



# **Action Plan for Equal Representation of Women and Men in Decision-making Positions for 2016 to 2018**

**The Office of the Government of the Czech Republic**

**February 2016**

## **Contents:**

## **List of abbreviations**

CD – Chamber of Deputies  
CESA – Council of Economic and Social Agreement of the Czech Republic  
CMCTU – Czech-Moravian Confederation of Trade Unions  
COC – Czech Olympic Committee  
CR – Czech Republic  
CSF – Czech Science Foundation  
CSO – Czech Statistical Office  
CSSD – Czech Social Democratic Party  
EU – European Union  
KDU-CSL – Christian and Democratic Union—Czechoslovak People’s Party  
KSCM – Communist Party of Bohemia and Moravia  
MFA – Ministry of Foreign Affairs  
MLSA – Ministry of Labour and Social Affairs  
NGO – Non-governmental non-profit organisation(s)  
ODS – Civic Democratic Party  
OECD – Organisation for Economic Co-operation and Development  
OGCR – Office of the Government of the Czech Republic  
OP – Operational Programme  
PCR – Parliament of the Czech Republic  
RDIC – Research, Development and Innovation Council  
TACR – Technology Agency of the Czech Republic  
UN – United Nations Organization

# 1. Introduction

## 1.1 Basic information on Action Plan

The equality of women and men is one of the basic values of modern democratic societies and a question of justice and human rights. It also is a prerequisite for economic growth and social progress, high level of employment and social cohesion. Balanced representation of women and men in decision-making positions is one of the major strategic areas of equality of women and men as such. At present, however, the representation of women and men in the Czech Republic in decision-making positions both in the public as well as private domains is highly unbalanced.

The Action Plan for Equal Representation of Women and Men in Decision-making Positions for 2016 to 2018 (“Action Plan”) constitutes the first comprehensive strategic document of the Government of the Czech Republic focusing specifically on this area. The task to prepare the Action Plan was assigned to the Committee for Balanced Representation of Women and Men in Politics and Decision-making Positions (“Committee”) by the Government Council for Equality of Women and Men (“Council”) by its resolution of 1 July 2010<sup>1</sup>.

The final version of the Action Plan is based on the current Policy Statement of the Government of the Czech Republic. In particular it fulfils the departmental priority described in chapter 3.12 in which the Government of the Czech Republic has committed to consistently apply the principle of equality of women and men and promote higher representation of women in decision-making positions<sup>2</sup>. Further, the Action Plan is linked to the Government Strategy for Equality of Women and Men in the Czech Republic for 2014 – 2020<sup>3</sup> (“Strategy for Equality of Women and Men”). The Action Plan will serve for the implementation and further elaboration of the specific objectives mentioned in the area of “Balanced representation of women and men in decision-making positions” of the Strategy for Equality of Women and Men. As regards implementation, the Action Plan is a document which ensures a more thorough execution of the Strategy for Equality of Women and Men and contributes to its application<sup>4</sup>. At the same time, the Action Plan is the result of the work on accomplishing a task of the Updated Measures on the Priorities and Policies of the Government in Promoting Equal Opportunities for Women and Men (task no. 7), approved by the Government of the Czech Republic Resolution no. 930 of 12 November 2014.

The Action Plan is the result of the project called “Preparation of Action Plan for Balanced Representation of Women and Men in Decision-making Positions and Other Related Measures (project registration number JUST/2012/PROG/AG/4130/GE) which was carried

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<sup>1</sup> In its resolution the Council authorized the Committee to assess the legislative process in connection with the preparation of changes in the electoral laws with the objective to promote balanced representation of women and men in politics and prepare, based on the analysis of the results of elections, a complex strategy for this area. For more detail see Office of the Government of the Czech Republic. 2010. *Minutes of the meeting of the Council for Equality of Women and Men of 1 July 2010* [online]. Prague: Office of the Government of CR [quot. 2014-12-08]. Available at: <[http://www.vlada.cz/assets/ppov/rovne-prilezitosti-zen-a-muzu/cinnost\\_rady/Zaznam-ze-zasedani-Rady---2010-07-01.pdf](http://www.vlada.cz/assets/ppov/rovne-prilezitosti-zen-a-muzu/cinnost_rady/Zaznam-ze-zasedani-Rady---2010-07-01.pdf)>.

<sup>2</sup> For more detail see Office of the Government of the Czech Republic. 2014. *Policy Statement of the Government of the Czech Republic* [online]. Prague: Office of the Government of CR [quot. 2014-12-08]. Available at: <[http://www.vlada.cz/assets/media-centrum/dulezite-dokumenty/programove\\_prohlaseni\\_unor\\_2014.pdf](http://www.vlada.cz/assets/media-centrum/dulezite-dokumenty/programove_prohlaseni_unor_2014.pdf)>.

<sup>3</sup> For more detail see the Office of the Government of the Czech Republic, Division of Human Rights and Protection of Minorities. 2014. *Government Strategy for Equality of Women and Men in the Czech Republic for 2014-2020* [online]. Prague: Office of the Government of the Czech Republic [quot. 2015-01-16]. Available at: <[http://www.vlada.cz/assets/ppov/rovne-prilezitosti-zen-a-muzu/cinnost\\_rady/Zaznam-ze-zasedani-Rady---2014-07-01.pdf](http://www.vlada.cz/assets/ppov/rovne-prilezitosti-zen-a-muzu/cinnost_rady/Zaznam-ze-zasedani-Rady---2014-07-01.pdf)>.

<sup>4</sup> Another action plan implementing the strategy is the Action Plan for the Prevention of Domestic and Gender-based Violence for 2015–2018.

out by the MLSA in cooperation with the OGCR under the PROGRESS programme financed by the EU. The Action Plan was prepared by the Family Policy Department of the MLSA Section for Social and Family Policy and the Gender Equality Department for the Government Office's Human Rights Section together with the Committee, which is a working body of the Council. The Committee seeks institutional, political and social opportunities for promoting a balanced representation of women and men in politics and decision-making positions and associates specialists in the field coming from professional circles, non-governmental non-profit organizations, social partners, political parties and public administration. The wide expertise of the members of the Committee and their practical experience with the promotion of balanced representation of women and men in politics and decision-making positions played a crucial role in the preparation of the Action Plan. The list of Committee members and other persons involved in the preparation of the Action Plan is given in chapter 1.4 Preparation of Action Plan.

The first part of this document describes the current level of representation of women and men in decision-making positions in the Czech Republic, including the obstacles preventing balanced representation of women and men in this area. Further, it presents the basic arguments for balanced representation of women and men in decision-making positions followed by more detailed analyses of the specific areas of the Czech society in terms of balanced representation of women and men in decision-making positions (including statistics). The crucial part of the Action Plan, that is, the concrete tools and tasks to promote balanced representation of women and men in decision-making positions are summarized in the Tasks of this Action Plan. The total of 39 tasks is divided into four categories depending on the areas which they cover:

A—General tasks for promotion of balanced representation of women and men in decision-making positions

B—Tasks for the area of politics

C—Tasks for the area of public administration and other public institutions

D—Tasks for commercial companies<sup>5</sup>

The tasks form the core of the Action Plan. The individual measures are presented on the basis of their logical succession, not in terms of their importance. Annexes no. 1 and no. 2 offer a non-binding set of recommendations aimed at reducing the level of unbalanced representation of women and men in decision-making positions in political parties and commercial companies.

Activities promoting gender equality, which in relation to this document means balanced representation of women and men in decision-making positions, have many positives including, among others, a fairer, richer, more efficient and more satisfied society. For the Government it is necessary to identify the need for building such a society (as done in this case by the Council in 2010) and subsequently adopt adequate measures to that end. For the area of decision-making it is this Action Plan what constitutes the solution, a starting point which is the result of the work of a number of experts over the past years. The tasks for the various state administration bodies and/or recommendations (for political parties and movements, commercial companies and social partners) are the starting points for the launch of activities and will be updated in the next years based on an analysis of their implementation and evaluation and with view to the developments on the national and international level.

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<sup>5</sup> For the purposes of this Action Plan “commercial companies” are defined on the basis of Act no. 90/2012 Coll., on Commercial Corporations. A more detailed specification of the commercial companies affected by the measures described in the Tasks is given in chapter 5.3 Measures for balanced representation of women and men in commercial companies.

## **1.2 Aims of Action Plan**

The purpose of this Governmental Action Plan is to contribute through the specific tasks assigned to state administration institutions to a more balanced representation of women and men in decision-making positions in the Czech society. The Action Plan approaches the matter at issue in its complexity. Therefore it does not only provide descriptions of the current situation in various areas and recommendations to improve the situation but first and foremost presents concrete tools the use of which will directly contribute to a more balanced representation of women and men in decision-making positions. These tools are embedded in a clear time plan and matched with indicators of their fulfilment. The selection and composition of the tools also reflects the national specifics relating to the usefulness and efficiency of the measures aiming to promote balanced representation of women and men in decision-making positions. The presented Action Plan is limited to the period from 2016 to 2018 and aims at the basic changes in the currently unfavourable situation. On the basis of an evaluation of its implementation (see chapter Implementation of Action Plan) an updated version will always be prepared for the subsequent period (2019 – 2021, 2022 – 2024, etc.) responding to the development in the individual areas of interest.

## **1.3 Users of Action Plan**

It ensues from the nature of the Action Plan as a strategic document of the Government of the Czech Republic that it is primarily meant for the central bodies of state administration (under Act no. 2/1996 Coll., on Establishment of Ministries and Other Central Bodies of State Administration of the Czech Republic) to which the Action Plan assigns the individual tasks for the period from 2016 to 2018. Further, the Action Plan is intended for political parties and movements and commercial companies in the Czech Republic. The Action Plan does not impose any tasks on these entities, nevertheless, it provides them with information on the priorities and planned measures of the Government of the Czech Republic in the area of balanced representation of women and men in decision-making positions and recommends tools for the promotion thereof. The Action Plan will provide similar service to regions and municipalities, social partners and other possible entities which prepare their own strategic documents in the area of balanced representation of women and men in decision-making positions.

## **1.4 Preparation of Action Plan**

The preparation of the Action Plan commenced in January 2014 when the Working Group for the preparation of the Action Plan ("Working Group") was set up within the Committee. The first meeting of the Working Group took place on 28 January 2014 and subsequent meetings took place until December 2014. Also invited to some of these meetings were external experts from various fields. The Working Group also continually informed the Committee at its meetings on the status of the preparations.

On 19 June 2014 the 1st workshop on "How to achieve balanced representation of women and men in decision-making positions?" took place in the National Technical Library. Its objective was to collect experience and knowledge from the representatives of politics, public administration, commercial companies, science, research and education and the media. The workshop was a follow-up to the conference on "Economic Sustainability—Diversity in Management" organized by the Business for Society non-profit organization. On 24 November 2014 a round-table meeting took place in the Chamber of Deputies also attended by a wide variety of stakeholders. Presented at the round-table meeting were the tasks of the Action Plan (version valid as of 24 November 2014) with the major objective to collect comments on the concrete tasks of the Action Plan.

The working version of the Action Plan was presented to the Committee at its meeting on 18 December 2014. At this meeting, several partial objections were raised by the Committee

and these were either integrated into the Action Plan or if dismissed a reason for the dismissal was given. Further review was performed on the basis of a working version of the Action Plan sent to the Committee on 19 January 2015. The final version of the Action Plan was approved in a per rollam voting procedure (outside a meeting) by the Committee on 4 February 2015. This version was subsequently discussed with the representatives of the Business for Society platform.

The Action Plan was primarily prepared by the members of the Committee but also by a wide circle of experts in various fields affected by the Action Plan. A large number of these individuals are also members of the advisory bodies of the Council, which deals with the issue on long-term basis. The body responsible for coordinating the preparation of the Action Plan was the MLSA in cooperation with the OGCR.

The Action Plan was prepared with view to the recommendations for the preparation of strategic documents at the level of the Government of the Czech Republic described in the Methodology for Preparation of Public Policies acknowledged by the Government of the Czech Republic by its resolution no. 318 of 2 May 2013.

**Committee members (as of December 31<sup>st</sup> 2015):**

Adam Petr, Úsvit	Marková Soňa, KSCM
Ali Doláková Petra, independent expert (MFA)	Maršová Jindřiška, CSSD
Brady Pavla, Green Party	Maxová Radka, ANO
Havelková Hana, Faculty of Arts, Charles University	Pešák Milan, ODS
Havlová Olga, Úsvit	Sklenák Roman, ČSSD
Janičková Petra, AGENDER s.r.o.	Smiggels Kavková Jana, Fórum 50 %, o.p.s.
Janšová Eliška, KDU-CSL	Soukup Zdeněk, ANO
Jurajda Štěpán, CERGE-EI	Stócklová Jentschke Zuzana, MLSA
Klán Jan, KSCM	Stropnický Matěj, Green Party
Klucová Marie, CMCTU	Šamanová Tereza, Confederation of Employer and Entrepreneurial Unions
Kohoutová Lenka, ODS	Špondrová Pavla, independent expert
Křížková Alena, Institute of Sociology of the Czech Academy of Sciences	Šťastný Robert, KDU-CSL

**Other contributors:**

Kalíšková Klára, CERGE-EI	Pavlas Tomáš, Open Society
Kalousová Pavlína, Business for Society	Smetáčková Irena, Faculty of Pedagogy, Charles University
Ladmanová Monika, IBM	Tvarůžková Lucie, independent expert
Linková Marcela, Institute of Sociology of the Czech Academy of Sciences	Viktorinová Lucie, MLSA

**1.5 Implementation of Action Plan**

The Action Plan will be implemented through the activities of the individual central bodies of the state administration on the basis of the tasks defined in the Plan. The performance of the Action Plan will be coordinated by the cabinet member competent in the area of gender equality (the Minister for Human Rights, Equal Opportunities and Legislation) in cooperation with the Minister of Labour and Social Affairs.

The execution and evaluation of the Action Plan will be monitored by the Committee and the Council. It is assumed that the individual central bodies of state administration will primarily via their representatives (or in the case of ministries, via departmental gender equality

coordinators) in the Committee or upon invitation annually provide information on the progress of the implementation of the Action Plan and possibly consult their measures aimed at fulfilling the individual tasks. In addition to its monitoring role, the Committee will also act as an assisting body.

The evaluation of the implementation of the Action Plan in the individual years will be made by the Committee in an annually approved Summary Report on Implementation of Action Plan for Balanced Representation of Women and Men in Decision-making positions for 2016 – 2018 (“Summary Reports”) according to the below-given schedule.

In evaluating the implementation of the Action Plan and its objectives, a specific nature of some departments will be taken into account (especially the Ministry of Defence) with view to the low level of representation of either of the sexes which in some cases may result in an objective impossibility to fulfil some of the defined tasks.

Responsible for the preparation of the Summary Reports will be the cabinet member who is responsible for gender equality (the Minister for Human Rights, Equal Opportunities and Legislation) in cooperation with the Minister of Labour and Social Affairs. For the purpose of collecting from the individual central bodies of state administration materials for the preparation of the Summary Report a synopsis will be drawn up containing the list of required information in relation to the indicators linked to the corresponding tasks of the Action Plan. The preparation of the Summary Report will also involve suggestions for updating or supplementing, if necessary, the tasks defined by the Action Plan so that it is possible to flexibly respond to new issues arising in the area of balanced representation of women and men in decision-making positions.

**Summary Report preparation schedule:**

<b>Deadline</b>	<b>Activity</b>	<b>Responsibility</b>
April – October of year <i>n</i>	Informing representatives of ministries and other central bodies of state administration in the Committee on implementation of the Action Plan.	Cabinet members
January of year <i>n+1</i>	Collecting materials from ministries and other central bodies of state administration on implementation of the Action Plan in year <i>n</i> .	Cabinet member responsible for gender equality
February/March of year <i>n+1</i>	Preparation of the Summary Report for year <i>n</i> .	Cabinet member responsible for gender equality in cooperation with the MSLA
March/April of year <i>n+1</i>	Reviewing the Summary Report for year <i>n</i> in the Committee with the attendance of the representatives of ministries and other central bodies of state administration.	Cabinet member responsible for gender equality
April/May of year <i>n+1</i>	Reviewing the Summary Report for year <i>n</i> by the Council.	Cabinet member responsible for gender equality
June of year <i>n+1</i>	Presentation of the Summary Report for year <i>n</i> to the Government of the Czech Republic.	Cabinet member responsible for gender equality in cooperation with the MSLA

The financial means necessary for the fulfilment of the individual tasks of the Action Plan will be obtained from the current budgets of the relevant central bodies of state administration, or possibly from the EU cohesion policy funds available for the relevant financial period.



## **2. Balanced representation of women and men in decision-making positions—current situation in the Czech Republic**

The value of equality in dignity and rights, regardless of gender, is the constitutional basis for gender equality policy. The goal of the policy is to seek effective tools and suitable measures for achieving equality in all domains of the life of the society in practice. The Czech society has professed the values of freedom and equality from the very beginning of its statehood, that is, from **1918**, and the founding of an independent Czechoslovakia.

The commitment to promote gender equality ensues in the first place from the **constitutional system** of the Czech Republic and the gender equality principle is anchored in the provisions of the Charter of Fundamental Rights and Freedoms which guarantees freedom and equality in dignity and rights and equality in the enjoyment of basic rights and freedoms regardless of gender. These provisions stipulate that equality regardless of gender is an inalienable and inherent right of every person.

It is necessary to seek to **remedy the democratic deficit** in the Czech society when half of its citizens do not participate to a sufficient degree in the decision-making process in the public domain. This document is meant to contribute to the promotion of gender equality in decision-making positions.

### **1.6 Current situation and international commitments**

**Women currently make up 44% of the economically active population of the Czech Republic<sup>6</sup>. They also make up 56% of university students<sup>7</sup> and 61% of university graduates<sup>8</sup>. Despite the above-given facts women continue to be considerably under-represented in decision-making positions both in the public and private domains. In the current Government of the Czech Republic there are three women out of the total of 17 ministers (18%). Women constitute 19.5% in the Lower Chamber of the Parliament of the Czech Republic and 18.5% in the Senate<sup>9</sup>. The proportion of women in municipal councils is 27%<sup>10</sup>. Women make up only 12% of board members and only 9% in executive managerial positions in listed companies<sup>11</sup>. These figures place the Czech Republic at the lowest positions in the EU<sup>12</sup>.**

The obligation to actively promote balanced representation of women and men in decision-making positions ensues primarily from **international conventions** binding on the Czech Republic. The interpretation of these obligations and a proposal of specific measures are contained in a number of recommendations of international organizations and their bodies in which the Czech Republic is a member. Article 7 of **the UN Convention on the Elimination of All Forms of Discrimination against Women** (the “Convention”) stipulates, inter alia,

<sup>6</sup> For more detail see CSO. 2014. *Focus on Women and Men 2013* [online]. Prague: CSO [quot. 2014-11-16]. Available at: <[http://www.czso.cz/csu/2013edicniplan.nsf/publ/1413-13-r\\_2013](http://www.czso.cz/csu/2013edicniplan.nsf/publ/1413-13-r_2013)>.

<sup>7</sup> Ibid.

