

A close-up portrait of a Black woman with long, dark brown dreadlocks. She is smiling slightly and looking towards the camera. The background is a blurred blue body of water.

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15 Years of WageIndicator: Results

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Foreword

By Paulien Osse, WageIndicator Foundation director

Results. That is what we can proudly present after 15 years of hard work. Some of the contributors to this WageIndicator Conference Reader have been part of our rollercoaster ride right from the beginning. They will confirm that we were not sure of the outcome. We did not even know the direction our 2-women initiative from the last days of the last millennium would take. We, Kea Tijdens and my person, certainly had no idea that today we would be overlooking a global playing field of our own making. Nor did we expect the tremendous support by so many from so many different cultures and walks of life.

Yet, here we are. As you will leaf through this WageIndicator Conference Reader, you will find that each and every contribution speaks of commitment. All pieced together convey a broad picture of maturity and freshness. The old stem still produces new offshoots. The core is alive! What is this core?

A committed team started to calculate actual salary indications for women and men, because it was high in demand but didn't exist. From wage benchmarks it moved to incorporate VIP incomes, Statutory Minimum Wages and living wage estimates. Since 2 years now all these numbers are lined up under Wages In Context: easy to understand, easy to compare. And that is by far not all the team did with the millions of voluntary contribution from all over the place.

The extended team made the scale of operations grow enormously, both of participating countries and benefiting visitors, workers and (small) employers alike. Content-wise we saw the need to include in our sites labor law, which turned out to be a most popular section, as had happened with the pages on Minimum Wage before. Labor law came to the fore not only online, but in many countries offline too, during our so called fact-finding debates. These debates taught us that you should present not just wages, but rules and regulations in context as well. The team responded quickly and now presents labor rights in context. As from 2015, we may even compare and share the most boring part of the labor market: Collective Agreements. We started to turn these - usually highly complicated - paragraphs into playful Lego-blocks. Easy to understand, easy to compare by all. Even the legal people say they like it!

Throughout we have given full attention to the position of women on their labor markets, i.e. in all countries. It is not that we set out with that intention: this focus was brought to us by the need we saw, certainly also more sharply because the majority of our team is made up of working women. It tells you also that WageIndicator is interactive: we try to respond to people's needs immediately. If the simple obligation to pay the legal Minimum Wage is not abided by, we point that out, look up the amount, publish it and - even - provide a means to redress the injustice.

Such is our commitment to all who have to make ends meet in the labor markets where we happen to find ourselves and must make sense of the multitude of rules and regulations. We try to understand these ourselves first, in order to be able to share our insights in an easy to read, yet not oversimplified way. And we do that as smart as we can. Because WageIndicator too must survive, as a micro-multinational in a world economy on the fast lane. There is no wizard around to tell us where the world is headed, though we do know by now that our organisation weathered the storm and has matured in the struggle to stay afloat and on course.

I highly recommend to read about yourself and your work.
And check this online:

- magazine.wageindicator.org/15years
- youtube.org/wageindicator

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PART I

The State of our Art in 2015

The state of our art is not only reflected in the design of our websites, in how we present ourselves to the eye – pleasing we hope – but also in the results of our outreach effort and our research. Since we have been pioneering partly uncharted territories, we were bound to receive a lot of flak. We got and get our share. Yet overall, we think we are still on the right track.

Our main field is cyberspace. Our approach is interactive. Learning by doing is typical. Our results are innovative – tried, tested and discarded if they do not stand the test. This first Part reviews the results in facts, figures and pics, by necessity looking back. Yet it highlights too our latest incursions into new territory, the social media in particular.

CHAPTER 1

How to Measure Social Impact?

By Paul de Beer, University of Amsterdam/AIAS director, WageIndicator Foundation board chair

Its fifteenth anniversary is an excellent occasion to reflect on the societal impact of WageIndicator. What have fifteen years of WageIndicator contributed to the improvement of wages, working conditions and the social dialogue between management and workers? An honest answer to this question is: 'we only know bits and pieces'. This is simply so because it is very difficult to measure societal impact.

A Development Full of Surprises

Of course, we can give a range of figures. These are impressive. I refer to the excellent analyses by our SEO-specialist Irene van Beveren and our software developer Huub Bouma, in the Conference Reader. Here also special mention must be made of the articles on Minimum Wages and the one on Labor Law, by Khushi Mehta and Biju Varkkey and by Iftikhar Ahmad respectively. The Reader itself gives a pretty impressive overview of the continuous development over these past fifteen years – and the surprises it brought! Who would for example have surmised only ten years ago that the two most popular, that is to say, most frequently visited web pages and consulted topics worldwide today are Minimum Wages and Labor Law? We would have of course expected those pages to be the Salary Checks: not so.

The fact that WageIndicator today can make authoritative statements about labor markets on a global level tells you something about its outreach and about its unique approach: it is through and through interactive. WageIndicator's eyes and ears are wide open to pick up signals from the societies in which it works. Questions that urgently need answers, such as apparently the right to a Minimum Wage and how much money that is, WageIndicator is quick to respond to. When, subsequently, it appears that people don't know about their other labor rights either, next to Minimum Wage, then again WageIndicator tries to bring them their national labor law in a concise and easy to understand, truthful manner.

Interactivity is Key

Interactivity is at the core of the WageIndicator approach. That is the most basic fact about its societal relevance and impact. And when I look around me I can see that this impact is truly global indeed. WageIndicator today is a mini-multinational which maps problems at the work places of millions and millions of individuals in over 80 countries from all continents. This basic fact alone tells us that its upgraded message: 'share and compare wages and labor law', is found to be relevant in all those workplaces and in all those countries and societies, whatever their cultural differences may be.

Another proof of its success is that such a large group of people, both individually and on behalf of their organization, in so many countries have been contributing to its maintenance and further development. They would never have done this if they weren't convinced of its contribution to the social development in their country.

Nevertheless, many websites, huge numbers of visitors and a community of active contributors are not the ultimate goals of WageIndicator. These are merely means to achieve a more ambitious goal, which is to improve wages and working conditions and to create a constructive social dialogue between workers and employers all over the world. To what extent have we succeeded in bringing this goal nearer in the past fifteen years? This is the question which I, unfortunately, cannot answer to my satisfaction yet.

What We do Not Know Yet

We do not know where precisely and how successfully workers have used the information from WageIndicator to strengthen their bargaining power vis-à-vis their employer – though we have very nice and well documented examples, such as from the trade union KSBSI in Indonesia which our Gajimu-team partners with. Notwithstanding such success stories, overall we do not know how many union officials have used the information on the prevailing wages in their occupation or industry while negotiating with employers. We do not yet know to what extent the information that we have collected on labor law and collective bargaining agreements has increased compliance with rules and regulations and has contributed to the improvement of existing laws and collective agreements. An interesting question also, is whether more transparency has led to a convergence of wages and working conditions within sectors and countries because employers use this information as a benchmark to set their wage rates. And if some kind of convergence has indeed occurred, was it upward convergence – what we would hope for - or has perhaps a trend downward set in here or there, triggering a race to the bottom?

Yet, what we do know is that the very recent idea to use our new CBA-database to facilitate the collective bargaining process in a playful Lego-block manner has potential. It has the potential of stopping the global downward trend in trade union effectiveness. In this respect I highly recommend the contribution of Daniela Ceccon and the trade union representatives from Guatemala and Colombia with whom she only one month ago pioneered this Lego-play with collective agreements – on which they report during this Conference.

Surviving the Recession

During half of its lifetime, the adolescent WageIndicator has had to survive in labor markets that are subject to a recession – lasting for seven years now. Surely the impact of this truly global downward pressure on wages and working conditions dwarf efforts of small players, of which WageIndicator is only one. But it kept and keeps on going, seeking alliances with like-minded parties. These are found not only amongst trade unions, but also amongst employers and their associations, especially in sub-Saharan Africa. The successful social dialogue initiatives, combined with fact-finding and topical debates in two dozen countries by now, is proof of the fact that our efforts matter, albeit in a small way. And in making these efforts, time and again WageIndicator opens up new perspectives. I just add still to the issues already mentioned, the recent pioneering initiative to come up with a viable methodology for the calculation of comparable living wages throughout all national labor markets, by combining WageIndicator online infrastructure and databases with unorthodox statistical thinking and testing. In this respect I refer to the dedicated workshop during this Conference. This new focus fits into the widest possible concept of Wages in Context, whereby all levels of income, from poverty lines through living wages up to the highest actual market wages, make up the context from which individual earnings derive their meaning and direction.

Meaningful Change from the Grassroots

Here, in small-scale grassroots initiatives, often lies the germ of real and meaningful change. For a while they seem to be rather powerless, while they are nevertheless gaining ground – under the radar so to speak. Until, mature, and in combination with other initiatives tried and tested elsewhere, they realize their potential in creating a more equitable society.

I am proud to be part of this global initiative and wish all of us lots of stamina and sustainable outcomes in the continuation of this process over the next decade!

CHAPTER 2

WageIndicator Sustainability: its Strengths

By Martin Kahanec, WageIndicator Office Bratislava / Director Celsi, Central European Labour Studies Institute, Bratislava

With its vision of providing more knowledge about and understanding of the labor market in order to enable informed decisions for a happier working life, WageIndicator is a forefront enterprise reaching out to millions of web visitors and their families and friends around the globe and round the clock. The knowledge base, social networks and trust within the network and with respect to its stakeholders which WageIndicator has amassed and nurtured over its 15 years of existence, leads to a few specific strengths. These will ensure its sustainability in the medium and long term.

Addressing Real Needs of Real People

First and foremost, WageIndicator addresses real needs of real people: be better informed about wages, career options and labor law when making decisions in the labor market. Only if people acquire accurate and unbiased information will they be able to realize their full potential in the labor market and ensure a decent living for their households.

In a global, rapidly changing environment only innovative enterprises, flexibly responding to changing technologies and demand, can flourish. WageIndicator takes advantage of some of the most innovative data collection techniques. The network organization of its operations makes for precisely this type of readiness to meet and address such challenges and provide valuable services to its stakeholders. There are several specific advantages of WageIndicator data vis-à-vis traditional and other new collection techniques.

The Scale of Operations is Truly Global

First, spanning the Netherlands, Argentina, Australia, Belarus, South Sudan, Tanzania and about eighty more countries there is no other harmonized global labor survey anywhere near the scale of WageIndicator.

The Data is Fresh and Readily Available

Second, WageIndicator data is available within hours after collection.

Tailor-made to Suit Each Occupational Profile

Third, in contrast to most 'big data' collection techniques, WageIndicator reaches out to real people who report about their wages and labor market situations, but who also share social and demographic variables and preferences. Therefore it is able to generate tailor-made information for its visitors. For example, its checkers can answer not only the question how much nurses earn on average, but also questions about the expected wage of a nurse with tertiary education, five years of experience, a supervisory position and other characteristics.

Cruising through Time and Space

Fourth, the scale and scope of its data collection enable WageIndicator to provide information about workers over time and even if they move across countries. This also enables WageIndicator to reach out to marginalized communities who normally do not respond to traditional data collection techniques.

Wages in Context

Fifth, WageIndicator collects data not only wages and employment, but also on labor law, collective bargaining agreements, and prices, enabling it to provide information about Wages in Context. This facilitates accurate interpretation of and trust in its statistics and its information in general.

Track Record

Web visitors, employees, employers, trade unions, journalists, academics, policy makers and others - all of those with a stake in the labor market - WageIndicator can provide with better information about the labor market in a timely manner. Its global network of collaborators is a key asset not only for collection and analysis of data, but also for the dissemination of information and results which ultimately is the fulfilment of its vision. Innovation within this prolific network and its flexible structure will determine what WageIndicator will be in five, ten or fifty years from now. It has shown to be up to challenges in its past. Therefore, its track record combined with the advantages of its services summed up above, are all reasons to believe that it will be able to build on this success and thrive in the years to come, fulfilling its mission and vision.

CHAPTER 3

How WageIndicator Grew Up

By Irene van Beveren, WageIndicator VIP-database manager, SEO-specialist

Or how:

- A big idea in a small country,
- turned into an ambitious Dutch site,
- with 80+ successful brother and sister sites across the globe.

WageIndicator started in 2002 with 1 website in the Netherlands. Currently there are over 80 WageIndicator countries with more than 90 sites and still counting. In the figure on this page you will find the growth of visits since 2010. Five years ago there were 48 WageIndicator countries that had 11.6 million visits.

Since 2010 Google changed its search algorithm many times. Best known are probably the major algorithmic updates like the Google Panda and Penguin updates. These updates affected search results in significant ways for many major websites, but not those of WageIndicator. The combined sites of the 80+ WageIndicator countries had 25.5 million visits in 2014 and they will top that in 2015 with an estimated 30 million visits.

Total Visits 2010-2015



* estimate, based on current growth rates

What Piece of the WageIndicator Pie Tastes Best?

- Labor Law pages - including Minimum Wage - 34% of the page views
- Job and Salary pages are a hub to the Salary Check and Survey
- Salary Check and Survey page have 18% of the page views

The figures breakdown of annual page views per page type - with recent data from May 2014 until May 2015 - lists the major subjects for 81 countries. More subjects are hidden in the 'Other' category - e.g. Gender Pay Gap, Women Pages, Income Tax, Career Tips and more.

