

EQUALIZER – Closing the gender gap in the modern workplace

Comparative National Report –
Mapping Gender Inequalities in the
Workplace

Developed by:

Emphasys
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Introduction

The EQUALISER Project

The European Union (EU) has made significant progress in advancing gender equality, which means that people of different biological sexes have equal access to the same rewards, resources, and opportunities. However, the lack of gender equality in employment is a prevalent problem in various European countries, as evidenced by segregation in the job market, lower employment rates for women, and a 14% wage gap between the sexes (EIGE, 2020a).

The EQUALISER project strives to promote gender equality in the modern workplace by assisting private firms in implementing gender mainstreaming strategies. In particular, this project aims to raise awareness about workplace gender inequalities and inform about the needs and gaps in organizational structure, processes, and practices contributing to this issue. The EQUALISER also seeks to encourage decision-makers to make gender mainstreaming a continuous corporate process. This will result in a long-term change in the business culture, defined by fewer stereotypes and discriminatory behaviors, thereby creating a safe and secure environment in which all employees can thrive and grow.

The Current Report

The current report serves as an informative element of the EQUALISER project, providing a review of the contemporary workplace gender equality state in different E.U. countries, like Spain, Malta, Greece, Cyprus, Portugal, and the Netherlands, shedding light on initiatives and legal frameworks that facilitate gender equality and factors that still need to be addressed. On top of that, it includes qualitative and quantitative research done by each partner country that is involved in the EQUALISER project. This practical research will provide additional insights into the desk research, resulting in a conclusion with recommendations that can be adopted in the EQUALISER project and any setting that aims to foster workplace gender equality.

Workplace Gender Equality in E.U. Countries

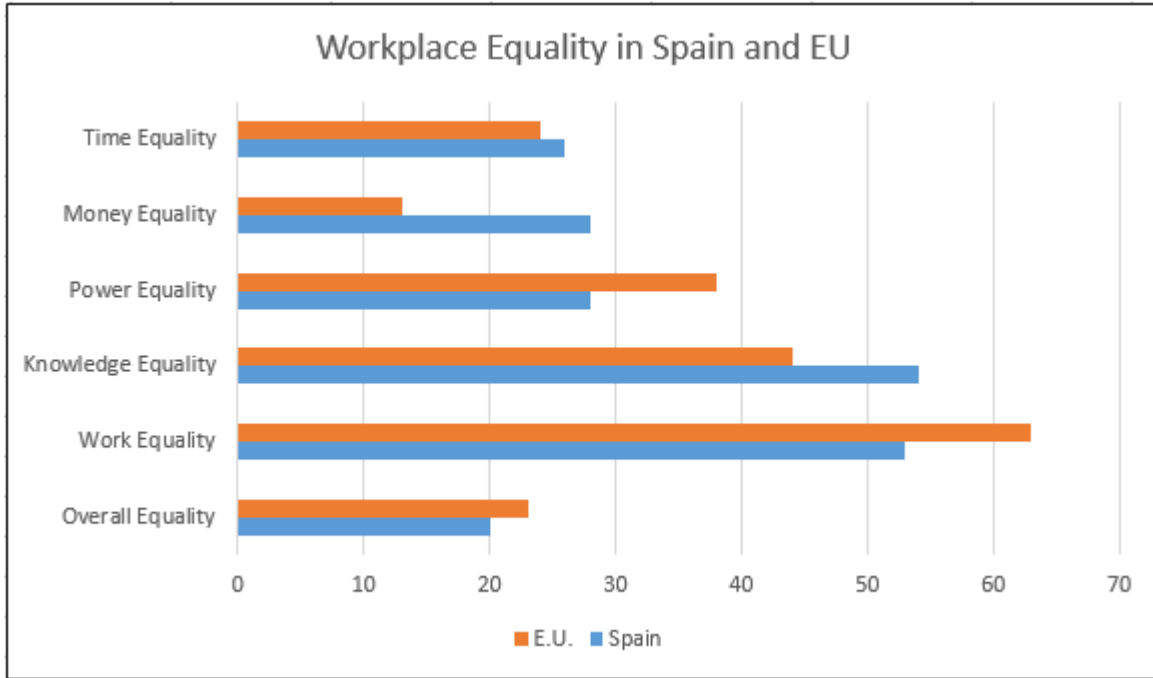
Spain

For Spain, gender stereotypes play a significant role in the gender gap experienced by women, but progress has been made over time. The workplace gender gap still exists, with many women balancing side projects or part-time work with full-time employment and caregiving responsibilities. In addition, other societal, financial, and emotional pressures hinder women from advancing their careers. Furthermore, insufficient professional upskilling training opportunities for women contribute to maintaining equality lack in the Spanish workplace.

Gender Equality Statistics in Spain and Europe reveal disparities in all equality domains (work, knowledge, power, money, and time spent on housework). Specifically, Spain's Gender Equality Index scores indicate a relatively high level of gender equality compared to other European countries. Still, challenges such as the gender pay gap and underrepresentation of women in leadership positions persist.

Graph 1

Workplace Gender Equality in Spain and E.U.



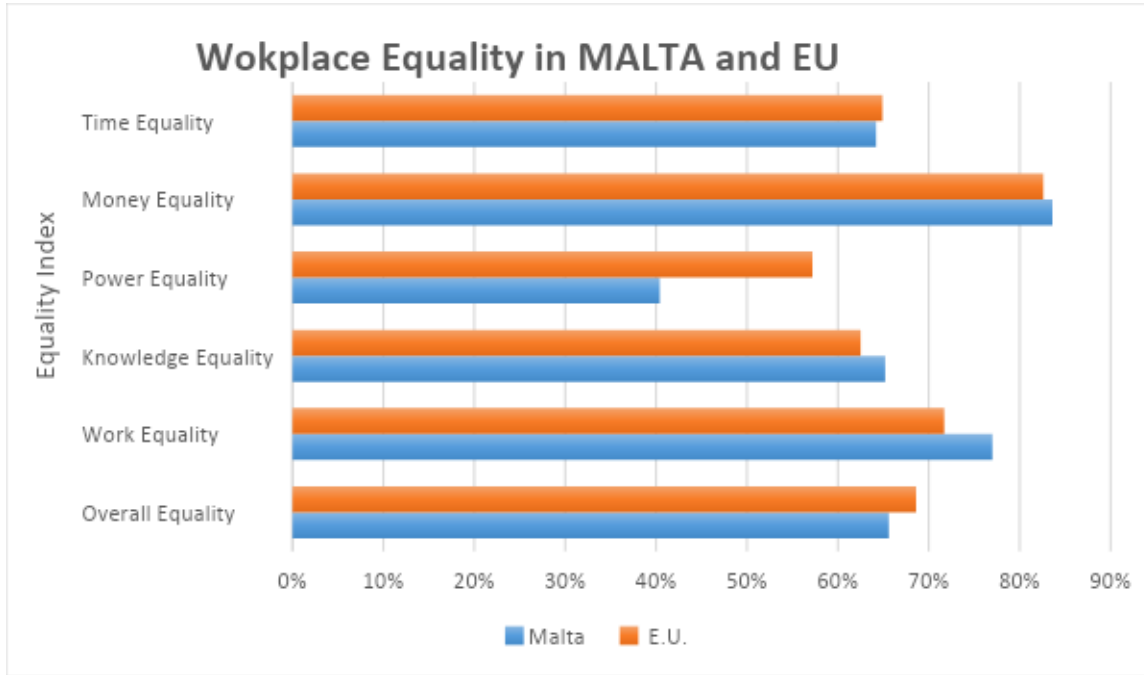
Malta

For Malta, sub-domains, such as knowledge, have seen stagnation or regression while the country still faces challenges related to gender roles in caregiving and representation in political positions. For instance, the representation of women in parliament and government has a ratio of one female in every seven male representatives. On top of that, Malta's score remained stagnant between 2010 and 2020, with a slight decrease of 0.2 points in the knowledge domain.

