

The strength of unions is built on their ability to represent all workers in a workplace.

Continuous organising is thus central to building strong unions – whether it is getting existing members more active in their own union or recruiting new members into the union. Unions should seek to represent members/workers of all genders (where applicable¹), ages, races, ethnicities, sexual orientations, legal status and work status (permanent and non-permanent workers). Unions can fight against gender and other inequalities (e.g. racial) in the workplace as a way to organize and build collective power.

By seeking to represent as many members' interests as possible, workers also have a greater sense of ownership over their own union.

The COVID-19 pandemic and crisis have exposed the many inequalities in our societies which stem from exploitation, patriarchy and racism.

The fight for equality helps to build societies that are more resistant to any future crises, since crises exacerbate inequalities and inequalities exacerbate crises. Fighting for equality at the workplace means fighting for a workplace where all workers access the same rights, jobs and opportunities. Workers fight for equality through their unions.

Equality mapping can identify inequalities in the workplace. Occupational segregation, the disproportionate representation of certain groups of individuals (e.g. men or women) in certain jobs, can be a product of entrenched cultural norms or historical circumstances. A common example is the overrepresentation of women in jobs that involve repetitive manual tasks while being underrepresented in more technical jobs like forklift driving, engineering or maintenance positions. **Equality mapping is an important tool to establish a baseline of information and helps unions formulate solutions for addressing/eliminating any disparities that may exist.**

¹ **Note:** There are several IUF affiliates that only have women members

Introduction to equality mapping - a tool to strengthen your union



www.iuf.org





Through regular equality mappings, unions can also better identify the impacts of automation. Women, for example, are disproportionately employed in jobs which are the most likely to be automated out of existence.

Some IUF affiliates use equality mapping as part of their union work. For others, this may be a new concept. Here are the basic steps that a union representative or worker/member committee should take to do an equality mapping. For purposes of this guide, we focus on women workers.

Prepare a map of the workplace, showing workers by shift and department²:

- Gender
- Race and/or ethnicity
- Disabled workers
- Type of employment (permanent, full-time, part-time, seasonal, temporary, casual) by gender
- Job classifications by gender
- Union membership
- Earnings (hourly wages /yearly earnings including benefits) by gender
- Training opportunities by gender
- Resources and policies to facilitate work life balance.

A union training exercise for worker committees/union members

In a union training, workers should prepare the mapping themselves. Accuracy, in the case of a worker training of this kind, is not the primary goal. It is to build confidence. This is based on the experience of a number of IUF affiliates. Workers should be asked to present their completed mapping to the larger group of workers taking part in the training and their union. They should be asked to talk about how they fit into the mapping (e.g. what department they work in). It is also helpful to ask those presenting their mapping and taking part in the training where the union is well organised and where it is weak.

Workers should also be encouraged to talk about other equality related issues (e.g. how women are treated, whether there are issues of bullying and harassment in the workplace, etc.) as well as any internal equality related issues or conflicts among workers. Workers, through their union, should be encouraged to discuss how together they can address any identified equality concerns. Furthermore, where issues of sexual harassment and bullying have been identified, an experienced shop steward and/or union representative should be notified immediately for follow up.

² **Note:** The 2017 IUF Congress adopted the IUF Action Program for Equality which states that employers/companies should also be requested to provide statistics on these criteria.
<https://www.iuf.org/wp-content/uploads/2020/08/2017-22actionprogram-e.pdf>

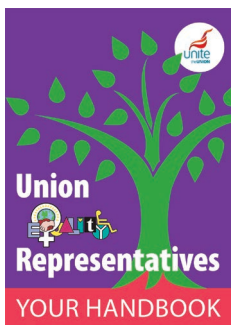


PHOTO: ANNA NYLANDER, UNION TO UNION

Union representatives

Many IUF affiliates have dedicated equality programmes, policies and departments; some of these affiliates have developed tools to conduct an equality mapping/audit. See Annex A for examples of mapping tables you may wish to use.

Some IUF affiliates have organised to establish equality union representative positions and/or equality committees at worksite or branch/local level to give greater focus to equality issues.