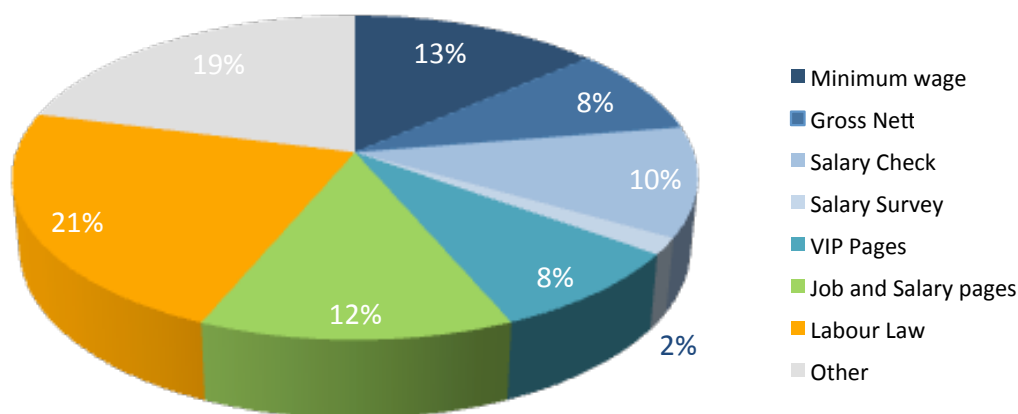
Globally the Labor law section got the biggest chunk of page views with 21%. The section contains 12 pages with sub-pages from Sick leave to Overtime pay and a Global map of Labor Laws. On top of that it includes in more than 25 countries a Collective Bargaining Agreements database, that has been made searchable for local CBA's.

Formally Minimum Wage is part of labor law, but the well visited Minimum Wage pages – the 2nd number best performer with 13% of the page views - have their own place in the lay out of the WageIndicator sites, i.e. not under Labor Law, but under the Salary column. The Job and Salary pages are the hubs to the Salary Check and the Salary Survey.

The Salary Check with its Mini Survey gets 10% of all visits globally, and the extended Salary Survey 2%.

Calculating a net salary is popular; the Gross Net pages get 8% of the global page views. The VIP pages, with the salaries of celebrities in various categories - Sports, Politics, and Entertainment - get a similar 8% of the page views worldwide.

Breakdown of annual pageviews per page type in 81 countries*



* Some page types not available in every country – data collected from May '14 to May '15 (GA)

Enough traffic for the Salary Survey?

- The decline of survey page views goes slowly over the years,
- mainly through steeper competition of a growing number of visitors on the worldwide web,
- and a bit because of competing content on our own sites.

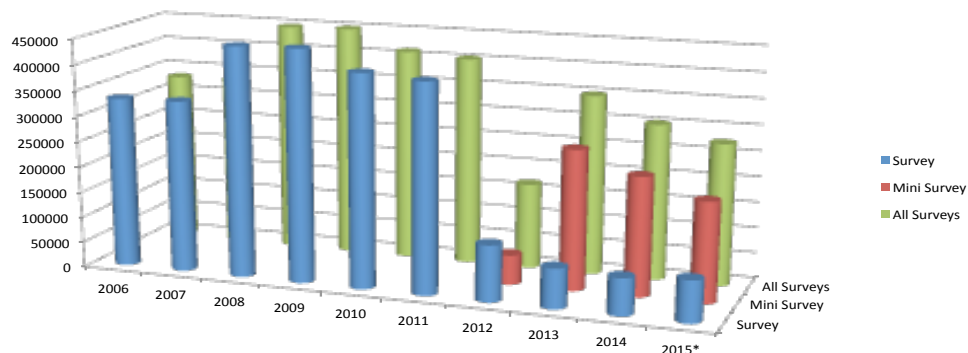
In the early days of WageIndicator the national sites were meant mainly to attract visitors for the survey. Since then a lot has changed. The sites became more and more a library of labor law, salary and career information, with yet another survey to go for, i.e. the Cost of Living Survey. The number of visits grew on the sites overall, but not for the Salary Survey pages, which are in slow decline.

The competition for the various subjects on the site contributes to this decrease of survey intake, but only a little, as most visitors come through search. It is more likely due to the steep competition of the growing number of global web pages, fighting for the user clicks on the World Wide Web.

For example: the search query 'pay survey' has about 500 million entries on Google UK and still counting. That was a lot less when WageIndicator started. Some WageIndicator sites rank high in the search entry lists of Google. The search entry 'salary check' scores fairly high for WageIndicator's Paycheck.in on Google India. So is the entry 'check my pay', but are that the most important search queries? Plummer's, dentists and clerks will more likely go for the query 'salary' followed by their profession or vice versa - for example: 'salary plumber', or 'plumber salary'. The Jobs and Salary pages cover those search queries, but they have to compete with impressive competitors, such as Glassdoor.com, Payschale.com and many other sites of big companies with huge marketing budgets.

In 2011/2012 WageIndicator did some adwords campaigns; 62% of the page views of the Egyptian site came for the Salary Survey in that year. At the same time almost 50% of the page views of the Tanzanian site Mywage.org/Tanzania were for the Salary Survey. In Peru the same happened a year later.

Surveys 2006-2015



* 2015 estimate – factor 1.8 based on growth rates – new survey counting system starting 2012

Conversion Funnel to the Salary Survey

A conversion funnel is a term used to describe the track a visitor takes, while navigating through a website to finally convert to the goal of the site. For WageIndicator an important conversion funnel leads to a filled out survey. For sure WageIndicator has had a lot more filled out surveys since it started in 2002, but as from 2006 we counted 2.7 million completed online surveys!

2006-2015 result: 2.7m online surveys!

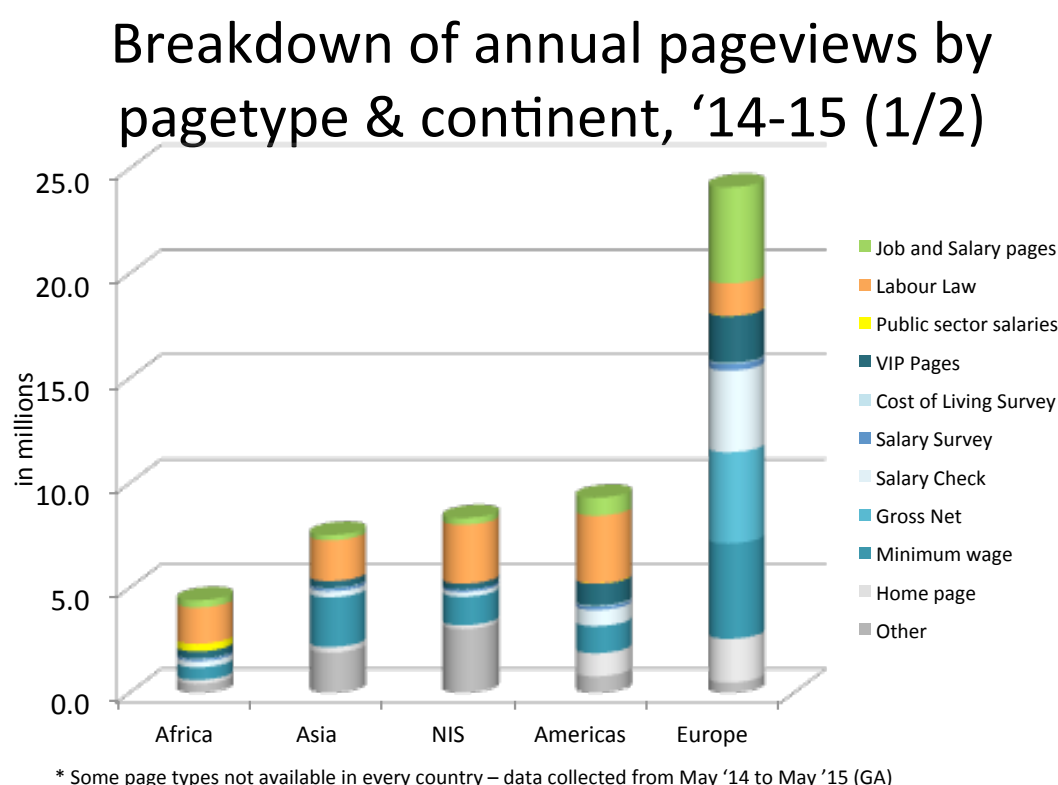


* Overall measured online surveys 2006-20015/ including mini surveys since 2012 - WI data 2006-2015

Content Breakdown per Continent

- Europe dwarfed by Holland
- Almost 50% of the Labor Law page views come from the 'continents' NIS and Americas
- Public Sector Salaries compete with Minimum Wages in Africa

The breakdown of annual page views per page type and continent differs from the global overview. The European 24.1 million page views are almost half of the total 53.7 million of all continents, and that is not because there are more countries involved - 66% of the European page views are derived from the Dutch site, Loonwijzer.nl, the oldest, most thriving WageIndicator site.



Gross Net pages are only separately available in 5 of the 29 European WageIndicator countries, with 84% of the page views coming from the Dutch Loonwijzer.nl. The same accounts for the Job and Salary pages with 4.6 million page views in Europe, by far the most compared to other continents, but with the most page views coming from the Netherlands.

NL and Rest of Europe comparison '14-'15

Category	Europe	Rest of EU	NL
Other	3.9	1.8	2.1
Home page	2.1	1.1	1.0
Minimum wage	1.1	0.3	0.9
Gross Net	4.3	0.8	3.6
Salary Check	3.9	1.3	2.6
Salary Survey	0.3	0.2	0.1
Cost of Living Survey	0.1	0.0	0.0
VIP Pages	2.2	1.1	1.1
Public sector salaries	0.0	0.0	0.0
Labour Law	1.5	0.5	1.0
Job and Salary pages	4.6	1.3	3.3
total	24.1	8.4	15.7

All pageviews in millions

* Some page types not available in every country – data collected from May '14 to May '15 (GA)

The Salary Check is well visited in Europe with 3.9 million page views. The older European sites have a higher variety of content pages than the younger sites, the same as the NIS-countries, in the graph these pages are called 'Other'. The NIS-'continent' consist of only 5 countries, compared to 29 European countries, but the NIS-'continent' has 3 million page views for the Other pages against the 3.9 million in Europe, of which most come from the Netherlands. The NIS-countries have almost the same amount of page views as Europe without the Netherlands.

Within the Other pages are more subjects hidden. The interest in these pages differs from country to country. For example, the news section on salaries on Belarus' Mojazarplata.by gets 6% of the page views, but news on the Dutch Loonwijzer.nl gets 0.7% of the page views.

The special pages for Women get in most countries less than 0.5-1% of all page views, exceptions are some African countries and Guatemala with 5.4% of all Guatemalan page views.

The Gender Pay Gap is also part of the Other section with globally less than 0.5% of the page views. Average salaries articles score high on Belarus' Mojazarplata.by, with 6% of all page views. The articles on wage levels of various professions of the German site Lohnspiegel.de get 35% of all German page views.

Breakdown of annual pageviews by pagetype & continent, '14-15 (2/2)

Category	Africa	Asia	NIS	Americas	Europe	total
Other	0.4	1.9	3.0	0.8	3.9	10.1
Home page	0.2	0.3	0.2	1.1	2.1	3.8
Minimum wage	0.6	2.4	1.4	1.3	1.1	6.8
Gross Net	0.0	0.0	0.0	0.0	4.3	4.3
Salary Check	0.3	0.3	0.2	0.8	3.9	5.4
Salary Survey	0.1	0.1	0.1	0.2	0.3	0.8
Cost of Living Survey	0.0	0.0	0.0	0.0	0.1	0.2
VIP Pages	0.3	0.3	0.3	1.1	2.2	4.3
Public sector salaries	0.4	0.0	0.0	0.0	0.0	0.4
Labour Law	1.7	1.9	2.8	3.2	1.5	11.3
Job and Salary pages	0.4	0.3	0.3	0.9	4.6	6.4
total	4.4	7.5	8.3	9.3	24.1	53.7

All pageviews in millions

* Some page types not available in every country – data collected from May '14 to May '15 (GA)

Career pages from the 'Other' section, with tips on 'How to find a job?' do well in some countries, like Belarus with more than 4% of the page views. Tips on 'How to start your own company?' do well on Uganda's Africapay site with 11% of the page views and on Egypt's Rawateb.org with 8% of the page views, but less on Dutch Loonwijzer.nl with 2.7.

The Homepage is more of a news page in most countries, and especially in the Netherlands. The links on the Homepages are weekly updated with news related items and because of that this page is very well visited.

CHAPTER 4

Why the First WageIndicator Website is Still Going Strong

By Fiona Dragstra and Niels Peuchen, (social) media managers Loonwijzer.nl

Fourteen years after its launch, Loonwijzer.nl is more indispensable than ever. This year, Loonwijzer.nl has already broken some records. The first half of 2015 is the best half-year Loonwijzer has ever had. For example, last January, the number of visits in one month surpassed 700,000 for the first time in WageIndicator history. Loonwijzer.nl is well on its way to reach a 20 percent visitors growth this year. And Loonwijzer wants to keep growing during the years to come. To achieve that, we have to look back, analyse our work and use that knowledge to improve what we are doing and to experiment.

The Reward of Updating Every Day

The main task of the Dutch team that works on Loonwijzer is to keep the website updated. The work consists of a certain routine, which has been introduced in 2012. The most visible aspect of this is the news links. The web managers add one or two of these links, one sentence each, to the upper section of the site every day. These lines are based on current affairs, especially news on salaries, labour laws and careers. The link usually mentions the news fact and a call to action or a question. The links do not direct the visitors to the news facts themselves, but to a Loonwijzer page that has relevance to the news fact. Because of this, it is important to focus on the call to action or the question. Visitors have to know they are being directed to a Loonwijzer page. For when visitors are misguided, chances are they will not like Loonwijzer and will not return.