In addition, the gender gap in housework showed minimal improvement, and it has one of the most significant gaps in time spent on housework among EU countries. Specifically, 30% of women outside the labor force cited caring duties as the reason for inactivity, compared to only 9% of men. This reliance on women as caretakers affects more than 70% of inactive women in Malta, while the majority (56%) indicated being primarily or entirely responsible for childcare. Finally, women in Malta were less likely than men to rely on institutional support such as daycare centers and schools for childcare. Hence, the gender gap in housework, the underrepresentation of women in government, and challenges related to childcare and education are the indexes with the higher priority for change in Malta. These areas require attention to promote a more equitable division of household chores, increase women's political participation, and provide better support for working mothers.

Graph 2

Workplace Gender Equality in Malta and E.U.

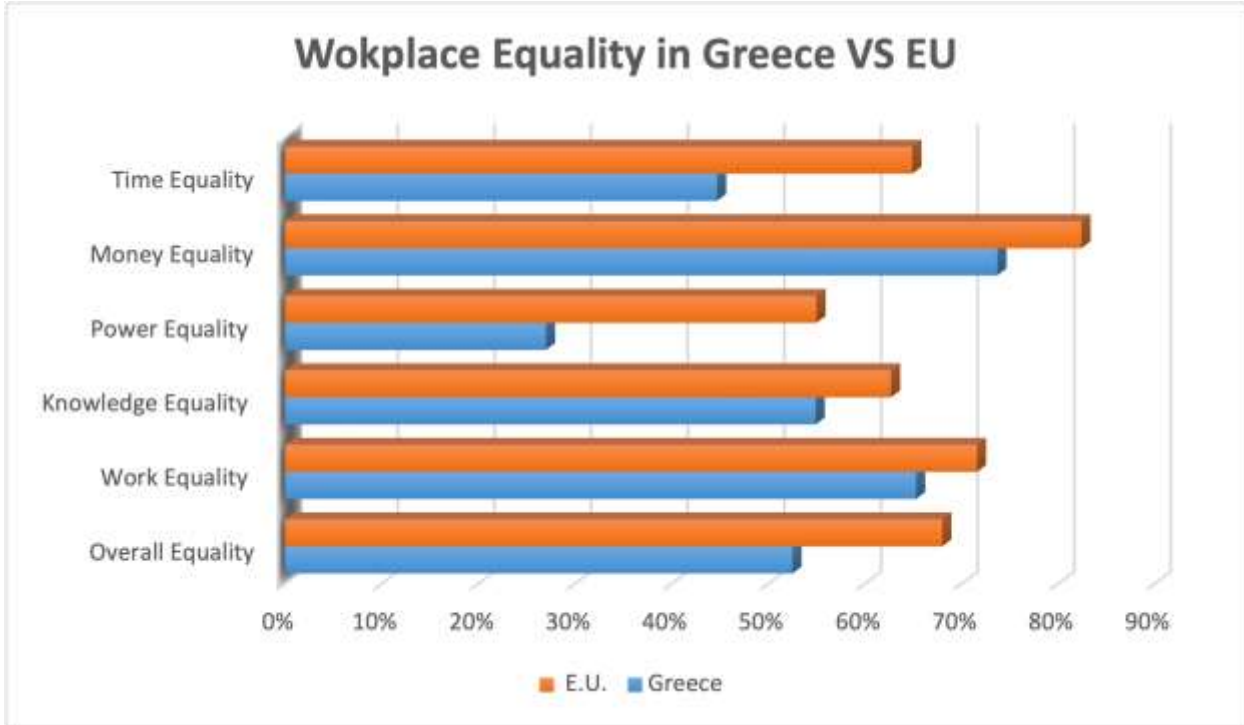


Greece

While Greece has progressed in specific domains, such as knowledge and power, there are still areas of concern, such as work and money, where gender inequalities persist. Specifically, women in Greece are more likely to face poverty as they have more part-time than temporary jobs, earn less than men on average, and have lower representation in higher-paying occupations and the financial sector. In addition, they are underrepresented in STEM fields, decision-making positions in higher education, and decision-making positions in both the public and private sectors. Lastly, women in Greece spend more time on unpaid care and domestic work, which hinders their participation in the labor market and access to education and training opportunities. Therefore, in Greece, the priority domains for change are money and power. To promote gender equality, Greece needs to address the gender gap in employment and income, provide economic opportunities for women, and increase their representation in leadership roles. By tackling these priority areas, Greece improves women’s socio-economic status and achieve greater gender equality.

Graph 3

Workplace Gender Equality in Greece and E.U.



Cyprus

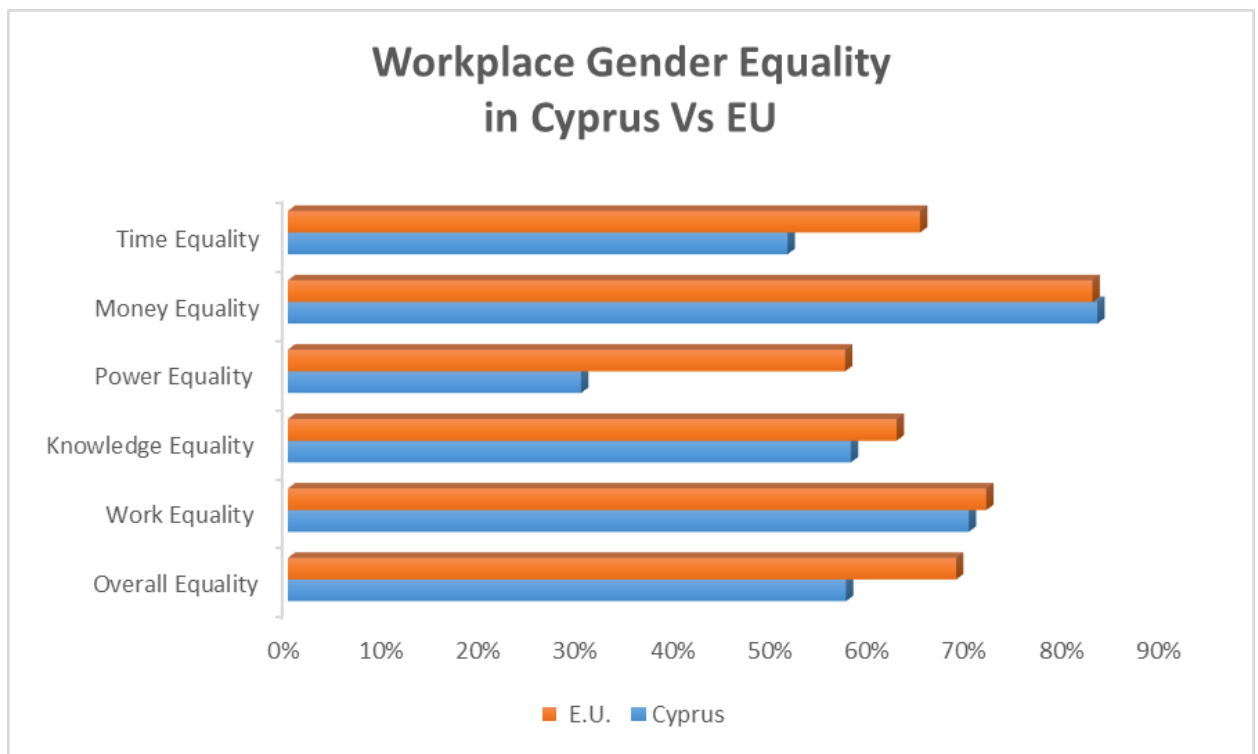
Cyprus has made some progress in certain aspects of gender equality, such as equal access to employment, good working conditions, and equal payment for the same job roles. However, there are still challenges like power dynamics and representation in decision-making positions.

Specifically, Cyprus occupies the lowest position (26th) in the sub-sector of the power index called political decision-making. As an illustration, only 8% of women serve on the boards of large companies in Cyprus, and only eight women were elected to the House of Representatives in 2021, compared to 56 men. Also, even though more women graduate from

university, they tend to be concentrated in lower-paying fields such as education, caregiving, and domestic work while they also dedicate more time managing household responsibilities and childcare compared to males. These gender disparities may be explained due to a lack of national legislation and an official mechanism for consulting with entities dedicated to gender equality, hindering the development of regulations and initiatives for promoting gender equality. Based on this rationale, the power index is of utmost importance for change in Cyprus, given the significant score gap with the EU and the challenges women face in attaining higher positions and leadership roles, particularly in political decision-making.

