate results

Risks and obstacles

- Work life balance not in balance
- Recruitment base is too small – need of more girls and young women to choose vocational education/training
- Internal recruitment – not enough candidates
- Still male-dominated and not diverse
- Differences related to promotions and salaries



Analyze – How we worked

- Interdisciplinary teamwork (HR, union representative, sustainability, communication)
- Close collaboration with both union and safety representatives
- Structured and detailed work following Bufdirs tools and recommendations and good guidance from The Equality and Anti-Discrimination Ombud
- The report included a detailed description of area/topic (i.e Recruitment), risk, congruent descriptions of actions, responsible for action and status for 2021, including follow up plans for 2021. For 2021 Mesta made a separate report.



Personalområde	Risiko	Beskrivelse av tiltak	
	Lønnsdiskriminering	<p>I forbindelse med lønnsoppgjøret tas en ekstra gjennomgang i forhold til uønskede skjevheter på lønsplassering, særlig med fokus på ubalanse mellom kjønn.</p> <p>Mesta har en lønspolicy som dekker rutiner og rammeverk. Denne skal revideres for 2021. Mesta har rutine for lønnsopprykk for ansatte i foreldrepermisjon eller permisjon til behandling. Selskapet vil presentere lønnskartlegging for 2021 i neste årsrapport for å dokumentere lønnsdata.</p>	<p>Ansvar: HR Status: Kontinuerlig arbeid for å sikre at det ikke foregår lønnsdiskriminering. Evaluering av tiltak: Mesta gikk igjennom alle lønnsopprykk i høst for å påse at det ikke forekom noen form for diskriminering. Gjennom en kontinuerlig bevissthet innenfor dette området mener vi at vi bidrar til å ikke-diskriminere og til å påse at det ikke skal være lønnsforskjeller mellom kvinner og menn.</p>
2.1 Graviditet/ foreldrepermisjon	<p>Manglende oppfølging i forkant, under og etter foreldrepermisjon. Ingen måling om ansatte mister arbeidsoppgaver.</p> <p>Usikkerhet knyttet til hvordan tilrettelegging skjer for gravide.</p>	<p>Selskapet skal i 2021 sikre bedre rutiner for oppfølging av gravide og ansatte i foreldrepermisjon for å sikre at de kommer tilbake til riktig ansvar og lønn.</p> <p>Gravide som er i stillinger som krever tyngre arbeid der det er en risiko for helse, skal nærmeste leder undersøke behov for tilrettelegging slik at den gravide kan stå i arbeid lengst mulig.</p>	<p>Ansvar: HR Status: Ikke påbegynt Evaluering av tiltak: Viktig tiltak for å sikre ikke-diskriminering.</p> <p>Ansvar: Nærmeste leder Status: Ikke påbegynt Evaluering av tiltak: Viktig tiltak for å sikre at selskapet tilrettelegger arbeid for gravide.</p>
2.2 Arbeidsforhold	Mange ansatte i Mesta gjør arbeid i farlige omgivelser, og i krevende forhold. Det er stor variasjon i farlige og mindre farlige oppgaver.	<p>Mesta har et sterkt fokus på HMS, og sikkerhet først er et av våre viktigste strategiske kamper. Alle ansatte blir ivarettatt i retningslinjene.</p> <p>Mesta har behandlingsforsikring der ansatte kan få bistand for generelle helserelaterte utfordringer knyttet til arbeid, og har egen bedriftshelsetjeneste.</p>	<p>Evaluering av tiltak: Ansatte er fornøyd med behandlingsforsikring. Mesta jobber hver dag med forebyggende tiltak og har et høyt fokus på sikkerhet for våre ansatte. Dette arbeidet er et kontinuerlig og viktig arbeid for Mesta som skal pågå til enhver tid. Ansvarlig: HMS og HR og linjen. Status: pågående arbeid</p>
3.0 Forfremmelse og utviklingsmuligheter	Mesta har i dag få konkrete tiltak og prosedyrer for å sikre likestilling i forfremmelse som kan medføre diskriminering og forskjellsbehandling.	<p>Alle ansatte får informasjon om nye stillinger og stillinger i interne prosjekter. Dette legges ut gjennom rekrutteringsverktøyet TeamTailor. Alle kvalifiserte kandidater oppfordres til å søke på interne stillinger.</p> <p>Mesta har ikke utarbeidet tydelige kriterier direkte relatert til forfremmelse utover dette.</p>	<p>Ansvar: HR og organisasjon Status: Påbegynnes i 2021 Evaluering av tiltak: Vi erkjenner at vi har en jobb å gjøre ift forfremmelse og utviklingsmuligheter. Vi vil undersøke hva tilsvarende selskaper gjør for å få mer kompetanse, og sette det i system i løpet av 2021.</p>
3.1 Mangfold i ledelse		<p>Toppledelsen i Mesta har 50 % kjønnsbalanse, og består av ledere med ulik kompetansebakgrunn og erfaring for forskjellige bransjer. Mangfold gjenspeiles også i alder og geografi.</p>	

Examples of actions

The background of the slide features three mountaineers in bright orange climbing gear, including helmets and harnesses, standing on a stone wall. They are looking out over a vast, rugged mountain landscape under a clear sky. The scene is brightly lit, suggesting a sunny day. The text is overlaid on semi-transparent orange rectangular boxes that align with the positions of the mountaineers.