Unite the Union, for example, states in its **Union Equality Representatives Handbook** that union equality representatives need to organise and work with other union representatives to look at in relation to women:

- Family friendly policies and flexible working
- Job segregation
- Equal pay and gender pay gap reporting
- Women and pensions
- Women's health
- Sexual harassment and violence
- [Women of racial and/or ethnic minority groups]
- Representation of women in the union³

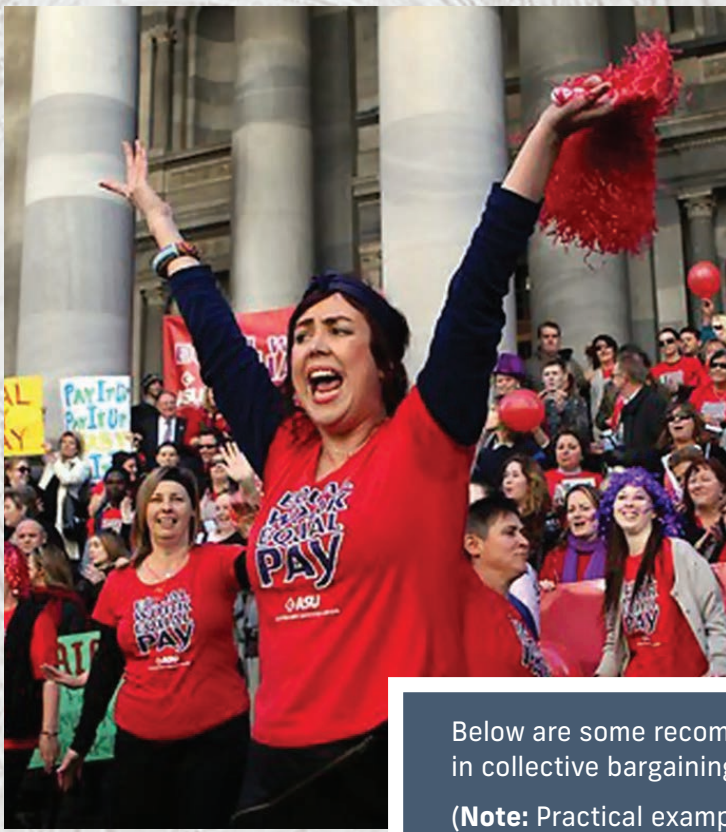
³ Note: See page 17

For both worker committees and union representatives

Identifying the under- or over- representation of certain groups in an equality mapping can help unions identify where they need to become better organised. An equality mapping can also provide important information for negotiations and other discussions with employers, particularly on the hiring and/or promotion of underrepresented groups where disparities may exist. This information can also inform the development of worker training programmes and ensure access to them.

It is the experience of IUF affiliates that workers and their unions must be convinced that equality is necessary before any change can take place. Education and raising the awareness of workers, union members and often those who live in their communities (including workers' families) is thus essential in laying the groundwork for change to occur.





Goals for collective bargaining and other discussions with companies

Unions should regularly conduct equality mappings to measure progress and inform next steps on any negative areas which have been identified. A mapping can help shape the union's bargaining agenda, which should seek to address any identified inequities at the workplace. Union negotiating committees should also be representative of those who work in the facility.

Below are some recommendations to IUF affiliates for items to include in collective bargaining and other discussions with employers

(Note: Practical examples can be viewed in Annex C)

Pay equity

- Companies should provide transparency on wage structures. Unions should consider making an information request, potentially as part of the collective bargaining process, to obtain data on the wages earned by men versus women.
- Women and men working in similar or identical jobs must receive the same pay⁴. Women and men must also receive equal pay when they perform a job that is different, but that can be shown to be of equal value (i.e. pay equity) under these **four criteria**:
 - qualifications and skills
 - efforts
 - responsibility; and
 - working conditions.
- An examination of pay equity allows unions to better address the gender pay gap, often tied to assumptions and stereotypes about the value of work that is “typically” viewed as “women’s work” and therefore lower paid (e.g. clerical, assistants, cleaners, etc.).
- A pay equity committee should perform a “job neutral” evaluation. A good example is provided **here** by the International Labour Organisation. Women should be well represented in a pay equity committee, especially in women dominated jobs (including women from racial/ethnic minority groups if concentrated in some jobs/departments/etc.).