<sup>8</sup> For more detail see MEYS. 2014. *Statistical yearbook of education 2013/2014—performance indicators* [online]. Prague: MEYS [quot. 2014-11-16]. Available at: <<http://toiler.uiv.cz/rocnka/rocnka.asp>>.

<sup>9</sup> For more detail see <http://padesatprocent.cz/cz/zeny-v-politice>, Forum 50% [quot. 2014-11-16].

<sup>10</sup> For more detail see Forum 50%. 2014. Analysis of the results of elections to municipal councils in 2014 with view to representation of women [online]. Prague: Forum 50% [quot. 2014-11-16]. Available at: <[http://aa.ecn.cz/img\\_upload/666f72756d35302d6669313030313139/analyza\\_komunal\\_2014\\_vysledky\\_3.pdf](http://aa.ecn.cz/img_upload/666f72756d35302d6669313030313139/analyza_komunal_2014_vysledky_3.pdf)>

<sup>11</sup> For more detail see Women and men in decision making [online database]. 2015. S.l.: European Commission. Available at: <[http://ec.europa.eu/justice/gender-equality/gender-decision-making/database/index\\_en.htm](http://ec.europa.eu/justice/gender-equality/gender-decision-making/database/index_en.htm)>.

<sup>12</sup> For more detail see World Economic Forum, 2014. *The Global Gender Gap Report 2014* [online]. Geneva: World Economic Forum [quot. 2014-12-10]. Available at: <<http://reports.weforum.org/global-gender-gap-report-2014/economies/#economy=CZE>>

that state parties shall ensure to women, on equal terms with men, the right to participate in the formulation of government policy and implementation thereof and to hold public office and perform functions at all levels of government.

In its 2010 final recommendations the **UN Committee on the Elimination of Discrimination against Women** as the body monitoring the implementation of the Convention calls on the Czech Republic to adopt effective measures, including temporary positive measures, with the aim to increase the representation of women in legislative assemblies, the Government and decision-making positions of public administration<sup>13</sup>. The final recommendations also call on the Czech Republic to adopt concrete measures and goals aimed at achieving de facto equal opportunities for men and women in the labour market and elimination of horizontal and vertical segregation.

Similarly, the **Beijing Declaration and Platform for Action** adopted in 1995 at the Fourth World Conference on Women calls on the governments of the UN member states to adopt measures to promote higher representation of women in decision-making positions<sup>14</sup>. The Beijing Platform for Action calls on the member states to commit themselves to achieving gender balance in governmental bodies, public administration and judiciary and setting specific targets and implementing measures to achieve balanced representation of women and men in all governmental and public administration positions<sup>15</sup>.

In its Recommendation Rec(2003)3<sup>16</sup> the **Committee of Ministers of the Council of Europe** on balanced participation of women and men in political and public decision making recommends member states among other things to ensure that there is gender-balanced representation in posts or functions whose holders are nominated by government and other public authorities. The appointment process for these positions should, according to the Recommendation, be gender-sensitive and transparent. The Council of Europe Committee of Ministers further recommends that the member states consider adopting legislative measures to promote a more balanced representation of women and men in politics and public decision-making positions.

Balanced representation of women and men in decision-making positions is not just an issue of democracy but it is also closely connected to economic inequalities in the labour market. Currently in the Czech Republic there are more than 165 thousand households where a single parent provides for one or several dependent children. On the other hand, the number of households where children are provided for by both parents amounts to the total of 990 thousand. This means that roughly in every seventh household with children there is only one parent taking care of his or her children, in vast majority of cases a woman.<sup>17</sup> Almost one-seventh of single mothers are left with no more than the equivalent of the minimum subsistence amount after the deduction of accommodation expenses.<sup>18</sup> Moreover, the current

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<sup>13</sup> For more detail see Office of the Government of the Czech Republic. 2010. *Annex no. 1 to Government Resolution of 11 May 2011 no. 341. Final Recommendations of Committee on the Elimination of Discrimination against Women 2010* [online]. Prague: Office of the Government of the Czech Republic [quot. 2014-11-16]. Available at: <[http://www.mpsv.cz/files/clanky/12512/Zaverecna\\_doporuceni\\_2010\\_schvaleno\\_vladou.pdf](http://www.mpsv.cz/files/clanky/12512/Zaverecna_doporuceni_2010_schvaleno_vladou.pdf)>

<sup>14</sup> For more details see Office of the Government of the Czech Republic. S.d. *Report on the Fourth World Conference on Women (Beijing, 4<sup>th</sup> –15<sup>th</sup> October 1995)* [online]. Office of the Government of the Czech Republic: [quot. 2014-11-16] Available at: <[http://www.vlada.cz/assets/ppov/rada-pro-rovne-prilezitosti/oddeleni/dokumenty/Peking-1995\\_1.pdf](http://www.vlada.cz/assets/ppov/rada-pro-rovne-prilezitosti/oddeleni/dokumenty/Peking-1995_1.pdf)>.

<sup>15</sup> Ibid.

<sup>16</sup> For more detail see Council of Europe. 2003. *Recommendation Rec(2003)3 of the Committee of Ministers to member states on balanced participation of women and men in political and public decision making* [online]. S.d.: Council of Europe [quot. 2014-11-16]. Available at: <<https://wcd.coe.int/ViewDoc.jsp?id=2229>>.

<sup>17</sup> For more detail see CSO: Single mothers: How they live and what they spend money on in the Czech Republic and in Europe? Available at: <https://www.czso.cz/documents/10180/26828110/csav022715.pdf/05b02590-6371-4a9b-a49b-eab44bea757f?version=1.0>.

<sup>18</sup> For more detail see CSO: Single mothers: How they live and what they spend money on in the Czech Republic and in Europe? Available at: <https://www.czso.cz/documents/10180/26828110/csav022715.pdf/05b02590-6371-4a9b-a49b-eab44bea757f?version=1.0>.

demographic development indicates that the number of single mothers (single fathers) will increase due to the high divorce rate and the increasing numbers of children born outside of marriage.<sup>19</sup> A number of the measures aimed at the promotion of balanced representation of women and men in decision-making positions has the potential to contribute to the elimination of gender inequalities in the labour market and improve the situation of single mothers (for example the promotion of flexible forms of work, combating gender stereotypes or promotion of higher involvement of men in care).

## **1.7 Basic reasons for balance of women and men in decision-making positions**

On the basis of the data mentioned above in chapter 2.1 it is obvious that the representation of women and men in decision-making positions in the Czech Republic is not balanced. In the following chapters the Action Plan maps more precisely the representation of women and men in decision-making positions in the main segments of the Czech society. In the first place, however, it is necessary to summarize the main arguments for which balanced representation of women and men in the management of public affairs, in the decision-making process in education, the non-profit sector as well as the private domain is desirable and the positives which balanced representation brings for the society as a whole:

### **1) Justice and equality argument**

Women make up one half of the society. Women and men are equal. For many centuries for historical reasons women were excluded (and still are to the high degree) from participation in the public domain. On the other hand, in the private domain (family, everyday care for children and other dependent persons or work in household, etc.) men are significantly less active than women. From the perspective of justice and equality, men and women are entitled to equal participation and equal treatment in both these domains.

### **2) Natural rights argument**

It is true for all basic rights (which undoubtedly includes the right to equality) that any discussion as to whether or not such rights should be guaranteed to individuals is irrelevant because these rights are natural. When thinking in terms of positive (artificial) v. natural right, the right to equality as one of the basic human rights is regarded as a natural right which is therefore independent on any human action and which is inherent and irrevocable. Therefore the state has the obligation to support the human rights of all persons because the state does not ensure the existence of these rights but guarantees their application.

### **3) Demographic challenges argument**

The general situation is that the European democratic states with the best results in achieving equal opportunities for women and men also have the highest birth rate which is often close to the self-preservation levels (2.1 children per couple, Scandinavia, France). Even though the ageing of population is also determined by other social trends, the situation in the Czech Republic is not favourable from the gender equality perspective either (1.49 child per couple). Effective promotion of gender equality and suitable family policy (including an effective solution of the lack of childcare facilities) may motivate women and men to parenthood on a larger scale and lead to a significant increase in the birth rate.

### **4) Experience and interest groups argument**

The experience of women and men is different, whether in biological or social terms, and their interest may often be in conflict. This may include for instance issues of family policy, employment, care for children and other dependent persons, leisure activities, governance or self-governance, investments, etc. The voices of women and men should be equally heard and their different experience utilized.

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<sup>19</sup> For more detail see Hasmanová Marhánková, J.: Single mothers and their situation in the Czech Republic: “Sandwich generation”—combined work and care for dependent family members. In *Gender Studies*. 2011. Available at: [http://www.genderstudies.cz/download/samozivitelky\\_sendwichova.pdf](http://www.genderstudies.cz/download/samozivitelky_sendwichova.pdf).

## **5) Loss of talents and mixed team efficiency argument**

Women make up 61% of university graduates but there are only 9% of women in the statutory bodies of the hundred of the largest Czech companies<sup>20</sup>, 19.5% in the Chamber of Deputies and 18% in the Government. No society can afford such a massive loss of talents which, on the contrary, should be utilized for its most effective management possible. Teams with diverse experience are also more efficient than homogeneous groups because as a whole they are able to better deal with comprehensive and complex phenomena in the society or business.

## **6) Positive role models and balancing**

Feminization of education has been recognized as a difficult phenomenon which leads to the lack of male role models in this domain. A similar perspective should also be taken in relation to what is considered male fields and domains such as politics. For a correct and fair functioning of a society as a whole it is necessary to ensure the availability of male as well as female role models both in socially important positions (politics, decision-making, business) as well as in the area of care and upbringing (education, family and care). The examples of successful women and men in roles and positions not traditional for their respective gender may also inspire and motivate other persons.

## **7) Motivation and legitimacy argument**

Women have the motivation to engage in governance, politics or public affairs. This can be illustrated for example by the proportion of women in the membership of political parties and at the lower levels of state administration or self-administration. They are highly active also in the civic sector and the participation of women at elections is not lower than that of men. Women are interested in decision-making positions. Their higher representation in decision-making positions, especially in politics, may bring the decision-making process closer to reality, everyday life and to the people in general because the decisions will be based on the life experience of and the reality lived by both women and men. Decision-making will become more understandable, fairer and more legitimate for the women and men affected by it.

## **8) Economic arguments**

### **a. Positive impacts on decision-making and performance**

Current studies show that a more balanced ratio of women and men in decision-making positions provides a more differentiated view on problem solution, enables the utilization of a wider range of talents and life experience and may have positive impacts on performance<sup>21</sup>. The presence of women in boards of directors has a positive influence on the process of monitoring performance of a commercial company and on the responsibility of its management for its poor results<sup>22</sup>. Gender diversity also increases the performance of teams—teams with a balanced ratio of women and men are more efficient than teams where men dominate<sup>23</sup>.

### **b. A higher representation of women in decision-making positions and generally higher participation of women in the labour market has positive impacts on the state budget.**

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<sup>20</sup> For more detail see Deloitte Corporate Governance Centre in the Czech Republic: *Most women in corporate management positions are in particular in the healthcare and the pharmaceutical and insurance industry*. 2014. Available at: [http://www2.deloitte.com/content/dam/Deloitte/cz/Documents/press/14\\_11\\_20\\_TZ\\_Deloitte\\_CGC\\_Zeny\\_ve\\_vede\\_ni\\_firem\\_dle\\_odvetvi\\_CZ.pdf](http://www2.deloitte.com/content/dam/Deloitte/cz/Documents/press/14_11_20_TZ_Deloitte_CGC_Zeny_ve_vede_ni_firem_dle_odvetvi_CZ.pdf).

<sup>21</sup> For more detail see Higgs, Derek. 2003. *Review of the role and effectiveness of non-executive directors* [online]. United Kingdom: The Department of Trade and Industry [quot. 2014-11-16]. Available at: <<http://www.ecgi.org/codes/documents/higgsreport.pdf>>.

<sup>22</sup> Adams, R. B., Daniel Ferreira. 2009. "Women in the boardroom and their impact on governance and performance". *Journal of Financial Economics*, 94(2): 291–309.

<sup>23</sup> Hoogendoorn, Sandern, Hessel Oosterbeek, Mirjam van Praag. 2013. "The impact of gender diversity on the performance of business teams: Evidence from a field experiment." *Management Science*, 59(7): 1514-1528.

One additional working woman with an average pay for women brings some CZK 60,000 each year into the national budget in the form of income tax and social and health insurance<sup>24</sup>. Working women also receive significantly less social benefits and have higher consumption (working women spend more money on food, eating in restaurants, clothing as well as services such as childcare) thereby increasing the income into the national budget from the value added tax and creating new job positions.

**c. Increasing the number of women in decision-making positions may contribute to the reduction of wage inequalities between women and men.**

The gender pay gap in the Czech Republic is one of the highest in the EU. This is true primarily during the period when a woman returns to the labour market after maternity leave—women aged 35 – 44 years get salaries which are by 30% lower than the salaries of men in the same age group<sup>25</sup>. Reduction of the wage gap between women and men would also reduce poverty and social inequalities<sup>26</sup>. The thing is that the division of a household's income between a woman and a man significantly influences the type of expenses of the household<sup>27</sup>.

**d. Increase in GDP growth**

Reduction of the gender differences in the participation in the labour market would also lead to a considerable economic growth, measured by the gross domestic product ("GDP"). An OECD study (2012)<sup>28</sup> estimates that if the gender gap in the participation in the labour market in the Czech Republic is reduced to the half of the current situation by 2030, the average annual GDP would increase by 0.4 percentage point (from the forecasted annual growth of 2.4% to 2.8%). Similar estimates were also published by the International Labour Organization which estimates a GDP increase by 0.4 percentage point in the countries of central and eastern Europe if the gender gap in employment is reduced from 19 to 15 percentage points.<sup>29</sup>

## **2.1 General obstacles for balanced representation of women and men in decision making positions**

### **1) Insufficient transparency of rules for promotion to decision-making positions and glass ceiling**

Organizations, commercial companies (particularly those with state participation<sup>30</sup>) and political parties do not often have clear and transparent and do not often respect rules for promotion to higher positions. What is often relevant are personal relationships and informal negotiations from which women are excluded<sup>31</sup>, particularly in groups where men dominate in the decision-making positions.

Women often declare their unwillingness or lack of time (for instance due to their care responsibilities) to meet with their colleagues outside of work or simply do not share men's interests outside the workplace which often is a certain kind of sport. This fact excludes them

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<sup>24</sup> Calculated for the average salary for women in 2012 which amounted to CZK 22,683 per month for an employed woman working for 12 months a year.

<sup>25</sup> For more detail see Eurostat [online database]. 2014. S.I.: European Commission. Available at: <[http://epp.eurostat.ec.europa.eu/portal/page/portal/statistics/search\\_database](http://epp.eurostat.ec.europa.eu/portal/page/portal/statistics/search_database)>.

<sup>26</sup> International Labour Organization. 2012. *Global Employment Trends for Women 2012*. Geneva: ILO.

<sup>27</sup> Pahl, Jan. 2005. "Individualisation in couple finances: who pays for the children?" *Social Policy and Society*, 4 (4), 381. See also Lundberg, Shelly J., Robert A. Pollak, T. J. Wales. 1997. "Do Husbands and Wives Pool Their Resources? Evidence from the United Kingdom Child Benefit". *Journal of Human Resources*, 32(3).

<sup>28</sup> OECD. 2012. *Closing the Gender Gap: Act Now*. OECD Publishing.

<sup>29</sup> International Labour Organization. 2012. *Global Employment Trends for Women 2012*. Geneva: ILO.

<sup>30</sup> For the purposes of the Action Plan commercial companies with state participation are also state-owned enterprises.

<sup>31</sup> Křížková, Alena. 2003. "Kariérní vzorce žen v managementu. Strategie žen v rámci genderového režimu organizace". In *Sociologický časopis*, 39, 4: 447–467.

from these "old boys" networks. The membership in these networks, however, is an important factor which is often decisive for the promotion to higher positions. On the other hand, there are almost no women's networks which might partially compensate for this problem, for various reasons (lack of women, their unwillingness to support other women to decision-making positions, lack of time, etc.). The informal structure of relationships whether in a company or a political party contributes to a seeming invisibility of the glass ceiling. The glass ceiling metaphor refers to the existence of an impenetrable barrier which blocks the vertical mobility of women: women may move up under but not above this barrier<sup>32</sup>. The glass ceiling issue is also related to and intensifies the lack of female role models at higher positions<sup>33</sup>.

Available data show that the representation of women and men in decision-making positions in private commercial companies is more balanced than in state-owned enterprises and commercial companies with state participation. Therefore one can conclude that the not always sufficiently transparent criteria for promotion to decision-making positions preclude the access of women especially in state-owned enterprises and commercial companies with state participation.

**The non-transparent rules for promotion into decision-making positions and the absence of fair and binding principles in political parties, public institutions and organizations in the business domain (in particular commercial companies with state participation) constitute the most crucial obstacle for balanced representation of women and men in decision-making positions in all the mentioned sectors of society.**

## **2) Gender stereotypes and gender discrimination**

Gender stereotypes about the lower competitiveness of women and their abilities or authority or competences for decision-making positions in comparison to men have a negative influence on employers' decisions in the recruitment procedure, wage negotiations or decisions on the promotion of women. Women themselves are not free of gender stereotypes in their behaviour either and the influence of the attitudes of women must not be disregarded. Often these stereotypes result in self-deprecation and low assertiveness as well as unwillingness to career advancement. Many women have tendencies to belittle their achievements and hesitate to assert themselves<sup>34</sup>.

**Gender-based prejudice and discrimination constitute the second most powerful obstacle for balanced representation of women and men in decision-making positions.**

## **3) Insufficient offer of flexible forms of work**

Underutilization of flexible forms of work (flexible working hours, telework, part-time work, etc.)<sup>35</sup> in the Czech Republic has a very negative impact on the ability of working individuals to effectively combine family life and career. Women, who almost exclusively take care for children up to three years of age (only 1.7% of all the persons receiving parental benefits are men<sup>36</sup>) and vastly predominate in the care for older children as well as other dependent persons, have a very difficult situation on the Czech labour market in this respect.

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<sup>32</sup> Baxter, Janeen, E. O. Wright. 2000. "The Glass Ceiling Hypothesis. A Comparative Study of the United States, Sweden, and Australia". *Gender & Society* 2: 275-294.

<sup>33</sup> Generally on this topic see McKinsey&Company. 2012. *Making the Breakthrough* [online]. S.l.: McKinsey&Company [quot. 2014-11-16]. Available at: [http://www.mckinsey.com/client\\_service/organization/latest\\_thinking/women\\_matter](http://www.mckinsey.com/client_service/organization/latest_thinking/women_matter).

<sup>34</sup> For more details see McKinsey&Company. 2012. *Utilization of full potential of women in Czech economy* [online]. S.l.: McKinsey&Company [cit. 2015-01-16] Available at: [http://www.mckinsey.cz/images/women\\_matter\\_CJ.pdf](http://www.mckinsey.cz/images/women_matter_CJ.pdf).