Google 'Likes' That

The news links attract visitors in two ways. First, whenever someone visits Loonwijzer, they notice the website is up to date, which makes for a good impression. Therefore the visitor is likely to visit the website again in the future. The other way is traffic via search engines. The Google search engine likes websites that are updated regularly and places such websites higher in the search rankings. This leads to more people being directed to Loonwijzer through searches in Google, or other search engines.

How to Become a Household Name

The other important part of the web manager's routine is keeping the many, many pages of Loonwijzer up to date. It is time-consuming, but effective. People know that they can consult Loonwijzer to check the current and future Minimum Wages. Or they come to find out what the latest amendments to the labor law mean for them. Search engines also play an important role here. Since the pages are thorough and 'SEO-equipped', the pages will be found relatively high in the search rankings. Loonwijzer has become a household name in the Netherlands, and with small, daily touches like this, we hope to keep on living up to our name.

CHAPTER 5

Facebook is Ideal for Targeted Surveys

By Angélica Flores Briceño, WageIndicator Central America manager

The Request

WageIndicator was contacted by the biggest private university in Mexico to collect salary information on the position of their graduates, compared with others. In the first days of June Misalario.org launched an ads campaign to increase the number of completed surveys. The target was set: a minimum of 2,127 graduates during 2009 to the end of 2013, from 70 Mexican colleges must complete the long version of the survey in two months' time.

The Challenge

How to reach that many people and make them spend 15 minutes completing a survey? How to do it in only two months? How, when the profile is so specific and without a database of the graduates? Especially, how to do that with a budget that isn't enough to do field work? Internet is the answer! But it is necessary to achieve a good deal more than usual with our old friend, because even though Misalario.org exists already for 9 years, its monthly average of 223 surveys collected from graduates of all years and all universities in the country amounts to nothing, really, when compared to the client's wishes.

The Strategy

Would you think Google Adwords is the best option? Forget it! First, buying the catchwords like: 'job', 'salary' or 'employment' is expensive in Mexico (where the official unemployment rate is 4.4%); second, we would be paying for each hit and not just per individual in our target group. So, we had to ask ourselves: who knows where and when did anybody graduate? Of course, Facebook should know! And the best thing is that when you launch a Facebook ads campaign you have access to a segmentation tool, where it is possible to show the ads only to those people who match the specific characteristics and, once you get them - yes, you guessed correctly! - their friends and partners too, even if they (say they) didn't attend college.

Time to Be Popular

Next a good lure was needed. Therefore, two messages were developed for the campaign. To understand why we chose what we did, you have to know that each year the ranking of the best universities in Latin America turns into a fierce competition between public and private colleges. It is a popular topic among students and graduates in Mexico too. So we offered them the opportunity to be part of that contest through a mini-survey.

'Public or Private? We want to know who has the best graduates. Let us know about your job and we will tell you which colleges prepare their students for a better career and working life. Let's do the ranking together! Your opinion counts.'



Nobody knows who is part of the official statistics and focus groups, why can't you be?

This was an invitation to be part of a research and make the visitants feel special: we didn't want just anybody, we wanted them!

'Are you a graduate from 2009 or 2013? We are looking for you... We want to know about you! Help us to build the profile of those who graduated between 2009 and 2013. We count on your participation!'



Apart from ads, the banner was published at MiSalario's fan page and it was a surprise when it reached more than 1,400 views in one week, a historical record. Also, the number of posts was increased, linking not only to our site but also to news and information about wages, career and labor law. In this way, people who saw the fan page for the first time came to know a site focused on these topics and not just another fraud who is only after their wages. We are not only about money, or after your money.

After a precise research of Facebook's groups, we became part of those which related to the colleges from the target group. From within we invited them to fill in our mini-survey.

The Results

Starting from 10 different images and a short text for each message to evaluate the popularity among the viewers, the four banners above were selected as the most interactive (the other six were eliminated). These banners were shown to 330,697 people, a total of 425,072 times. As you can see the most popular by far was the girl posing in profile, with 323 likes, 28 comments and 57 shares!

Lesson: The more focused the message, the more response you get.

As shown in the graph, before the project only 349 of 3,515 people completed the survey: a mere 9.9%. The last month of the project 3,712 out of 4,048 did so: a great score of 91.79%.

Lesson: The more accurate you are in segmentation, the less drop outs you have.

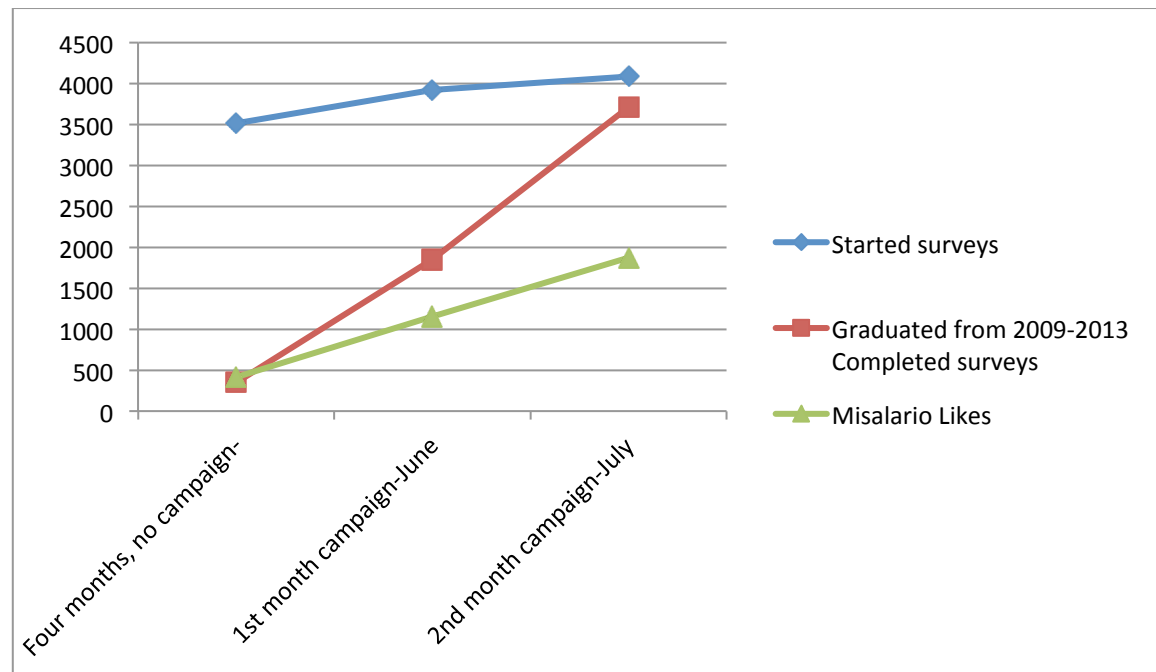
Back to the requested target of 2,217 graduates/participants in the survey. We got a total of 5,565 surveys completed by graduates from the period 2009 to 2013 in only 2 months: i.e. 250% percent instead of 100% - but really huge when compared with the 349 we got in first 4 months of 2015 through the regular survey.

Lesson: A good campaign reaches not only more people but, most importantly, the right people.

Apart from beefing up our database with completed surveys, we increased our popularity at Facebook: the day before the campaign was launched we had 415 likes, the last day of campaign 1,876. The challenge now is not to let them go!

Lesson: Is not sharing wage and labor information alone, but to make them part of something bigger and more meaningful.

MiSalario's Facebooks Ads Results:



Misalario's Facebooks Ads Results			
	Started surveys ¹	Graduated from 2009-2013 Completed surveys ²	Misalario Total Likes ³
Four months, no campaign-February to May	3515	349	415
1st month campaign-June	3923	1853	1157
2nd month campaign-July	4084	3712	1876
Sources: ¹ http://qa.epicurus.wageindicator.org ² Mexican education data overview February – May, June and July by Tomas Kabina ³ https://www.facebook.com/Misalario - Statistics			

In Conclusion

Do I have to, really? I've shared the most important figures with you already! Well, what I can tell you is that you must know your site, your information and your audience in order to give them what they want. You must like Facebook because you'll spend hours studying the development of your campaign. And, the most important, you must love WageIndicator and colleagues because, even at the age of 15, each project is new and all who are involved have to invest a lot of time in communicating, figuring things out, calculating and solving all the challenges that pop up inevitably. But, when you realize the job is done well, you want to start doing it over and over again.

CHAPTER 6

WageIndicator, Wyldebeast & Wunderliebe: a Match through the Years

By Huub Bouma, WageIndicator developer since 2001

Wyldebeast & Wunderliebe, the company I own and run with my friends Duco Dokter and Wietse Helmantel was founded in 2001. Loonwijzer was one of our first customers and is still with us today, 14 years later. At first the survey and its hosting was the only project we did, shortly followed by the first Salary Checks. In those days we mainly built software in Java.

In 2004 we also did the WageIndicator websites, just a few still by then. The websites were built in Plone, which is written in the Python programming language. We found out that Python was a lot more fun to program in than Java, so we switched and did nearly all of our new projects in Python ever since. The only Java software we work on these days is still ... the WageIndicator survey.

We maintain about 10 servers, physical and virtual, on which we host services for the websites, the surveys, the Salary Checks, Collective Bargaining Agreements, Minimum Wages, Living Wage surveys, data storage, backups and a number of supporting tools.

The problems and challenges we faced were usually not so easy, yet we nearly always managed to find a solution in close cooperation with the other stakeholders.

Statistics Tell Part of the Story

We've collected some statistics in order to give an idea of what our machines are dealing with.

Number of surveys that were started (not all completed!):

- January 2013: 64,276
- January 2014: 112,155
- January 2015: 296,202

Our website (Plone) might not be the fastest CMS in the world, but we manage to squeeze out quite a number of hits due to our setup with load balancing and caching. A hit is a resource that is requested from our server, so it could be an image, a Java script file or the html page. These are some statistics for the number of hits on the websites for this year (2015):

Europe: ~ 1.6 million hits per day (average over last 175 days at the time of writing)

Americas: ~ 350 K hits per day (average over one of the last days when writing)

Asia: ~ 180 K hits per day (average over last 95 days at the time of writing)

Tool Popularity

Next, we feature and maintain a number of popular tools. Here are statistics for the number of hits for these tools in 2015. They are served from separate servers, therefore these statistics must be seen as completely separate from the website statistics above.

Salary Check: ~ 2 million per day

Cobra (CBA + Minimum Wages): ~ 500 K hits per day

Living Wage: 500 K hits per day

So as a grand total we can proudly say that we serve about 5 million hits per day!

But let's remember the famous phrase 'There are three kinds of lies: lies, damned lies, and statistics'.

CHAPTER 7

The Database of Occupations will Jump from 1,600 to 5,000 in 2016

By Kea Tijdens, University of Amsterdam/AIAS, research coordinator WageIndicator

One of the treasures of the WageIndicator is its database of occupational titles. This database is used in three instances:

1. In the Salary Check, where visitors have to self-identify their occupation before receiving a salary advice
2. In the web survey, for answering the survey question: 'What is your occupation?'
3. In all of the approx. 400 Jobs & Salary pages, which serve as landing pages for a very wide range of search terms, using Google Search, BING, or other search engines.

Search Tree and Word Matching

In the Salary Check and the web survey, visitors can find their occupation through a search tree or by text string matching. In these ways visitors can self-identify their occupation. A search tree or an 'iPod menu' (as it is sometimes called) allows visitors to navigate through the occupation database at three levels.

Alternatively, semantic matching allows visitors to self-identify their occupation by typing text whereby matches with words in the database are instantly shown. Visitors can then select the most relevant match.

For all WageIndicator countries the occupation database currently holds between 1,600 and 1,700 occupational titles, which are translated in all 43 languages of the WageIndicator websites. However, in some countries some occupational titles do not exist or cannot be translated. For this reason the number of titles varies slightly across countries.

Occupational Database in Great Detail

Over the years, the current database has gradually grown. It started with a few hundred occupational titles in the Netherlands, which then were translated in the languages of neighboring countries. Thanks to the EurOccupations project (2007-2009), the occupational database could be extended to more than a thousand titles. In addition, the titles could all be classified according to the International Standard Classification of Occupations, version 2008 (ISCO-08). This classification is maintained by the International Labor Organisation, ILO. ISCO-08 is a hierarchical classification that distinguishes nine major groups at the highest level of aggregation, stepwise breaking these groups down into 433 occupational units at the classification's lowest 4-digit level. Our database holds occupational titles in greater detail, notably at 5-digit level.

In the Salary Check, if the web survey generates insufficient observations to compute a wage, several occupations are taken together and a salary is computed for a 4-digit occupational unit. If observations are still insufficient, the broader group at 3-digit is used, or even at 2-digit. In the Jobs & Salary pages all titles are clustered into the 4-digit categories. Hence, there are 433 web pages, each with a list of nested occupational titles. These occupational titles are also included in the description of the page. In this way, visitors may easily navigate through the WageIndicator websites.

Trebling of the Database over the Coming Year

Although 1,600 occupational titles may seem to be a large number, one has to take into account that the number of occupational titles in any country may easily add up to over ten thousand. Web visitors will use any of these thousands of titles to search for information on the web. Therefore, our database should permanently increase its number of occupational titles to meet the search for so many occupational titles.

Recently the European Union funded a project, i.e. SERISS, to enlarge the occupational database to 5,000 titles, all coded according to ISCO-08, and to include more countries and languages. By the end of 2015 or

early next year, the WageIndicator database will be increased to approx. 5,000 occupational titles. Such a large database can no longer be navigated by means of a search tree. Therefore in the Salary Check and in the web survey we have to rely solely on semantic matching. For the Jobs & Salary pages this project implies that our websites can meet a wider set of search terms than before.