Graph 4

Workplace Equality Indexes Scores Between E.U. and Cyprus



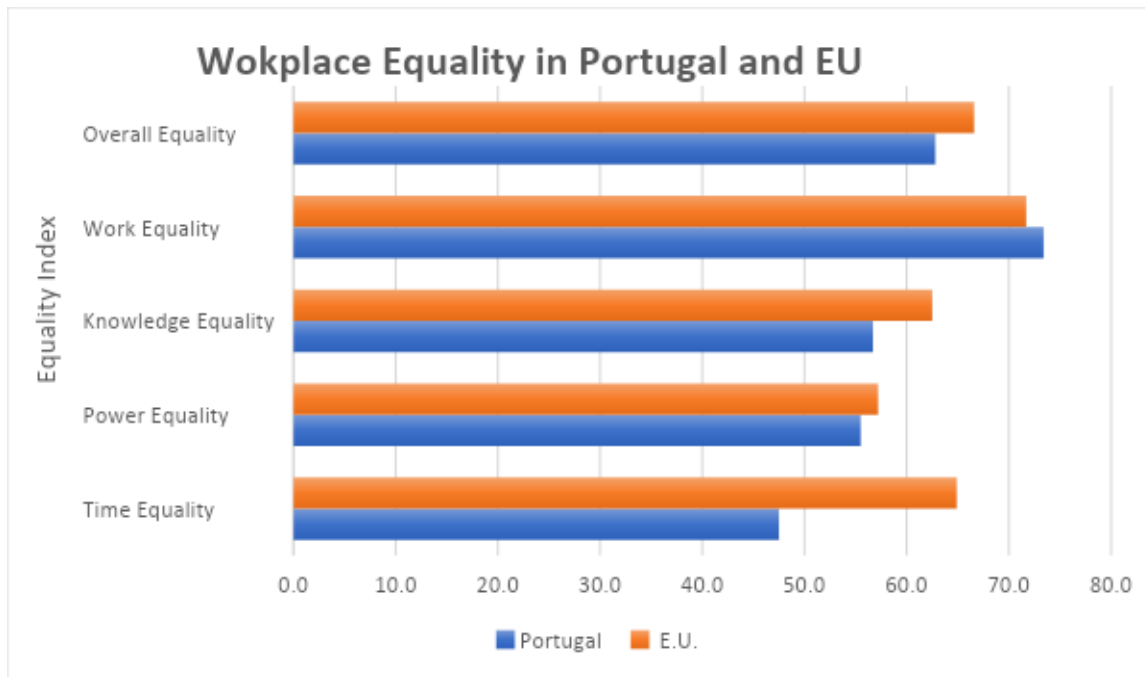
Portugal

Portugal has made progress in certain domains, such as work and decision-making. Specifically, in the work domain, Portugal scored 73.4, surpassing the EU average of 71.7. In addition, the gender gap in full-time employment has decreased from 13 to 9 points between 2010 and 2020. Moreover, Portugal scores 55.5, slightly below the EU average of 57.2, on the power/decision-making index, but it has seen a positive increase of 1.9 points. Noteworthy achievements include legislative measures addressing gender imbalances in listed companies and increasing women's decision-making positions in research, media, and sports.

However, challenges remain in areas like time allocation and knowledge. Portugal ranks 24th in the EU, scoring 47.5, while the average score is 54.9. Hence, steps could be taken to promote a more equal distribution of time spent on care, domestic work, and social activities. Lastly, regarding knowledge, Portugal scores slightly below the EU average, indicating that efforts may be needed to address gender disparities in education and training participation.

Graph 5

Workplace Equality Indexes Scores Between E.U. and Portugal



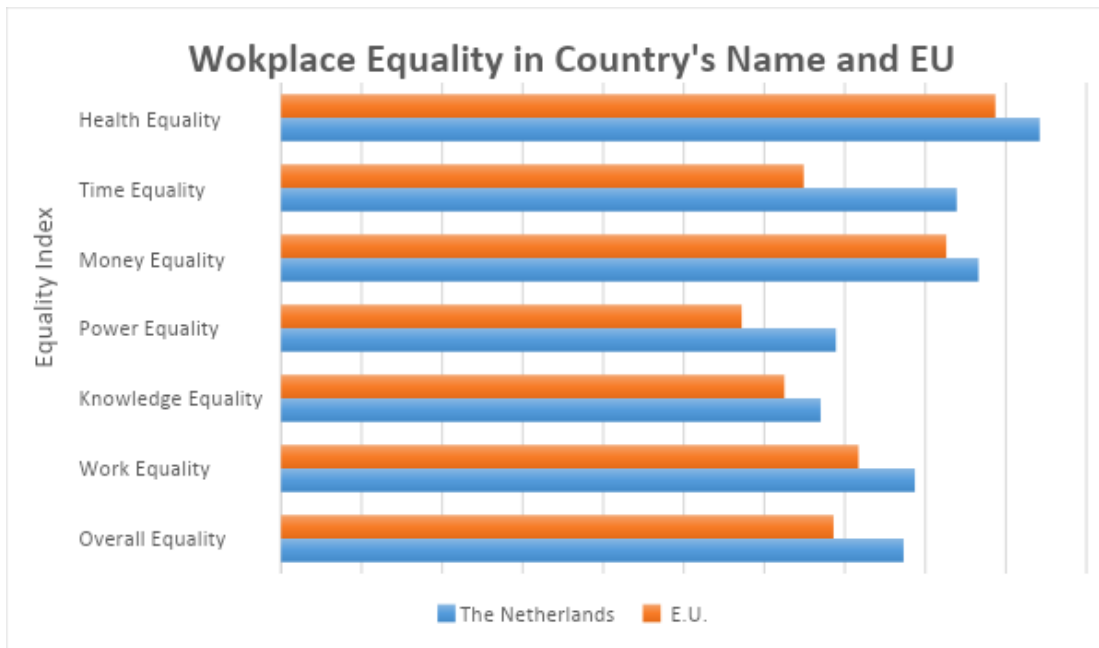
Netherlands

The Netherlands demonstrates high levels of gender equality across various domains, and therefore, it has an overall gender equality that is higher than the EU average. Regarding the work domain, the Netherlands has a score of 78.7, and there is a significant difference between men and women working full-time (57% of men and 39% of women working full-time). Additionally, there is an indication of gender segregation in tertiary education, demonstrating that women tend to pursue studies in fields like education, health, welfare, humanities, and arts more than men, resulting in a higher female working representation in these domains later on. Interestingly, even though there are no significant gender disparities in the money domain, women's top incomes are lower than that of men. Finally, there needs to be a higher representation of women in board positions of publicly-owned broadcasting organizations.

In the Netherlands, some areas of equality require attention, specifically in terms of time and power equality. Regarding time equity, women predominantly take on cooking and household chores, with a more negligible gender difference compared to the EU average. However, power equity is influenced by disparities at the regional level, particularly in positions of authority and board memberships. Efforts to promote gender equality in politics have had more success nationally than locally. The knowledge domain in the Netherlands shows room for improvement, especially in fields dominated by women, such as education, health, welfare, humanities, and arts. Education access is equal, but certain study choices still reflect gender stereotypes influenced by societal perceptions. Addressing these disparities will require efforts to make diverse fields more appealing and challenging gender biases at an early stage.

Graph 6

Workplace Equality Indexes Scores Between E.U. and Netherlands



Ways of Dealing with Gender Inequalities in Different E.U. Countries

Spain

Spain has implemented various initiatives and policies to promote gender equality. Specifically, the Gender Mainstreaming Approach, emphasized by the European Institute for Gender Equality (EIGE), involves research, data collection, and monitoring using the State System of Gender Indicators. Spain integrates gender equality considerations in EU and international affairs, participating in initiatives like GENDERACTION, SUPERA, and GENDER-

NET. Additionally, the Ministry of Equality implements workplace equality plans, and the Spanish Constitution guarantees equal treatment without sex-based discrimination. Spain has enacted laws like the Organic Law 3/2007, promoting effective gender equality, and the Royal Decree-Law 6/2019, requiring salary records disaggregated by sex. The "Plan for Equal Opportunities in the Workplace" focuses on work-life balance and supporting women entrepreneurs. Finally, the Ministry of Health's guide to good practices assists public employees by introducing the gender perspective into human resource and public policies, aiming to reduce gender gaps and inequalities. It is a valuable resource for learning and positive experiences, contributing to ongoing efforts for greater gender equality in Spain.