<sup>35</sup> More on flexible forms of employment for instance in MLSA. 2008. *What are the flexible forms of employment?* [online]. Prague: MLSA [quot. 2014-11-16]. Available at: <http://www.mpsv.cz/cs/5793>.

<sup>36</sup> Data from 2012. For more detail see CSO. 2014. *Focus on Women and Men 2013* [online]. Prague: CSO [quot. 2014-12-10]. Available at: [http://www.czso.cz/csu/2013edicniplan.nsf/t/6D0027D6DD/\\$File/1413135507.pdf](http://www.czso.cz/csu/2013edicniplan.nsf/t/6D0027D6DD/$File/1413135507.pdf).

Flexible work arrangements enable an early return to work after maternity leave. This may be very important for women's future career advancement because the length of the interruption of their career due to maternity and/or failure to return to their original job due to the impossibility to combine career and care for dependent persons has significant impacts on women's success on the labour market—longer interruption or restart of career negatively influences wages, women's chances of finding satisfactory employment, advancement to higher positions as well as other aspects of women's career such as the access to education at work<sup>37</sup>.

As for part-time jobs, the Czech Republic has one of the lowest ratios of women employed in this form of work in the total employment rate of women in Europe. In the Czech Republic only 8.6% of women are employed on part-time basis, while the EU average is 31.9%<sup>38</sup>. In addition, in the Czech Republic part-time jobs are more often performed by women with lower education, primarily women without secondary education for which a part-time job often is not a choice but a necessity because they cannot find a full-time job<sup>39</sup>.

However, part-time employment also has negative impacts on labour market prospects and the living standard of households. A part-time employment means a lower wage according to the hours worked, but at the same time the work-load in a part-time job is frequently much higher than the proportionate time for which a given person is employed. Due to the generally lower wages in part-time positions compared to full-time jobs there is a relatively large proportion of involuntary part-time jobs while those who are interested in part-time jobs often work on full-time basis<sup>40</sup>.

In this context it is also necessary to talk about what is referred to as precarious work<sup>41</sup>. Compared to standard employment relationships, precarious work offers a lower level of protection for the worker. This, however, is compensated with a higher level of flexibility which occurs more frequently in precarious work. This means that there is a larger space between the parties to modify their labour law relationship, however, at the expense of the level of protection for the employee<sup>42</sup>. At present, the impacts of these forms of work are not sufficiently reflected<sup>43</sup>.

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<sup>37</sup> Lai, Yu-Cheng, Stanley Masters. 2005. "The Effects of Mandatory Maternity and Pregnancy Benefits on Women's Wages and Employment in Taiwan, 1984-1996". *Industrial and Labor Relations Review*, 58(2): 274-281. See also Lalive, Rafael, Josef Zweimüller. 2009. "How does parental leave affect fertility and return to work? Evidence from two natural experiments". *The Quarterly Journal of Economics*, 124(3): 1363-1402. Puhani, Patrick, and Katja Sonderhof. 2011. "The effects of parental leave extension on training for young women". *Journal of Population Economics*, 24: 731-760.

<sup>38</sup> Data from 2013. For more detail see CSO. 2014. *Focus on Women and Men 2013* [online]. Prague: CSO [quot. 2014-11-16]. Available at: <[http://www.czso.cz/csu/2013edicniplan.nsf/t/6D0027D68E/\\$File/1413134433.pdf](http://www.czso.cz/csu/2013edicniplan.nsf/t/6D0027D68E/$File/1413134433.pdf)>.

<sup>39</sup> The proportion of women working on part-time basis among women with secondary education is 8.6%, while for women with basic education this number is 11.8%. For more detail see CSO. 2012. *Focus on Women and Men 2011* [online]. Prague: CSO [quot. 2014-11-16]. Available at: <[http://www.czso.cz/csu/2011edicniplan.nsf/kapitola/1413-11-r\\_2011-14](http://www.czso.cz/csu/2011edicniplan.nsf/kapitola/1413-11-r_2011-14)>.

<sup>40</sup> Vohlídalová, Marta, Lenka Formánková. 2012. "Částečné úvazky v České Republice: šance nebo riziko?". In *Fórum Sociální Politiky*, 5: 17-21.

<sup>41</sup> There is no established generally valid definition of precarious work and this term is not used in legal regulations.

<sup>42</sup> For more detail see Borovičková, Lucie. 2011. *Prekérní pracovněprávní vztahy*. Unpublished diploma thesis. Olomouc: Faculty of Law, Palacký University.

<sup>43</sup> For more on the topic see for instance Borovičková, Lucie. 2011. *Prekérní pracovněprávní vztahy*. Unpublished diploma thesis. Olomouc: Faculty of Law, Palacký University; Kutálková, Petra, Rut Dvořáková. 2013. *Prekérní práce, jiné formy vykořisťování a nucená práce* [online]. S.l.: Diaconia of the Evangelical Church of Czech Brethren [quot. 2015-01-30]. Available at: <<http://scps.diakonie.cz/res/data/000185.pdf?seek=1385971502>>; ILO. 2011. *From precarious work to decent work. Policies and regulations to combat precarious employment* [online]. Geneva: ILO [quot. 2015-01-30]. Available at: <[http://www.ilo.org/wcmsp5/groups/public/---ed\\_dialogue/---actrav/documents/meetingdocument/wcms\\_179787.pdf](http://www.ilo.org/wcmsp5/groups/public/---ed_dialogue/---actrav/documents/meetingdocument/wcms_179787.pdf)>; Documentation of the workshop which took place in Görlitz on 15 November 2012. 2012. *Od prekérní práce k chudobě ve stáří? Pracovní situace žen v pohraničí*

#### **4) Insufficient offer of pre-school childcare services**

The possibilities of combining career with private and family life are also highly influenced by the offer of pre-school childcare services. For children up to three years of age the chances of finding a vacancy in crèches are marginal in the Czech Republic—only about 3% of children up to three years of age visit childcare centres, which is the lowest percentage in the entire EU<sup>44</sup>. Other available options only include babysitting by grandparents, if living within reach, or an expensive private babysitter affordable to a small group of families only.

Women with children from 3 to 6 years of age have higher chances of placing their child in a municipal kindergarten, 76% of children at this age visit a municipal kindergarten for at least several hours a week<sup>45</sup>. But also in this age group there are significant differences in the local availability of pre-school childcare and educational facilities and many women with children up to three years of age do not find a place in a municipal kindergarten.

Therefore the limited offer of pre-school childcare facilities for children contributes to the fact that most Czech women choose full-day care for their children without combining it with work and because of that they leave the labour market for several years during the maternity period<sup>46</sup>. But studies which show that a sufficient and available offer of pre-school childcare facilities not only results in a higher participation of parents in the labour market but also in a higher productivity and a lower number of absences<sup>47</sup>. Various ways of combining work and family life also enable the parents to develop their knowledge and abilities in several directions and contribute to the economic independence of families and reduce the risk of poverty.

#### **5) Stereotypes underlying unequal treatment of women and men by employers in connection with parenthood.**

The relevant parts were rephrased as follows: “Having regard to the fact that in the Czech Republic the availability of childcare services for children up to three years of age continue to be low and women continue to be the primary persons taking care for children, employers expect that women who plan a family will leave the labour market for a prolonged period of time. The probability that a man will go on a parental leave is very low.

Therefore, many employers will rather employ a man with the same qualifications than a woman, or will offer a woman a salary lower than which they would offer to a man with the same qualifications. In this way they partially compensate their potential future costs connected with the necessity to keep a job position for a woman open over the period of her maternal and parental leave (in particular the administrative expenses on the recruitment of a new employee, the costs connected with his or her training or the costs of education) or the costs connected with the search for a replacement if a woman does not return to her job. Another problem is the already mentioned low availability of childcare services for children up to 3 years of age.

#### **6) Combination of inequalities—gender, class, ethnicity/nationality, age and sexual orientation**

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České republiky, Německa a Polska [online]. Dresden: DGB [quot. 2015-01-30]. Available at: <[http://www.igr-elbe-neisse.org/data/files/59/CZ\\_Dokumentation\\_Frauenworkshop.pdf](http://www.igr-elbe-neisse.org/data/files/59/CZ_Dokumentation_Frauenworkshop.pdf)>

<sup>44</sup> For more detail see Eurostat [online database]. 2014. S.l.: European Commission. Available at: <[http://epp.eurostat.ec.europa.eu/portal/page/portal/statistics/search\\_database](http://epp.eurostat.ec.europa.eu/portal/page/portal/statistics/search_database)>.

<sup>45</sup> Ibid.

<sup>46</sup> Hašková, Hana, Steven Saxonberg (eds.), Jiří Mudrák. 2012. *Péče o nejmenší. Boření mýtů*. Prague: SLON.

<sup>47</sup> Stier, Haya, Noah Lewin-Epstein, Michael Braun. 2001. “Welfare regimes, family-supportive policies, and women’s employment along the life-course”. *American Journal of Sociology*, 106(6): 1731–1760. See also Letablier, Marie-Thérèse, Angela Luci, Antoine Math, Olivier Thévenon. 2009. “The costs of raising children and the effectiveness of policies to support parenthood in European countries: A literature review”. Brussels: European Commission.



The opportunities for women to establish themselves in decision-making positions are influenced by other characteristic as well, such as the level of education, profession, life style, ethnicity, nationality, age as well as sexual orientation. These characteristics are interrelated and are inseparable<sup>48</sup>. A higher age, Roma ethnicity, low education and non-heterosexual orientation further reduce the chances of women to advance into decision-making positions.

The above-described situation plus the non-transparent rules in organizations and political parties, the stereotypes regarding male and female roles in society, the limited offer of flexible jobs, the insufficient offer of pre-school childcare services and the absence of motivation of men to use parental leave is also reflected in women's expectations and decisions in relation to their future career development. For example the study by Grollich and de Grip (2008)<sup>49</sup> shows that when choosing their first employment, women consider future interruption of their career in connection with maternity and more frequently choose professions which as a rule are regarded by society as typically female.

## **2.2 General measures for balanced representation of women and men in decision-making positions**

In its operational part the Action Plan firstly deals with those tasks which are cross-sectional and which should be applied for effective promotion of equal opportunities for women and men in all the relevant entities (ministries, commercial companies, media, social partners, educational institutions, etc.).

This includes analytical and specific expert tasks for the Council of Economic and Social Agreement, as one of the major stakeholders, which serves as a natural platform for the dialogue between the Government, employers and employees. Further, the responsible departments are required to carry out information and awareness-raising campaigns on the advantages of gender balance in decision-making positions and the risks connected with gender stereotypes, on gender inequalities in the labour market, including the gender pay gap and also on the gender stereotypes in the media. There are three cross-sectional tasks through which the state wants to promote the reconciliation of work and family life and motivate parents to return to the labour market. The state will also support projects of NGOs, social partners and businesses focusing on balanced representation of women and men in politics and decision-making positions. Also crucial is a systematic collection and assessment of data about persons at all levels of the decision-making hierarchy, including subordinated or managed institutions and advisory bodies, classified by gender, or possibly also including the data on the pay gap.

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<sup>48</sup> Kolářová, Marta. 2008. "Na křižovatkách nerovnosti: gender, třída a rasa/etnicita". In Gender, rovné příležitosti, výzkum, 9, 2: 1-10.

<sup>49</sup> Görlich, Dennis, Andries de Grip. 2008. "Human capital depreciation during hometime". Oxford Economic Papers, 91: i98-i121.

## 2 Equal representation of women and men in politics

### 3.1 Current situation

The global average of representation of women in parliaments has currently increased to 22% and in Europe it has exceeded 25%. The Czech Republic falls considerably behind the European average. In the ranking compiled by the Inter-Parliamentary Union the Czech Republic placed 74th between Bangladesh and Panama<sup>50</sup>.

The percentage of women in the Chamber of Deputies of the Czech Republic after the latest elections was 19.5%. Their representation decreased after the early elections which took place in October 2013 from the original 22%. This decline was caused primarily by that fact that women were placed in the non-elected positions of candidate lists. According to an analysis of the Czech Statistical Office, women were most often placed on the 21st or lower position on the candidate lists, while men were most often occupying the first five positions<sup>51</sup>. Compared to the elections in 2010 women were also less successful in winning preferential votes, which brought 14 female candidates from non-elected positions into the Chamber of Deputies in 2014<sup>52</sup>. The following diagram illustrates the trend in the representation of women among the candidates for and the representatives elected in the Chamber of Deputies of the Czech Republic since 1996. What is apparent is the decline of the total percentage of female candidates since 2006. Thanks to the resignation of one of KDU-CSL representatives who was substituted by a woman, the current number of women in the Parliament increased to 40, which corresponds to 20%.

**Trend in the representation of women in the Chamber of Deputies on the Czech Republic in 1996 – 2013**

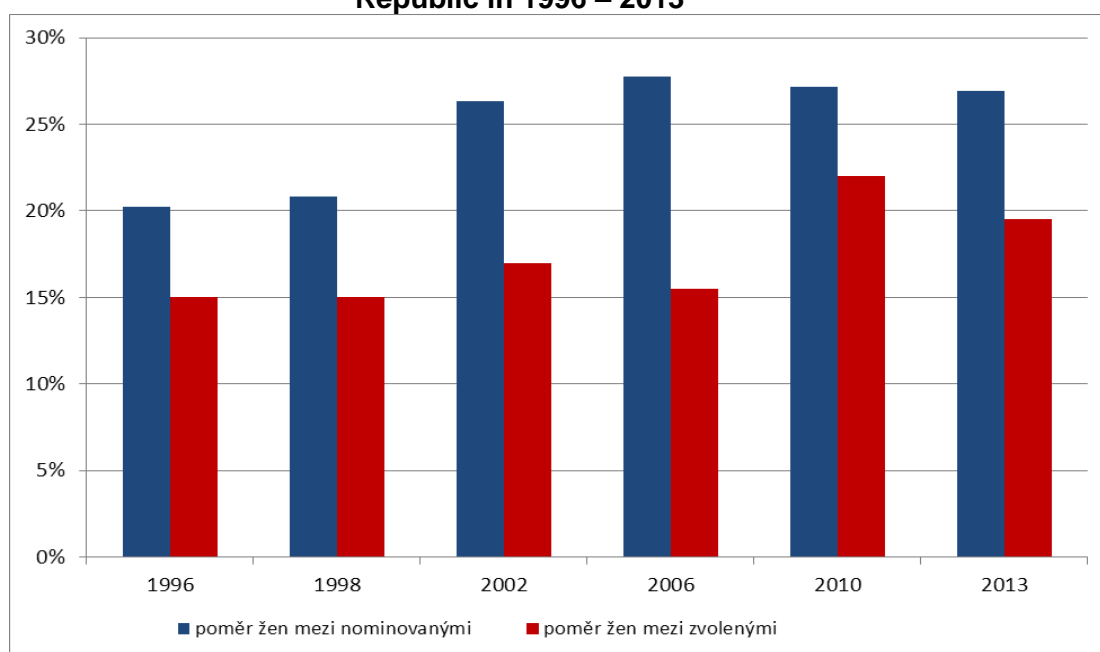


chart: proportion of women among nominees

proportion of women among elected persons

<sup>50</sup> The first position is occupied by Rwanda with 64%, followed by Bolivia and Andorra. For more details see IPU. 2014. *Women in national parliaments* [online]. S.l.: IPU [quot. 2014-12-22]. Available at: <<http://www.ipu.org/wmn-e/classif.htm>>.

<sup>51</sup> For more detail see Řezanka, Marek. 2014. *Kandidující a zvolení do PS PČR 2013* [online]. Prague: Forum 50% [quot. 2014-12-22]. Available at: <[http://aa.ecn.cz/img\\_upload/666f72756d35302d6669313030313139/kandidujici-a-zvoleni-do-ppsp-cr-2013.pdf](http://aa.ecn.cz/img_upload/666f72756d35302d6669313030313139/kandidujici-a-zvoleni-do-ppsp-cr-2013.pdf)>.

<sup>52</sup> Ibid. In 2013 women gained by some 53,000 preferential votes less than in the 2010 Parliamentary elections.

The number of female senators after the latest elections in October 2013 remained unchanged—15, which represents 18.5%. The following diagram illustrates the trends in the representation of women among the nominees and the individuals elected in the Senate elections since 1996. It clearly shows that while this percentage increased during the first decade, it has been on the decline since 2006, with the exception of the 2012 elections. The highest percentage of women was achieved in 2006, both among the candidates as well as the elected senators. In 2014 the percentage of female candidates was the third lowest since the establishment of the Senate: mere 15%<sup>53</sup>.

**The development of the ratio of women nominated for and elected in the Senate of the Parliament of the Czech Republic in 1996 – 2014**

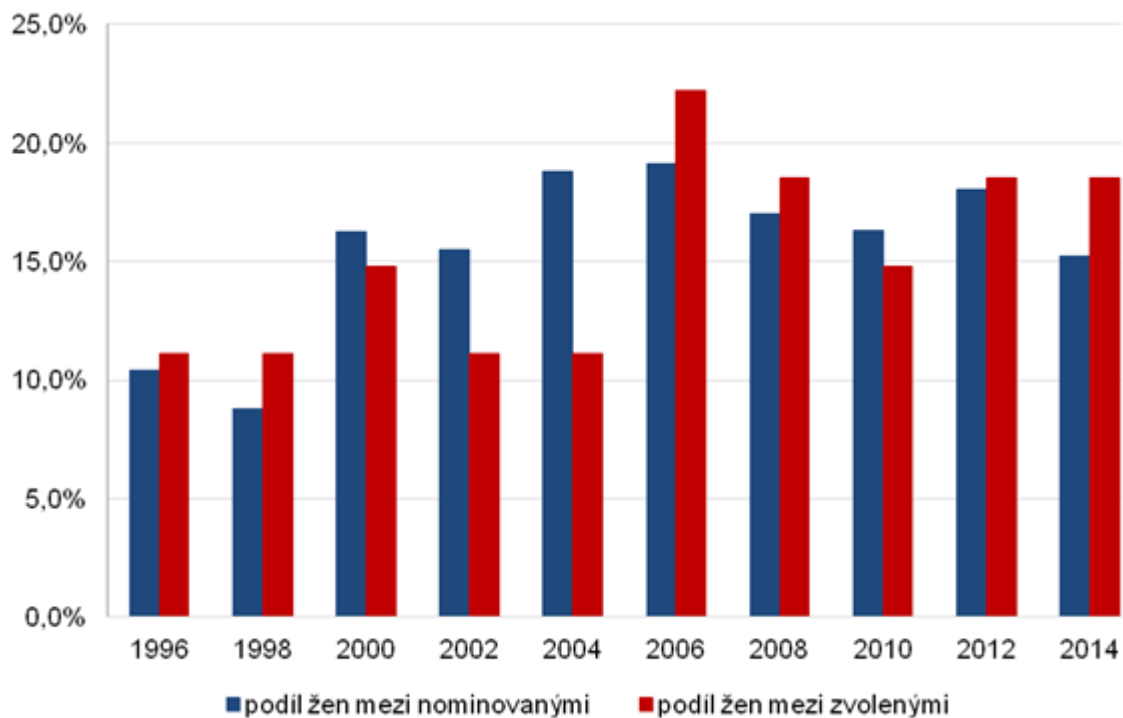


chart: proportion of women among nominees

proportion of women among elected persons

At the regional level the representation of women after the 2012 elections increased from 17.6% to 19.7%, that is, by two percentage points. There are relatively large differences among the individual regions: the highest number of seats was achieved by women in the Moravian-Silesian Region (26%), least successful on the other hand were women in the Ústecký Region and Vysočina Region (13%)<sup>54</sup>. Sadly, the positions in the top regional bodies, including the position of the Regional President, continue to be occupied solely by men. There were female Regional Presidents only during the 2008 –2012 election period.