Training

- Both unions and employers can encourage women’s attendance to trainings through a minimum quota system, child care support, financial and other incentives.

4 **Note:** See fundamental [ILO C100 - Equal Remuneration Convention](#), 1951 (No. 100)

Hiring and promotion

- Unions first need to understand the barriers that keep women from applying to certain jobs before any discussions with employers about hiring and promotion can take place.
- Unions should also prepare an educational plan for workers, their families and their community which encourages women to learn about work and training opportunities.
- **Note:** The wording of a job advertisement matters. A U.S. study found that removing gender-biased words from job descriptions increased the number of applicants by 42%. According to research from the American Psychological Association, “words such as ‘support,’ ‘affectionate’ and ‘understand’ are examples of feminine wording, while words such as ‘leader,’ ‘aggressive’ and ‘ambitious’ are considered masculine.”⁵ In the job announcement it is also important to highlight training opportunities to reduce any concerns applicants might have that they are underqualified.

Non-discrimination clauses

- Unions should negotiate zero tolerance policies against discrimination on the basis of sex, gender, race/ethnicity, sexual orientation, disability, etc.; policies which address violence and sexual harassment in the world of work (including the impacts of domestic violence at work).
- For bargaining recommendations for LGBTI workers, please refer to the IUF’s **Bargaining demands for LGBTI workers’ rights.**

Gender friendly workplace

- Union should seek to negotiate the following:
 - Affordable, ideally onsite child care facilities and space for working mothers to breastfeed
 - Safe change rooms, washrooms and other spaces.
 - Access to safe transportation especially for women in developing countries
 - Maternity and paternity leave for workers
 - **A gender-sensitive approach to worker health and safety**

Scheduling

- Unions should negotiate provisions which enable workers to balance their domestic and care responsibilities with their job (flexible working hours, care leave and/or credits for the sick and elderly, etc.)
- Unions should negotiate protections to ensure that an employer cannot change a worker’s schedule within a certain period of time without mutual consent. Workers’ schedules should also be set with advance notice that allows them to manage their obligations outside of work.
- Unions should negotiate for the prohibition of on call shifts and/or zero hour contracts.

Automation

- Women often work in jobs which are the most likely to be automated out of existence. While it is vital for unions to negotiate measures to ensure upskilling, training and permanent jobs for all workers, unions organizing to promote more jobs for women should be alert to the need for more and better jobs, and negotiate with an eye on the future development of jobs structures to eliminate gendered job disparities.

The IUF and its Food Processing Division encourages all affiliates to make use of this tool.

5 **Source:** <https://www.businessnewsdaily.com/9434-gender-neutral-job-ad.html> and <https://www.forbes.com/sites/hbsworkingknowledge/2016/12/14/how-to-take-gender-bias-out-of-your-job-ads/#18c05a4b1024>

ANNEX A

- Mapping table from CC.OO `Modelo de diagnóstico de situación de igualdad entre mujeres y hombres'

PROFESSIONAL GROUPS	PROFESSIONAL CATEGORIES	YEARS OF SERVICE	WOMEN	NUMBER OF PEOPLE		AVERAGE WAGE	
				MEN	WOMEN	MEN	PAY GAP
SUPERVISION	MANAGERS	1º year					
		1-3 years		17		30.264,29	
		3-6 years	4	10	29.687,50	32.414,10	1,09
		6-10 years	7	32	29.483,29	37.816,50	1,28
		> 10 years	20	62	35.837,30	44.405,96	1,24
	DEPARTMENTAL HEADS	1-3 years	17	7	17.790,29	17.570,57	0,99
		3-6 years	16	5	18.105,19	21.663,40	1,20
		6-10 years	50	23	19.739,36	27.878,52	1,41
		> 10 years	35	33	19.839,37	37.377,21	1,88
	SECTION SUPERVISORS	1-3 years	16	33	22.321,88	24.253,73	1,09
		3-6 years	9	17	25.074,33	24.753,76	0,99
		6-10 years	32	23	20.675,91	25.850,83	1,25
		> 10 years	49	49	24.025,82	31.813,69	1,32

- Mapping table from **Unite the Union – Union Equality Representatives, Your Handbook**
This is an example of a basic form to conduct an equality audit of the workplace and identify potential discriminatory practices and issues to address.