CHAPTER 8

Web-based Data Collection – Explorations in Africa, Asia and South America

By Stephanie Steinmetz University of Amsterdam/AIAS, WageIndicator researcher, and Kea Tijdens, University of Amsterdam/AIAS, research coordinator WageIndicator

Background

Throughout the last decades, surveys have become a part of daily life for people in most developed countries. They are used by so many organizations for so many purposes that one gets the impression that conducting a survey is a very easy undertaking. However, looking at the vast amount of literature on survey methodology, it becomes clear how difficult it is to conduct a high quality survey. In particular with the increased and widespread use of different types of web surveys and the question of the representativeness of resulting data, the discussion has been continuously fueled with questions about data quality and reliability for scientific use. Findings for developed countries have consistently shown that, in particular, non-probability web surveys are affected by sample biases, such as an overrepresentation of the young, the higher educated, and men (De Pedraza et al., 2007; Steinmetz et al., 2014). Therefore, it seems logical that no claims of representativeness for the general population can be made on the basis of such data. However, at the same time, it has also been underlined that '[t]here are times when a non-probability online panel is an appropriate choice. [...] there may be survey purposes and topics where the generally lower cost and unique properties of Web data collection is an acceptable alternative to traditional probability-based methods.' (AAPOR Online Panels, 2010, p. 5)

Potential for Mixed-mode Approaches in Developing Countries

Against this background, we have explored in a recent publication (Tijdens and Steinmetz 2015) in how far volunteer web surveys might offer a useful tool and an alternative to data collection in developing countries. To answer this question is particularly urgent for two reasons. First, there is increasing demand for current and detailed data which are indispensable for economic and social policy analysis and evaluation, as well as for development planning and program management. Second, this increasing demand might also lead to an increase in the emergence of web surveys in developing countries. Due to a lack of proper sampling frames, these surveys will often be of a non-probability nature. As a consequence, it seems of utmost importance to include developing countries in the discussion of sample bias and representativeness which might shed light also on the question whether the bias is related to Internet usage, and the potential to use the web in mixed-mode approaches in these countries.

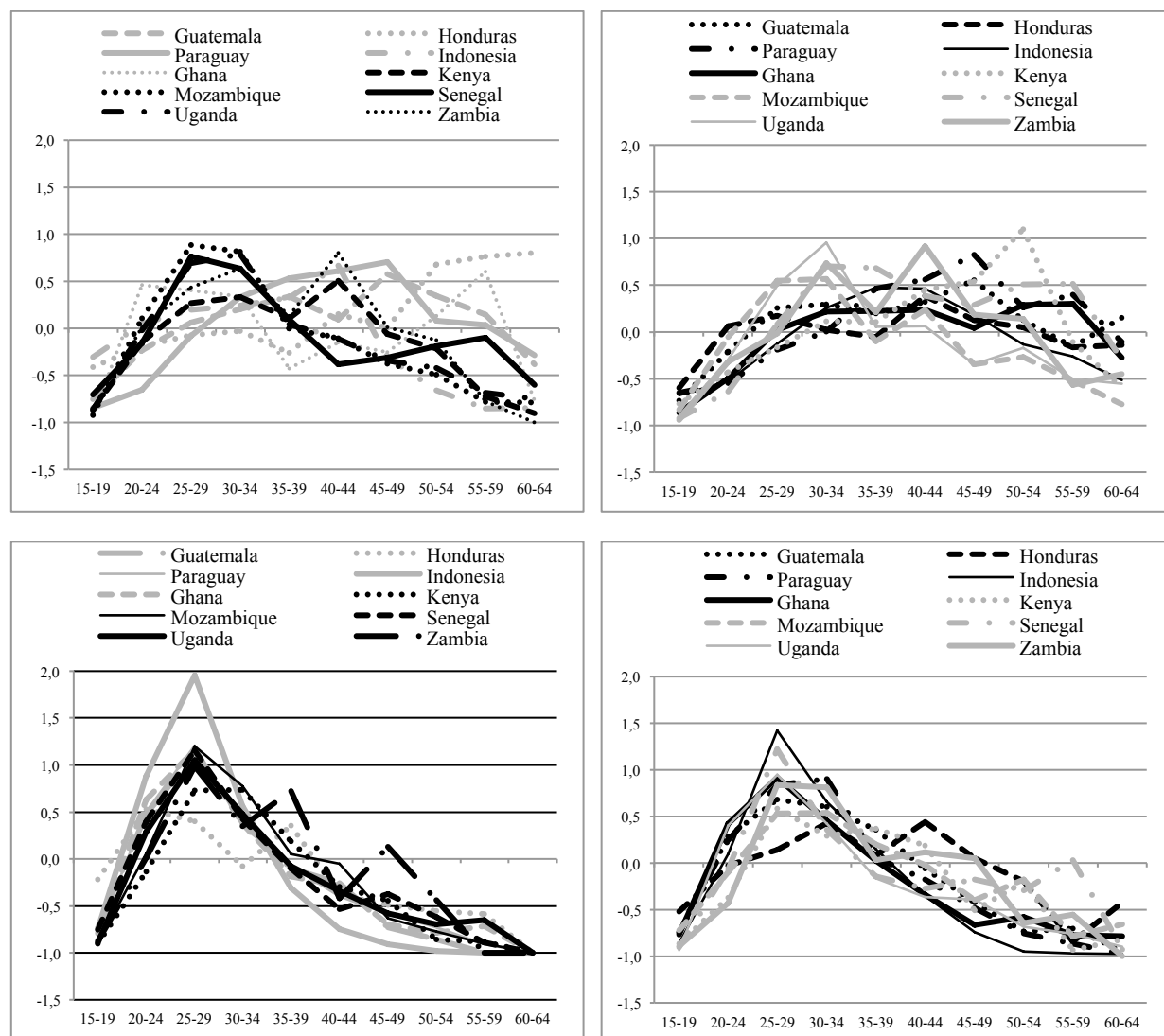
Comparison of Survey Types

Since no researchers thus far have investigated whether similar methodological challenges of web surveys exist for developing countries, and under what circumstances web surveys might be a useful or complementary tool for surveying understudied populations, we wanted to examine two aspects in more detail: 1) in how far data of similar probability-based face-to-face and non-probability-based web surveys are comparable with available labor force data and 2) whether and, if so, how the web samples differ from face-to-face samples, and how the differences are related to low or high Internet usage rates.

For the analyses we used the pooled WageIndicator data of the comparable web and face-to-face surveys (2009–2013) covering the national labor force in 10 developing countries on three continents (Guatemala, Honduras, and Paraguay in Latin America; Indonesia in Asia; and Ghana, Kenya, Mozambique, Senegal, Uganda, and Zambia in Africa) as well as available labor force data stemming from ILO's Economically Active Population Estimates and Projections (EAPPEP 6th edition, published by the International Labor Organization, 2011).

With respect to the question whether and how different types of data collection (face-to-face and web) differ from available labor force data, we could show that 1) face-to-face samples resemble the labor force more closely than web samples; 2) in both samples, younger and older men and women can be classified as ‘hard-to-reach’ groups; and 3) in both samples and for both genders, individuals in their 20s and early 30s represent ‘easy-to-reach’ groups (see figure 1). Finally, we could also demonstrate that the observed sample differences seem to converge in countries with higher Internet usage rates.

Figure 1: Relative Difference for women (above) and men (below) between the F2F (left), the WEB (right) & the population, across ten age groups & for ten countries



Comparison of Results in Developed and Developing Countries

To answer our second question, i.e. whether the web and face-to-face samples for the 10 countries are comparable with respect to selected variables of interest (age, gender, household composition, and education), our results show that the samples are not comparable. Interestingly, our findings reveal a coherent picture for most of the selected co-variables across almost all countries, which is much in line with findings for developed countries. In comparison with face-to-face respondents, web respondents are, on average,

younger, they more often live alone, and they are higher educated. The only divergent pattern emerges for gender, where we could not observe a coherent pattern across the selected developing countries. In addition, we also wanted to examine whether the observed sample bias can be related to Internet usage rates. However, the results could only partially confirm the assumption that the observed differences between the web and face-to-face samples are smaller in countries with a higher Internet usage rate.

Web-surveys and Sub-populations May Be a Good Match

Finally, when reflecting on the findings and the question whether web surveys might be a useful or supplementary tool for data collection in developing countries, two pictures can be painted: on the one hand, our analyses show that also in developing countries volunteer web surveys are affected by serious biases when compared with the national labor force or comparable probability-based face-to-face surveys. This also implies that claims of generalizability can hardly be made on the basis of these data. On the other hand, one should not dismiss volunteer web surveys as irrelevant. As indicated above, they might be very helpful when it comes to sub-populations, such as specific age or educational groups. Our analyses have shown that also in developing countries, particularly women and men in their 20s or early 30s and higher educated respondents are easy to reach via the web.

Given the cost differences between the two modes of data collection, this finding might be useful to further investigate the possibility of using mixed-mode surveys to target such groups that are more likely to respond via the Internet. This might become particularly relevant when Internet usage increases further in developing countries, thereby reducing the bias of these data overall. One of the most important points to be considered in this context is probably that volunteer web surveys enable explorative and up-to date insights into, for instance, the income and labor market situations of people and populations about which we have no or only rudimentary information.

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PART II

Some Telling Stories

We can do whatever we want. But when nobody hears about it we might as well have saved our energy for a better purpose. Therefore our stories must be told.

This Reader is mainly of a factual nature. Yet some of our 'old hands' apparently felt the need to present their contribution from a personal perspective. We gladly honour their gesture and are grateful for their openness. They are joined by one of our latest 'volunteers' who has come to reinforce our ranks.

CHAPTER 9

My Adventures in CMS-Wonderland

By Sandra Blok, web journalist and developer, worked for WageIndicator till 2011

In 2001 the Dutch WageIndicator for women only, had an appealing teaser on its homepage: 'I am a man, can I fill in the questionnaire as well? Yes you can!'

Work with that Woman!

A year later, in 2002, I took a course of internet writing for journalists where several teachers covered various topics. In the afternoon, when all students seemed a bit tired by listening for so many hours, Paulien entered the classroom. I remember that moment very clearly. It was as if some kind of jazzy music started to play. It took Paulien only five minutes to shake everyone up. She showed us a number of websites and explained some cases. She did not give a lecture, but forced us instead to think creatively and to participate in the lively group discussion that arose soon. We had to think together and work together. No one could afford not to pay attention or doze off again.

Instantly I knew: I want to work with this woman!

This was Magic

And so I entered the world of wage inequality, trade unions and last but not least a practical tool named: Content Management System, or CMS for short. This was magic! One could type words in a system, make them bold and give them a color, upload a photo and make hyperlinks just by pressing some icon! Until then I had found my way on the internet by using plain coding.

It was not that this CMS solved all problems. In fact it created a lot of new ones. Many unexpected things happened: punctuation and accents got mixed up, the font could change all of a sudden, pictures floated in and out of view, data got lost, the longer I was online the slower the connection, the system crashed at least twice a week, the guy who had to solve things didn't work on Wednesday... but hey, we had a super cool tool!

The Marble Miracle

This euphoria however was not allowed to last for long. Designer Nienke Dirkse was working on something new with her team. Something revolutionary, something awesome. As soon as this technical wonder was born, Paulien adopted it: Marble was its name. The new WageIndicator design and the CMS-Marble were Siamese twins, inseparable. Yet another miracle!

I played around for many years with Marble which was renamed Orange Marble when it had grown up. I loved the media library where all the pictures were stored. Everywhere I went, meetings, festivals, weddings, I always brought my camera with me! (no smartphone, just a very heavy digital camera, one of the first which at the time still cost me the fortune of € 900). Photoshop kept me busy day and night. Every article on all WageIndicator websites now had their unique visual. Until one day we got an e-mail from a father who complained that we had published a pic of his son, taken at some Fair. He wanted money for the pic! We took it off right away. Not much later the internet exploded with free pics: playtime obviously was over.

Plone: the Ultimate Can-do

WageIndicator grew fast, while Orange Marble remained what and where it was: a perfect tool for the Dutch Loonwijzer. But it had got all mixed up by Hungarian and Polish lettering and wasn't equipped to incorporate the inevitable changes brought about by global expansion.

And in came Plone. Definitely a boy-tool; technically very advanced and making me promises of infinite possibilities. I was a bit skeptical though. I had heard such promises before. After all, I was a few years older now and a hard nut to crack. Yet, eventually Plone stole my heart. I could experiment as much as I liked: creating tables, implementing scripts and try freaky stuff with ads and content from third parties. Plone could bend to the left and to the right, one could kick or slap it, but it never stopped functioning. When you needed it, Huub would work out a solution with Plone. His answer always was 'Yes we can!'

My journey through CMS-country has been an exhilarating rollercoaster ride.

CHAPTER 10

Con orgullo: 15 años de Wageindicator, 11 años de TuSalario en España

Para Miguel Ortiz, administrador de la página de TuSalario.es, CCOO Servicios

Hace ahora algo más de diez años tuve el privilegio de empezar a administrar la página de TuSalario.es. Un proyecto joven con cinco años de exitosa experiencia en los países bajos (loonwijzer.nl). La idea era muy buena, se adelantó a su tiempo, un tiempo en que la web 2.0 balbuceaba y las redes sociales eran poco más que un entretenimiento para universitarios pudientes.