Active BoD

Include and develop leaders

Founders of Diversitas network

Actions on whistleblowing

KPI on Gender equality

Collaboration committee

Sustainability forum

Involvement of working environment committee

Evaluating wardrobes

Evaluating equal salary and compensations

Inclusive recruitment

Campaign for Diversity

We include and develop leaders

- We focus on developing inclusive leaders. Building diversity, equality and inclusion in the workplace starts with inclusive leaders, not just at the top but at every level of the organization.
- Inclusive leaders are able to inspire an inclusive mindset in others and leverage the diversity within their teams to achieve better performance.
- In 2021 all leaders went through a workshop to enhance their understanding of why diversity is important and understanding their own unconscious bias. Unconscious bias training has been dominating DE&I training in almost all major corporations.
- Received funding from IMDI to develop a course in inclusive recruitment. We have started developing the training course which will be mandatory for all leaders in Mesta.
- In 2022 the top management is planning certification in Diversity-Management



Whistleblowing

- We want employees to report matters of concern within Mesta. We use an external provider of whistleblowing services: BDO AS. The whistleblowing process applies to all employees and board members
- Instructions are in the company's Personnel and Management Handbook. The CEO has approved the notification routine and appointed HR as responsible for managing the whistleblowing process.



More inclusive recruitment processes

Course in inclusive recruitment

- Awarded NOK 660,000 from the Directorate for Integration and Diversity (IMDi) to develop a course to increase the diversity of the organization.
- Will help leaders become aware of unconscious bias and understand the value of diversity in the workplace. After completing the course, the leaders should be better equipped to recruit in a more inclusive way.

Recruitment on applicant's terms

- Traditional recruitment often requires substantial effort from the job seeker.
- Reduced the threshold for applying, as well as reduced the risk of discrimination by removing the application letter and replaced it with relevant questions.
- Tested removing the resume and application via mobile phone. The result was an increased number of applicants.



Campaign for Diversity

- Mesta was a contributor to the digital course "Campaign of Diversity", developed by EBA – The Construction contractors' association
- Mesta plans to include this training course in our onboarding of new employees.



Campaign for diversity

The Campaign for Diversity is a training course designed to raise awareness about diversity and inclusion. The course is for everyone working in the construction sector, regardless of whether you are a CEO, project manager, skilled worker, apprentice or unskilled worker.

The course is free for members of EBA until 31.5.2022

[Attend course →](#)



Evaluation after ARP

- The organisation, especially leaders, is more aware of and feels a responsibility towards equality, diversity and anti-discrimination
- Resulted in a more structured way of reporting equality, diversity, inclusion and anti-discrimination in Mesta
- Established more concrete actions which are followed up closely
- Everyone is led in the right direction



What now?

- ➔ Diversity courses in internal e-learning system MestR
- ➔ Planning for certification in Diversity Management
- ➔ Course in Inclusive Recruitment
- ➔ Clearer criteria related to promotions
- ➔ New internal survey on salary (2.5 per cent difference in salaries between women and men in 2021)
- ➔ Insufficient wardrobe facilities. It is assessed whether there is a need to rebuild or purchase new in accordance with the requirements for separate facilities.
- ➔ Ongoing work on ARP





mesta
FÅR FOLK FRAM



Practical examples: External presenters from the Norwegian context

13:00-13:45

Mesta: Equality, diversity, and inclusion

Silje Marie Rosenlund, Head of Sustainability

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Oslo Economics: How has public employers followed up on the equal pay mapping? Findings from new Report

Nina Skyve Falch, senior manager and Alexander Huth, senior economist

15:00-15:45

KPMG: How has medium and large enterprises dealt with the new legal criteria in the activity and reporting duty?

Kathrine Moe Boye, Head of Sustainability



A close-up photograph of a wicker basket filled with several golden-brown pastries. The pastries include croissants and round buns, some with visible fillings. The basket's woven texture is prominent. A semi-transparent pink rectangular box is overlaid on the left side of the image, containing the text.

**Afternoon break until
15:00**

Practical examples: External presenters from the Norwegian context

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KPMG and our client
approach to The Gender
Equality and Discrimination
Act



Agenda

01.