Number of Workers									
Grade	Men	Women	Black, Asian & Ethnic Minority Workers	Disabled Workers	Aged 25 and Under	Aged 50+	Part time workers		Total
							Men	Women	
Total									
%									

- * An equality audit needs to include relevant information for your workplace. Therefore, you may need to add columns to include e.g. Migrant Workers, agency Workers, LGBT Workers or specific religions.

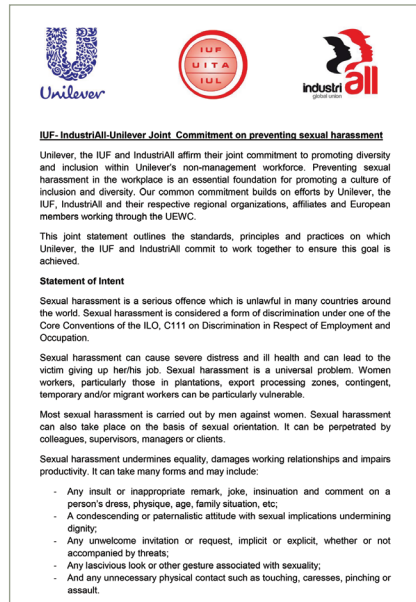
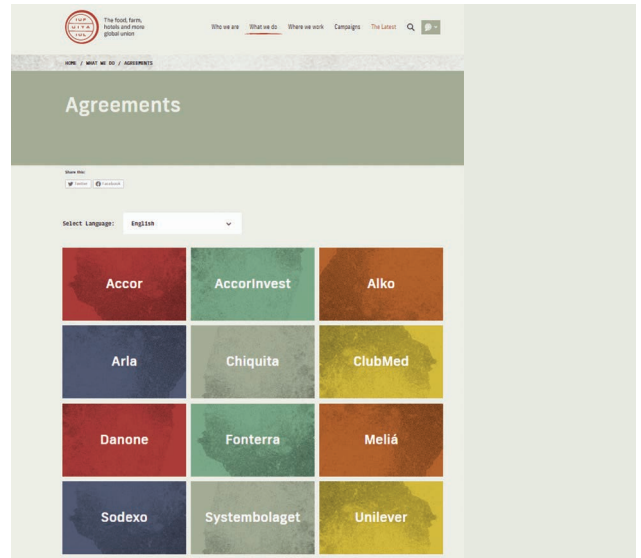
ANNEX B

The IUF, with its affiliates, has negotiated important agreements on sexual harassment and sustainable employment with transnational food companies (TNCs) such as Unilever and Danone.

IUF affiliates should utilize these agreements in their discussions with these employers.

For guidance, please contact the IUF Secretariat.

These agreements can be accessed on the **IUF website**.



Source: <https://www.solidaritycenter.org/a-step-closer-to-ending-gender-based-violence-at-work/>



ANNEX C - EXAMPLES OF COLLECTIVE BARGAINING LANGUAGE BY ISSUE

The following are practical examples of collective bargaining language, organized by issue area, which were submitted by IUF affiliates for inclusion in this guide:

WOMEN EMPLOYMENT

AGREEMENT SIGNED BETWEEN BANACOL (BANANA PRODUCERS IN COLOMBIA) AND SINTRAINAGRO

PARAGRAPH 4: In addition to the duty to comply with the agreement on this theme as set out in the General Agreements 2017-2019; the companies shall employ at least two women on a special working time regime⁶ in each plantation during the period in which the present Collective Agreement is in force (2019 – 2021). This should be implemented within two months of the collective agreement being signed.

PARAGRAPH 5: Augura and Sintrainagro will organise training programmes to ensure that these women have the skills to do their job.

PAY EQUITY

MAPLE LODGE FARMS LTD. – UFCW 175

RE: Review of Pay Equity Plan - March 2019

The Company and the Union have an established joint Pay Equity Plan (the "Plan").

During negotiations for the renewal of the Collective Agreement, and in an effort to ensure the Plan is properly maintained the parties have reviewed the Plan with a view to determining whether any adjustments or revisions are required.

In the course of this review, both parties confirmed that there have been no material changes to the relevant comparator groups established under the terms of the Plan and that no new female dominated job classifications have been created. Given the above, it has been jointly determined that no adjustments to the Plan are required at this time.