Tu compartes y nosotros comparamos

Tu compartes y nosotros comparamos. Proporcionas tus datos laborales y salariales y, a cambio, obtienes una interesante comparación de lo que percibes por tu trabajo en relación a quienes desempeñan una función similar a la tuya. Una idea brillante, cooperativa, pura web 2.0. Además tenía el enorme privilegio de ser amigo personal de las personas que impulsaron el proyecto Paulien Osse y Dirk Dragstra, personas que decidieron arriesgar todo por una idea que intuían brillante. En ese momento el proyecto lo formaban ocho países europeos. Difícil era imaginar que esa cifra se multiplicaría por diez y sería un referente para un mejor conocimiento del mercado de trabajo mundial, con el apoyo, también, de la OIT.

Tusalario también me dio la oportunidad de conocer excelentes personas y mejores investigadores de la Universidad de Salamanca (Rafa, Enrique y Pablo) con quienes la relación trascendió lo meramente profesional y se hizo personal. Los tópicos no son menos ciertos por el hecho de serlo.

Empezamos, por tanto, a administrar y dotar de contenidos a la página de TuSalario.es. Los inicios siempre son duros: consultábamos de manera compulsiva Google Analytics para descubrir en torno a veinticinco visitas diarias. Buscábamos la manera de ser atractivos, de aplicar los escasos conocimientos de SEO en la generación de contenidos. Y de repente, el milagro. El milagro más políticamente incorrecto que pudiéramos imaginar. En nuestra habitual y un tanto desesperanzada consulta semanal de Google Analytics encontramos más de cinco mil visitas diarias. Pensamos en intentos de ataque, de hackear la página, de errores en la plataforma. Resultaba francamente chocante pasar de 25-30 visitas diarias a más de cinco mil.

Lo último que podíamos imaginar es que TuSalario hubiese aparecido en las novedades interesantes en Internet de una página porno con nombre de resonancias pirotécnicas. Mientras aparecimos entre las cincuenta novedades que esa tan difícilmente recomendable página presentaba a sus miles de usuarios, nuestra visitas se mantuvieron a un nivel estratosférico. Los sueños duran lo que duran, pero el despertar fue suave y no sabemos si por esta extraña contribución o porque nuestros contenidos eran realmente interesantes, el promedio de vistas diarias se estabilizó en unas doscientas y ascendimos en la lista de resultados de Google para nuestras palabras clave: sueldo, salario, retribución... Podéis llamarlo golpe de suerte pero estoy completamente convencido de que, más temprano que tarde habríamos alcanzado el nivel de popularidad que la página merecía. ¿o no?

Integración del Web en los Actos del Sindicato

Durante los años siguiente fuimos creciendo lentamente. El tiempo que podía dedicarle como administrador variaba en función de mi trabajo en las webs sindicales y no siempre pudo ser óptimo. Presentábamos la web en todos los actos del sindicato en los que podíamos encajarla. Hablamos con mucha gente, con empresas y organizaciones, no siempre con resultados positivos.

En 2011 dedicamos un programa de nuestra 'televisión' sindical (Comfia.tv) al décimo aniversario de Wageindicator al que contribuyeron Paulien Osse y Pablo de Pedraza de la Universidad de Salamanca.

Hemos visto como el proyecto crecía, como de los 8 países originales pasábamos a ser más de ochenta; como WageIndicator nos proveía cada vez de más contenidos originados por prestigiosos equipos de investigación y diseñadores extraordinariamente imaginativos. Hemos admirado proyectos como 'El juez móvil' de

Mozambique, ganador de un premio a la innovación, y hemos aprendido mucho, o al menos eso queremos creer.

Hemos visto como, independientemente de los altibajos en nuestra dedicación, la página seguía viva, aumentaba sus contenidos y sus visitas situándonos en las más de cuarenta mil personas que mensualmente visitan TuSalario.es.

No se me ocurre ninguna palabra mejor que orgullo para describir la pertenencia a este equipo que ha logrado una presencia internacional de semejante magnitud.

Ahora estamos centrados en el proyecto 'Con herramientas innovadoras contra la brecha salarial de género' que estoy convencido será un nuevo éxito de Wageindicator del que me honra formar parte.

CHAPTER 11

The Art of Laziness

By Taisa Bandarenka, manager of WageIndicator websites in all NIS-countries

Mojazarplata in Belarus, Ukraine, Kazakhstan and Azerbaijan joined the WageIndicator family at the end of 2008. In Ukraine and Azerbaijan two versions of the sites were created – in native languages and in Russian. Actually in few months' time the Mojazarplata sites gained popularity in the NIS-region and took the leading positions both in traffic and number of collected surveys among all WageIndicator sites.

A Lazy Team which Does What it Likes

We have been asked time and again how we managed to maintain our sites all those years in such complicated countries successfully? Rather there is not one unique recipe. Maybe the secret lies hidden in the words of Bill Gates who once said, 'I choose a lazy person to do a hard job because a lazy person will find an easy way to do it'. But also, partly because of our living in a tough environment, we should be stronger and smarter to survive in a decent manner. And, of course, because we do what we like and we like what we do.

Indeed, we have a small yet smart, dedicated and highly productive team used to work under pressure. To describe working under pressure is boring and not interesting. That's our life and for us there's nothing extraordinary in meeting different challenges. Nevertheless, we try to anticipate any kind of problem before they actually do present themselves. And until now it worked.

I will not say though that it was an easy task to launch and promote the project. We have heard a lot of skeptical remarks directed at us. Honestly speaking, we were skeptical ourselves, especially as regards the filling in of that long Salary Survey. At the same time however we liked the idea of WageIndicator and believed that the people in 'our' countries really need such information.

Keep it Straight Instead of Going Around

Being lazy we hated doing and then redoing something again and again. We tried to find the straight and shortest way to reach our **ambitious goals**:

- To create and promote cool sites with exclusive information
- To find smart motivations for readers to fill in the Salary Survey
- To create a Salary Check asap to be more attractive for partners.

However, to reach these goals we had to devote quite some time to a **deep analysis** of the products' strengths and weaknesses, evaluation of how it would fit people's needs regarding work and pay best, and be region-specific too.

Based on that knowledge, the **main tasks** for local teams were identified as:

- keep learning what readers want to know about salary (SEO)
- draw a relevant editorial line (format) with regional focus
- design marketing and business plan

- follow effective management (including human resources organization)
- identify potential partners on the market
- maintain effective team communication at all levels.

Effective work performance also needed **thorough planning**. It would have to be – and has been - updated now and then, based on a just as thorough monthly **results analysis**. And of course, our priority remained the focus on **marketing and SEO**. In hindsight it can be said that this working algorithm appeared to yield quick and high results.

170,000 Surveys During 2009-2015

Traffic in all countries grew pretty fast. After the launch early 2009, Salary Checks appeared already in mid-April. In all countries the biggest media portals, including Yandex which is the largest search engine in Russian speaking countries, became partners of Mojazarplata. During the period of cooperation with Yandex nearly 2100 Mojazarplata stories have been exported to Yandex-News.

Though in all countries the sites were developing pretty dynamic Mojazarplata in Belarus soon took the leading position and caught up with WageIndicator top- sites. 8405 surveys were collected on Mojazarplata.by during 2009 alone. Taking into account the population of Belarus, i.e. less than 9.5 million, its sample size remains one of the best and holds a stable second place after the Netherlands.

Table: Data, Visits and Population July 2014-July 2015

	Data	Visits	Population, mln
Netherlands	16387	7360661	16.8
Germany	10009	1406124	80.62
Ukraine	6785*	1193846	45.49
Belarus	4951	2146688	9.46
Indonesia	4573	2637374	249.9
Kazakhstan	4268	932144	17.04
Russia	791	399687	143.5
Azerbaijan	739*	122107	9.41

*Statistics in these countries include data of national and Russian language sites.

We did our best so that the other NIS-countries might catch up with Belarus. As seen from the table above, both Kazakhstan and Ukraine now have a very reliable sample size and are also among the top-sites. Azerbaijan for many reasons is still lagging behind, but we try to support it as much as we can.

Though Mojazarplata.ru was launched in 2006, our team started to supervise it only in 2012. Despite all our efforts it still needs a lot of attention, especially in terms of collecting Salary Surveys. Anyway, for the whole period of existence Mojazarplata in sum collected 170,000 Salary Surveys which serve to create the Salary Checks in the countries.

Encouraging People to Protect their Rights

With growing traffic we surprisingly got a lot of questions from employees asking for help on different labor law issues. We were amazed that they addressed Mojazarplata and not the trade unions or any other related organization. Actually, we were the first to establish a Legal Help Desk for employees, already in 2009. For the whole period since then Mojazarplata has got some 2700 questions from its visitors, most of which (on Labor

Law) were answered in FAQs, stories or directly in mails. Free for visitor use are also Compliance Forms and applications for suing employers, addresses of legal consultancies by region, etc. Presently the legal sections are top-pages in most countries.

Although our earnings are a far cry from those at Bill Gate's company, compensations and benefits for the Mojazarplata-team are the numerous compliments in the comments and feedback it receives:

'Hello! Accidentally I learned about the existence of such a remarkable source. Thank you for your work. Just keep it up and keep us updated'.

'It looks I spoiled you statistics with my miserable salary. But I was really inspired and I am now ready for some serious talk with my boss. Thanx a lot!'

Reading such words makes us feel proud of what we do.

CHAPTER 12

WageIndicator-data Shows the Way to Higher Pay: Learn English

By Brian Fabo, Researcher Centre for European Policy Studies (CEPS), Brussels & Research Affiliate Central European Labour Studies Institute (CELSI), Bratislava

The Visegrad-group countries, which includes the Czech Republic, Hungary, Slovakia along with Poland, are often quoted as success stories in the Central and Eastern Europe (CEE) region. Another common aspect of these economies is that, with the exception of sizeable Poland, these are all small and extremely open economies, strongly embedded in the global markets.

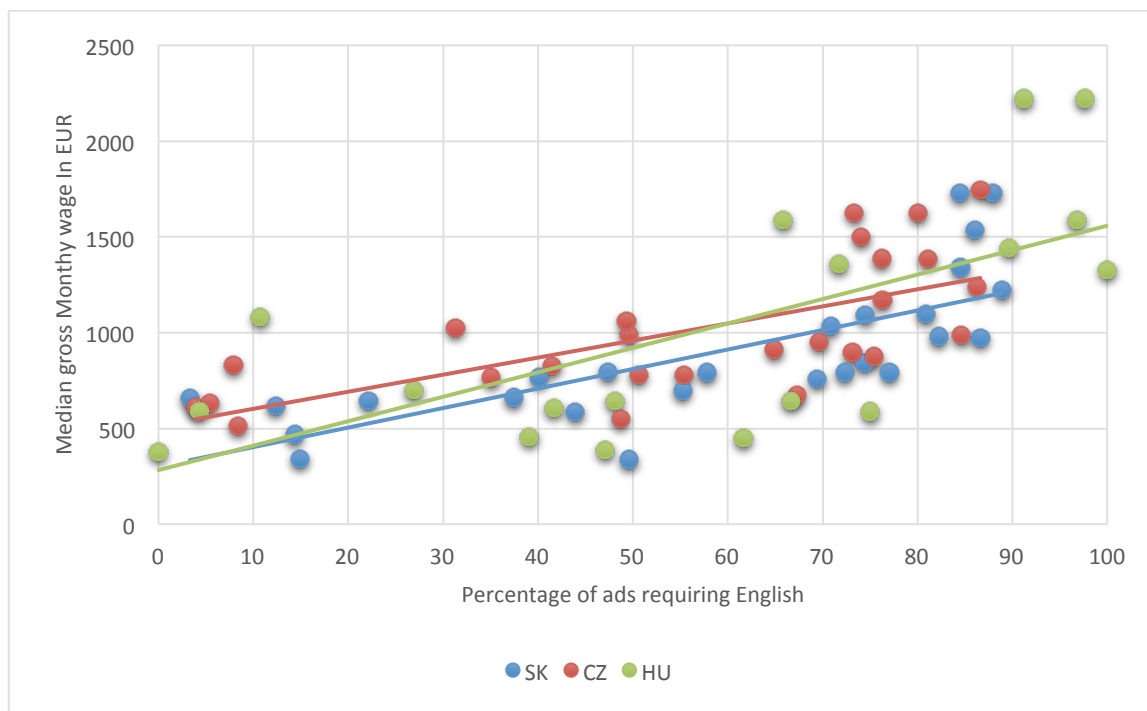
Nonetheless, these countries are lagging behind in terms of language knowledge, particularly when the lingua franca of global capitalism is concerned i.e. English. According to the Eurobarometer-survey only 27% of Czechs, 26% of Slovaks and 20% of Hungarians think they speak English well enough to be able to have a conversation in English. Meanwhile, 90% of Dutchmen, 56% of Germans and even 39% of Frenchmen, a country hardly known for openness towards the English language, consider their English sufficient.

The gap between the global nature of the economies of these countries and the inability of locals to communicate with foreigners is also reflected on the labor market. Employers overwhelmingly stress their need for English speaking employees. In June 2015 39% of job adverts posted on the leading Hungarian job portal profession.hu, 49% of job adverts posted on the main Slovak job portal profesia.sk, and 58% of ads posted on the most prominent Czech job portal jobs.cz explicitly required the candidate to speak English.

English Opens Doors

So how to make the Czechs, Hungarians and Slovaks learn English? One way might be to show them how command of English can open the door towards better paying jobs. The WageIndicator data, based on a continuous, voluntary web-survey and the data entered by users of the Salary Check web app, makes this possible because they contain information on wages at the occupation level in 85 countries around the world, including all EU-member states.

A strong correlation between gross monthly wage in 26 common occupations and share of ads requiring English has been identified in all 3 analysed countries. This result suggests that knowledge of English is a precondition to access better paying jobs.