Malta

Malta is currently developing its first Gender Equality Mainstreaming Strategy and Action Plan, as it does not have a national strategy in place. The country has a policy commitment to gender mainstreaming but lacks a legally binding obligation to carry it out. Training sessions on gender mainstreaming have been provided on an ad-hoc basis, and awareness among ministries has been raised through presentations. Consultation with civil society occurs through the Consultative Council for Women's Rights, which advises the government on women's issues. However, consultation with the independent body, the National Commission for the Promotion of Equality (NCPE), is limited, and its recommendations are not always implemented. Gender impact assessments and gender budgeting are still in the early stages of implementation. While Malta has a legal basis for gender statistics, dissemination and dedicated platforms for gender statistics are lacking. The NCPE plays a significant role in reporting and evaluation, and the Human Rights Directorate serves as the government's equality body. However, there is no specific gender equality committee in parliament, and gender-related issues are discussed on an ad-hoc basis in relevant committees.

Greece

Greece has promoted gender equality in the workplace through various initiatives. The government has implemented measures to support work-life balance, including flexible working arrangements and parental leave. Additionally, organizations have launched initiatives to foster diversity and inclusion, organizing events and training programs to raise awareness and provide tools for promoting gender equality. The country has established laws, norms, and attitudes contributing to gender equality in the modern workplace. The Greek Constitution explicitly prohibits gender discrimination, and specific rules have been enacted to safeguard women's employment and vocational training rights. Furthermore, labor and collective bargaining agreements have been negotiated to advance gender equality. There is a growing recognition among employers, employees, and society regarding the significance of gender equality, resulting in a shift in attitudes and norms. These collective efforts demonstrate Greece's commitment to fostering a more equitable and inclusive workplace.

Cyprus

Cyprus has made 15 points in progress in the power sector from 2010-2022. This advancement can be attributed to the implementation of initiatives and legal frameworks. The National Action Plan on Gender Equality initially focused on promoting gender mainstreaming in public administration, has been revised to prioritize education and research. Efforts are underway to enhance women's access to ICT training, encourage participation in technical fields, and improve their professional skills. In addition, the Gender Equality Unit (GEU) of the National Machinery for Women's Rights has played a pivotal role by actively engaging in interdisciplinary committees and collaborating with NGOs. Moreover, training programs addressing gender equality in employment, workplace harassment, and gender mainstreaming in public policies have been successfully implemented. Cyprus has also strengthened its legal framework to protect the rights of pregnant and nursing women, ensure equal compensation for work, and eliminate discrimination in social insurance legislation.

Portugal

Portugal has implemented various initiatives at the governmental and private levels to ensure gender equality in the workplace. The Commission for Equality in Labour and Employment (CITE) and the Commission for Citizenship and Gender Equality (CIG) are two governmental entities overseeing these matters. They conduct awareness campaigns, provide training programs, and promote Gender Equality Plans (GEPs) for companies to address areas such as recruitment, career development, training, work-life balance, and equal pay. Companies with 50 or more employees are required to establish and implement GEPs. Portugal also supports work-life balance through flexible working arrangements, teleworking, and part-time work options. Networking and mentoring programs have been established to support women's career advancement. The country has laws prohibiting gender-based discrimination in employment, ensuring equal rights and opportunities, and protecting equal pay for similar work. Maternity and paternity leave is offered to encourage shared responsibilities and reduce gender disparities in caregiving. Gender quotas have been implemented for corporate boards to increase gender representation. These initiatives reflect Portugal's commitment to creating an inclusive and equitable workplace.

Netherlands

In the Netherlands, gender equality is legally mandated in the workplace, prohibiting discrimination based on gender. However, challenges persist in implementing these laws, particularly regarding promotions for pregnant women. The Dutch government introduced the "emancipatienota" in 2022 to address gender equality issues, emphasizing the high percentage of women working part-time compared to other European countries. Based on that, a debate has sparked about who will handle unpaid work responsibilities. Certain fields in the



Netherlands are predominantly occupied by women, partly due to their flexibility in working hours, but this perpetuates gender stereotypes. The government aims to increase awareness in education to encourage children to choose careers beyond traditional gender roles. The complexity of gender equality issues requires significant attention from the Dutch government.

Best Practices Applied in Different E.U. Countries

Spain

Best practice 1

Title of best practice	Be a sensitive professional about equality, promote equality and report discriminatory situations.
Subject	Ministries of Health, Social Services and Equality
Type of good practice	All the professionals must notify their superiors about conducts contrary to equality.
Type of resource	Digital guide

Link	https://www.sanidad.gob.es/novedades/docs/GuiaBBPPIgualdad.pdf
Country	Spain
Languages available	Spanish
Description	All the employees and public employees of the Ministry must put in knowledge of the sub-directorate of Human Resources, of the General Inspectorate of Services and the Equality Unit those conducts that could be discriminatory to the principle of gender equality, imply sexual harassment or harassment based on sex or incite violence against women. Said centers Managers will act in accordance with respective competencies.
Key stakeholders / Target groups	Aimed at professionals that are working in those Ministries.
Author / Provider / Organization responsible	Ministries of Health, Social Services and Equality
Contact details and website	https://www.igualdad.gob.es/

Best practice 2

Title of best practice	Collaborate in the normative and regulatory development of norms that are pending about approval on equality
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Subject	Ministries of Health, Social Services and Equality
Type of good practice	The Ministries of National Government collaborate with each other to promote the development of the norms.
Type of resource	Digital guide
Link	https://www.sanidad.gob.es/novedades/docs/GuiaBBPPIgualdad.pdf
Country	Spain
Languages available	Spanish
Description	The Ministry will collaborate with the Ministry of Finance and Public Function, with the Institute for Women and for Equal Opportunities and with the departments responsible ministerial bodies, each within the scope of their respective competencies to promote the regulatory development and application of those standards in the field of gender equality that are pending regulation.
Key stakeholders / Target groups	Different Ministries of the National Government.
Author / Provider / Organization responsible	Ministries of Health, Social Services and Equality

Contact details and website	https://www.igualdad.gob.es/
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Malta

Best practice 1

Title of best practice	Equality Policy
Subject	Equality Policy in the Public Service – Malta https://publicservice.gov.mt/en/people/Documents/People-Support-Wellbeing/Policies%20and%20Guidelines/Equality%20Policy.pdf
Type of good practice	Equality Policy for Public Service Employees
Type of resource	Report
Link	https://publicservice.gov.mt/en/people/Documents/People-Support-Wellbeing/Policies%20and%20Guidelines/Equality%20Policy.pdf
Country	Malta
Languages available	English
Description	<p>The Public Service is an equal opportunity employer. It aims to provide an inclusive environment which promotes equality and diversity, while maintaining a healthy working environment in which the rights and dignity of employees are respected. The principle of non-discrimination and equal opportunities is asserted further through the P&SD, which leads the development and implementation of innovative People Management policies, alongside its monitoring, regulatory and advisory role. Ensuring a nondiscriminatory working environment within the Public Service is the responsibility of all employees, particularly management.</p>

Key stakeholders / Target groups	This Equality Policy is applicable to all the employees of the Public Service
Author / Provider / Organization responsible	Office of the Prime Minister
Contact details and website	https://publicservice.gov.mt/en/people/Documents/People-Support-Wellbeing/Policies%20and%20Guidelines/Equality%20Policy.pdf

Best practice 2

Title of best practice	The Equality Mark Certification
Subject	Certification awarded to companies that make gender equality one of their values and whose management is based on the recognition and promotion of the potential of all employees irrespective of their gender and caring responsibilities.
Type of good practice	distinguish the certified equal opportunity employers. The National Commission for the Promotion of Equality (NCPE)
Type of resource	Reference to Standards required to attain Quality Mark
Link	https://ncpe.gov.mt/en/Pages/The_Equality_Mark/The_Equality_Mark.aspx
Country	Malta
Languages available	English Application is also available in Malta
Description	The Equality Mark is based on the following themes: • Policies and Initiatives • Recruitment and Employment • Employee Equality Representatives and Equality Committee • Equality in career and personal development opportunities • Family-