The highest representation of women is at the municipal level of politics, 27% on average<sup>55</sup>. This percentage increases with each elections both among the candidates as well as the

<sup>53</sup> For more detail see Šprincová, Veronika. 2014. *Analyza výsledků voleb do Senátu v roce 2014 z hlediska zastoupení žen* [online]. Prague: Fórum 50% [quot. 2014-12-22]. Available

at: <[http://aa.ecn.cz/img\\_upload/666f72756d35302d6669313030313139/analyza\\_senat\\_2014\\_vysledky.pdf](http://aa.ecn.cz/img_upload/666f72756d35302d6669313030313139/analyza_senat_2014_vysledky.pdf)>.

<sup>54</sup> For more detail see Šprincová, Veronika. 2012. *Genderová analýza výsledků voleb do zastupitelstev krajů v roce 2012* [online]. Prague: Fórum 50% [quot. 2014-12-22]. Available

at: <[http://aa.ecn.cz/img\\_upload/666f72756d35302d6669313030313139/analyza\\_volby\\_kraje\\_2012\\_vysledky.pdf](http://aa.ecn.cz/img_upload/666f72756d35302d6669313030313139/analyza_volby_kraje_2012_vysledky.pdf)>.

<sup>55</sup> For more detail see CSO. 2014. *Volby do zastupitelstev obcí 10.10.-11.10.2014* [online]. Prague: CSO [quot. 2014-12-22]. Available

at: <<http://www.volby.cz/pls/kv2014/kv22112?xjazyk=CZ&xid=1&xv=7&xdz=8&xnumnuts=0&xstrana=0&xvyber=1>>.

elected politicians. These are the only elections in which the proportion of women standing as candidates and elected has increased linearly in recent years. The percentage of women standing as candidates in October 2014 was 32%<sup>56</sup>. However, there is a simple rule: the larger the city, the less women as representatives. The highest number of female politicians can be found in small municipalities, the lowest number in big cities. The proportion of women in statutory cities amounts to mere 23%<sup>57</sup>. At present there are only two female mayors: in Prague and in Děčín. On the other hand in smaller municipalities one can find a large number of women as mayors: in the last election period there were more than one thousand of them, figures relating to the current situation are not available yet.

#### Trend in the ratio of women standing as candidates and elected in municipal elections (1994 – 2014)

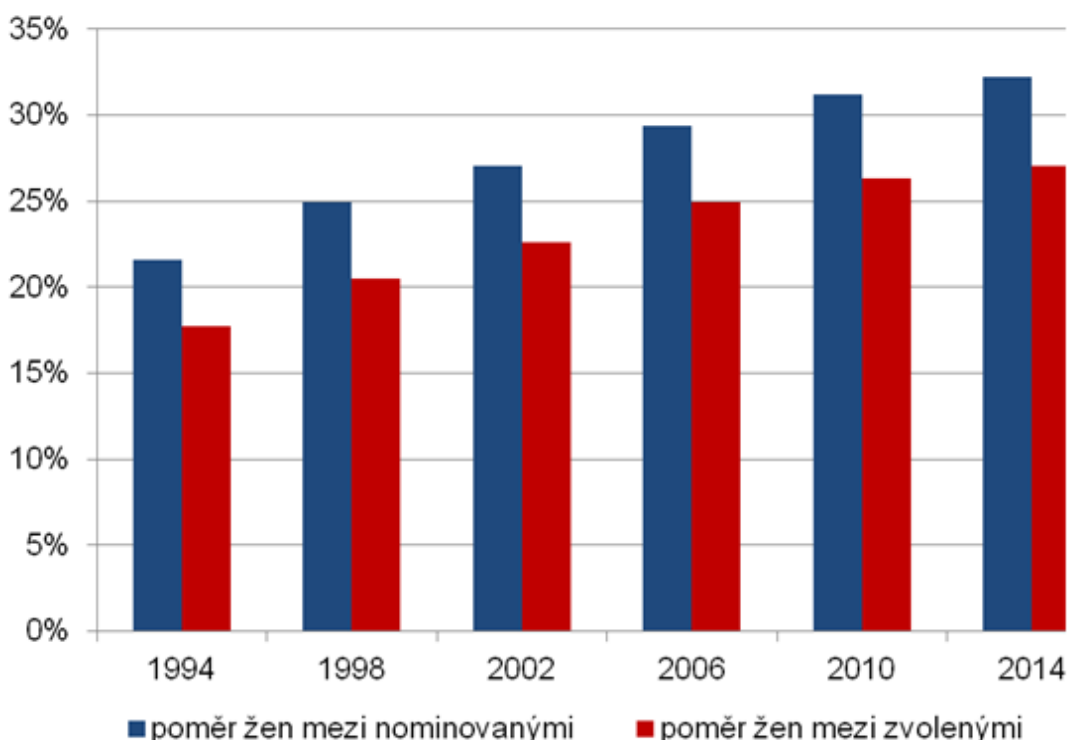


chart: proportion of women among nominees

proportion of women among elected persons

The percentage of Czech female politicians in the European Parliament currently reaches almost 24% (5 women and 16 men in the total of 21 representatives). This is the result of the elections of May 2014. Compared to the previous election period the proportion of Czech female MEPs increased by 6 percentage points: after the 2009 election the number was a mere 18%<sup>58</sup>. Compared to the rest of Europe, however, the Czech Republic continues to lag behind. The total number of women as members of the European Parliament elected in 2014 currently is less than 37%.

<sup>56</sup> For more detail see CSO. 2014. *Volby do zastupitelstev obcí 10.10.-11.10.2014* [online]. Prague: CSO [quot. 2014-12-22]. Available

at: <<http://www.volby.cz/pls/kv2014/kv22112?xjazyk=CZ&xid=1&xv=2&xdz=8&xnumnuts=0&xstrana=0&xvyber=1>

>.  
<sup>57</sup> For more detail see CSO. 2014. *Volby do zastupitelstev obcí 10.10.-11.10.2014* [online]. Prague: CSO [quot. 2014-12-22]. Available at: <<http://www.volby.cz/pls/kv2014/kv22?xjazyk=CZ&xid=1&xv=7>>.

<sup>58</sup> For more detail see Šprincová, Veronika. 2014. *Genderová analýza výsledků voleb do Evropského parlamentu 2014* [online]. Prague: Fórum 50% [quot. 2014-12-22]. Available at: <[http://aa.ecn.cz/img\\_upload/666f72756d35302d6669313030313139/analyza\\_vysledky\\_ep\\_2014.pdf](http://aa.ecn.cz/img_upload/666f72756d35302d6669313030313139/analyza_vysledky_ep_2014.pdf)>.

On the other hand, the proportion of women in the membership of the political parties in the Czech Republic is relatively high, ranging from 30 to 56%<sup>59</sup>. These figures clearly declare the interest of women in politics, however, they are not reflected in the composition of candidate lists or in the representation of women at the top levels of parties. This fundamental disproportion is well illustrated by the following diagram comparing the representation of women in the membership and in the management of parties.

**Proportion of women in the membership and in the management of political parties<sup>60</sup>**

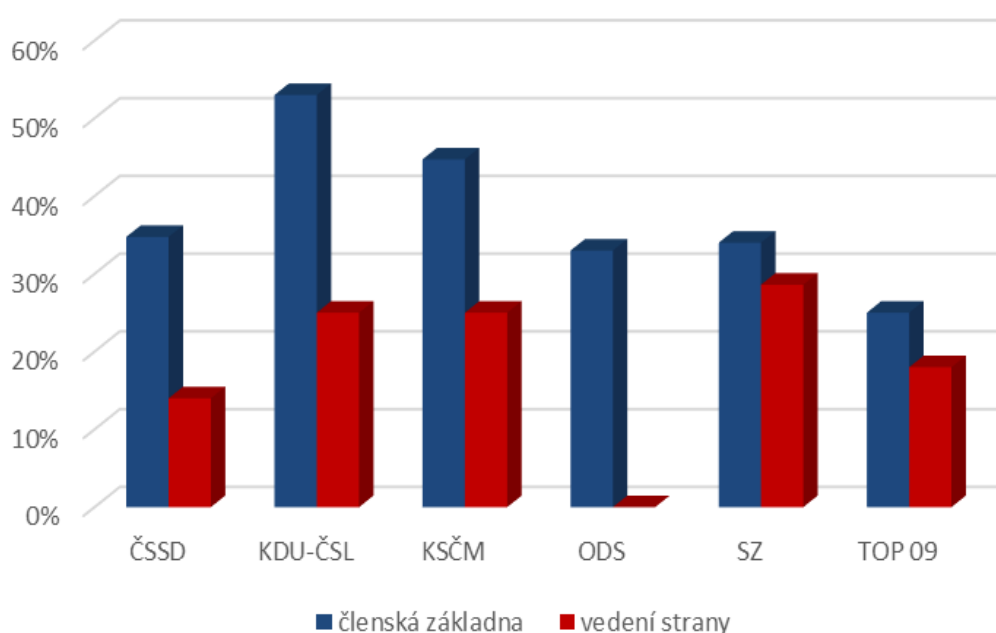


chart: membership base

Party leadership

To be able to promote its interests, any group or minority has to achieve at least a 30% representation. That is why this limit is referred to as the critical mass. The outline of the situation clearly shows that so far women have not been able to achieve this critical mass at any level of the Czech politics. Another important limit is the 40% “parity threshold”. A parity representation is an ideal situation when the representation of men and women is indeed balanced and fair. Parity is the objective which the Czech politics should be aiming towards as well.

<sup>59</sup> These figures come directly from political parties which provided them for the Party Open to Women competition which is regularly organized by the Fórum 50 % organization.

<sup>60</sup> These figures are valid as of 5 September 2014.

### **3.2 Specific obstacles for higher representation of women in politics**

Women and men do not start from the same point in politics. There are a number of visible as well as invisible barriers precluding a larger involvement of women in politics. These can be divided in three basic categories: 1. institutional, 2. social and 3. individual<sup>61</sup>.

The main institutional barriers include the electoral system and the manner of composing candidate lists and other nominations. Because political parties are the basic actors on the Czech political stage, as the choice of the candidates for elections is the responsibility of political parties, their influence on the representation of women in politics is absolutely crucial. Research proves that it is the manner of the functioning of political parties and, in the first place, the manner of composing candidate lists what constitutes the biggest obstacle for a higher participation of women in politics. Primarily the existence of the informal male networks, which are not accessible to women, makes it more difficult for (not only) women to enter into politics. On the contrary, the more transparent the internal and nomination processes in a political party, the higher the chance for women to assert themselves<sup>62</sup>.

Social barriers are the result of the attitudes of the Czech public to the division of social roles between women and men. In simplistic terms it can be stated that the Czech society is conservative in this respect and retains certain prejudices and gender stereotypes which are manifested as tendency to a traditional division of roles. Politics continues to be perceived as a predominantly male domain. On the other hand, according to an opinion poll 88% of citizens are convinced that a higher involvement of women in politics is useful<sup>63</sup>. Despite the surviving stereotypes there is an evident social demand for women in politics in the Czech Republic. What is still missing, however, is a corresponding offer on the part of political parties<sup>64</sup>.

As for individual barriers, women have to cope with three fundamental obstacles: the patriarchal family model (in the Czech society the responsibility for the family and the household rests primarily on women and the combination of private life and a political career is therefore very demanding on female politicians), different assessment of women and men (double standards are applied to women and men in politics, the male principle and manner of perception predominates) and a different approach to power (women perceive politics primarily as a public service and political offices and posts are for them less important than for men)<sup>65</sup>.

The existence of the above-described barriers makes it considerably more difficult for women to participate in political life. The reason for the lack of women in politics is not that women are not interested but that they are systematically disadvantaged as opposed to men.

### **3.3 Measures for balanced representation of women and men in politics**

**In its tasks in part B this Action Plan focuses on defining such tasks for the state administration which will be most effective in relation to the political domain. At the same time, it acknowledges the fact that political parties are independent of the state and the state power and in order to maintain their status, authoritative state interventions into the manner of their functioning should be used as rarely as possible. Therefore, apart from the tasks for individual departments elaborated on in**

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<sup>61</sup> Rakušanová, Petra. 2006. *Česká politika: Ženy v labyrintu mužů?* Prague: Fórum 50%.

<sup>62</sup> Ibid.

<sup>63</sup> Kunštát, D. 2007. Postavení žen v politice očima české veřejnosti. Opinion poll carried out in November 2007 for Fórum 50%. Prague: Fórum 50%.

<sup>64</sup> Rakušanová, Petra. 2006. *Česká politika: Ženy v labyrintu mužů?* Prague: Fórum 50%.

<sup>65</sup> Ibid.

**more detail in further chapters, this Action Plan also includes Annex no. 1 which contains a list of recommendations which may or more precisely should be applied by political parties if they wish to better promote balanced representation of women and men in their internal structures and/or within their activities.**

The tasks in part B focus on the introduction of quantitative targets in electoral laws for the composition of candidate lists. The modification concerns the elections to the Chamber of Deputies of the Parliament of the Czech Republic, the European Parliament, regional councils and the Capital of Prague. Stipulation of binding rules for the composition of candidate lists with regard to balanced representation of women and men is the simplest, the most direct and the most effective way to achieve balanced decision-making assemblies and decision-making in general. The new rules should be defined by the Ministry of Interior together with the Minister for Human Rights, Equal Opportunities and Legislation.

The second task is the analysis of the presence of gender stereotypes in election campaigns in the Czech Republic the results of which should provide more information on the causes of the insufficient representation of women in the decision-making political offices and which will also serve for raising awareness among the public as well as in political parties. The state also wants to raise awareness and initiate a more substantial discussion on the topic of balanced representation of women and men in politics through a workshop.

The last important task in the political domain is the preparation of a toolkit for political parties which would serve as a concise and clear manual for the definition, active application and promotion of the gender equality political agenda, both in the internal rules of parties as well as externally.

### **3 Balanced representation of women and men in public domain and other public institutions**

#### **4.1 Current situation in general**

The state is the largest employer in the Czech Republic. Its role is to be the flagship and an example for other employers in compliance with legal regulations, promotion of effective solutions in staffing policy, in care for and equal treatment of any of its employees. In recent years the ratio of women and men at the top levels of state administration has become more balanced. In spite of this progress, however, the rule that where there is more power, more money or more decision-making powers in state administration or self-administration the number of women declines continues to be valid. This situation is caused by the historically conditioned division of work into what is perceived as "male" and "female" domains and activities, with women being associated more with the private domain and men more with the public domain, the lack of options to reconcile work, private and family life, and by the traditions and stereotypes regarding female and male roles in the society.

It is the role of the state to promote gender equality not only through its policies but also as an employer. An important tool in this effort is the Service Act, Labour Code and other labour legal regulations.

In recent years the number of women in the decision-making positions in state-administration and self-administration has been increasing gradually. Despite the undoubted progress, the rule still is that with the descent in the hierarchy of state administration decision-making positions the relative representation of women increases. In 2013 there were only 13 women in the total of 92 deputies of ministers, which is 14.1%. In the position of department directors in all departments there were 147 women in total by the end of 2013, which is a 33.9% share in the total number of department director posts (as of December 2010 this percentage was 31.2%). In the total number of 1052 section chiefs in all departments in 2013 women made up 42.3%, as of December 2010 this proportion was 40.6% women.

Gender-based vertical segregation may also be traced in institutions falling under the individual ministries (such as the financial directorate etc.) but also in the judiciary, the Police or the Army of the Czech Republic, the media, in cultural institutions, science and research, education or healthcare.

There is also the horizontal or, in other words, sectoral segregation present in all the mentioned public domains. Women are concentrated in what is traditionally regarded as female domains such as education, administration, healthcare or care for children and dependent persons, which, however, are usually less well paid. From these fields and domains it is also much more difficult to rise into decision-making positions because the opportunity to engage in political decision-making, management of a company or a particular state administration unit is closely related to a successful reconciliation of work and private life, which is also highly influenced by the financial situation of concrete individuals.

The following tables provide a view of the trends in the representation of women at the individual levels of public administration from 2008 to 2013 and representation of women in other public institutions:

**The proportion of women at the selected levels of public administration in 2008 – 2013**

	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
<b>Minister</b>	9.1%	16.7%	0%	6.7%	18.8%	17.7%	17.7%
<b>Deputy Minister</b>	16.3%	16.3%	13.0%	8.9%	13.6%	14.1%	25.2%
<b>Division Director</b>	30.8%	29%	31.2%	28.4%	30.8%	33.9%	29.9%
<b>Section Chief</b>	38.8%	37.1%	40.6%	38.0%	40.7%	42.3%	43.6%



<b>Other specialized staff</b>	57.5%	58.4%	63.8%	61.0%	62.1%	61.2%	63.3%
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Source: OGCR

#### Proportion of women in individual public institutions<sup>66</sup>:

Institution	Proportion of women	Source
Constitutional Court	26.7%	<a href="#">Constitutional Court's web pages</a>
Supreme Court	23.1%	<a href="#">Supreme Court's web pages</a>
Supreme Administrative Court	35.3%	<a href="#">SAC's web pages</a>
Supreme Public Prosecutor's Office	33.3%	<a href="#">Public Prosecutor's web pages</a>
High Public Prosecutor's Office in Prague	37.3%	
High Public Prosecutor's Office in Olomouc	20.0%	
Ministry of Defence—Army of the Czech Republic	5.5%	<a href="#">Web pages of the Czech Statistical Office</a>
Ministry of Interior—Police of the Czech Republic	9.2%	
Ministry of Interior—Fire Rescue Service	14.4%	
Ministry of Justice—Prison Service	9.5%	
Czech Television	11.8%	<a href="#">CT's web pages</a>
Czech Radio	16.7%	<a href="#">Czech Radio's web pages</a>
National Theatre	25.0%	<a href="#">National Theatre's web pages</a>
National Gallery	57.1%	<a href="#">National Gallery's web pages</a>
Czech Union of Sports*	0%	<a href="#">CUS web pages</a>
Czech Olympic Committee*	12%	<a href="#">COC web pages</a>

\*civic association

## 4.2 Situation in external service

The low representation of women continues to be present also among diplomatic agents. In 2014 there were (according to information of the MFA) 18% of women in the positions of the heads of diplomatic missions.

One of the reasons is the very difficult conditions for the reconciliation of work, private and family life. Female diplomats on a mission do not have a preventive medical care systematically ensured and paid by the employer during pregnancy, at childbirth (except for amounts equivalent to the value of an air ticket back to the Czech Republic) and in the post-natal period. Care for new-born infants is not paid either. If in spite of these facts a woman decides to stay on a mission during her pregnancy and maternity leave, she does not receive any compensation for her accommodation expenses after the first thirty days of her maternity leave or any compensation for increased costs of living abroad, which constitutes the main source of income for her and frequently for her family as well. The payment of the school expenses on her other children as well as the contribution to an accompanying husband or partner is suspended.