While Czechs, Hungarians and Slovaks are successful in terms of GDP-convergence with the Western European standards, they remain relatively poor. An important factor here is that the ratio between wages and GDP is much lower than in the Western European countries.

English Raises Pay

The literature connects this phenomenon with poorly developed industrial relations mechanisms and a low share of highly sophisticated activities in the economy. WageIndicator data show another possible way out - by becoming more proficient in English, the inhabitants of these countries would find it easier to access better paying jobs, thus limiting the supply of labor willing to take poorly paid jobs, which brings the overall wage level up.

The high level of consistency in results between the 3 countries suggests that these results are quite robust, though extension of coverage of other countries and more sophisticated statistical techniques are needed to determine the actual role of languages in the labour markets across Europe.

CHAPTER 13

Working for WageIndicator - A Hummingbird's Eye View

By Laurent Boquet, teacher, translator and interpreter for Francophone WageIndicator

I've been collaborating with Wageindicator for more than two years now. I mainly do translation work from English into my mother tongue, which is French. I translate documents dealing with topics like the living wage, working conditions, the gender pay gap, maternity leave, hazardous work etc.

To Teach is to Light a Fire

Translating is not my main activity. Actually I mostly teach French as a foreign language. I work online and I teach my students using Skype or other Web conferencing services. Teaching French is a very rewarding activity and I am really happy with it. I am my own boss and I organize my time in the way I want. Teaching a language from my not so humble point of view is not only about explaining new words and grammar rules. I love this quote from an Irish poet because it says it all : 'Education is not the filling of a bucket, but the lighting of a fire.' And this is the way it works. The idea is just to start lighting a fire and ask the student to continue feeding it to make it grow. But I am going off topic... I am supposed to speak about working with WageIndicator.

A Teacher Inspired

Let me put it in this way: sometimes it happens that the fire is lit by the student herself. This happened to me when I came to know Paulien Osse who needed some help with her French. The topics which were on her mind, and the knowledge and expertise which she brought to them really aroused and teased my curiosity. Today working with WageIndicator gives me the chance to contribute in my own rather limited way to make this world a better place. It is not just words converted into another language: these words are meant to help someone somewhere to improve their life or to ease someone's burden.

The Contribution of Hummingbirds

By the way, do you know the legend of the hummingbird? One day, there was a huge forest fire. All the animals were terrified, as they were watching the disaster unfold. Only the little hummingbird was active, fetching a few drops of water with its beak to throw onto the flames. After a while, the armadillo, annoyed by this useless agitation cried out : 'Little bird! Don't be a fool. It is not with those tiny drops of water one by one that you are going to put out the fire and save us all!' And the hummingbird replied, 'That might very well be, but I'm going to do my bit anyhow'.

I feel like this hummingbird, which is rather funny given the relationship between my size and that of the hummingbird! I know that all the people gathered for the 2015 WageIndicator Conference try to do their bit, and I also know that some are in charge of bigger bits than others. But we can be sure that WageIndicator hummingbirds will continue to convince more and more workers and employers to use the data and the information on our websites to learn about their rights or obligations and to improve their working and living conditions.

We should not be afraid. And with a touch of humor, let's finish by remembering that we have nothing to lose but our chains. We have a world to win. Working men and women of all countries, please visit WageIndicator websites and unite!

PART III

Gender Issues Top the List

Kea Tijdens and Paulien Osse are women – and the initiators of WageIndicator. It is no coincidence therefore that gender issues have been prominent in their motivation and selection of items for special attention through outreach and research. The gender focus has been an unremitting part of their efforts over the past 15 years. They certainly are not alone in their drive to improve women's lots in labor markets worldwide. These need improvement, structurally and consistently.

The following contributions speak of the ways and means to achieve that goal, a goal which seems to retreat as fast over the horizon as we approach it. WageIndicator fully and wholeheartedly participates in the chase. Because mothers and sisters deserve an equal share for jobs well done.

CHAPTER 14

FAQ's Gender Pay Gap

By Dirk Dragstra, Paulien Osse, WageIndicator directors

What is Wage Difference?

Wage difference means that one employee earns more than another. Wage differences do exist. They are not forbidden, not between men and women, neither between persons of different creeds and colors. Such differences may even be huge. Wage differences frequently occur because individuals with more work experience or performing highly qualified jobs make more money than individuals who have hardly any education or are starters in the labour market. Wage differences are therefore widespread. But are these fair?

What is Wage Inequality?

When two individuals in a company do similar work at the same level of qualification yet are not paid equally, this is wage inequality. Such situations are illegal. They are considered discriminatory. Yet wage inequality tends to creep in. As an example, imagine a work situation where the manager puts the 'slick talking boy' into scale 2 right from the start and the 'timid girl' at the bottom scale 0, although she is equally qualified. This first wage scaling can haunt one for years. It is hard to say to what extent wage inequality exists. Several investigations speak of residual gender pay gaps that cannot be explained away. Possibly these unexplained gaps indicate wage discrimination. To complicate matters: such wage differences that can be linked to understandable causes may nevertheless be tainted with discrimination. It is difficult to put a finger on the sore spot. Wage inequality for similar work may occur within teams or departments, companies, and branches of industry. Similar work is compared in terms of the qualifications needed for its proper execution. Thus in principle men and women performing similar jobs or tasks should be rewarded equally, and receive the same hourly wages. This implies that their type of contract (fixed or not) or duration of their working week (part time or full time) cannot serve as a pretext for unequal remuneration.

What is Wage Discrimination?

Wage discrimination occurs when individuals with the same education and working experience perform similar jobs, yet are paid differently. The law in the vast majority of countries forbids wage discrimination on grounds of:

- gender and sexual disposition
- nationality
- age
- marital status
- descent
- country of origin
- race
- religion

Where Men Earn More, is it Fair?

Women in many countries on average have hourly wages way below those of their male colleagues. These wage differences vary as widely as 10 - 40 percent, comparing and averaging the whole working population split by gender. Formally these differences are accounted for. But are these fair? No, not really. In practice women seem to be short of time to earn (much) more. They often have more jobs to do than just work for

money, if one adds in domestic responsibilities. And they are sometimes sexually harassed by men, with career consequences including leaving a job due to the stress of this.. There are many reasons for the different career choices that women make. Both men and women consider these differing choices quite normal however. Yet, the (long term) consequences of their choices hold women's income levels down.

Where Women Earn More, is it Fair?

In a few professions in some countries it happens that women earn more than their male colleagues. These women as a rule have the same or better education, work full time and have been able to negotiate their salaries. These highly self-aware, , modern women are (mainly) relatively young. They are (still) exceptional. There is not a single country where women of all age groups systematically outperform and outnumber men in terms of their earned incomes.

What Prompts Wage Differences?

Some wage differences or pay gaps emerge when individuals are paid in a discriminatory way. Such discrimination may be rooted in race, gender, religion or just 'feeling'. Wage differences however may also come into being as a consequence of all too casual application of job descriptions and scaling of jobs. For measurement of wage differences it is important to know which job descriptions have been used for the scaling of the particular jobs men and women do.

What Are the Root Causes of Large Pay Gaps?

Pay gaps may grow because of a series of choices individuals face and make in their working lives. Such choices relate to:

- education
- occupation, profession or trade
- sector
- large or small company
- working part time or full time
- additional training on the job.

Men and women typically make different choices - usually more gender related than as a matter of free will. Think of the choice of a certain education, more easily combined with family life. Or a job that can be performed more easily while managing a demanding family life, for example having flexible working hours or working part time. Or a job close by, usually in a small(er) company, since there are more small and medium sized enterprises and fewer big companies, whereas big companies as a rule pay better. Since men and women choose their career paths along gender specific lines, such decisive moments of choice merit special attention given their long term consequences. The biggest part of the gender pay gap is caused by education, choice of occupation and sector combined. And consider this: part time work may not amount to much wage difference per hour worked, but it always results in bringing home less money by the end of the month.

The Gender Pay Gap Increases with Age

With increasing age the gender pay gap widens. This seems to be caused by more than just (choice of) education. Generally today women are just as well educated as men, which is quite different from a decade or more ago. It would appear that wage differences are also caused by the twin facts that women frequently and for longer periods work less hours than men, and that they tend to interrupt their careers. Men by contrast tend to have longer working hours and try to avoid career breaks. Such unbroken longer working experience contributes to higher incomes. The big differences emerge when men opt for longer working hours and are promoted, whereas women reduce their working hours and refrain from building their careers. These differences are magnified still when women decide to quit their jobs once their husbands retire as pensioners. If the husband has a sizable pension this should be no problem. But if the couple divorces or the husband dies (prematurely) these financially dependent women could be reduced to a meagre existence, or to poverty.

Wage Differences may Occur Right from the First Job

In their very first jobs men and women may already be paid differently. Systemic causes are education, choice of occupation, profession or trade and sector. But also job scaling and negotiation skills play their parts. Whereas men more frequently negotiate about position and salary, women tend to do this less frequently and tenaciously. Once a salary has been fixed, this starting level may have repercussions for years on end. Each new employer may enquire about previous earnings. You don't have to oblige by answering, but normally one volunteers such information - perpetuating the possibly already existing gap at the next level.

Wage Differences, Job Evaluation and Job Rating

Job evaluation is a systematic way of comparing jobs within a company and/or branch of industry. Thus jobs get ascribed duties, competences and responsibilities. These aspects in turn are weighted, and get points. In this way a whole hierarchy of job positions is designed, with each position worth so many points. These points or job ratings then are used to fix salaries. Modern job systems are gender neutral, meaning that male qualifications are not systematically overvalued in relation to female qualifications - and vice versa. Immeasurable 'feeling' can no longer be invoked to base promotion or demotion on.

Wage Differences, Job scaling and Emoluments

Given job evaluation and rating systems in place, scaling employees does not seem to be difficult. Yet it frequently happens that, whereas women are scaled (fairly) according to their actual skills, men are scaled somewhat higher. Men also frequently get more extras, such as a lease car, a free phone, bonuses, etc. Such differences are explained by the fact that the women may work less hours, or simply did not ask for any extras. Also, it may be automatically assumed that a woman does not need these emoluments, whereas the male does, since he is the main earner of the family income (even in cases where this does not apply). Such unquestioned assumptions and quiet resignation cause possibly growing gender pay gaps. Since each scaling also presents a moment for negotiation, it seems logical that those who switch jobs more frequently, end up higher on the promotion scales.

Wage Differences, Big or Small Company

It is understandable why big companies pay better - as a rule. That certainly applies to multinationals. But this rule does not automatically apply to big organizations such as government agencies, schools, retailers, or hospitals. Big they may be, but their pay levels are not up to a par with the commercial sectors. On the other hand, they usually offer more flexible regulations for combining working and family life. This fact accounts for

the fact that relatively more women are employed in the latter sectors (for example retailers, schools and hospitals) than men.

In smaller companies usually wages are lower. This lower level however is to a certain extent compensated for by the relative proximity of the work place, thus avoiding long commuting hours, which is convenient for family life. These aspects combined may contribute to the statistical fact that on average women work for less pay than men. Making a career for oneself is easier in big companies, and is paid better, but comes with a price in terms of family life.

Wage Differences and Disrupting one's Career

Disrupting one's career, if only for a couple of years, comes with a salary sacrifice and fewer future chances. A few weeks off is not a problem, but a few months starts to be tricky. Stopping for a couple of years is penalized. Moreover, returning to work at the same level is less likely as the years go by. To sum up: employees with a solid professional education are advised to keep on working and cash in on their skills and accumulating experience. Disrupting one's career may also have negative consequences for one's retirement pension.

Wage Differences and Training on the Job

Availing oneself of the opportunity to do additional professional courses while on the job may be profitable and lead to an increase in one's hourly wage. Some companies require training on the job and pay for it. Some other companies permit and encourage this but do not pay for it. Practices vary per country, industry, collective agreement and company. Generally speaking the rule is: additional training is profitable. Yet, where women in the prime of their lives tend to reduce their working hours, men at the peak of their abilities more often choose to work more and make careers when the opportunity presents itself.

Wage Differences and Working Part-time

Where low wages prevail it seems immaterial whether men or women work part time or full time. Yet, where and when full time is more common or making longer working hours becomes the norm, hourly wages tend to rise. Put differently: working part time is not just detrimental for the monthly income, but also for the hourly wages.

Working part time is however smarter than not working for an income at all. For all possible cases (seen from the angle of income) working makes more sense than no paid work. Working full time is more sensible still, as it opens up additional options, such as a lease car and training on the job. On the other hand, working part time can contribute to a more relaxed life.

In conclusion: where and when hourly wages are relatively high at a given educational level, the choice for (large) part time jobs is understandable.

Executive Positions and Wage Differences

Not all executive positions are paid (much) better. Worse: in small companies or simple companies with few layers of management, being the boss may increase one's standing, but not necessarily one's pay check. A supermarket or school for example are relatively flat organizations. This also applies to companies where many women are employed. Here the management does not make exorbitant sums of money. By contrast, a hugely complex company usually offers (many) more career opportunities. Scaling the ladder means one may negotiate one's way up the pay scales as well, topping up one's hourly wages at each step.

Wage Differences and Transparency

Publication of wages and salaries by companies or within branches of industry makes it easier to bring unmerited wage differences to the fore. Checking one's salary at WageIndicator certainly helps, as well as Collective Agreements and official rulings on equal pay.

Whenever doubt arises about the merit of wage differences, consulting with colleagues or the trade union is the first sensible thing to do. Going to the courts is the last and ultimate option. Research and consult to begin with. Use this WageIndicator website for starters!