	Friendly Measures for men and women with caring responsibilities • Gender Equality in the access to, and supply of, goods and services	
Key stakeholders / Target groups	All	
Author / Provider / Organization responsible	National Commission for the Promotion of Equality (NCPE)	
Contact details and website	National Commission for the Promotion of Equality (NCPE) Gattard National Blata l-Bajda HMR 9010 equality@gov.mt Website- http://www.ncpe.gov.mt	House, Road,

Greece

Best practice 1

Title of best practice	Gender Quota
Subject	Gender Equality and Women's Representation in Politics
Type of good practice	Social initiative
Type of resource	Report, Website
Link	https://www.idea.int/data-tools/data/gender-quotas/country-view/139/35
Country	Greece
Languages available	Greek and English

Description	The Gender Quota Social Initiative in Greece aims to increase women's representation in politics and decision-making positions through the implementation of a gender quota system. The initiative was launched by the Greek government in 2019, and it requires that political parties field a minimum of 40% female candidates in local and national elections. The initiative also includes training programs for women interested in running for office and awareness-raising campaigns to promote women's participation in politics. Additionally, the government has set up a monitoring mechanism to ensure compliance with the quota system.
Key stakeholders / Target groups	Political parties, women interested in running for office, general public
Author / Provider / Organization responsible	Greek government, specifically the Ministry of the Interior.
Contact details and website	www.ypes.gr
Information that you believe should be included	info@ypes.gr

Best practice 2

Title of best practice	Women On Top: Promoting Gender Equality in the Workplace in Greece
Subject	Gender Equality and Women's Empowerment in the Workplace
Type of good practice	Training
Type of resource	Website
Link	www.womenontop.gr
Country	Greece
Languages available	Greek and English

<p>Description</p>	<p>Women On Top is a multi-stakeholder initiative launched in Greece in 2018 to promote gender equality in the workplace. The initiative brings together employers, civil society organizations, and other stakeholders to develop and implement strategies to close the gender gap in the workplace. The Women On Top initiative offers a range of resources, including training programs for employers and HR professionals on how to identify and eliminate gender bias in the workplace, best practices for promoting gender equality, and tools for monitoring and measuring progress. The initiative also provides support to women in the workplace, including mentoring and networking opportunities, to help them advance their careers and overcome barriers to their professional development.</p>
<p>Key stakeholders / Target groups</p>	<p>employers, HR professionals, women in the workplace, civil society organizations, and other stakeholders interested in promoting gender equality in the workplace.</p>
<p>Author / Provider / Organization responsible</p>	<p>Hellenic Federation of Enterprises (SEV) in collaboration with the Hellenic American Chamber of Commerce (AmCham Greece) and the British Hellenic Chamber of Commerce.</p>
<p>Contact details and website</p>	<p>www.womenontop.gr , info@womenontop.gr</p>

Cyprus

Best practice 1

<p>Title of best practice</p>	<p>National Certification Body for the Implementation of Good Practices on Gender Equality in the Working Environment</p>
<p>Subject</p>	<p>Gender Equality in the Workplace</p>
<p>Type of good practice</p>	<p>Certification</p>
<p>Type of resource</p>	<p>Website</p>

Link	https://www.mlsi.gov.cy/mlsi/dlr/dlr.nsf/nationalcertificationbody_en/nationalcertificationbody_en?opendocument
Country	Cyprus
Languages available	English, Greek
Description	Companies have the right to apply for two types of certification, namely (a) 'Best Practices' for individual practices applied and (b) 'Equality Employer' for adopting a comprehensive system of promoting gender equality in their workplace. A call of application is announced annually and interested organization in being certifies submit applications. After a visit to the organization the Evaluators prepare an evaluation report to submit to the National Certification Body which makes the final decision. The certification is valid for the period of four years.
Key stakeholders / Target groups	Council of Ministers, Ministry of Labour and Social Insurance, Gender Equality Commissioner, employer's and employees' Associations
Author / Provider / Organization responsible	Ministry of Labor and Social Insurance
Contact details and website	Tel: (+357) 22867400 Email: info@presidency.gov.cy Website: https://www.presidency.gov.cy/cypresidency/cypresidency.nsf/contact_en/contact_en?OpenDocument

Best practice 2

Title of best practice	Strategic Plan for the period 2014-2017 for Gender
Subject	Gender Equality for the workplace
Type of good practice	Strategic Plan

Type of resource	Online Article
Link	https://www.ohchr.org/sites/default/files/Documents/Issues/Business/Gender/Cyprus.pdf
Country	Cyprus
Languages available	English
Description	The actions were related, among others, to the efficient promotion of gender equality, the modernization and improvement of the legal framework, the economic independence of women and the combating of stereotypes and social prejudices.
Key stakeholders / Target groups	Women and girls affected by gender inequalities
Author / Provider / Organization responsible	The Ministry of Justice and Public Order, with other public and private stakeholders
Contact details and website	Tel: (+357) 22805951 Email: registry@mjpo.gov.cy Website: http://www.mjpo.gov.cy/mjpo/mjpo.nsf/homee/homee?opendocument

Portugal

Best practice 1

Title of best practice	GALP Equality Plan
Subject	Gender equality plan of action
Type of good practice	Company's procedure implementation
Type of resource	Report
Link	www.galp.com/corp/Portals/0/TC/Plano%20para%20a%20igualdade%202021_EN_e n-GB.PDF

Country	Portugal
Languages available	English
Description	<p>Bearing in mind the importance of Gender Equality, Galp presents its Equality Plan for 2020, aiming to achieve effective equality of treatment and opportunities between women and men, promoting the elimination of sex discrimination, and fostering balance between personal, family, and professional life. The plan covers the areas included in the above-mentioned order, which are the following:</p> <ul style="list-style-type: none"> • Equal employment access • Equality in working conditions • Equal pay • Protection of parenting • Balance between professional activity and personal and family life
Key stakeholders / Target groups	GALP employees
Author / Provider / Organization responsible	GALP
Contact details and website	galp@galp.com www.galp.com

Best practice 2

Title of best practice	Gender Equality at work training session
Subject	Gender Equality at Work
Type of good practice	Training program
Type of resource	Online training programme
Link	www.nau.edu.pt/en/course/igualdade-de-genero-no-trabalho-e-no-emprego/
Country	Portugal
Languages available	Portuguese and English
Description	Online training c
Key stakeholders / Target groups	Citizens interested in this topic, workers, leaders and representatives of central, regional, and local public administration, representatives of the private sector and social economy, representatives of social partners and civil society.
Author / Provider / Organization responsible	<p>AUTHORS: Institute of Employment and Professional Training (IEFP) and the Commission for Equality in Labour and Employment (CITE)</p> <p>PROVIDER: NAU is an online project, pioneering at Portuguese national level, to support education and training, aimed at large audiences. The NAU platform is a service developed and managed by the FCCN Unit of the Foundation for</p>

	Science and Technology (FCT) that allows the creation of courses in MOOC format (Massive Open Online Course).
Contact details and website	www.nau.edu.pt/en/ ajuda@nau.edu.pt

Best practice 3

Title of best practice	TP Women
Subject	Diversity, inclusion and gender balance
Type of good practice	Corporate programme
Type of resource	Case study
Link	www.youtube.com/watch?v=XoyZWjgMvpc
Country	Portugal
Languages available	Portuguese and English
Description	The mission of Teleperformance's TP Women programme is to create a more diverse workforce at all levels of TP globally, with a particular focus on women. The strategy focuses on building a solid foundation, creating policies and systems that diminish prejudices and improve justice and equitable treatment. With a well-defined strategy, including corporate events, specific content dedicated to empowering all people to access the same opportunities and challenges.
Key stakeholders / Target groups	Teleperformance Portugal employees
Author / Provider / Organization responsible	Teleperformance Portugal
Contact details and website	https://jobs.teleperformance.pt/pt-pt/about-us/ https://jobs.teleperformance.pt/working-in-portugal/mundo-tp/programa-tp-women-porque-diversidade-e-inclusao-sao-importantes/