Why do KPMG want to take a stand at Inclusion, Diversity and Equity

02.

How do we work with our clients and The Gender Equality and Discrimination act §26

03.

Our experiences so far, from big clients to the smaller entities





230,000

employees

in 147 countries



Advisory Tax & Legal



Audit



KPMG in Norway

1,550

employees

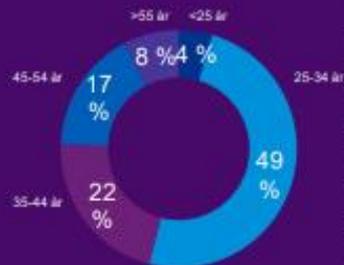
from 33 different nationalities

25 offices



42%   58%

Age distribution



Revenue



01.

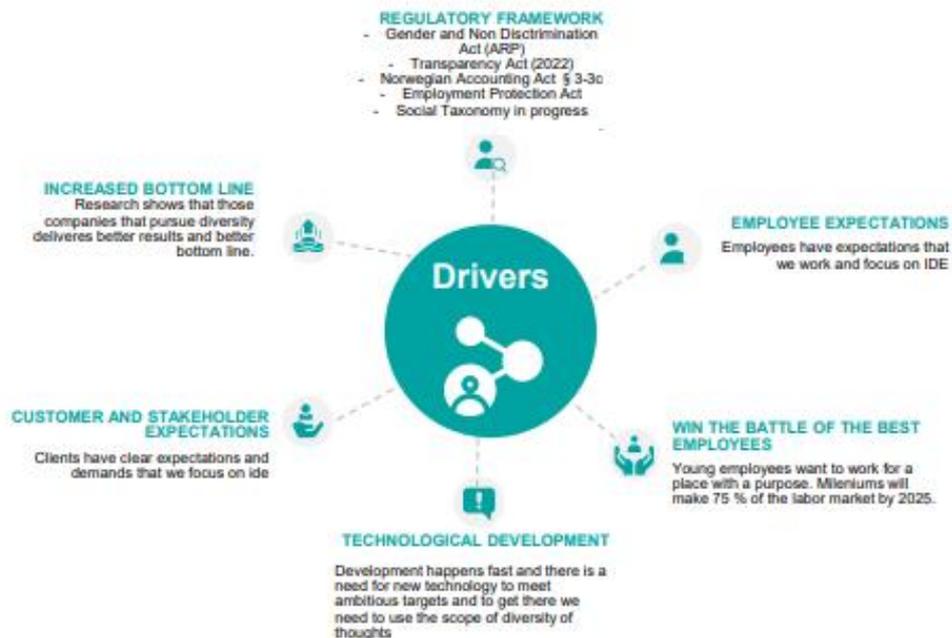
Why do we want to take a stand in KPMG with regards to Inclusion, Diversity and Equity (IDE) with our clients



The three principles for KPMG's sustainability plan are:



Drivers that show the importance of working on IDE

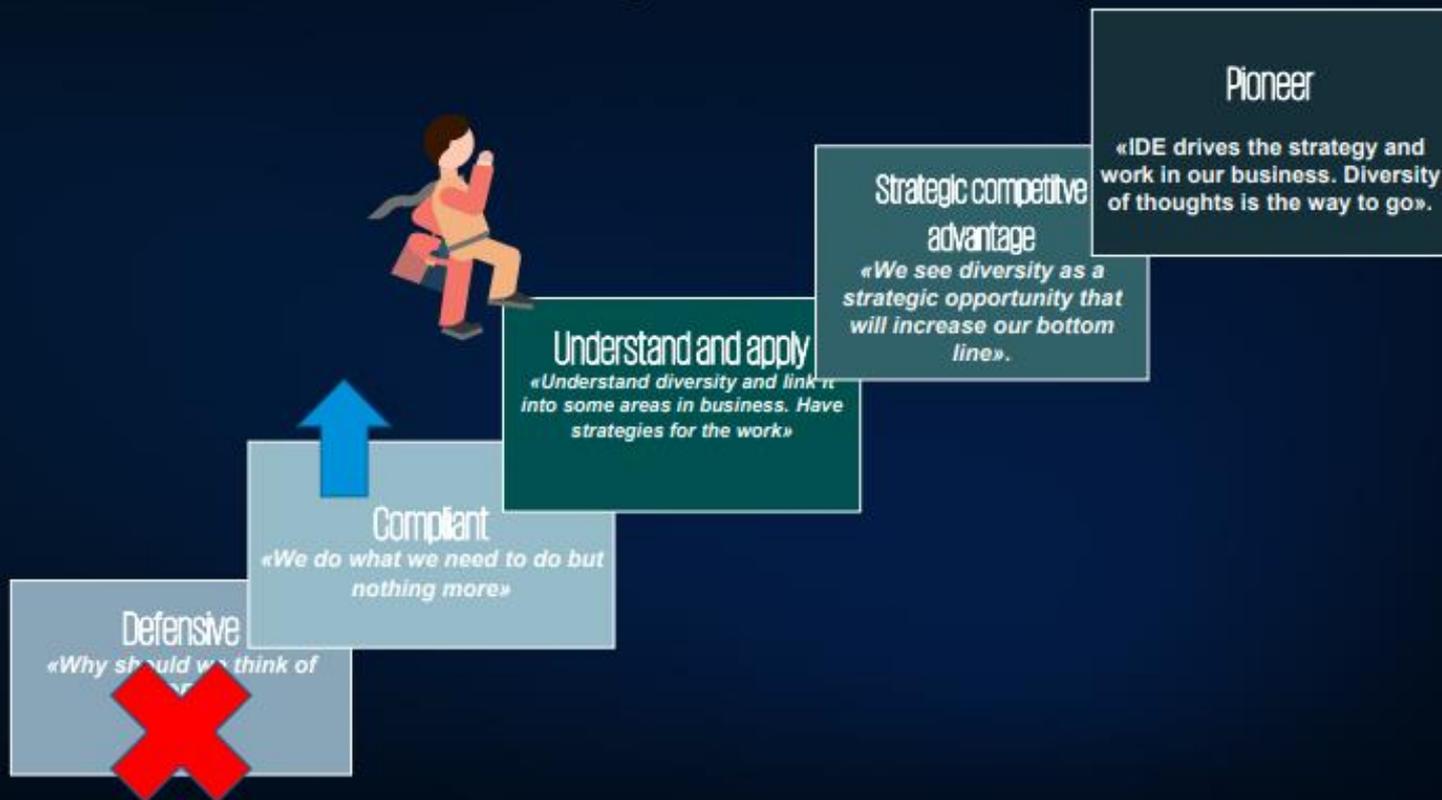


02.

How we work with our clients



Where are our clients with regards to IDE?



IDE as part of the governance structure



03.

Our experiences so far with
clients, from small to big



Our role as auditors

- ❖ Representative of trust between society and companies
- ❖ Ensure that our clients are compliant with the regulatory framework

BUT WE CAN ALSO BE

- A driving force for sustainable transformation with our clients
- Contribute to setting IDE on the agenda



Quotes from clients annual reports

«We have 194 men and 3 women. There is no discrimination or obstacles for equality (...)»

“The Company has 57 employees, 47 men and 10 women. The Board is composed of 6 men. The Board has reviewed the number of employees and positions and found no cause to develop additional programs to address equal opportunity.»

«The only reason why there is a difference in men and women here at company X is because of the big sociocultural circumstance in society»

«IDE is in the essence of what we do. We work on the matter quite structurally and have quarterly employee surveys telling us what we are doing right but more importantly what we need to focus on»

«The Board find that all male and female employees are satisfied and can therefore see no need to take any action»

“There are 25 people working part time, of which 24 are women. They all work part time voluntary»

«We are aware of differences in pay between the genders and will look into this next year»

«We were planning to work on IDE but the corona for the second year got in the way. Efforts were put into place to make sure employees mental health was ok, and IDE work was not on this years to-do-list I'm afraid.

What needs to be documented

1. The actual condition of the firm in terms of gender equality

- Gender balance
- The percentage of part time workers
- The percentage that involuntary work temporarily
- How many are on parental leave?
- Other relevant factors such as recruitment, promotion, sick leave, further education
- Results from equal pay assessment (every other year)

2. What the company is doing to fulfill the new requirements LDL §26.

- How the company actively works towards preventing discrimination and promoting gender equality and diversity. This shall be done by using the working method described in §26, 2. Assessment of results achieved and expectations to work ahead

The working method as described in §26, 2. - 4 steps



ARE THERE DIFFERENCES IN THE BIG COMPANIES AND
THE SMALL ONES?

YES!



Small vs. big companies

Small to medium enterprises:

- ❖ Resource-demanding
- ❖ Compliant but not more
- ❖ Reporting fatigue?
- ❖ Actions taken are quite superficial
- ❖ Interested in learning more and building competence on this area but most of the companies....

«We will focus on this next year»

Big companies:

- ❖ They have the governance structure in place
- ❖ Have collaborative networks
- ❖ Find it hard to take out HR numbers and deliver on the equal pay analysis
- ❖ Big and complicated?

«We have policies, we have the governance structure but it's hard to focus when there are 100 other things happening in the organization as well»



Closing remarks

Ann-Helen Hopland

the labour market section at the Ombud