Wage Differences and (Social) Action

When the gender pay gap is (too) wide, deprived individuals, their family members, trade unions, employer's associations, companies, political parties, parliament and government can do something about it.

When as a woman you earn less than your male colleague for the same or very similar work with the same skills, you are free to start legal action. This is not an easy path, but you can invoke help from the trade union(s) and consult WageIndicator!

What Can a Woman do Against Wage Differences?

When as a working woman you decide that a high(er) hourly wage now and in the future is important, consider the following:

- Choose your further education knowing what is in demand and with an eye to future employment
- Finish an education once you start (get your diploma!)
- Choose a sector or branch of industry that pays (e.g. fine arts pay less than health care)
- Choose an occupation that is many sided, learn skills that can be applied widely
- Choose - possibly - a partner who supports your wish to work for a living
- Choose, if starting a family, a partner who supports your wish to work for a living and share family chores
- Opt for part time and never stop working, if you can
- Choose a large company which provides facilities for children's day care
- When with kids choose to work for a small local company, reducing commuting time and allowing for a lighter work-life balance
- Negotiate your salary at each new career step or option
- Regularly discuss your career with your partner, other family members, your colleagues: a career needs to be taken care of (just like your partner, kids, house etc.)
- Keep learning and use training-on-the-job offers, or work-related upgrading courses, as the labour market changes ever more rapidly
- Keep an eye on your pension fund/rights.

Wage differences occur and are inevitable, like aging. Yet huge pay gaps can become problematic, not just for you as an individual, but for society at large. Government, business, women and men should be aware. A good starting point would be to try and get the most out of the work that you do, also financially. And of course, even before this is the choice of what education to pursue, especially with regards to what jobs are in demand. Some jobs pay better and lead to sectors or industries that pay better. You should also be alert to spotting wage differences that are unmerited, and that may point to discriminatory inequalities in pay, forbidden by law.

How Can a Woman Earn More?

Working full time is the best answer, as it increases chances for additional training (on the job), promotion and executive positions - both for women and men alike. Earning well starts with comparing jobs and sectors when choosing the starting point of a career path. Some jobs pay better - also because they require higher education. Some sector and branches of industry pay better.

What Can Family Members and Colleagues do to Combat Wage Differences?

When a man and a woman, having a family, agree that each should have a working life and strive for individual financial independence, conditions must be created to allow each to have an equal share in family duties and caring for their children. And since most working men and women have families, their colleagues are probably facing the same issues.

Following on this, it should become easier to evaluate each career step and to see whether this will have positive or negative consequences in terms of income.

Difficult maybe, as each individual has to compete in their own working environment, yet necessary.

What Can an Employer do against Unmerited Wage Differences?

Employers may at least provide transparency of wages and have an open eye for promotion opportunities for both men and women alike. The employer may also facilitate the combination of working and family life, especially when kids are still small, for, by example, offering flexible arrangements. Employers may forestall the firing of pregnant employees and create safe and healthy working conditions for pregnant workers. The employer may also closely monitor the scaling of men and women, trying to avoid unwarranted pay gaps creeping in through automatic, gender based favoritism.

The employer may subscribe to collective agreements open to flexible working hours and career opportunities, current and future.

What Can Trade Unions and Employer's Associations do against Unmerited Wage Differences?

Both organizations may agree that gender pay gaps in companies will not surpass certain levels. Both may plead for a legal minimum wage that is easy to enforce.

Both organizations have an interest in CBAs that allow women to grow in their jobs and make careers, starting now and progressing well into the future.

What can Political Organizations, Parliament and Government do against Unmerited Wage Differences?

Gender based wage differences can be promoted as a permanent item on socio-economic and political agendas through ongoing debate. Political organizations, parliament and government, from their roles, responsibilities and positions can direct attention to and assist in:

- the creation of proper work-life balances
- the provision of adequate education and training for all age groups.

Women, their partners, family members, colleagues, social partners, political parties, parliament and government have a stake in well educated women, who use their skills and knowledge, earn their own incomes, pay taxes and obtain economic independence while doing so, thus avoiding ending up poor and poorer still as they grow old.

CHAPTER 15

The Child Penalty – Comparing Wages of Mothers and Non-mothers

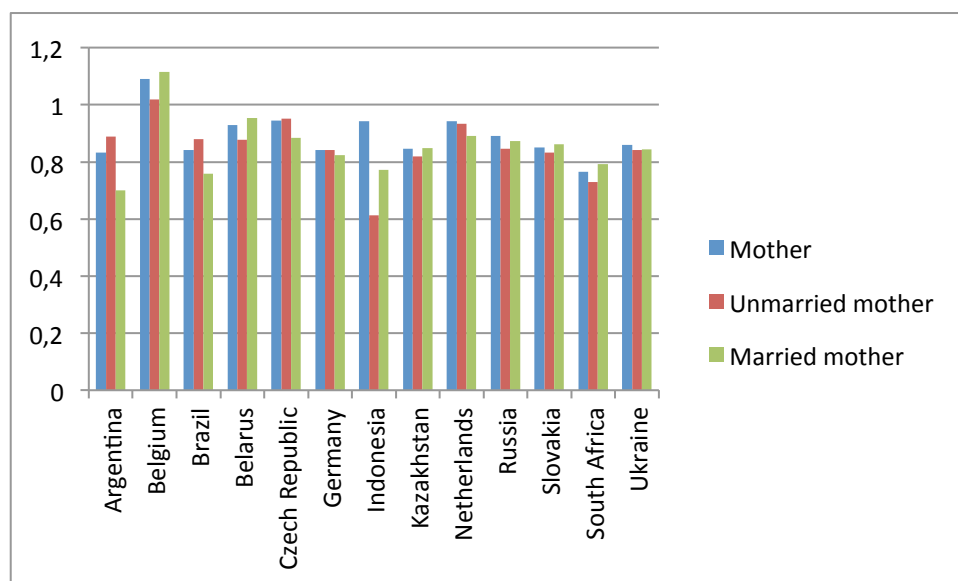
By Janna Besamusca, University of Amsterdam.AIAS, WageIndicator researcher

In societies around the world, motherhood has been intrinsically linked to care. Children represent a competing time demand, affecting mothers' allocation into the labour market. While a significant share of women withdraws from the labour market altogether after childbirth, the majority of mothers in high and middle income countries today retain some attachment to formal or informal labour markets. Having to combine work and family however does affect women's careers and earnings. Child penalties or premiums quantify the implications of having children on the labour market earnings of those women who continue to perform paid labour.

The Child Penalty in Figures

Using WageIndicator data, we composed an overview of thirteen countries. We present some descriptive statistics which show that in most countries mothers earn less than women with comparable characteristics. As figure 1 shows, the average woman at 35 earns less if she has children. Such is the case in all countries except Belgium. Comparing 35 year old unmarried mothers and non-mothers (red bars) and married mothers and childless women (green bars), the same picture emerges. Unmarried mothers are worst off in Indonesia, where they earn only 60 cents for each Rupiah childless women earn. Married mothers earn the least in Brazil, at 70% of non-mothers' wages.

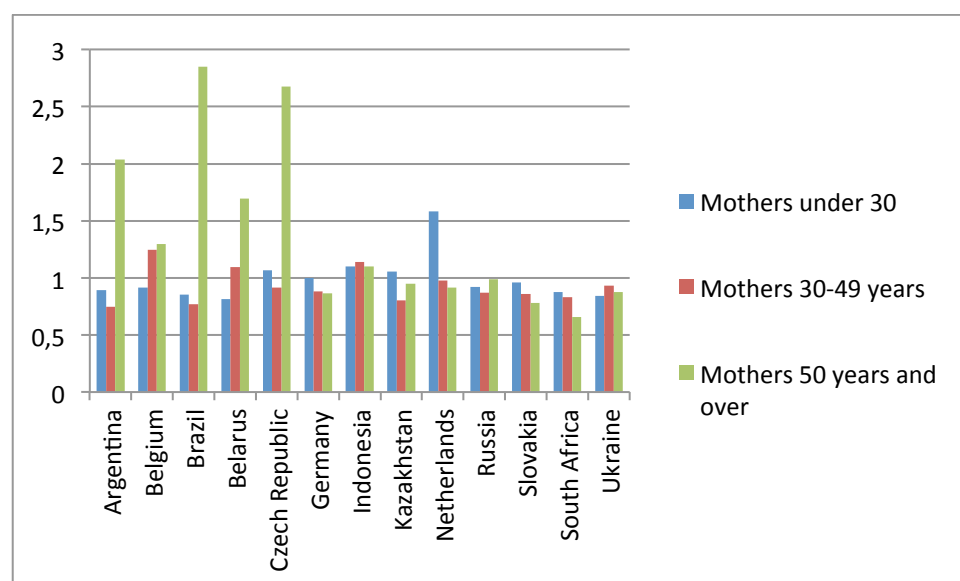
Figure 1: Ratio of mothers' to non-mothers' hourly wages at age 35.



Source: WageIndicator Online Survey 2013. Descriptive comparison of mothers' predicted hourly wages compared to childless women at the same age and marital status.

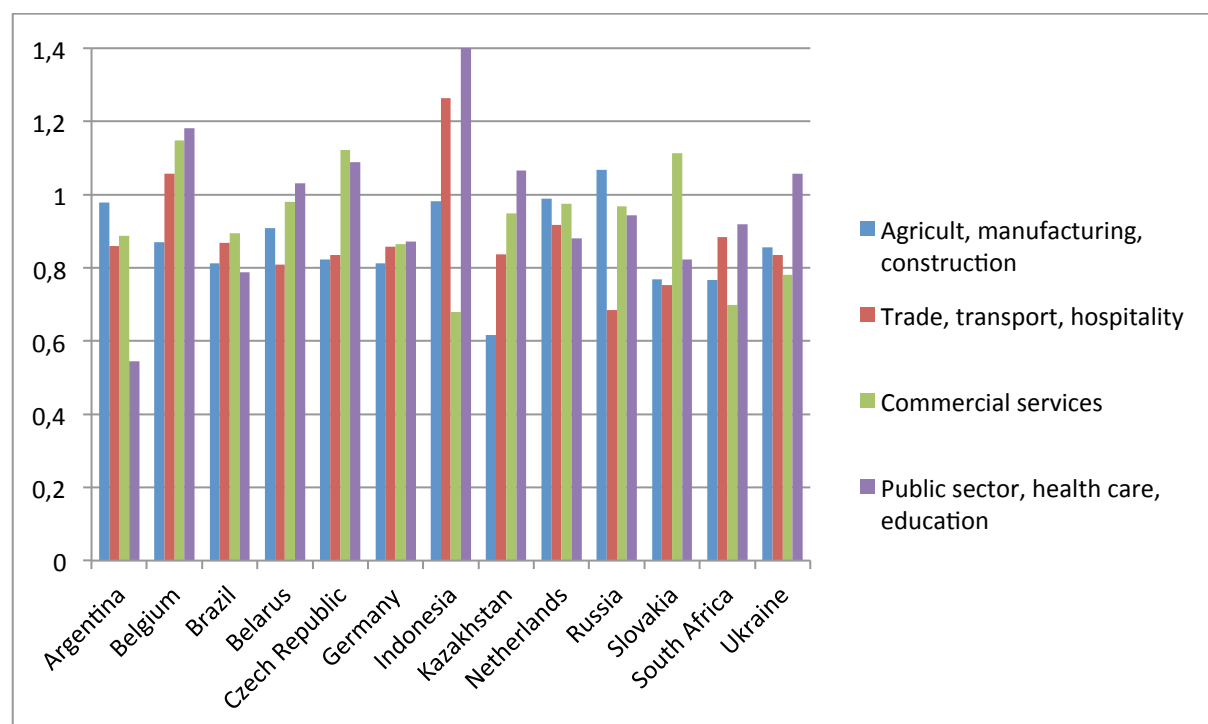
As figure 2 shows, mothers between 30 and 49 years are especially disadvantaged compared to their childless counterparts. In Brazil they earn only 77% of the pay childless women in the same category get. In Slovakia and South Africa however, mothers are increasingly disadvantaged at the labor market in the older age categories, while the opposite is true in Argentina and Brazil. This is connected to the selection into employment, in other words, which mothers continue to work and which mothers become full time home makers.

Figure 2: Child penalty per age group



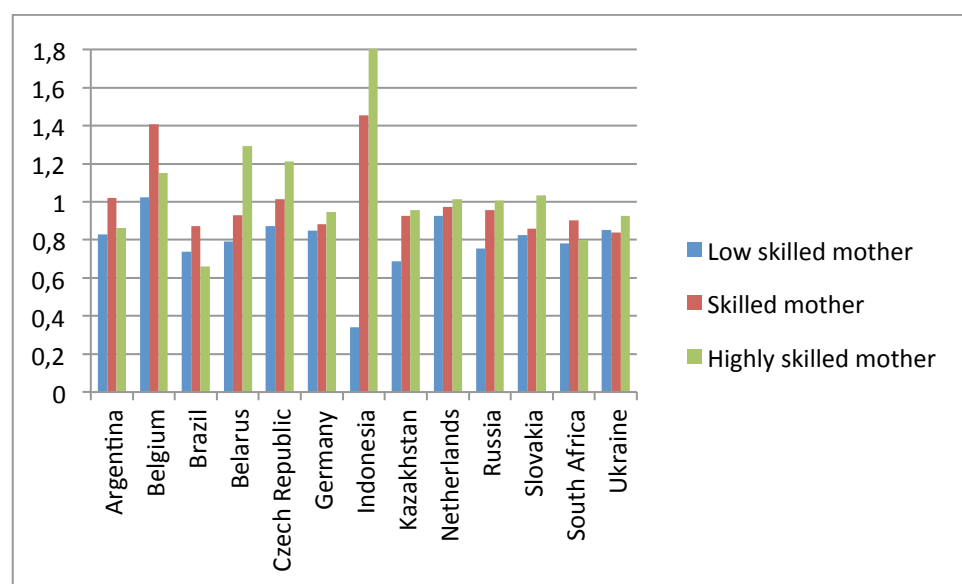
In most countries the child penalty is relatively small in the public sector, apart from the two countries in Latin America, i.e. Argentina and Brazil. In Indonesia and South Africa on the other hand, mothers experience the largest penalties in the commercial services sector. In Belarus, Russia and the Czech Republic the trade, transport and hospitality sectors have larger child penalties.