ARTHUR WATERFRONT HOTEL AND SUITES – UFCW 175

Pay Equity

The Company and Union recognize the need to conform to the Pay Equity Act. The parties recognize the need to achieve equality in employment opportunities in the workplace. When real or artificial barriers to the advancement of employment equity become apparent, the parties will consult. A meeting will be convened to provide the Union with an opportunity to present its views concerning:

- a) The elimination of any practices or conditions imposed through the Collective Agreement respecting employment equity; and*
- b) any assistance the Union could provide to the Company in order to facilitate the implementation of Pay Equity in the workplace and the communication to employees of matters relating to Pay Equity; and*
- c) the preparation, implementation and revision of the Company's Pay Equity Plan.*

6 Note: The special days are the days when cutting of bananas takes place on the farms. On days when there is no cutting of bananas, women stay at home tending to their home(s) and looking after their children. This was negotiated in the harsh times of violence, in this way, with the goal of employing women who had been widowed.

QUATTRO HOTEL AND CONFERENCE CENTRE - UFCW 175**Pay Equity**

The Union wishes to discuss its obligations under the Pay Equity Act. The Union proposes to develop and/or maintain a Pay Equity Plan with the Employer. The Union and the Employer agree to form a Representative Committee to work towards a Pay Equity Plan or update its current Plan. The Employer agrees to cover the loss time wages of any employee involved in the Pay Equity Process. The Union and the Employer further agree to meet within ninety (90) days of signing the Collective Agreement to develop and/or maintain the Pay Equity Plan.

The Employer agrees to post the Pay Equity Plan accordance with the Pay Equity Act.

TRAINING**MAPLE LEAF SPORT AND ENTERTAINMENT LTD - UFCW 333****Compulsory Training**

21.04 Any Employee affected by technological changes shall be provided with a reasonable amount of training to acquire the necessary knowledge or skill to retain their employment. In the event the employee or employees who require retraining are unwilling or unable to attain the necessary skill and ability the employer shall have the right to terminate the employee, subject to the grievance procedure.

BREWERS DISTRIBUTION LTD. – UFCW 1400**Plant Closure**

- (c) Explore all avenues, including training, education allowances and job search to secure future employment firstly within the Company operations and secondly using its influence with other companies for any regular employees who have been laid off as a result of plant closure.*
- (d) It is further understood that if the Company permanently discontinues an operation the Company will provide regular employees with a reasonable period of training to facilitate an employee's seniority rights pursuant to the Collective Bargaining Agreement.*

HIRING AND PROMOTION**IMPACT CLEANING SERVICES LTD – UFCW 175****ARTICLE 5 - No Discrimination**

5.01 The Company, the Union and the employees agree that there shall be no discrimination, interference, restriction, or coercion exercised or practised with respect to any employee in the matter of hiring, wage rates, training, upgrading, promotion, transfer, layoff, recall, discipline, discharge, membership or activity in the Union, race, creed, colour, handicap, sexual orientation, marital status, family status, ancestry, place of origin, ethnic origin, citizenship, sex, age or any other provision as outlined in the Ontario Human Rights Code.

NDP FEDERAL EMPLOYEE – UFCW 232**Letter of Understanding**

The employment equity plan shall address, but not be limited to, the following: targets and timetables, educational opportunities, job descriptions, hiring and promotion practices, on-the-job training, entry qualifications, and availability of childcare.

NO DISCRIMINATION AND NO HARASSMENT

MODEL WORKPLACE HARASSMENT, DISCRIMINATION, AND BULLYING POLICY LANGUAGE FROM UNITE THE UNION

The Employer and Unite the Union fully support the rights and opportunities of all people to seek, obtain and hold employment without, harassment, discrimination or bullying.

The Employer's policy is to provide a productive working environment free from harassment, discrimination, intimidation, bullying and victimisation. The employer is committed to ensuring that employees and workers are treated with dignity and respect.

Harassment of an individual, by any employee or worker, whether a colleague or a representative of management, whether employed directly or through an agency or sub-contractor can constitute unlawful discrimination.