These rules, which are disadvantageous for a woman going on a diplomatic mission alone, in an overwhelming majority of cases mean an insurmountable obstacle for women travelling with their families. The change in the internal regulations of the MFA adopted in May 2014

<sup>66</sup> The figures are valid as of 28 January 2015, except for the figures given for the Army of the Czech Republic, the Police of the Czech Republic, the Fire Rescue Service and the Prison Service, which are valid as of 30 June 2013.

which enabled the use of maternity leave abroad with a simultaneous payment of compensation for increased costs of living at least for the first thirty business days and subsequently only with the approval of the Ministry in duly justified cases do not solve the situation.

The described situation ultimately leads to the disappearance of career oriented and highly qualified women from the career ladder. On the other hand, the generally defined conditions for maternity and parental leave in the Czech Republic create a situation in which many female diplomats lose contact with their workplace over the relatively long period of maternity and parental leave and also after their return to work they become significantly less involved in the four years on a mission/two years in the headquarters cycle, which is decisive for career advancement in compliance with the career system.

### **4.3 Situation in media, culture, sports and leisure and non-profit sector**

At present the media and their messages, including advertisements, are perceived as the co-creators of public opinion, social trends and social roles. They not only contribute to the formation of citizens' personal attitude but they also serve as a socialization tool and a communication channel.

In June 2013 the EIGE released a report on gender equality in the media with focus on decision-making positions<sup>67</sup>. Apart from assessing the representation of women in the decision-making positions in the media in 28 European countries, the report also contains an overview of the degree to which individual media organizations have developed policies for the promotion of gender equality, control mechanisms to monitor these policies and concrete initiatives to support women's opportunities and development of their career.

Among other things, the report stresses the fact that in organizations which have adopted positive measures, such as mentoring or leadership programmes or formalized control mechanisms for gender equality policy, women are more often recruited for senior leadership positions and rise to these positions more often than in organizations which do not have in place these positive measures. It also follows from this report that in the Czech Republic there is not a single woman in the management<sup>68</sup> of the major media, the proportion of women in all decision-making positions in the public service media is 22% only, which means that the Czech Republic occupies the seventh lowest position among the EU-28. In the Council of the Czech Telecommunication Office there are only 20% of women, while the EU average for the representation of women in these central administrative offices is 31%. Further, the report points out that the major media in the Czech Republic do not have in place any gender equality procedures and policies and do not focus on the partial areas promoting gender equality in the media (ethical code, equal opportunity and diversity promotion policies, policies for maternity and parental leave and dignity of employees).

In July 2013 an international conference of the Council of Europe took place in Amsterdam which focused on raising awareness among the media and the wide public on the issue of gender equality in the media. The Council of Europe recommends adopting policies which

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<sup>67</sup> For more detail see EIGE. 2013. *Review of the implementation of the Beijing Platform for Action in the EU Member States: Women and the Media - Advancing gender equality in decision-making in media organisations: Report* [online]. Luxembourg: Publications Office of the European Union [cit. 2014-11-16]. Available at: <<http://eige.europa.eu/sites/default/files/MH3113742ENC-Women-and-Media-Report-EIGE.pdf>>.

<sup>68</sup> At the top executive posts (general manager etc.).

will create suitable conditions for the application of gender equality as the basic principle in the activities of the media<sup>69</sup>.

In the decision-making positions in sports and culture and leisure activities women are in general significantly under-represented. This has an impact on the selection of subsidised sports and cultural disciplines and areas, on the focus of professional sport as well as the leisure activities of women and men. Through the Ministry of Education, Youth and Sports, the Ministry of Culture, in cooperation with non-governmental non-profit organizations as well as through special policies the state should pay attention to the representation of women and men when decisions are made on the priorities in sports, culture and leisure activities so that the composition and the needs of the entire society is reflected more accurately in these decisions.

As regards the non-profit sector, care for the public good and decision-making in the public domain are activities *sui generis*. In this domain a vast majority of employees are women, while men are as a rule visibly absent in the areas of care and non-profit activities. Just like in other areas, the state should promote balanced representation of women and men in the non-profit sector and, in connection with the objective of this document, primarily in the decision-making positions of non-profit organizations. One of the options is a financial support of the activities of non-profit organizations. This may also involve cooperation with these organizations on the part of state administration or the effort to link these activities with the business domain. Examples may be found in some of the countries with a longer democratic tradition (western European countries or Scandinavia) where the support for the non-profit sector is a tradition not only on the part of the government but also the entrepreneurial sector, commercial companies or individual citizens.

#### **4.4 Specific obstacles for higher representation of women in decision-making positions in public administration and other public institutions**

A higher representation of women in the decision-making positions in the public administration is precluded by the following specific obstacles:

At the level of public administration the continuing low representation of women in decision-making positions is caused by the above-mentioned general obstacles (ineffective reconciliation, lack of childcare facilities, discrimination, stereotypes, non-transparency and combination of inequalities, as discussed in more detail in chapter 3.3) and also the low degree of application of tools (primarily the positive measures) the use of which is enabled by the **Labour Code** (Act no. 262/2006 Coll., Labour Code) and the **Anti-discrimination Act** (Act no. 198/2009 Coll., Anti-discrimination Act). Even though the application of positive measures in order to promote balanced representation of women and men in decision-making positions is ordered each year by the Government resolution on the Updated Measures on the Priorities and Policies of the Government of the Czech Republic in Promoting Gender Equality, their actual application by the departments is marginal.

The long-term absence of a specific legal regulation on civil service was also important. The new Act no. 234/2014 Coll., **on Civil Service** (the “Civil Service Act”) refers to the Labour Code (Section 98) as regards the prohibition of discrimination. The Civil Service Act has also unified the selection procedure for the staffing of all vacant positions, including senior positions. The impacts of this Act on the staffing of the individual positions at the level of deputies, directors and heads in terms of gender representation are still unclear due to the

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<sup>69</sup> For more detail see Council of Europe. 2013. *Recommendation CM/Rec(2013)1 of the Committee of Ministers to member States on gender equality and media* [online]. S.d.: Council of Europe [cit. 2014-11-16]. Available at: [https://wcd.coe.int/ViewDoc.jsp?Ref=CM/Rec\(2013\)1&Language=lanEnglish&Ver=original&Site=CM&BackColorIntern=C3C3C3&BackColorIntranet=EDB021&BackColorLogged=F5D383](https://wcd.coe.int/ViewDoc.jsp?Ref=CM/Rec(2013)1&Language=lanEnglish&Ver=original&Site=CM&BackColorIntern=C3C3C3&BackColorIntranet=EDB021&BackColorLogged=F5D383).

ongoing personnel changes in these positions. Its actual effects on balanced representation of women and men in decision-making positions will become clear with the subsequent practise.

**In this respect it needs to be stressed that just like the Labour Code and in more detail also the Anti-discrimination Act also the newly adopted Civil Service Act enables the adoption and application of positive measures.** The aim of positive measures is to prevent or level out “disadvantages arising from the fact that a certain individual belongs to a group defined by a certain discriminatory reason”, which undoubtedly applies to gender.

Another specific problematic point in promoting balanced proportion of women and men in decision-making in public administration and public institutions is the **low activity or non-activity of the state in certain areas of public life**. This concerns, for instance, the area of the media, advertising industry, culture, sports, non-profit sectors and others. The objective of this Action Plan is not the adoption of laws which would have the ambition to intervene into the leisure activities of the citizens of the Czech Republic or determine what is and what is not culture and what news reporting or advertisements should look like. On the contrary, this Action Plan aims to open opportunities for everybody regardless of their gender.

#### **4.5 Measures for balanced representation of women and men in decision-making positions in public administration and other public institutions**

Unlike in political parties, the government has the opportunity to solve the situation in its subordinated organizations (both central as well as other bodies of state administration) directly by means of personnel policy, human resources management, audits and plans and, last but not least, adoption and implementation of policies.

**The table in part C contains the most important tasks for the domain of public administration or institutions of public interest. The performance of these tasks has the potential to open this domain to a higher quality of work, efficiency, value for money and other future specific measures which will ensue from the existing solutions. The said chart is not intended as an exhaustive list, it is much more a tool setting up the basic parameters for the prerequisites of future steps which will follow the implementation and assessment of these initial tasks. In relation to the Strategy for Equality of Women and Men the fulfilment of the tasks described in this part of the Action Plan is supposed to promote during 2016 to 2018 the implementation of such measures which will suit the specifics of a given organization, but which will lead to a gradual achievement of the minimum level of 40% representation of women in their decision-making positions by 2020.**

In this area the individual departments and other institutions have been assigned the following tasks. In relation to the issues described in this Action Plan, to analyze more deeply and define the specific obstacles for balanced representation of women and men in specific environments including judiciary and public prosecution, the media, advertisements and culture, science and research, education and sports, healthcare, Army of the Czech Republic, Police of the Czech Republic and security forces and NGOs. Even though this Action plan in its descriptive parts as well as the tasks focuses more closely on some of the mentioned areas, it cannot cover the given issues fully in all the structures of public administration and institutions of public interest, whether because of the lack of data, analyses and research or knowledge of the specific environments. Therefore, concrete solutions, including modifications of legal regulations or other binding procedures, are to be proposed by the departments competent in the given areas.

To adopt positive measures by way of putting in place such rules for the staffing of decision-making positions which will stipulate that, with respect to the requirement on suitable professional qualifications, where there is an unbalanced proportion of women and men at a given level of the decision-making hierarchy (less than 40% of women or men) and a where the competitors have comparable qualifications, preference shall be given to a candidate of the under-represented gender. Also by applying the Strategy +1<sup>70</sup> or through other auxiliary measures (mentoring, gender-sensitive advertising, transparency in selection procedures, etc.<sup>71</sup>).

In relation to the minimum standard of gender equality in state administration, which is described in detail in the Strategy for Equality of Women and Men, to carry out gender audits in institutions of public interest and, based on this measure, adopt plans promoting gender equality.

Also very important is the education of public administration officers in the gender equality agenda with focus on decision-making positions, including both new as well as current workers.

In the specific areas which the Action Plan elaborates on in more detail (diplomacy, media, culture, sports and non-profit organizations) the tasks focus on analyses, public awareness and other activities such as the creation of non-discriminatory rules for the career advancement of MFA employees on diplomatic missions abroad, including measures enabling the reconciliation of work and family life in the media or the subsidies for programmes monitoring the media with respect to gender equality in decision-making. The tasks also include a media campaign on prominent female figures in the managerial positions in culture and sports as potential positive role models for other women and review of the Strategy for State Support of Sports in the Czech Republic in order to include the gender perspective.

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<sup>70</sup> In 2013 the Committee for Balanced Representation of Women and Men in Politics and Decision-making Positions together with the Government Council for Equality of Women and Men approved the Strategy "+1" as a measure aiming at the removal of obstacles and the creation of conditions for balanced representation of women and men in politics and decision-making positions. This initiative proposes that the Government of the Czech Republic orders the individual ministries and other central bodies of the state administration to adopt and implement within their organizational structure and the organizational structure of the commercial companies in which they hold a majority ownership interest a strategy the result of which will be an increase in each calendar year in the number women or men at a given management level or in a given management team by one woman/man, up to the proportion of at least 40% of both women and men. Ministries and other central bodies of state administration should also inform the Government of the Czech Republic once per year on the adopted measures and the implementation of the Strategy "+1" by assessment of the Updated Measures on the Priorities and Policies of the Government in Promoting Equal Opportunities for Women and Men. The result of the application of the Strategy "+1" should be a more diverse and better functioning state administration which is able to adequately respond to the needs of all citizens. One of the consequences will also be the reduction of the vertical gender segregation in the state administration and in commercial companies where the state holds an ownership interest.

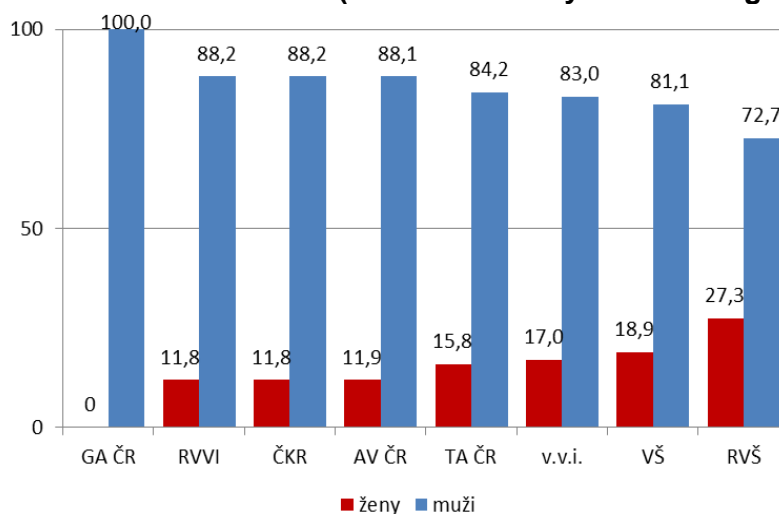
<sup>71</sup> For more detail see Špondrová, Pavla. 2014. *Právní aspekty postavení žen a mužů ve vysokoškolském prostředí a ve veřejných výzkumných institucích v ČR* [online]. Prague: Institute of Sociology of the Czech Academy of Sciences [quot. 2014-11-16]. Available at: <<http://nkc.cz/files/pravni-aspekty-postaveni-zen-a-muzu-pdf.pdf>>.

## 4.6 Situation in science, research and education

Balanced representation of women and men in decision-making positions in science, research and innovations is one of the priorities of the European Research Area (ERA)<sup>72</sup> as well as the existing Horizon 2020 Framework Programme for Research and Innovation<sup>73</sup>. Activities carried out at the level of state administration, research and university organizations and grant agencies are part of the monitoring procedures under the ERA Progress Reports<sup>74</sup>. Balanced representation at all levels of the implementation of Horizon 2020 projects and in the expert and advisory groups of the Directorate for Research and Innovation is embedded in the Horizon 2020 legal document. The European Commission as well as EU member states focus on the issues of effective utilization of the potential of women in science and research in connection with the effort to achieve modernization and structural change.

Women make up 80% of employees in education and the ratio of women and men varies depending on the level of school. Women predominate particularly at the level of primary and secondary education and their representation is higher than the OECD average. Converted to full-time employees, women currently make up 98.4% teachers at the pre-school level, 84.3% in primary education and 59.6% in secondary education (Statistical yearbook of education 2013). **Representation of women in managerial positions is lower than one would expect with view to their total proportion among teachers.** Men constitute 1/3 of the head teachers and deputy head teachers in regional education in total. Also in this case the proportion varies with the level of education—amounting, respectively, to 1% and 35% and 58% of men in decision-making positions<sup>75</sup>.

### Representation of women and men in decision-making bodies of the most important research institutions in 2012 (without advisory and working bodies)



Source: Tenglerová 2014

<sup>72</sup> For more detail see Council of the European Union. 2010. *Various issues related to the development of the ERA. Council Conclusions 10246/10* [online]. Brussels: Council of the European Union [quot. 2014-11-16]. Available at: <<http://register.consilium.europa.eu/pdf/en/10/st10/st10246.en10.pdf>>. See also European Commission, 2012. *COMMUNICATION FROM THE COMMISSION TO THE EUROPEAN PARLIAMENT, THE COUNCIL, THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE AND THE COMMITTEE OF THE REGIONS. A Reinforced European Research Area Partnership for Excellence and Growth. COM (2012) 392 final* [online]. Brussels: European Commission [quot. 2014-11-16]. Available at: <[http://ec.europa.eu/euraxess/pdf/research\\_policies/era-communication\\_en.pdf](http://ec.europa.eu/euraxess/pdf/research_policies/era-communication_en.pdf)>.

<sup>73</sup> For more detail see <http://www.h2020.cz/cs>, Horizon 2020 [quot. 2014-11-16].

<sup>74</sup> For more detail see [http://ec.europa.eu/research/era/gender-equality-and-gender-mainstreaming\\_en.htm](http://ec.europa.eu/research/era/gender-equality-and-gender-mainstreaming_en.htm), European Commission [quot. 2014-11-16].

<sup>75</sup> For more detail see MEYS. 2014. *Statistical yearbook of education 2013/2014—performance indicators* [online]. Prague: MEYS [quot. 2014-11-16]. Available at: <<http://toiler.uiv.cz/rocenka/rocenka.asp>>.

chart: women                      men

Czech science is characterized with a high degree of vertical segregation. Representation of women in the decision-making bodies of the most prominent research institutions in 2012 was merely 14.3%. The lowest representation of women, amounting to 0%, is in the Czech Science Foundation and the highest in the University Council with 27.3%. In 2012, of all the university professors and associate professors 14.9% and 25.7%, respectively, were women. Compared to 2002, the proportion of female professors and associate professors increased by 6.2 and 4.6 percentage points, respectively. Representation of women is higher in advisory bodies and working groups than in the top positions. The lowest number of women can be found in the advisory bodies of the Research, Development and Innovation Council (8.3%) and the Czech Science Foundation (11.3%); on the other hand, the highest numbers of women are working for the University Council (32.5%)<sup>76</sup>.

Compared to the rest of Europe, the Czech Republic ranks lowest in terms of representation of women in the managerial positions in research<sup>77</sup>. While the proportion of women among students steadily grows, their representation in the managerial positions and among scientists does not change in general. Thus the “natural development” argument is not valid<sup>78</sup>. The inefficient utilization of the research capacities of women has also been pointed out by the Report on the Research, Development and Innovation Audit<sup>79</sup> which also mention a low level of representation of women in the decision-making positions in research. The following diagram compares the typical path of women and men from their studies to a scientific profession in 2012 and 2001.

### **Ideal typical path from studies to scientific profession in 2012 and 2001**

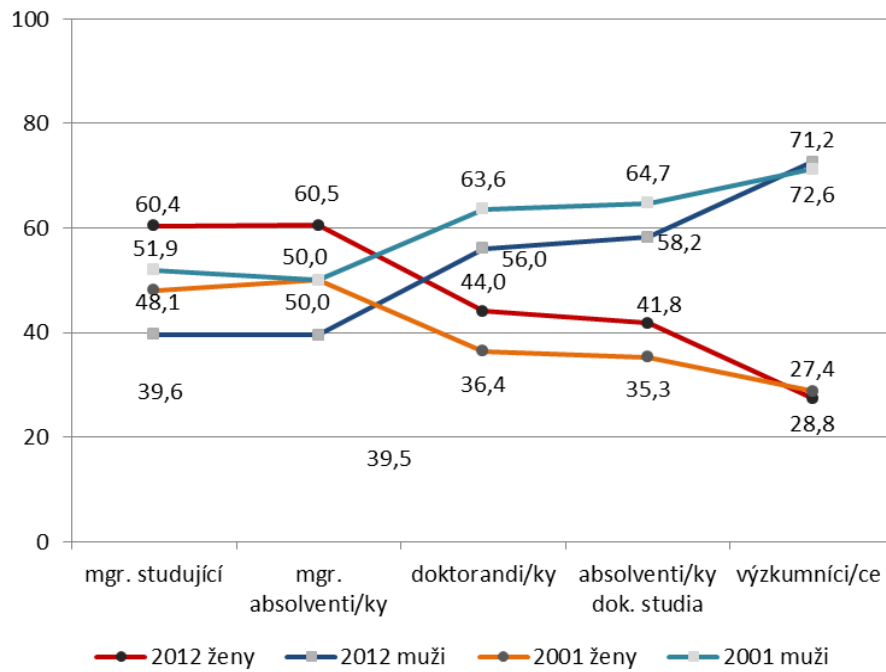
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<sup>76</sup> Ibid.