Netherlands

Best practice 1

Title of best practice	Dit werkt wel
Subject	Tools to help you combine work and care
Type of good practice	Tools to help women

Type of resource	Website
Link	https://www.ditwerktwel.nl/
Country	The Netherlands
Languages available	Dutch, Tools are available in English
Description	This website has several tools to help women who are in a financial unstable situation. It provides them with advises on workhours they should make and how they should equally divide work and care tasks with their partners.
Key stakeholders / Target groups	The main target group are women in a financial unstable situation, but the tools also help women who are financially stable and men who want to take equal responsibility in their homes.
Author / Provider / Organization responsible	WOMEN Inc. Bureau Clara Wichmann. Movisie De Nederlandse Vrouwen Raad (NVR) WO=MEN, Dutch Gender Platform
Contact details and website	https://www.instagram.com/women_inc/
Information that you believe should be included	Several tools, such as a tool in which both partners can see if they share they task equally. https://checkjetaakverdeling.womeninc.nl/

Best practice 2

Title of best practice	Emancipator
Subject	A initiative to connect men and boys into the gender equality issues.
Type of good practice	Initiative

Type of resource	Website
Link	https://www.emancipator.nl/menengage/
Country	The Netherlands
Languages available	Dutch, English
Description	<p>This initiative is aimed to involve men and boy in the goal of reaching gender equality. Gender equality is not something which can be reached by women alone, and men suffer from stereotypes “as the man brings home the money”. Involving men in the process will help them become less violent in their relations, and have a positive influence on the equality of the care tasks.</p> <p>They also provide networks in which men can find contacts which struggle with the same issues.</p>
Key stakeholders / Target groups	Boys and men.
Author / Provider / Organization responsible	Menengage alliance
Contact details and website	<p>E-mail: info@emancipator.nl</p> <p>Phone: +31 6 83 56 18 41</p> <p>Tweede Jacob van Campenstraat 123A</p> <p>1073 XS Amsterdam</p>
Information that you believe should be included	While there are more initiatives in the Netherlands, it is necessary when talking about gender equality to discuss the position of men as well.

Survey Insights from Different E.U. Countries

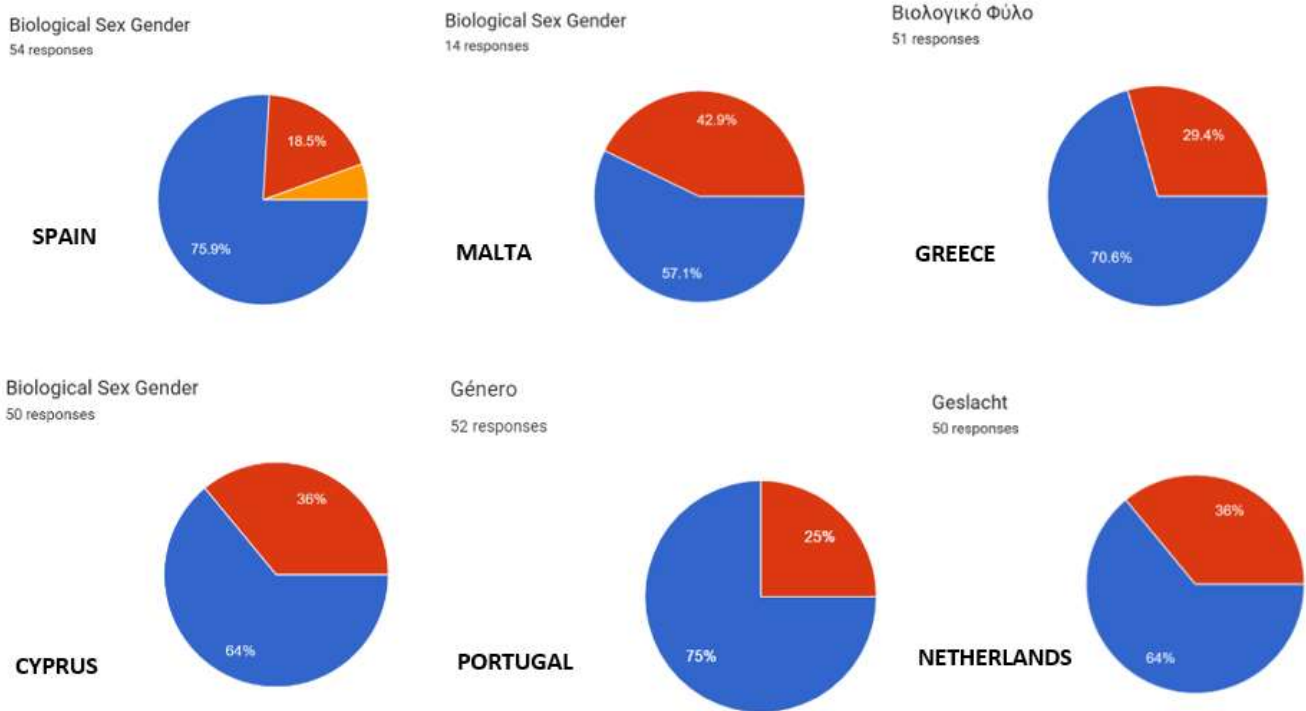
Each country conducted a quantitative survey in their country to provide insights into equality between the two biological sex in the workplace. The surveys were offered digitally or

in written form and either in English or the national language of each partner organization. The questions were created based on six gender equality indexes (overall, work, knowledge, time, money, and power), and the scale ranged from 1, indicating low equality, to five indicating high equality.

A total of 272 participants completed the EQUALISER survey. The majority of participants were women, in the age range of 21-50 holding different business roles, with most of them being involved in administrative, human resources, and researcher-related sectors.

Graph 7

Percentages of Participants' Biological Sex Per Country



Note: The blue color represents the female, the red male and the orange other participants.

Spain

Based on the data of Spanish participants, it was found that the overall gender equality in the Spanish workplace is 43 points out of 100, meaning that they are many indicators of

inequality. Noteworthy, it is also the high rate of neutrally answered questions of 20-37%, indicating a lack of awareness on the matter.

In Spain, the time spent on household and childcare responsibilities and the rewards and salary earned by males and females for the same business role, appear to suffer greatly as they had a very low equality score of 32 and 40 percent, respectively. The desk research of the country also showed similar indications. In regards to the other domains, the only one that scored above the average with a percentage of 61 was the knowledge index. This can be interpreted in terms of an equal amount of educational and training opportunities for both men and women. However, the power index scored 49 points out of 100, meaning a low representation of women in power and decision-making positions. Also, the work index earned 42 points out of 100, indicating a deviation between work opportunities and workload between men and women.

Participants consider that women's preference for part-time jobs to balance motherhood and the dominance of men in positions of power were factors contributing to gender disparities in the country.

Malta

Based on the data of Maltese participants, it was found that the overall gender equality in the Maltese workplace is *47 points out of 100*, meaning that they are many indicators of inequality. Noteworthy, is that Malta has the highest rate of neutrally answered questions of all countries, which is 29-43%, indicating a severe lack of awareness on the matter.

In Malta, the knowledge, money, and power indexes were the highest-scoring domains with a rate of 64%, 50%, and 50%, respectively. Based on that, the work opportunities (48%) and the time spend on childcare and domestic work (27%) were rated as having a low equality. However, in comparison to the desk research, the work index has a very good equality of 80% whereas the power domain scored just 40%. This discrepancy in domains may be explained by differences in the sample size of the surveys, as well as their demographic characteristics. A small sample size may reveal no representative findings for the entire population. Therefore, due to the small sample size of the EQUALISER survey, the results may not sufficiently represent the workplace gender equality of all employees in Malta. On top of that, most responders were people holding CEO and human resources positions which usually have lower chances of discrimination. In addition, since they have a job position determinable for equality policies and regulations, they may have created work environments with significantly equal employment conditions.

In addition, participants consider the following factors to contribute to workplace gender inequalities in Malta:

Lack of work-life balance support:

The absence of flexible work arrangements and support for work-life balance for women with children aged 4-16 disproportionately affects women, who often bear the responsibilities of caregiving. This can hinder career progression and limit women's participation in the workforce.