The Employer recognises their legal responsibilities to prevent harassment related to sex, caring responsibilities, pregnancy, marital status, race, colour, ethnic or national origin, disability, sexual orientation, age, gender identity, religion or belief and trade union membership at the workplace, and to deal effectively and quickly with any complaints that arise.

Furthermore, the Employer is committed to preventing any form of harassment that undermines equality at work, including harassment and bullying related to class, physical characteristics, employment status and harassment or bullying of ex-offenders.

GENDER FRIENDLY WORKPLACE

Proposed amendments (in red and under review) by the IUF Women's Committee in Burkina Faso to the national collective bargaining agreement on bakeries in Burkina Faso (signed in 2017)

New article.....: On the workplace

Employers are responsible for ensuring safe workplaces in their bakeries. To this end:

- *Employees shall have an annual medical.*
- *Employers shall provide separate changing rooms and toilets for women and men.*

Article 21: Provision of work clothes

Employers shall provide three sets of work clothes per year to employees who are entitled to them in accordance with health and safety regulations and, in so doing, shall take account of the gender of employees.

National collective labour agreement for employees of companies in the tourism industry (hotels, bars, restaurants) signed by Filcams-Cgil, Fisascat-Cisl, Uiltucs and the employers' organisations

CHAPTER IV – MATERNITY (PREGNANCY) AND RECOVERY PERIOD

Article 131 – Maternity (pregnancy) and Recovery Period

During maternity leave, a woman is entitled, for a period of five months, to a supplement to the allowance paid by Inps (National Institute for Social Security), to be paid by the employer at its own expense, so as to reach a total of 100% of the net daily remuneration to which she would have been entitled in the event of normal working relations.

National collective labour agreement for employees of companies in the sectors of public establishments, collective and commercial catering and tourism signed by Filcams-Cgil, Fisascat-Cisl, Uiltucs and the employers' organisations

CHAPTER IV - PARENTHOOD PROTECTION

Article 205 Part time after delivery

1. *In order to allow workers employed on a permanent full-time basis to take care of their children until they reach the age of three, companies shall accept, within the limits of five per cent of the workforce employed in the work unit, depending on the replace-ability of the workers concerned, the request made by a parent wishing to temporarily change the employment relationship from full-time to part-time.*
2. *In production units with between 16 and 33 permanent employees, no more than one worker may benefit from the reduction in working hours. The employer shall accept applications on the basis of the replace-ability of the workers concerned and on the basis of the criterion of chronological priority in the presentation of applications.*
3. *The request to switch to part-time work must be submitted with 60 days' notice and must indicate the period for which work is reduced.*

SCHEDULING

COOP VERMILION BAY – UFCW 175

4.04 Posting Work Schedule

- (1) *The Employer shall post a weekly work schedule for all full-time employees not later than Thursday of each week, for the following week. If a new schedule is not posted by Thursday noon, then the schedule already posted shall apply for the following week. Notice to all other employees shall be given as far in advance as possible.*

EMPLOYMENT EQUITY

AFFINITY CREDIT UNION – UFCW 1400

Article 21 – Employment Equity

- (a) *The Employer will actively recruit from the following groups, for the first fulltime MSR position that becomes available each calendar year during the term of this Collective Agreement (but not beyond the expiry date):*
 - Aboriginal,*
 - Visible Minority,*
 - People with Disabilities*
- (b) *In the event that such recruitment is unsuccessful the position will be posted and filled in accordance with Article 10 of the Collective Agreement. Further, If the position is subsequently vacated after successful recruitment, this position shall be posted and filled in accordance with Article 10 of the Collective Agreement.*

- (c) *The Employer may establish a formal Indigenous Mentorship Program through which Indigenous candidates would be hired into the MSR position. The purpose of the program will be to provide employment training and workforce engagement in the financial services sector to Indigenous participants. The total number of participants who are in the Indigenous Mentorship Program at any one (1) time shall not exceed two (2) per year. Where the Employer posts and fills a full-time MSR position (and the resulting vacancies it created) in accordance with the Collective Agreement, it may offer one (1) Indigenous candidate a permanent full-time MSR position within twelve (12) months of the date of the full-time posting being filled. The concept is a one-for-one filling of full-time positions.*

EQUAL OPPORTUNITIES

Language from the supplementary agreement, “Framework agreement on equality between women and men in working life” to the *Basic Agreement between the Confederation of Norwegian Enterprise (NHO) and Norwegian Confederation of Trade Unions (LO) 2018-2021.*

I. Purpose

Work on matters related to equal opportunities is important for utilizing human resources and promoting generation of value.