<sup>77</sup> For more detail see European Commission. 2013. *She Figures 2012. Gender in Research and Innovation. Statistics and Indicators* [online]. S.d.: European Commission [quot. 2014-11-16]. Available at: <[http://ec.europa.eu/research/sciencesociety/document\\_library/pdf\\_06/she-figures-2012\\_en.pdf](http://ec.europa.eu/research/sciencesociety/document_library/pdf_06/she-figures-2012_en.pdf)>

<sup>78</sup> For more detail see Tenglerová, Hana. 2014. *Postavení žen v české vědě. Monitorovací zpráva za rok 2012* [online]. Prague: Institute of Sociology of the Czech Academy of Sciences [quot. 2014-11-16]. Available at: <<http://www.zenyaveda.cz/files/monitorovaci-zprava2012.pdf>>. See also European Commission, 2013. *She Figures 2012. Gender in Research and Innovation. Statistics and Indicators* [online]. S.l.: European Commission [quot. 2014-11-16]. Available at: <[http://ec.europa.eu/research/sciencesociety/document\\_library/pdf\\_06/she-figures-2012\\_en.pdf](http://ec.europa.eu/research/sciencesociety/document_library/pdf_06/she-figures-2012_en.pdf)>

<sup>79</sup> For more detail see Arnold, Erik. 2011. *Final Report. Synthesis Report* [online]. S.d.: Technopolis Group [quot. 2014-11-16]. Available at: <<http://audit-vav.reformy-msmt.cz/soubory-ke-stazeni/zaverecna-zprava-z-audituvaval/>>.



Source: Tenglerová 2014

chart: master's students researches      master's graduates      doctoral students      doctoral graduates

2012 women    2012 men      2001 women    2001 men



#### **4.7 Specific obstacles for higher representation of women in decision-making positions in science, research and education**

The obstacles for a higher representation of women in the decision-making positions in science, research and innovation are specific. Academy is a social domain which is organized with emphasis on quality and the perspective of veracity. This idealized culture of meritocracy<sup>80</sup>, although existing only hypothetically, makes it highly difficult to apply the perspective of fairness, used in the political domain. Because of the allegedly meritocratic system it is difficult to point out the manifestations of unconscious gender stereotypes in scientific evaluation. In the last decade the “new governance” practises have gained ground in the area of education and research, particularly in the form of systems for the evaluation of scientific and pedagogical work. It is with view to the boom in evaluation practices that the manifestations of unconscious gender prejudices are becoming dangerous because there are no assurances for fair evaluation of women and men. What may also be problematic from the viewpoint of gender equality is the definition of rules for instance in relation to the interruption of works on postgraduate grant projects, which are disadvantageous for both women or men in connection with parenthood.<sup>81</sup>

The opinions of some top politicians as well as research and university institutions show a strongly negative attitude towards the solution of representation of women in the managerial positions in science and research, frequently with reference to insufficient activity or emancipation and the lack of loyalty to science on the part of female scientists. This “insufficiency” of women is often attributed to their maternal duties which are often seen as incompatible with the scientific profession. In keeping with this logic, women allegedly prevent themselves from getting into managerial positions because they are not interested. A second argument used to explain the low level of representation of women in managerial positions in science is the historical exclusion of women which will be automatically remedied with the enrolment of women in universities. This assumption, however, turns out to be wrong.<sup>82</sup>

Teaching at the lower levels of the educational system is strongly perceived by society as a profession suitable for women. Decision-making positions in general, including in education, are usually considered highly time-consuming and are associated with dominance, which is less compatible with the demands placed on the feminine roles. These stereotypical opinions plus low salaries are the causes of the low proportion of men in schooling<sup>83</sup>. The thing is that the diversity in the teaching staff is a factor which has a positive influence on the quality of education, therefore it should be promoted.<sup>84</sup>

#### **4.8 Measures for balanced representation of women and men in decision-making positions in science, research and education**

In the area of science, research and development, the responsible departments are assigned tasks focusing on career systems and the rules of the selection procedures in education and research, taking into account the risks of gender stereotyping. Further, it is proposed to create a university assessment system which will take into account the issue of balanced

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<sup>80</sup> Wikipedia: Open Encyclopaedia. 2014. *Meritocracy* [online]. S.l.: Wikipedie [quot. 9 February 2015]. Available at: <<http://cs.wikipedia.org/w/index.php?title=Meritokracie&oldid=12097882>>.

<sup>81</sup> On the issue of discriminatory rules for the interruption of work on a post-graduate grant project see the opinion of the Public Defender of Rights case no. 81/2012/DIS available at <<http://eso.ochrance.cz/Nalezene/Edit/1978>>.

<sup>82</sup> Tenglerová, Hana. 2014b. The Policy of Inactivity: Doing Gender-Blind Science Policy in the Czech Republic 2005–2010. *Central European Journal of Public Policy* 8(1): 78-106.

<sup>83</sup> Ozga, Jenny (ed.). 1993. *Women in Educational Management*. Buckingham: Open University Press.

<sup>84</sup> Skelton, Ch., B. Francis, L. Smulyan (eds.). 2006. *The SAGE Handbook of Gender and Education*. New York: SAGE Publications.

representation of women and men in decision-making positions and to ensure a 40% level of representation of the less represented gender in the managerial positions of public administration bodies responsible for research (RDIC, CSF and TACR).

From the general perspective, it is crucial to increase the awareness and promote the interest of the students at primary and secondary schools in the topic of balanced representation of women and men in politics and public life by revising the curriculum and the teaching materials in the corresponding sections of the Framework Educational Programme for Primary Education, the Framework Educational Programme for Comprehensive Schools and the Framework Educational Programme for Vocational Education.

## **4 Balanced representation of women and men in decision-making positions in commercial companies**

### **5.1 Current situation**

In the Czech Republic 50% of the total number of economically active women participate in the labour market<sup>85</sup>. As already said in chapter 1.2, women are at the same time becoming increasingly more educated. So far the proportion of women in the management of commercial companies has not achieved the EU average. The official statistics on the representation of women in the decision-making positions on the labour market and in commercial companies have not been kept and the CSO data are limited to sectoral representation and European statistics relate to the commercial companies listed at the European stock exchange. Comparisons may only be made on the basis of data available from private institutions.

According to the statistics of Deloitte Corporate Governance Centre in the Czech Republic of November 2014 **there is only 9% of women in the statutory bodies (boards of directors and executive positions) of the hundred of the largest commercial companies in the Czech Republic.**<sup>86</sup> The EU average representation of women in the management of commercial companies was 13.6% (for companies listed at the European stock exchange). Among the countries outside the EU, Norway, as a country where obligatory positive measures for representation of women in the boards of commercial companies are in place, ranked highest (36.3%)<sup>87</sup>. In the USA and in China this average was 15% and 8.5% respectively<sup>88</sup>. In the Czech Republic the highest number of women in the statutory and executive bodies of commercial companies (board of directors and executive directors) was in healthcare (24.2%) and in the telecommunication, transportation and IT sectors. The fields where women have not so far been more noticeably represented in the management of

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<sup>85</sup> For more see CSO. 2014. *Zaostřeno na ženy a muže 2013* [online]. Prague: CSO [quot. 2014-11-16]. Available at: <[http://www.czso.cz/csu/2013edicniplan.nsf/t/6D0027D6B3/\\$File/1413134401.pdf](http://www.czso.cz/csu/2013edicniplan.nsf/t/6D0027D6B3/$File/1413134401.pdf)>.

<sup>86</sup> For more detail see Deloitte Corporate Governance Centre in the Czech Republic: *Most women in corporate management positions are in particular in the healthcare and the pharmaceutical and insurance industry*. 2014. Available at: [http://www2.deloitte.com/content/dam/Deloitte/cz/Documents/press/14\\_11\\_20\\_TZ\\_Deloitte\\_CGC\\_Zeny\\_ve\\_vede\\_ni\\_firem\\_dle\\_odvetvi\\_CZ.pdf](http://www2.deloitte.com/content/dam/Deloitte/cz/Documents/press/14_11_20_TZ_Deloitte_CGC_Zeny_ve_vede_ni_firem_dle_odvetvi_CZ.pdf).

<sup>87</sup> For more information see Ambruz & Dark Deloitte Legal. 2013. *Deloitte CGC: České manažerky se prosazují především ve zdravotnictví, v telekomunikacích a dopravě* [online]. S.l.: Ambruz & Dark Deloitte Legal [quot. 2014-11-16]. Available at: <<http://www.deloittelegal.cz/deloitte-cgc-ceske-manazerky-se-prosazuji-predevsim-ve-zdravotnictvi-v-telekomunikacich-a-doprave.html>>.

<sup>88</sup> McKinsey&Company. 2013. *Gender diversity in Top management: Moving corporate culture, moving boundaries*. S.d.: McKinsey&Company.

commercial companies include the banking (4.4%), the energy (5.5%) and the construction sectors (6.7%)<sup>89</sup>.

Current data further show that the lowest level of representation of women can be found in the bodies of state-owned companies (women make up 15% in supervisory boards and 5% in boards of directors). On the other hand, the highest level of representation is in regional companies (24% of women in supervisory boards and boards of directors). Companies partially owned by municipalities have 19% of women in supervisory boards and 9% of women in boards of directors. In 33 state-owned companies there is 18% of women in supervisory boards and 10% of women as directors or deputy directors.<sup>90</sup>

A complex analysis of the representation of women and men in decision-making positions in commercial companies has been made by the Business for Society platform in the form of the Women in Management Index. The index evaluates the representation of women in the decision-making positions in the total of 27 thousand joint stock companies and 414 thousand limited liability companies. According to this index the representation of women in the supervisory boards of Czech joint stock companies reaches 38% and in the boards of directors more than 20%<sup>91</sup>. In the largest commercial companies (with a turnover higher than CZK 100 million) the proportion of women in supervisory boards and boards of directors is 27% and 12%, respectively. The highest level of representation of women in decision-making positions can be found in joint stock companies in the sectors of real estate, public administration and defence, healthcare and social care. On the other hand, the lowest level of representation of women can be seen in the mining industry, the power production and distribution or water supply sectors<sup>92</sup>. The proportion of women in the position of executive directors in limited liability companies is 21% and it has not changed significantly over the last five years.<sup>93</sup>

The current figures show that there is not more than 1 woman in the supervisory board or the board of directors of any of the 13 Czech companies listed at the Prague Stock Exchange. Of 127 positions in these 26 bodies, 9 positions are occupied by women (7%) and 118 by men (93%)<sup>94</sup>. Within the EU the Czech Republic has the lowest level of representation of women in supervisory boards (7% compared to the 19% average of the EU members), only Malta has a lower representation<sup>95</sup>.

In the light of these facts one also has to interpret the Global Gender Gap Report<sup>96</sup>, prepared by the World Economic Forum, which placed the Czech Republic in 2014 on the 96 position

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<sup>89</sup> For more information see Ambruz & Dark Deloitte Legal. 2013. *Deloitte CGC: České manažerky se prosazují především ve zdravotnictví, v telekomunikacích a dopravě* [online]. S.l.: Ambruz & Dark Deloitte Legal [quot. 2014-11-16]. Available at: <<http://www.deloittelegal.cz/deloitte-cgc-ceske-manazerky-se-prosazuji-predevsim-ve-zdravotnictvi-v-telekomunikacich-a-doprave.html>>.

<sup>90</sup> Open Society, Economics Institute of the Czech Academy of Sciences, Business for Society. 2015. *Analýza zastoupení žen a mužů ve vedení veřejných firem*. Prague: Open Society, Economics Institute of the Czech Academy of Sciences, Business for Society.

<sup>91</sup> For more detail see Business for Society, Diverzita +: Index ženy ve vedení 2015. Available at: <http://diverzita.cz/tag/byznys-pro-spolecnost/>.

<sup>92</sup> For more detail see Business for Society, Diverzita +: Index ženy ve vedení 2015. Available at: <http://diverzita.cz/tag/byznys-pro-spolecnost/>.

<sup>93</sup> For more detail see Business for Society, Diverzita +: Index ženy ve vedení 2015. Available at: <http://diverzita.cz/tag/byznys-pro-spolecnost/>.

<sup>94</sup> For more detail see Open Society, Economics Institute of the Czech Academy of Sciences, Business for Society. 2015. *Analýza zastoupení žen a mužů ve vedení veřejných firem*. Prague: Open Society, Economics Institute of the Czech Academy of Sciences, Business for Society.

<sup>95</sup> Open Society, Economics Institute of the Czech Academy of Sciences, Business for Society. 2015. *Analýza zastoupení žen a mužů ve vedení veřejných firem*. Prague: Open Society, Economics Institute of the Czech Academy of Sciences, Business for Society.

<sup>96</sup> For more detail see World Economic Forum, 2014. *The Global Gender Gap Report 2014* [online]. Geneva: World Economic Forum [quot. 2014-12-10]. Available at: <<http://reports.weforum.org/global-gender-gap-report-2014/economics/#economy=CZE>>.

(of the total of 142 countries). In areas such as access to education or quality healthcare the Czech Republic achieved excellent results, but because of a very poor evaluation of the representation of women in decision-making positions the Czech Republic sank into the lowest positions.

On the other hand, the positive effects of balanced representation of women and men in decision-making positions in commercial companies have already been proved. Moreover, gender diversity drives innovation and has a significant influence on creativity and it also brings expansion and new markets for commercial companies. Women make up 70% of consumers on the market and therefore may provide a unique perspective on the economic behaviour of consumers<sup>97</sup>. A higher diversity in decision-making positions in commercial companies also has a positive influence on the ethics and quality of the management of a given institution<sup>98</sup>.

Today there is also an open discussion on the insufficient use of the potential of qualified women and the impacts on potential economic results<sup>99</sup> (see also chapter 2.2, point 8 of this Action Plan). The greatest "loss" is due to the long-term unemployment of women in connection with the maternity and, above all, the parental leave. This economic loss was quantified in one study made in 2012 at more than CZK 5 billion<sup>100</sup>.

During the preparation of this Action Plan the EU member states are currently negotiating a proposal for a directive of the European Parliament and of the Council on improving the gender balance among non-executive directors of companies listed on stock exchanges and related measures<sup>101</sup> (the "Gender Balance Improvement Directive"). The proposed directive sets the objective of a 40% presence of the under-represented sex among the non-executive directors of companies listed on stock exchanges. One of the major benefits of the proposed directive (apart from gender diversity in the management of businesses and its subsequent positive effects on economy and the labour market) is the introduction of transparent selection procedures on the basis of clear pre-defined criteria, that is, a concrete step towards the removal of one of the crucial general obstacles for balanced representation of women and men in decision-making positions<sup>102</sup>.

## **5.2 Specific obstacles for higher representation of women in decision-making positions in commercial companies**

In business, just like in the public space and politics (see chapters no. 3.2 and 4.4) the biggest problems are caused primarily by non-transparent rules for recruitment and promotion to decision-making positions, insufficient availability of informal contacts, lack of

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<sup>97</sup> For more detail see O'Donnell, Svenja, Simon Kennedy. 2001. "Women Controlling Consumer Spending Sparse Among Central Bankers" [online]. S.l.: Bloomberg [quot. 2014-11-16]. Available at: <<http://www.bloomberg.com/news/2011-07-24/women-controlling-70-of-consumer-spending-sparse-in-central-bankers-club.html>>.

<sup>98</sup> Franke G. R. et al. 1997. Gender Differences in Ethical Perceptions of Business Practices. Journal of Applied Psychology; "Women on boards: Not just the Right Thing... but the 'Bright' Thing", Conference, Canada 2002

<sup>99</sup> For instance Credit Suisse Research Institute 2012, "Gender diversity and corporate performance". Other studies: Catalyst. 2004. The Bottom Line: Connecting Corporate Performance and Gender Diversity.; McKinsey&Company reports of 2007, 2008 and 2010, "Women Matter"; Deutsche Bank Research 2010, "Towards gender-balanced leadership"; Ernst & Young 2012, "Mixed leadership".

<sup>100</sup> For more detail see the study of IDEA - CERGE EI. 2012. *Češky nevyužitý potenciál země* [online]. Prague: Economics Institute of the Czech Academy of Sciences [cit. 2014-11-16]. Available at: <[http://idea.cerge-ei.cz/documents/kratka\\_studie\\_2012\\_03.pdf](http://idea.cerge-ei.cz/documents/kratka_studie_2012_03.pdf)>.

<sup>101</sup> The current version of the directive is available at: <<http://www.europarl.europa.eu/sides/getDoc.do?pubRef=-//EP//TEXT+REPORT+A7-2013-0340+0+DOC+XML+V0//CS>>.

<sup>102</sup> For more information on the issue of (gender) diversity and the level of corruption see for example MSCI: Survey of Women on Boards. 2014. Available at: [https://www.msci.com/resources/research/articles/2014/Executive\\_Summary-2014\\_Survey\\_of\\_Women\\_on\\_Boards.pdf](https://www.msci.com/resources/research/articles/2014/Executive_Summary-2014_Survey_of_Women_on_Boards.pdf).

female role models at the higher positions in organizations and the non-existence of female networks<sup>103</sup>. Deeply rooted gender stereotypes, prejudices and bias of the society and gender-based discrimination constitutes additional set of obstacles.

In addition to these there are also some other obstacles described in more detail in chapter 2.3. Women's chances to participate in the management of commercial companies is connected with their opportunities to participate in the labour market and reconcile work with their private life. In the Czech Republic there is a lack of childcare facilities<sup>104</sup>, and as for the use of the flexible forms of work, majority of employers remain conservative<sup>105</sup>. The rate to which flexible forms of work are used in the Czech Republic is very low compared to the EU, which fact has a negative impact on the possibilities of reconciling work and private life. Part-time employment also carries the risk that in some cases taking a part-time job (for instance due to care for a child or some other close person) may bring a developing career to a standstill.

Another obstacle is the lack of institutional mechanisms. For example, there are no gender-sensitive data available on the representation of women and men in decision-making positions or data mapping the relationship between the availability of flexible forms of work, achieved education or pay gap. Another institutional element confirming the glass ceiling is the difference between the salaries of women and men which amounted to 22% in 2012 in the Czech Republic. The fact is that this is one of the largest gender pay gaps in the EU<sup>106</sup>. Such a high difference in salaries subsequently has a negative influence on the overall decisions of individual families as to which economic activity of which family member(s) is advantageous and which not. The inequalities in the salaries for women and men further reduces the economic self-sufficiency of women and subsequently influences their decisions on their further professional career.