Unconscious biases in promotion decisions & limited representation of women in leadership positions:

Respondents highlighted that unconscious biases may favor men, resulting in fewer career advancement opportunities for women. This bias can hinder women's progress and limit their access to higher positions. The underrepresentation of women in leadership roles also reinforces gender inequalities.

Male-dominated workplace culture & perpetuation of stereotypes and gender roles:

A male-dominated workplace culture can create an environment that is less inclusive and supportive of women. Furthermore, the presence of stereotypes and traditional gender norms can reinforce gender inequalities. These stereotypes may influence expectations placed on individuals, limiting their career choices and opportunities for advancement.

Ineffective policies and practices & Inadequate awareness and training:

Limited or ineffective policies and practices to address gender inequalities and promote gender diversity can contribute to the persistence of gender disparities. Organizations must establish robust policies that support equal opportunities for career growth and provide a fair and transparent promotion process. Insufficient awareness and training on gender issues and unconscious bias can contribute to the perpetuation of gender inequalities. Organizations should invest in comprehensive training programs to foster awareness, sensitivity, and inclusivity among employees.

Greece

Based on the data of Greek participants, it was found that the overall gender equality in the Greek workplace is *45 points out of 100*, meaning that they are many indicators of inequality. Noteworthy, is the fact that Greece has the highest rate of neutrally answered questions of all countries, of 26-42, indicating a possible lack of awareness on the matter.

The knowledge and work domains in Greece had a significant equality rate of 61% and 52%. However, there is still room for improvement since these numbers are close to the average equality and lower than the overall EU average. Furthermore, the salaries and rewards earned by men are higher than those earned by women for the same business role, scoring a 48%. Finally, the power (47%) and time (31%) indexes also scored in accordance with the desk research outcomes.

Participants also provided their opinions on the factors contributing to workplace gender inequalities in Greece. They specifically outlined the following factors:

a) Beliefs & Perceptions

Strong and dated beliefs held by Greeks lead to unconsciously discriminating against women and gender biases. Also, men are usually the ones holding decision-making positions even if the representation of women in a company is high or higher, due to the traditional societal role that dictates men taking the decisions and women following, in accordance with the traditional family model of past years.

b) Lack of policies

A lack of gender equality and diversity policies is mentioned, which is also clear from the survey answers. There is no policy ensuring the equal representation of women in decision-making positions and no policies ensuring that women are men get paid equally.

c) Cultural Mindset -Patriarchy

There is still a generational perception of stereotypical and patriarchal background in Greek culture. Entrenched culture of patriarchy is mentioned numerous times, alongside the antiquated system maintained by the private sector senate and the inability of modern man to maintain a particular sensitivity after a certain age.

d) Established rules and attitudes

Although efforts have been made to combat inequalities, the main factor contributing to their non-elimination are established rules and attitudes in society that do not allow full equality. The belief that the woman is traditionally the one who will take on family obligations is still strong.

Cyprus

Based on the data of Cypriot participants, it was found that the overall gender equality in the Cypriot workplace is *60 points out of 100*, meaning that they are not extreme workplace inequality indications. Interestingly, a large number of participants reported not experiencing any gender inequality in their working environment. This can be interpreted in improving the matter in Cyprus. However, there was a 12-23% rate of naturally answered questions, indicating a need for more awareness, which can also explain the lack of inequality experience. Noteworthy, was also the input of some participants supporting that nowadays, discrimination and inequalities are mostly directed to male than female employees.

In Cyprus, all indexes scored similarly to the scores found in the desk research. Specifically, the knowledge (78%), work (68%) and money (61%) indexes had a good and above average equality, while the power (55%) and time (39%) domains seem to be the ones suffering the most.

Participants also provided their opinions on the factors contributing to workplace gender inequalities in Cyprus. They specifically outlined the following factors:

a) Attitudes & Women's role in Cypriot society

Women usually turn down advanced roles to take care of family responsibilities. This is also a high expectation by the entire society. As a result, their career is negatively affected since they have lower rates of full-time workload, which contribute to lower chances of advancement and earning less.

b) Beliefs & Norms

Strong beliefs held by Cypriots lead to unconsciously discriminating against women and gender biases. For instance, there is a lower representation of women in specific sectors (e.g., IT, Mechanicals, Pilots, etc.) since they are considered more masculine occupations. This affects the advancement of women in the sector. Also, men usually hold decision-making positions even if the representation of women in the firm is higher.

c) Policies

There is a lack of gender equality and diversity policies and many legal and structural barriers. In addition, there is no policy ensuring the equal representation of women in decision-making positions.

d) Cultural Mindset

There is still an existing generational perception of stereotypical and patriarchal background in the Cypriot culture. Also, there is silence around gender-related issues.

Portugal

Based on the data of Portuguese participants, it was found that the overall gender equality in the Portuguese workplace is *49 points out of 100*, meaning that they are some indicators of inequality. Portugal has a 13-23 rate of neutrally answered questions indicating a slight lack of awareness. Interestingly, most respondents do not identify any problems regarding gender inequality.

In Portugal, the knowledge (74%), the work (73%), and the money (70%) indexes scored fairly close while they also had a good equality rate. In contrast, even though the power (62%) and time (57%) indexes scored above the average, they were the last domains from all six, indicating that improvements should be imposed on these equality aspects. A noteworthy observation was the difference between the outcomes of this survey and the Portuguese desk research. To illustrate, the knowledge domain takes first place with high equality on the EQUALISER survey. In contrast, it takes the penultimate position on the desk research survey, with a score of 55%.

Participants also provided their opinions on the factors contributing to the workplace

gender inequalities in Portugal. Most respondents do not identify any problems regarding gender inequality. All policies, attitudes, and daily management of work and collaborators are done so that this disparity in the treatment of men versus women is not felt. The socially agreed attribution of activities related to the third sector influences the distribution of projects, although there is a greater specialization of female employees in this area. There is also a tendency to assign more complex jobs to male employees without any significant difference in the abilities of men and women.

Netherlands

Based on the data of Dutch participants, it was found that the overall gender equality in the Dutch workplace is *50 points out of 100*, meaning that there is an average equality. Noteworthy is that the Netherlands have the lowest rate of neutrally answered questions of all countries, of 11-24%, indicating a sufficient awareness on the matter.

In the Netherlands, it appears that there is a generally good indication of workplace gender equality, with most domains having an above-average rate. Specifically, the work, the knowledge, the money, and the time indexes scored 78%, 76%, 72% and 71%, respectively. Regarding the power domain, the score is on 57% indicating that actions should be taken to improve equality on the specific index.

Interestingly, the EQUALISER survey results are different to those of the Dutch desk research in terms of the rates of each domain and on the order of highest to lowest equality in each index. This can be justified by participant characteristics such as business role and work sector differences.

Participants also provided their opinions related to the factors contributing to workplace gender inequalities in the Netherlands. They specifically outlined the following factors:

- Women are having fewer opportunities because they work fewer hours a week due to household and childcare responsibilities.
- In some work fields men are preferred over women due to strength.
- Women are supposedly more compelled to do everything right, while men can focus on one field. Leaving the family matters to the wife.

Focus Groups Discussion Insights from Different E.U. Countries

The focus group discussions were incredibly insightful in gaining a holistic and in-depth understanding of workplace gender equality in each country. Below you can find insights related to:

1. Participants' knowledge of the phenomenon in terms of its causes, impact on employees, indications, and counter-measures.



2. Personal experiences.
3. Participants' needs regarding their abilities to deal with gender inequalities in the workplace.
4. Their suggestions for the development of educational materials.

Spain

Participants highlighted the persistent gender pay gap and the underrepresentation of women in management positions. Personal experiences of discrimination, such as during hiring processes, emphasized the need for formal procedures and training to address gender inequalities effectively.

Malta

Participants from diverse sectors identified cultural factors, lack of awareness, leadership, and gender biases as root causes of gender disparities in the workplace. They stressed the importance of promoting a culture that values skills and capabilities and implementing family-friendly initiatives to combat gender inequality.