As an element in achieving equality and equal opportunities, all employees irrespective of their gender – must be afforded the same possibilities to use their abilities and talents. This must be on equal terms with regard to employment, salary, training and promotion.

The effort relating to equality is an executive responsibility and it must be anchored at top management level within the enterprise and be followed up by other executives, who must be evaluated based on achieved results.

The parties state that:

- *equality concerns attitudes and norms*
- *equality requires co-operation between management and shop stewards*
- *equality requires the ability to see the correlation between working life, family life and social life*
- *equality shall be included in all strategy and planning documents*

(...)

III. The local work

1. Responsibility of the parties

Equality has to do with culture and traditions and cannot be seen as separate and apart from the other activities of the enterprise. Equality can be achieved by efforts integrated in development work within each enterprise. The parties underline the importance of systematic, goal-oriented work that is set forth in the strategy and planning documents prepared by the enterprise.

2. Organisation of local work

Responsibility for implementation of gender equality measures rests with the local parties. The local parties shall give special emphasis to measures that serve to:

- *ensure that women and men are given qualified tasks on equal terms*
- *ensure that women and men are given equal opportunities for advancement within the enterprise*

- ensure recruitment of women to executive positions on all levels
- ensure a better organisation and distribution of working time in order to promote equality

Charting and analysing equality in the enterprise, including pay specified for men and women must take place as a first step in this work, providing a background for forming visions, aims, action plans and measures.

The rules of the Personal Data Act must be observed when performing charting and analysis.

It is important to see the connection between working life and family life and to ensure a better distribution of parental leave between the parents.

ANNEX D - ILO RESOURCES ON EQUALITY MAPPING AND NEGOTIATING ON EQUALITY ISSUES

Equal pay. An introductory guide

https://www.ilo.org/global/publications/WCMS_216695/lang--en/index.htm

The Contribution of Social Dialogue to Gender Equality

https://www.ilo.org/global/publications/books/WCMS_679957/lang--en/index.htm

Promoting Equity. Gender-neutral job evaluation for equal pay: a step-by-step guide (only available in English)

https://www.ilo.org/wcmsp5/groups/public/---ed_norm/---declaration/documents/publication/wcms_122372.pdf

Closing the gender pay gap: A review of the issues, policy mechanisms and international evidence (only available in English)

https://www.ilo.org/gender/Informationresources/Publications/WCMS_540889/lang--en/index.htm

Negotiating for gender equality

https://www.ilo.org/global/topics/collective-bargaining-labour-relations/publications/WCMS_528947/lang--en/index.htm

A manual for gender audit facilitators: The ILO participatory gender audit methodology (2nd Edition)

https://www.ilo.org/gender/Informationresources/WCMS_187411/lang--en/index.htm

Brochure - ILO Participatory Gender Audit: A tool for organizational change

https://www.ilo.org/gender/Informationresources/Publications/WCMS_101030/lang--en/index.htm

Illustrated guidelines for gender-responsive employment intensive investment programmes

https://www.ilo.org/global/topics/employment-intensive-investment/publications/WCMS_459976/lang--en/index.htm

Gender Equality: A guide to collective bargaining (only available in English)

https://www.ilo.org/global/publications/ilo-bookstore/order-online/books/WCMS_PUBL_9221105555_EN/lang--en/index.htm

ACTRAV Closing the Gender Pay Gap: What Role for Trade Unions?

https://www.ilo.org/wcmsp5/groups/public/---ed_dialogue/---actrav/documents/publication/wcms_684156.pdf

ITC Handbook on Gender and Organizational Change (only available in English)

<https://www.itcilo.org/resources/handbook-gender-and-organizational-change>

The IUF wishes to thank all of its affiliates, who contributed to this guide, including IUF's Food Processing Steering Group.



E: iuf@iuf.org

Rampe du Pont-Rouge 8 | 1213

Petit-Lancy | Switzerland

T: + 41 22 793 22 33

F: + 41 22 793 22 38