The stereotypical thinking of some employers in relation to gender (but also in other categories such as the level of education, age, ethnicity, sexual orientation etc.) and their oftentimes non-reflected lack of knowledge of gender aspects (not only) in personnel policy plays a negative part as well. Related to this is the unbalanced stressing of the maternal role as opposed to the paternal role. Ultimately, these factors prevent women from getting into managerial positions and many times do not allow men to leave those positions.

Added to the obstacles standing behind the low level of representation of women in decision-making positions may also be the one referred to by Mikael Gustafsson, Chairman of the Committee on Women's Rights and Gender Equality, who says that the existing system builds on informal quotas from men when men nominate men who in their turn appoint other men to other positions. Women are forced to individually resolve the conflicts between the demands of family life and work which often results in their resignation on their ambitions to rise on the career ladder to higher positions.

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<sup>103</sup> Generally on the topic McKinsey&Company, Making the Breakthrough. 2012.

<sup>104</sup> The Czech Republic has the largest gap between the employment rate of women without and with children. The employment rate of Czech women with children up to three years of age is extremely low, at some 20%. For more detail see the study of IDEA - CERGE EI, Česky nevyužitý potenciál země. 2012. [online] [quot. 2014-11-16] URL: <[http://idea.cerge-ei.cz/documents/kratka\\_studie\\_2012\\_03.pdf](http://idea.cerge-ei.cz/documents/kratka_studie_2012_03.pdf)>

<sup>105</sup> According to an online questionnaire survey carried out among 1,400 women by the pracezeny.cz portal, in the Czech Republic there are 69% of women who are looking for a part-time job. This is by 60 per cent more than the number of women who are actually working on part-time basis, which is some 9%. Available at: <http://byznys.ihned.cz/c1-61470000-sedmdesat-procent-zen-stoji-o-praci-na-castecny-uvazek-ma-ji-jen-devet-procent>

<sup>106</sup> The EU average in the same year was 16.4%. For more detail see the European Commission. 2014. *Jak odstranit platovou nerovnost mezi ženami a muži v Evropské unii* [online]. Luxemburg: European Union [quot. 2015-01-26]. Available at: <[http://ec.europa.eu/justice/gender-equality/files/gender\\_pay\\_gap/140319\\_gpg\\_cs.pdf](http://ec.europa.eu/justice/gender-equality/files/gender_pay_gap/140319_gpg_cs.pdf)>.

### **5.3 Measures for balanced representation of women and men in decision-making positions in commercial companies**

The tasks in part D of the Action Plan are indented for all commercial companies<sup>107</sup> in the Czech Republic with the minimum of 250 employees. According to the data of the CSO there were 2,733,459 economic entities in total registered in the Czech Republic as of 31 December 2014. Of this total number 2,196 were employers with at least 250 employees. Most of these entities are private commercial companies, relatively independent on the state power. The number of commercial companies with state participation in the last year was 57. Public authorities should increase their involvement in the activities of those commercial companies in which the state, a municipality or a region holds more than a 50% ownership interest. The state should also give significant support to all commercial companies in their effort to promote diversity in decision-making positions, transparency and reconciliation of work, family and private life.

On this basis the Action Plan in its part D uses, when defining the tasks, the following classification of commercial companies:

- **commercial companies**, which includes all commercial companies in the Czech Republic with the minimum of 250 employees;
- **state-owned commercial companies**, which includes state-owned, regional and municipal commercial companies<sup>108</sup> with the minimum of 250 employees,
- **stock exchange listed companies** which meet the criteria of the Gender Balance Improvement Directive (including state-owned commercial companies—see above).

**The tasks focus on state administration measures through which it will be possible to achieve a more balanced representation of women and men in the decision-making positions in commercial companies. In relation to the Strategy for Equality of Women and Men, the main objective of the tasks in Part D is to promote during the period from 2016 to 2018 self-regulation in commercial companies and the application of auxiliary tools in their internal structures which will enable them to progressively achieve the minimum 40% level of representation of women in their decision-making positions by the end of 2020.**

With regard to the above-defined objective the Action Plan demands that commercial companies increase the number of women in their supervisory boards and boards of directors by adopting measures ensuring transparent selection procedures. So that commercial companies are able to achieve the objective, there are additional tasks defined for the state administration such as the introduction of obligatory disclosure of data on the proportion of women and men in decision-making positions in the largest commercial companies<sup>109</sup> or targeted programmes in subsidy policies focusing on the promotion of mentoring, networking and development of the talents of women. State-owned companies (just like public administration bodies and other institutions of public interest) are required by the tasks to apply the Strategy +1.

Motivation tasks focus on the creation of a public index reflecting the level of representation of women in the decision-making positions of the largest commercial companies in the Czech Republic and commercial companies with state participation, and on the analysis of the

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<sup>107</sup> As already mentioned in chapter 1.1 Basic Information on Action Plan, “commercial companies” are defined for the purposes of the Action Plan in accordance with Act no. 90/2012 Coll., on Commercial Corporations.

<sup>108</sup> In Part D a state-owned commercial company means a joint stock company, a limited liability company or a state enterprise in which the state, a municipality or a region holds more than a 50% ownership interest, that is, has control over the company. This includes indirectly owned entities as well.

<sup>109</sup> In this regard the task is based on Directive 2014/95/EU of the European Parliament and of the Council of 22 October 2014 amending Directive [2013/34/EU](#) as regards disclosure of non-financial and diversity information by certain large undertakings and groups.

possibilities of introducing tax concessions for commercial companies for the creation and maintenance of flexible forms of work. Commercial companies should also be motivated and supported by a project aiming to define the Standard of a company open to equal opportunities for women and men (the "Standard"). A commercial company which will meet this Standard will be able to obtain concrete advantage, such as in the area of taxes or public procurement.

One of the tasks requires the review of the current general position on the proposed Gender Balance Improvement Directive so that it expresses a positive attitude of the Czech Republic on this proposal and reflects the priorities of the Government of the Czech Republic in gender equality.

In addition there is the Annex no. 2, which also focuses on commercial companies and which offers a set of additional recommended tools the application of which will promote balanced representation of women and men in commercial companies.

## **5 Collaboration of social partners in promoting equal representation of women and men in decision-making positions**

Social dialogue is built on the ground of bipartite and tripartite negotiations of the representatives of the state, employees and employers. It is the result of the endeavours to find a solution to work-related conflicts and to respect social rights as an integral part of human, civic and political rights and freedoms. Social dialogue is an important component of the European social model which must be supported at the national as well as sectoral levels.

The legal framework for social dialogue in the Czech Republic is delimited by the international legal documents which define trade union and employee rights and define the options of employers and employees in the area of employment relationships as well as collective bargaining among social partners<sup>110</sup>. The basis for social dialogue and collective bargaining in the Czech legal system is given by Act no. 2/1993 Coll., Charter of Fundamental Rights and Freedoms, which is part of the constitutional order of the Czech Republic and which in Article 27 grants the freedom of coalition, freedom of association and the right to form trade unions. In the Czech Republic these relationships are regulated by several laws, primarily Act no. 262/2006 Coll., Labour Code and also Act no. 2/1991 Coll., on Collective Bargaining.

One of the important goals of social dialogue and collective bargaining is to promote gender equality in the labour market and balanced representation of women and men in decision-making positions. In this context, social partners should contribute by their effort to tackle professional inequalities and labour market inequalities and the obstacles which preclude the reconciliation of work and private life of women as well as men. The path towards this goal is a full state-respected and state-supported social dialogue:

- **on tripartite basis** between the Government, trade unions and employers as an essential tool for defining economic and social policies at the national level,
- **on bipartite basis** where employers and trade unions will adopt concrete measures to implement the objectives agreed at the CESA in the form of collective bargaining and collective agreements at the sectoral as well as enterprise level.

Collective bargaining is considered an important instrument for the reconciliation of work, private and family life and the removal of gender pay gap. Statistical surveys prove that the existence of a collective agreement with an employer means better wages for women and working conditions more favourable for parents as opposed to where there is no collective agreement<sup>111</sup>.

**What is crucial is to change the approach of the society to the issues of equality and therefore social partners intend to focus on the following priorities<sup>112</sup>:**

- changing the attitudes of the society towards gender roles;
- promoting economic activity of women, their presence in the labour market, supporting and promoting balanced representation of women and men in decision-making positions;

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<sup>110</sup> These include in particular the documents of the United Nations (UN), International Labour Organization (ILO) and the Council of Europe (CoE). ILO is the only one international tripartite organization where the representatives of the government, employees and employers meet with the same rights. The Czech Republic has ratified and therefore is bound by the documents of the UN, ILO and CoE.

<sup>111</sup> Information on working conditions, or more precisely regular annual survey of wage and working conditions negotiated in collective agreements, can be found at [www.kolektivnismlouvy.cz](http://www.kolektivnismlouvy.cz), ISPP [quot. 2014-11-16].

<sup>112</sup> The basic document which contains these priorities is the Programme of the Czech-Moravian Confederation of Trade Unions for 2014 – 2018 approved by the 6th convention in April 2014. This programme is continually updated. Available at: <<http://www.cmkos.cz/o-nas/zakladni-dokumenty/3813-3/program-cmkos-2014-2018>>.



- action against manifestations of gender-based discrimination;
- searching for tools and measures to reconcile work, private and family life;
- reducing the gender pay gap.

3.

**Tasks:**

**Measures to promote balanced representation of women and man in decision-making positions**

**4. A—General tasks for promotion of balanced representation of women and men in decision-making positions:**

TASK	INDICATOR	RESPONSIBILITY (Co-responsibility)	PERFORMANCE DEADLINE
<p>1. Ensure the inclusion of the topic of balanced representation of women and men in decision-making positions, including gender pay gap and reconciliation of work, private and family life, in the agenda of CESA meetings and setting up a CESA temporary working group for the solution of this issue.</p>	<p>- Inclusion of the topic of balanced representation of women and men in decision-making positions, including gender pay gap and reconciliation of work, private and family life, in the agenda of the CESA plenary meeting at least once in 3 months.</p>	<p><u>Responsibility:</u> Prime Minister  Minister of Labour and Social Affairs <u>Co-responsibility:</u> CESA presidents</p>	<p>31 December 2016 and then continuously</p>
	<p>- Establishment of a temporary CESA working group and creation of its work plan for the solution of unbalanced representation of women and men in decision-making positions, gender pay gap and insufficient reconciliation of work, private and family life in the Czech Republic.</p>		<p>31 December 2016 and then continuously</p>
<p>2. Supporting projects of NGOs, social partners and businesses focusing on diversity management and balanced representation of women and men in politics and decision-making positions, including provision of support through the European Structural and Investment Funds within the 2014-2020 programme period, namely via the following operational programmes: OP Research, Development and Education, OP Employment, Integrated Regional Operational Programme, Rural Development Programme, Programme Central Europe 2020. Under the OP Enterprise and Innovations for Competitiveness, create conditions for gender equality.</p>	<p>Presentation of a summary description and assessment of the supported NGO projects focusing on balanced representation of women and men in politics and decision-making positions and description of the form and assessment of calls.</p>	<p><u>Responsibility:</u> Minister for Human Rights, Equal Opportunities and Legislation  Minister of Industry and Trade  Minister of Education, Youth and Sports  Minister of Labour and Social Affairs  Minister for Regional Development  Minister of Agriculture.</p>	<p>31 December 2016 and then continuously</p>

<p>3. Under the MLSA Family Policy, support parents with children under 2 years of age in their return to the labour market.</p>	<p>Presentation of the description of manner of supporting parents in returning to the labour markets under the MLSA Family Policy.</p>	<p><u>Responsibility:</u> Minister of Labour and Social Affairs</p>	<p>31 December 2016</p>
<p>4. Perform analyses and regular assessment of anonymised data classified by gender based on own surveys and data systematically collected in the information system on average salary and the information system on pay and emoluments. Increasing the CSO personnel capacities for the collection and assessment of these data, including their quality. This includes data:</p> <ul style="list-style-type: none"> <li>- concerning persons at all levels of decision-making positions at ministries and other central bodies of state administration (including their subordinated organizations and advisory bodies);</li> <li>- concerning pay gap at the individual levels of decision-making positions at ministries and other central bodies of state administration (including their subordinated organizations and advisory bodies);</li> <li>- concerning persons in managerial and decision-making positions in education (at all levels of the educational system);</li> <li>- concerning pay gap in the individual managerial and decision-making positions in education;</li> <li>- concerning persons in the management of cities and municipalities;</li> <li>- concerning persons in managerial and decision-making positions of the operators of nationwide radio and television broadcasting;</li> </ul>	<p>Preparation and regular updating of a data file and its publication at the CSO web pages.</p>	<p><u>Responsibility:</u> CSO chairwoman <u>Co-responsibility:</u> Cabinet members, Chairs of central bodies</p>	<p>31 December 2016 and then continuously</p>

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<p>5. Perform awareness activities in the media focusing on:</p> <ul style="list-style-type: none"> <li>- gender inequalities in the labour market, including gender pay gap and promotion of transparency in remuneration in connection with the international Equal Pay Day;</li> <li>- advantages of balanced representation of women and men in decision-making positions and application of diversity in commercial companies, increasing awareness about the need for a higher representation of women in decision-making positions in commercial companies and the risks coming along with gender stereotypes;</li> <li>- gender stereotypes in the media and their risks, promotion of balanced representation of women and men in decision-making positions and use of gender mainstreaming in the media (inc. organizing an international conference on this topic), educational activities for workers in the media and promotion of good practise in the media.</li> </ul>	<p>Presentation of the description of the progress, the individual activities, the outcomes and impacts of the media campaign.</p>	<p><u>Responsibility:</u> Minister for Human Rights, Equal Opportunities and Legislation</p> <p><u>Co-responsibility:</u> Minister of Labour and Social Affairs  Minister of Education, Youth and Sports,  Minister of Industry and Trade  Minister of Interior  Minister of Culture</p>	<p>31 December 2016</p>
<p>6. Supporting the participation of men in childcare by proposing concrete measures within the Family Policy prepared by the MLSA.</p>	<p>Description of the measures within the MLSA Family Policy aiming to support participation of men in childcare.</p>	<p><u>Responsibility:</u> Minister of Labour and Social Affairs</p>	<p>31 December 2017</p>

## 5. B—Tasks for the area of politics

**Strategic objective: Equal representation of women and men at all levels and areas of politics**

TASK	INDICATOR	RESPONSIBILITY (Co-responsibility)	PERFORMANCE DEADLINE
7. Analyze the presence of gender stereotypes in the election campaigns in the Czech Republic and submit the results of the analysis to the Government Council for Equality of Women and Men.	Presentation of the analysis, including information on the dissemination of its results, to the Government Council for Equality of Women and Men.	<u>Responsibility:</u> Minister for Human Rights, Equal Opportunities and Legislation	31 December 2016
8. Prepare and disseminate a toolkit for political parties and political movements for the setting up and active implementation and promotion of gender equality, both internally and externally. (See Annex no. 2 of Action Plan—Recommended Tools for Balanced Representation of Women and Men for Political Parties.)	Presentation of the description of the preparation and approval of the toolkit and the manner of its dissemination, including the number of venues and the schedule for dissemination.	<u>Responsibility:</u> Minister for Human Rights, Equal Opportunities and Legislation	31 December 2016
9. Prepare and organize a workshop on the topic of promotion of balanced representation of women and men in politics.	Organization of the workshop and presentation of the description of the progress, the individual activities, the outcomes and impacts of the workshop.	<u>Responsibility:</u> Minister for Human Rights, Equal Opportunities and Legislation	31 December 2016

## 6. C—Tasks for the area of public administration and other public institutions

**Strategic objective:** Balanced representation of women and men at all levels of public administration and other public institutions. In connection with the Strategy for Equality of Women and Men, measures towards achieving the minimum 40% level of representation of women in decision-making positions in public administration and other public institutions by 2020.

TASK	INDICATOR	RESPONSIBILITY (Co-responsibility)	PERFORMANCE DEADLINE
10. Based on this Action Plan, analyze and define the specific obstacles for balanced representation of women and men in decision-making positions and propose concrete solutions for these obstacles, including changes in legislation or other binding procedures, in the following areas: <ul style="list-style-type: none"> <li>- judiciary and public prosecution,</li> <li>- public service media and semi-budgetary organizations under the Ministry of Culture</li> <li>- science and research,</li> <li>- education and sports,</li> <li>- healthcare,</li> <li>- Police of the Czech Republic, security forces and</li> <li>- NGOs.</li> </ul>	Presentation of analysis and proposed solution to the cabinet member responsible for gender equality for the following areas:		31 December 2016
	judiciary and public prosecution	Minister of Justice	
	public service media and semi-budgetary organizations under the Ministry of Culture	Minister of Culture	
	science and research	Minister of Education, Youth and Sports Deputy Prime Minister for Science, Research and Innovation	
	education and sports	Minister of Education, Youth and Sports	
	healthcare	Minister of Health	
	Police of the Czech Republic and security forces	Minister of Interior Minister of Justice Minister of Finance	
	non-governmental non-profit organizations	Minister for Human Rights, Equal Opportunities and Legislation	
11. Include the topic of balanced representation of women and men in decision-making positions in all relevant internal regulations (staff regulations etc.) of the central bodies of state administration (including their subordinated organizations and advisory bodies) or in other relevant	Presentation of the list of internal regulations and other suitable documents taking into account the issue of balanced representation of women and men in decision-making positions, and the list of adopted auxiliary measures for balancing the proportion of women and men at all levels of decision-making positions,	<u>Responsibility:</u> Cabinet members  chairs of the central bodies of the state administration	31 December 2016



<p>documents and adopt the following auxiliary measures for balancing the proportion of women and men at all levels of decision-making positions:</p> <ul style="list-style-type: none"> <li>- on continual basis, ensure transparency in recruitment procedures and career advancement, and proper publication of all selection procedures for managerial positions, including the selection criteria;</li> <li>- use of gender-sensitive advertisements;</li> <li>- recommendation to emphasise in the advertisements for staffing of posts the promotion of balanced representation of women and men and diversity in the posts to be filled (e.g. with a statement such as “The institution promotes gender balance and diversity in decision-making institutions. For this reason, female as well as male applicants are welcome.”)</li> <li>- seek to achieve a 40% representation of each sex in the first rounds of the selection procedures for the relevant posts;</li> <li>- appoint gender-mixed selection committees, unless this is not possible for serious reasons due to an insufficient representation of women or men in a given institution or other body.</li> </ul>	<p>including the description of concrete provisions and assessment of their results.</p>		
<p>12. Recommend institutions to consider the aspects of balanced representation of women and men and diversity in decision-making positions when staffing senior</p>	<p>Presentation of information on the manner of preparing the recommendation and on giving the recommendation to institutions.</p>	<p><u>Responsibility:</u> Minister of Interior</p>	<p>31 December 2016</p>