Greece

Participants provided a comprehensive view of workplace gender inequality, revealing causal factors like cultural norms and stereotypes. These inequalities had broad repercussions, impacting women's earnings and career advancement. Participants called for merit-based approaches and education to combat inequality, emphasizing the need to challenge societal norms and promote diversity and inclusion through engaging educational materials. These insights underscore the importance of addressing deep-rooted beliefs for advancing workplace gender equality in Greece.

Cyprus

Participants echoed similar concerns, emphasizing cultural norms and stereotypes as factors contributing to gender inequalities. They recommended merit-based approaches in hiring and promotion, as well as public condemnation of discriminatory practices. Education and intervention strategies were also deemed essential.

Portugal

Participants, primarily holding management positions, acknowledged the gender pay gap and the limited representation of women in leadership roles. Personal experiences highlighted both challenges and successes in addressing gender inequality, emphasizing the need for formal procedures and training, including considerations of gender in program planning and evaluation.

Netherlands

Participants highlighted historical gender role norms, disparities in salaries, and societal expectations as factors contributing to workplace gender inequality. Personal experiences included discomfort due to inappropriate jokes, and participants expressed a need for sensitivity training and workplace awareness. They stressed the importance of progress tracking through regular surveys and building confidence to address these issues, emphasizing the multifaceted nature of gender inequality in the Dutch workplace.

Overall, these focus group discussions across EU countries provided valuable perspectives on the complexities of workplace gender equality. The participants' in-depth knowledge and commitment to addressing these issues underscore the importance of a multifaceted approach to address and eliminate gender inequalities in the workplace.

Specifically:

- 1. Progress Tracking:** Regular surveys and progress tracking are crucial to monitor and address gender inequalities in the workplace effectively.
- 2. Building Confidence:** Building confidence among individuals to address gender inequality issues is essential, as it empowers them to take action.
- 3. Formal Procedures and Training:** Implementing formal procedures and providing training, including considerations of gender in program planning and evaluation, helps combat gender inequality.
- 4. Merit-Based Approaches:** Merit-based approaches in hiring and promotion are recommended to ensure fairness and equality.
- 5. Public Condemnation:** Publicly condemning discriminatory practices creates accountability and discourages inequality.
- 6. Education and Intervention Strategies:** Education and intervention strategies play a significant role in raising awareness and addressing gender inequality issues.

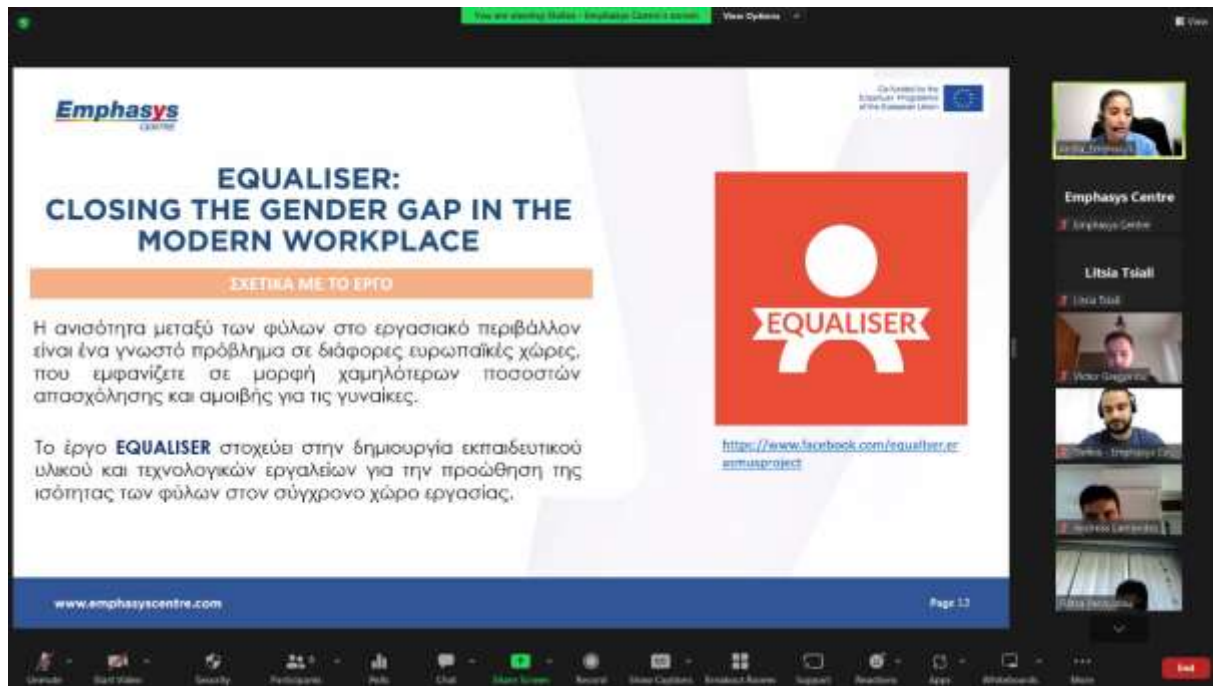


7. Challenging Societal Norms: Challenging deep-seated societal norms and promoting diversity and inclusion through engaging educational materials are vital steps.

8. Valuing Skills and Capabilities: Promoting a culture that values skills and capabilities over gender is essential for combating gender inequality.

9. Family-Friendly Initiatives: Implementing family-friendly initiatives, such as childcare support, can help in reducing gender disparities.

Photos from some focus groups:



Conclusion

The reports from various countries provide insights into the progress and challenges related to gender equality in the workplace. Although advancements have been made, ongoing efforts are needed to address the remaining issues. In Spain, while regulations and awareness about gender equality have improved, there is still inequality in the workplace

and access to positions of power for women. The wage gap is a significant concern, and more easily accessible resources and initiatives are required to support women. Malta is lacking a legally binding obligation for gender mainstreaming which may explain the minimal improvement of the gender gap in housework which is one of the most significant gaps in time spent on housework among EU countries. Greece faces obstacles in achieving gender equality due to factors such as the economic crisis, the underrepresentation of women in decision-making, and the prevalence of part-time and temporary jobs.

Nonetheless, initiatives promote diversity and inclusion, and awareness about gender equality is growing. Cyprus has seen progress in workplace gender equality, but there is still a significant disparity in decision-making positions favouring males. Cultural norms contribute to male dominance in certain occupations, and developing national policies and laws related to inclusion and diversity is crucial. Portugal ranks 29th globally in terms of gender equality. Inequality persists in economic participation, education, and political empowerment. The gender pay gap and underrepresentation of women in management boards and top positions are concerning issues. Gender violence is also prevalent. In the Netherlands, gender equality is generally good, but there are challenges regarding women working part-time and their representation in higher positions. Stereotypes and a lack of clear company values contribute to these obstacles. While payments based on function are generally equal, there is room for improvement. The perception of progress compared to other countries may hinder further advancements.

Participants stressed the importance of implementing formal procedures and providing training to promote gender equality in the workplace. They identified specific training needs, such as incorporating gender perspectives in program planning and evaluation, addressing language as a source of inequality, implementing gender mainstreaming and affirmative action, and adopting cross-sectoral approaches. Additionally, participants highlighted the necessity of training on taxes, financing, and human resources.

Participants suggested various tools and resources to meet these training needs, including online informational sessions, articles, data-driven research, legal frameworks, policy commitments, and comprehensive employee training programs. They attributed gender inequalities in the workplace to attitudes, beliefs, and cultural norms, emphasising the significance of promoting a culture that values skills and capabilities, providing resources, and implementing supportive policies to combat and prevent incidents of gender inequality.

Family-friendly initiatives, particularly childcare support, were repeatedly proposed as essential solutions. Participants recommended that companies base their hiring, promotion, and compensation decisions solely on performance. They also emphasised the importance of speaking out against inequality and publicly shaming perpetrators. Personal experiences were shared, underscoring instances of misogynistic attitudes and disrespectful treatment, highlighting the need for intervention and conflict resolution.



Participants desired to learn effective intervention strategies and develop resilience when confronting gender inequality incidents. They suggested educational materials emphasizing equal employment rights for both women and men, utilising real-life case studies and statistics to emphasize the urgency of intervention. Interactive and practical approaches, including step-by-step exercises, were recommended to foster a new working culture. Participants also noted the need for regular surveys to track progress and the availability of confidants to address workplace issues.

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