<p>positions and when selecting one applicant out of 3 most suitable applicants pursuant to Section 28(2) of the Civil Service Act.</p>			
<p>13. With view to the minimum standard of gender equality in state administration (see the Strategy for Equality of Women and Men), perform gender audits in the central bodies of state administration (including their subordinated organizations and advisory bodies) and, based on the results, define concrete steps for individual departments in relation to gender equality.</p>	<p>Presentation of audit results, including proposed implementation of the steps and measures ensuing from these audits and integrated in the gender equality priorities of individual departments.</p>	<p><u>Responsibility:</u> Cabinet members  chairs of the central bodies of the state administration</p>	<p>31 December 2017</p>
<p>14. Based on the minimum standard of gender equality in state administration (see the Strategy for Equality of Women and Men), include the topic of balanced representation of women and men in decision-making positions and information on the risks connected with gender stereotypes in this area in the obligatory induction training and education of persons in the managerial positions in the central bodies of state administration (including their subordinated organizations) and offer this education to members of advisory bodies.</p>	<p>Presentation of descriptions of the content of the training and the number of persons trained.</p>	<p><u>Responsibility:</u> Cabinet members  chairs of the central bodies of the state administration</p>	<p>31 December 2016 and then continuously</p>
<p>15. Creation of binding non-discriminatory rules for career advancement of MFA employees on diplomatic missions abroad, including measures enabling the reconciliation of work and family life,</p>	<p>Performance and submission of analysis of the current situation, proposal and implementation of its solution by adopting adequate changes in internal regulations, including measures enabling the reconciliation of work and family life during</p>	<p><u>Responsibility:</u> Minister of Foreign Affairs  Co-responsibility: Minister of Interior Minister of Finance</p>	<p>31 December 2016</p>

<p>in particular:</p> <ul style="list-style-type: none"> <li>- ensuring for all female diplomats on a mission free health preventive care in pregnancy, at childbirth and in the post-natal period and free childcare services;</li> <li>- enabling the women working for the MFA to use maternity leave abroad and receive compensation for increased costs of living, allowing them to continually use the official accommodation and pay school fees for other children living with them and pay contribution to her husband or partner.</li> </ul>	<p>diplomatic service abroad.</p>		
<p>16. Based on the tasks described in this part, implement the Strategy +1<sup>113</sup> (if approved by the Government of the Czech Republic) at ministries and other central bodies of state administration.</p>	<p>Presentation of the list of internal regulations (staff regulations, organizational rules etc.) or other suitable documents of the central bodies of the state administration of the Czech Republic (including their subordinated organizations and advisory bodies) which have integrated the Strategy +1, including the description of concrete provisions and the schedule for the launch of the Strategy +1.</p>	<p><u>Responsibility:</u> Cabinet members  chairs of the central bodies of the state administration</p>	<p>31 December 2016</p>

<sup>113</sup> In 2013 the Committee for Balanced Representation of Women and Men in Politics and Decision-making Positions together with the Government Council for Equality of Women and Men approved the Strategy +1 as a measure aiming at the removal of obstacles and the creation of conditions for balanced representation of women and men in politics and decision-making positions. This initiative proposes that the Government of the Czech Republic orders the individual ministries and other central bodies of the state administration to adopt and implement within their organizational structure and the organizational structure of the commercial companies in which they hold a majority ownership interest a strategy the result of which will be an increase in each calendar year in the number women or men at a given management level or in a given management team by one woman/man, up to the proportion of at least 40% of both women and men. Ministries and other central bodies of state administration should also inform the Government of the Czech Republic once in a year on the adopted measures and the implementation of the Strategy +1 by assessment of the Updated Measures on the Priorities and Policies of the Government in Promoting Equality of Women and Men. The result of the application of the Strategy +1 should be a more diverse and better functioning state administration which is able to adequately respond to the needs of all citizens. One of the consequences will also be the reduction of the vertical gender segregation in the state administration and in commercial companies where the state holds an ownership interest.

<b>Specific tasks for the area of media, culture, sports and NGOs</b>			
<b>TASK</b>	<b>INDICATOR</b>	<b>RESPONSIBILITY (Co-responsibility)</b>	<b>PERFORMANCE DEADLINE</b>
17. Subsidize projects focusing on the support of journalists (including mentoring and leadership) with the aim to achieve balanced representation of women and men in the decision-making positions in the media.	Presentation of the number and the description of the projects and assessment of their results.	<u>Responsibility:</u> Minister of Culture	31 December 2016 and then continuously
18. In cooperation with NGOs, carry out a survey of the content of selected media in relation to gender equality, manifestations of gender stereotypes and sexism in the media and use of gender mainstreaming in the media.	Presentation of the results of the survey and recommendations, if any.	<u>Responsibility:</u> Minister of Culture  <u>Co-responsibility:</u> Minister for Human Rights, Equal Opportunities and Legislation	31 December 2016 and then continuously
19. Prepare and disseminate a toolkit for public service media for practical implementation of balanced representation of women and men in decision-making positions, for reconciliation of work, private and family life, supporting dignity of employees and gender mainstreaming.	Presentation of the description of the preparation and approval of the toolkit and the manner of its dissemination, including the number of venues and the schedule for dissemination.	<u>Responsibility:</u> Minister of Culture  Co-responsibility: Minister for Human Rights, Equal Opportunities and Legislation	31 December 2017
20. Carry out a media campaign focusing on prominent female figures of the Czech culture (historical and present).	Presentation of the description of the progress, the individual activities, the outcomes and impacts of the media campaign, including preparation of a brochure on the contribution of women to Czech culture and description of the manner of its dissemination, the number of venues and the schedule for dissemination.	<u>Responsibility:</u> Minister of Culture	31 December 2017
21. Review of the Strategy for State Support of Sports in the Czech Republic with the aim to include the gender perspective into sports.	Presentation of the description of the review and the relevant modifications of the Strategy for State Support of Sports in the Czech Republic after the integration of the gender perspective in sports.	<u>Responsibility:</u> Minister of Education, Youth and Sports	31 December 2016

<p>22. Carry out a media campaign focusing on gender equality in sports and on prominent female figures of the Czech sport (historical and present).</p>	<p>Presentation of the description of the progress, the individual activities, the outcomes and impacts of the media campaign, including preparation of a brochure on the contribution of women to Czech culture and description of the manner of its dissemination, the number of venues and the schedule for dissemination.</p>	<p><u>Responsibility:</u> Minister of Education, Youth and Sports</p>	<p>31 December 2017</p>
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<b>Specific tasks for the area of science, research and education</b>			
<b>TASK</b>	<b>INDICATOR</b>	<b>RESPONSIBILITY (Co-responsibility)</b>	<b>PERFORMANCE DEADLINE</b>
23. Take into account the aspects of balanced representation of women and men in decision-making positions, including reconciliation of work and family life, in the career system in education.	Presentation of the description of the manner of integrating the aspect of balanced representation of women and men, including measures enabling the reconciliation of work and family life, in the career system in education.	<u>Responsibility:</u> Minister of Education, Youth and Sports	31 December 2016
24. Prepare and disseminate methodology for education authorities on the criteria for the selection of head teachers and other managers of schools with view to balanced representation of women and men in decision-making positions and the potential influence of gender stereotypes.	Presentation of the description of the preparation and adoption of the methodology and description of the manner of its dissemination, the number of venues and the schedule of dissemination.	<u>Responsibility:</u> Minister of Education, Youth and Sports	31 December 2016
25. During regular review of the Framework Educational Programme for Primary Education (in the "People and Society" educational area), the Framework Educational Programme for Comprehensive Schools (in the "People and Society" educational area), the Framework Educational Programme for Vocational Education (in the "Citizen in Democratic Society" cross-sectional topic) and the Framework Educational Programmes for Follow-up Vocational Education (in the "Citizen in Democratic Society" cross-sectional topic) include the issue of balanced representation of women and men in politics, decision-making positions and public life.	Presentation of modified framework educational programmes.	<u>Responsibility:</u> Minister of Education, Youth and Sports	31 December 2016
26. Create a university monitoring system taking into account the area of	Presentation of the description of the preparation and adoption of the university	<u>Responsibility:</u> Minister of Education,	31 December 2017

balanced representation of women and men in decision-making positions.	monitoring system, its regular updating and use. Making the university monitoring system accessible for the public at the web pages of the MEYS.	Youth and Sports	
27. Seek to achieve a 40% representation of the under-represented sex in the managerial positions of the public administration bodies responsible for research.	Presentation of an up-to-date report on representation of women and men in the positions at issue. Presentation of the description of the relevant steps to increase the representation of the under-represented sex in the managerial positions of the public administration bodies responsible for research.	<u>Responsibility:</u> Deputy Prime Minister for Science, Research and Innovation  <u>Co-responsibility:</u> Minister of Education, Youth and Sports	31 December 2017
28. Change the obligatory six-month post-graduate fellowship rule as a prerequisite for participation in junior grants of the Czech Science Foundation so as to eliminate discrimination of female and male researchers due to parenthood.	Presentation of modified rules for participation in junior grants of the Czech Science Foundation.	<u>Responsibility:</u> Minister of Education, Youth and Sports  <u>Co-responsibility:</u> Chairman of the Czech Science Foundation	31 December 2017

## 7. D—Tasks for the area of commercial companies

**Strategic objective:** More equal representation of women and men in decision-making positions in commercial companies. In connection with the Strategy for Equality of Women and Men, measures towards achieving the minimum 40% level of representation of women in decision-making positions in commercial companies by 2020.

TASK	INDICATOR	RESPONSIBILITY (Co-responsibility)	PERFORMANCE DEADLINE
<p>29. Based on the Strategy for Equality of Women and Men, increase the number of women in supervisory boards and boards of directors in commercial companies with state participation, gradually achieve the minimum 40% level of representation in these bodies by 2020 by adopting the following measures:</p> <ul style="list-style-type: none"> <li>- in state-owned undertakings and commercial companies with state participation, ensuring transparency in selection procedures and proper publication of all selection procedures for the relevant positions, including selection criteria;</li> <li>- use gender-sensitive language in advertisements for decision-making positions and systematically invite women to participate in the selection procedures;</li> <li>- aim for representation of both genders in the selection procedures for the relevant positions;</li> <li>- appoint gender-mixed selection committees, if any such committees are</li> </ul>	<p>Presentation of the number and the description of the measures adopted with the aim to increase the number of women in the supervisory bodies and boards of directors of commercial companies with state participation, including the number and the description of the measures adopted with the aim to increase the transparency of the selection procedures for the given positions. Provide information on such measures and their results in the annual report of commercial companies with state participations.</p>	<p><u>Responsibility:</u> Cabinet members</p>	<p>31 December 2016 and then continuously</p>



<p>appointed and unless this is not possible for serious reasons given by the nature of the given commercial company with respect to the representation of any of the genders;</p> <ul style="list-style-type: none"> <li>- systematically search for suitable female candidates for the said positions in as well as outside the given organization.</li> </ul>			
<p>30. Based on the tasks described in this part, implement the Strategy +1 in commercial companies with state participation and state-owned enterprises.</p>	<p>Presentation of the list of internal regulations (staff regulations, organization rules etc.) or other suitable documents of commercial companies with state participation and state-owned enterprises which have integrated the Strategy +1, including the description of concrete provisions and the schedule for the launch of the Strategy +1.</p>	<p><u>Responsibility:</u> Cabinet members</p>	<p>31 December 2016</p>
<p>31. In connection with the implementation of Directive of the EP and the Council 2014/95/EU, introduce the duty to disclose data on the proportion of women and men in decision-making positions of the largest commercial companies and their regular sharing with the CSO.</p>	<p>Introduction of the obligation to annually publish data in the proportion of women and men in the decision-making positions of commercial companies, including the description of the measures promoting the balance between of women and men in the decision-making positions, and their regular sharing with the CSO.</p>	<p><u>Responsibility:</u> Minister of Finance</p> <p><u>Co-responsibility:</u> CSO chairwoman Cabinet members</p>	<p>by 31 December 2016 and then continuously</p>
<p>32. In connection with the Women in Management Index published by the Business for Society platform, annually update the list of two hundred largest commercial companies in the Czech Republic with state participation with view to the representation of women in their decision-making positions and publish this list in the Focus on Women and Men statistical yearbook.</p>	<p>Regular updating of data collection and its publishing at the CSO web pages and in the Focus on Women and Men statistical yearbook.</p>	<p><u>Responsibility:</u> CSO chairwoman</p> <p><u>Co-responsibility:</u> Minister of Industry and Trade</p>	<p>31 December 2017 and then continuously</p>

<p>33. Set up targeted programmes in subsidy policies focusing on the support of mentoring, networking and development of the talents of women with the aim to achieve balanced representation of women and men in the decision-making positions in commercial companies. Under the OP Enterprise and Innovations for Competitiveness, promote mentoring, coaching and innovations management for small and medium-sized start-ups.</p>	<p>Presentation of the number and the description of specific programmes and assessment of their results.</p>	<p><u>Responsibility:</u> Minister of Labour and Social Affairs  Minister of Education, Youth and Sports  Minister of Industry and Trade</p>	<p>31 December 2016 and then continuously</p>
<p>34. Start to implement activities aiming to define the <i>Standard of company open to gender equality</i><sup>114</sup> ("Standard") as a motivation tool for the promotion of gender equality and on these basis:</p> <ul style="list-style-type: none"> <li>- promote the Standard among commercial companies, including the creation of a web page;</li> <li>- complex analysis of the possibilities of financial incentives for commercial companies meeting the Standard;</li> <li>- with regard to EU law, analyze the possibility of defining social responsibility of commercial companies (including the reconciliation of work and family life and integration of the</li> </ul>	<p>Presentation of the description of the activities (including submission of the definition of the Standard), their schedule, budget and milestones and also:</p> <ul style="list-style-type: none"> <li>- description of the promotion of the Standard and the proposed web page;</li> <li>- analysis of the possibility of financial incentives for commercial companies meeting the Standard;</li> <li>- analysis of the possible definitions of social responsibility of commercial companies (including the reconciliation of work and family life and integration of the Standard) as one of the qualification requirements of public contracting authorities under Act no. 137/2006</li> </ul>	<p><u>Responsibility:</u> Minister of Labour and Social Affairs  <u>Co-responsibility:</u> Minister of Industry and Trade  Minister of Finance  Minister for Regional Development</p>	<p>31 December 2018</p>

<sup>114</sup> A commercial company meeting the *Standard of company open to gender equality* should have the following minimum steps performed within its organization: performed gender audit and, based on this audit, prepared action plan for the promotion of women in decision-making positions, including the definition of an individual internal target for the representation of women and men in decision-making positions for a given year, and prepared programme for the reconciliation of work, private and family life and published information on average pay in the individual comparable categories of employees and working positions classified by gender.

Standard) as one of the qualification requirements of public contracting authorities under Act no. 137/2006 Coll., on Public Procurement.	Coll., on Public Procurement.		
35. Through targeted measures motivate girls and women to study technical fields (including IT programmes) at secondary schools and universities.	Presentation of the description of concrete measures, including the assessment of their efficiency.	<u>Responsibility:</u> Minister of Education, Youth and Sports	31 December 2016 and then continuously

**8. Annex no. 1:**

**9. Recommended potential tools promoting balanced representation of women and men in political parties**

**Political parties may contribute to the increase of participation of women in politics by applying the following recommended tools:**

1. Introduction of positive measures for the composition of the lists of candidates. Embedding this measure in the statutes of a party.
2. Introduction of positive measures for balanced representation of women and men in internal bodies of a party. Embedding this measure in the statutes of a party.
3. Promotion of mentoring and networking for female politicians within parties. Promotion/establishment of women organizations within parties.
4. Creation of the database of female experts in a party classified by field.
5. Promotion of measures enabling the reconciliation of a political career and private life (e.g. adjusting the time and place of meetings, ensuring programmes for the children of participants in party events, etc.).
6. Ensure non-stereotypical presentation of female politicians in election campaigns.
7. Ensure sufficient space for the presentation of female politicians who may serve as political role models in the media and during campaigns.
8. Promoting women's and girls' interest in politics and targeted recruitment of female members.
9. Application of examples of good practice taken over from friendly foreign parties and ensuring their visibility.
10. Ensuring transparency of the rules for the composition of candidate lists and other internal rules of parties.
11. Systematic fight against sexual harassment or sexism in parties.
12. Inclusion of the issue of balanced representation of women and men in politics in party's long-term programme.
13. Education of party members in the area of equality of women and men.

## **10. Annex no. 2:**

### **11. Recommended applicable tools promoting balanced representation of women and men in decision-making positions in commercial companies and in labour market**

**To achieve the aim of increasing the representation of women in the decision-making positions of commercial companies and in the labour market in general commercial companies willing to solve the issue of unequal representation of women and men in their management may voluntarily adopt the following measures:**

1. Performance of gender audits and definition of the key areas and priorities in gender equality on the basis of the results of these audits.
2. Preparation of plans for promotion of gender equality on the basis of the performed audits.
3. Voicing support for balanced representation of women and men in decision-making positions as one of the values and goals of a commercial company and adoption of additional auxiliary measures for balancing the proportion of women and men in decision-making positions at all levels.
4. Adoption of such a rule for the staffing of decision-making positions which will stipulate that, with respect to the requirement on suitable professional qualifications, where there is an unbalanced proportion of women and men at a given level of the decision-making hierarchy (less than 40% of women or men), preference shall be given to a candidate of the under-represented gender.
5. Implementation of the Strategy +1<sup>115</sup>.
6. Adoption of additional positive measures promoting balanced representation of women and men in decision-making positions:
  - Ensuring transparency in recruitment procedures and career advancement, proper publication of all selection procedures for managerial positions, including the selection criteria.
  - Use of gender-sensitive advertisements, including invitations for the under-represented sex to participate in all selection procedures for managerial positions.
  - Appointment of gender mixed selection committees in all selection procedures for managerial positions.
7. Inclusion of the topic of balanced representation of women and men in decision-making positions and the risks connected with gender stereotypes in this area in the obligatory induction training and education of persons in managerial positions.

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<sup>115</sup> In 2013 the Committee together with the Council approved the Strategy “+1” as a measure aiming at the removal of obstacles and the creation of conditions for balanced representation of women and men in politics and decision-making positions. This initiative proposes that the Government of the Czech Republic orders the individual ministries and other central bodies of the state administration to adopt and implement within their organizational structure and the organizational structure of the commercial companies in which they hold a majority ownership interest a strategy the result of which will be an increase in each calendar year in the number women or men at a given management level or in a given management team by one woman/man, up to the proportion of at least 40% of both women and men. The result of the application of the Strategy “+1” should be a more diverse and better functioning state administration which is able to adequately respond to the needs of all citizens. One of the consequences will also be the reduction of the vertical gender segregation in the state administration and in commercial companies where the state holds an ownership interest. Strategy +4 may also be applied in other types of organizations which do not have state character.

8. Regular (e.g. once a year) disclosure of information on the proportion of women and men in the management of commercial companies, including information on gender pay gap.
9. On the ground of the proposal for a directive of the European Parliament and of the Council on improving the gender balance among non-executive directors of companies listed on stock exchanges and related measures, definition and application of binding targets for a higher representation of women in the decision-making positions in commercial companies listed on the stock exchange.

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The seven-year Programme targets all stakeholders who can help shape the development of appropriate and effective employment and social legislation and policies, across the EU-27, EFTA-EEA and EU candidate and pre-candidate countries.

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