Figure 3: Child penalty per sector



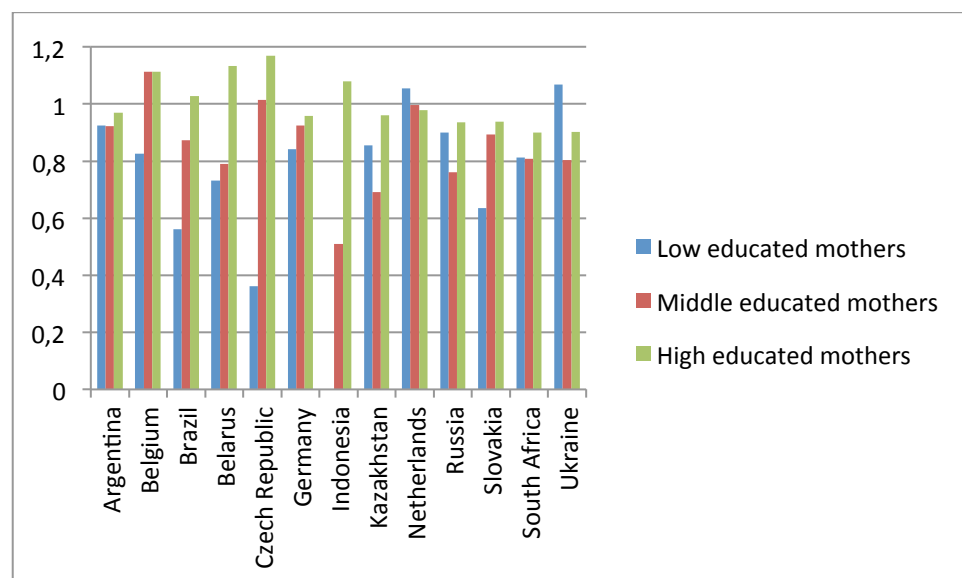
In general, mothers earn the lowest wages relative to non-mothers in low skill occupations. This is most pronounced in Indonesia, where a 35 year old mother in a low skilled occupation earns only a third of what her childless counterpart makes. In a number of countries, like Argentina, Belgium, Brazil and South Africa, mothers in skilled occupations experience smaller child penalties than those in low skilled or high skilled occupations.

Figure 4: Child penalty per occupational skill level



With the exception of the Netherlands and Ukraine, highly educated women suffer the smallest penalties from having children. In Brazil, Belarus, the Czech Republic and Slovakia, low educated mothers earn only between one and two thirds of what their childless peers make.

Figure 5: Child penalty per educational level



CHAPTER 16

La protection de la maternité: le cas du Niger

Par Yacoubou Mamane Zaroumey, secrétaire CNT, manager du site VotreSalaire.org/Niger

Au Niger la convention 183 (ILO) sur la protection de la maternité n'a pas encore été ratifiée par l'Etat, mais certaines dispositions législatives, réglementaires et institutionnelles règle ce problème en conférant à la femme et à l'enfant des droits, particulièrement à la femme enceinte.

La maternité est bien protégée

Il s'agit d'abord de la constitution de la 7ème République du Niger qui consacre à son Titre II, Des Droits et Devoirs de la Personne Humaine, les articles suivants

Art. 10 - Tous les Nigériens naissent et demeurent libres et égaux en droits et en devoirs. Toutefois, l'accès de certaines catégories de citoyens aux mandats électoraux, aux fonctions électives et aux emplois publics peut être favorisé par des mesures particulières prévues par la loi.

Art. 11 - La personne humaine n'est sacrée. L'Etat a l'obligation absolue de la respecter et de la protéger.

Art. 12 - Chacun a droit à la vie, à la santé, à l'intégrité physique et morale, à une alimentation saine et suffisante, à l'eau potable, à l'éducation et à l'instruction dans les conditions définies par la loi. L'Etat assure à chacun la satisfaction des besoins et services essentiels ainsi qu'un plein épanouissement. Chacun a droit à la liberté et à la sécurité dans les conditions définies par la loi.

Art. 13 - Toute personne a le droit de jouir du meilleur état de santé physique et morale. L'Etat veille à la création des conditions propres à assurer à tous, des services médicaux et une aide médicale en cas de maladie. La loi détermine les modalités de mise en oeuvre de cette disposition.

Le Code du Travail, Section 4, De la Protection de la Femme et de la Maternité, contient les articles suivants en vigueur:

Art. 109 - Des décrets pris en Conseil des Ministres, après avis de la Commission Consultative du Travail et de l'Emploi, fixent la nature des travaux interdits aux femmes et aux femmes enceintes. Ne peuvent être interdits que les travaux de nature à porter atteinte à leur capacité de procréation ou, dans le cas d'une femme enceinte, ceux affectant sa santé ou celle de l'enfant.

Les dispositions de l'article 108 ci-dessus, peuvent être mises en oeuvre au profit de la femme au travail.

Art. 110 - Toute femme enceinte dont l'état a été constaté médicalement ou dont la grossesse est apparente peut quitter le travail sans avoir de ce fait à payer une indemnité de rupture de contrat.

Art. 111 - À l'occasion de son accouchement, et sans que cette interruption de service puisse être considérée comme une cause de rupture du contrat, toute femme a le droit de suspendre son travail pendant quatorze (14) semaines consécutives dont huit (8) semaines postérieures à la délivrance; cette suspension peut être prolongée de trois (3) semaines en cas de maladie dûment constatée et résultant de la grossesse ou des couches. Pendant cette période, l'employeur ne peut lui donner congé. Il ne peut en outre, même avec son accord, employer la femme dans les six (6) semaines qui suivent son accouchement.

Art. 112 - Pendant la période prévue à l'article précédent, la femme a droit, à la charge de l'organisme de sécurité sociale, au remboursement, dans les limites des tarifs des formations sanitaires administratives, des frais d'accouchement et, le cas échéant, des soins médicaux ainsi qu'à la moitié du salaire qu'elle percevait au moment de la suspension du travail; elle conserve le droit aux prestations en nature à la charge de l'employeur.

Les dispositions ci-dessus ne peuvent faire obstacle à un éventuel relèvement de la prestation compensatoire de salaire qui pourrait résulter d'une modification de la législation relative à la Sécurité sociale. Toute convention contraire est nulle de plein droit.

L'organisme de sécurité sociale établit, aux fins visées ci-dessus, un compte de gestion distinct alimenté par les cotisations des employeurs.

Art. 113 - Pendant une période de douze (12) mois à compter de la naissance de l'enfant, la mère a droit à des repos pour allaitement. La durée totale de ces repos ne peut dépasser une heure (1) par journée de travail. La mère peut, pendant cette période, quitter son travail sans préavis et sans avoir de ce fait à payer une indemnité de rupture.

Le statut général de la fonction publique, mais aussi les statuts particuliers de certaines entreprises répètent généralement ce que les textes réglementaires ont arrêté mais selon les spécificités et les moyens de certaines entreprises parapublics et privées ils en accordent encore plus d'avantage à la protection de la maternité à travers des accords d'entreprises.

Le Ministère de la Femme et de la Protection de l'Enfant met en œuvre la politique de l'Etat en matière de droit de la femme et de l'enfant et promouvoir leurs développements sociaux culturels et intellectuels. Les comités d'entreprises et ou d'établissements s'occupent de la gestion quotidienne de la santé de l'ensemble des travailleurs dont effectivement la protection de la maternité à travers des prises en charges totales partielles.

Quatre Types de Prestations

La Caisse Nationale de Sécurité Social (CNSS) est le principal organisme en charge de la gestion de la protection sociale au NIGER. Elle couvre les pensions de retraites et d'invalidités, les accidents de travail et sert quatre types de prestations:

Les allocations liées à la naissance (AP) montant 9000 FCFA payable en trois tranches.

Les allocations de maternité (AM) montant 10000 FCFA payable en trois périodes et sont payée à toute femme salariée ou conjointe d'un travailleur salarié qui donne naissance sous contrôle médical à un enfant né viable régulièrement inscrits à un livre familial d'allocataire. Le droit à cette allocation donne aussi le droit aux examens médicaux.

Les allocations au foyer du travailleur (AFO) montant 10000 FCFA payable en trois périodes.

Les allocations familiales (AF) montant 1000 FCFA par enfant et par mois sans limitation du nombre d'enfants à charge.

Les indemnités journalières sont accordées à la femme salariée en coches pendant toute la durée de ses congés de maternité; elles représentent la moitié du salaire et de ses accessoires à payer à l'intéressée durant quatorze (14) semaines de congés six (06) semaines avant et huit (08) semaines après l'accouchement.

Le remboursement des frais de couches s'agit des frais réellement supportés et des soins médicaux accordés à la femme salariée dans la limite des tarifs en vigueur dans les formations sanitaires publiques.

Conclusion: Il Faut Encourager Encore les Femmes à s'y Intéresser au Travail

Nonobstant que la convention 183 relative à la protection de la maternité n'a pas été ratifiée par l'Etat, il se trouve que les femmes sont bel et bien protégées et prises, en charges concernant leurs droits à la santé en général et particulièrement en ce qui concerne leur maternité.

La protection de la maternité joue un rôle prépondérant dans la société; c'est pour cela qu'au niveau de la CNT, nous mettons un accent particulier sur cet aspect pour sensibiliser et attirer l'attention des femmes travailleuses sur les bienfaits de cette protection essentielle pour la vie d'un foyer.

A priori, la ratification de cette convention par l'Etat ne constitue pas un problème mais généralement c'est le processus qui prend beaucoup de temps et c'est à cause de cette lenteur qu'à chaque rencontre ou réunion tripartite nous avons toujours rappeler à l'Etat nos responsabilités à nous tous de procéder à la ratification de cette convention.

Aussi, la CNT a ces trois dernières années intégrées dans son cahier de doléances à travers son journal Le Producteur qui apparait chaque 1er Mai la ratification par l'Etat du Niger de certaines conventions dont la 183 relative à la protection de la maternité.

A l'occasion de la célébration de la journée internationale de la femme (08 Mars), notre organisation syndicale a toujours profité de ce moment pour faire un plaidoyer et d'autres actions visant à amener l'Etat pour la ratification de cette convention.

Nous estimons aussi que l'instrument Votre Salaire peut efficacement contribuer à cette ratification en faisant de la pression à travers des plaidoyers et lobbyings directs et ou indirects à travers le site web Votresalaire.org/Niger.

Le taux des différentes allocations est très faibles voir dérisoires donc il faudrait nécessairement les valoriser d'avantage pour encourager encore les femmes à s'y intéresser au travail.

CHAPTER 17

Sexual Harassment as a Special Case of Violence at the Workplace

By Karen Rutter, Mywage manager, global gender specialist

Workplace violence is widespread in South Africa, despite legislation which protects employees. Workplace violence is defined as ‘single or cumulative incidents where employee(s) are physically assaulted or attacked, are emotionally abused, pressurised, harassed or threatened (overtly, covertly, directly, indirectly) in work-related circumstances with the likelihood of impacting on their right to dignity, physical or emotional safety, well-being, work performance or social development.’

It can include matters such as:

- The misuse of power or position by a superior;
- Victimisation;
- Degrading a person in the presence of others by passing remarks about their work performance, their brain power or the lack of it;
- Any unfair treatment based on race, gender, sexual orientation, religion etc.;
- Physically assaulting an employee;
- Making unwelcome sexual advances, which of course constitutes sexual harassment.

We focus particularly on sexual harassment, as it is an issue that comes up frequently on our South African Mywage website and has been addressed by the WageIndicator offline campaigns known as Decisions for Life (DFL) and Labour Rights for Women (LRW). All offline activities, workshops, discussions and mini-conferences carried out during these campaigns in South Africa involved the four major trade union confederations, i.e. Cosatu, Fedusa, Nactu and Consawu, as well as Mywage South Africa/WageIndicator and the Labour Research Service (LRS).

What Does the Law Say?

The law in South Africa is very clear about sexual harassment. We have a Code of Good Practice on the Handling of Sexual Harassment Cases in the Workplace, which is not legally binding but which provides guidelines on how to proceed when a case of sexual harassment arises.

Next, we have the Protection from Harassment Act No. 17 of 2011. This act defines sexual harassment as ‘unwelcome sexual attention from a person who knows or ought reasonably to know that such attention is unwelcome’. Sexual harassment is therefore any unwanted attention of a sexual nature that takes place in the workplace.

This includes behavior which makes an employee feel uncomfortable such as:

- Touching
- Unwelcome sexual jokes
- Unwanted questions about one’s sex life
- Whistling
- Rude gestures
- Requests for sex
- Staring at one’s body in an offensive way

One would assume, with this legislation in place, that sexual harassment would be well under control in South African workplaces. But this is not the case. If you look at the current rape statistics, it is apparent that South Africa has developed a notorious reputation for sexual crimes. Each month, several thousand women are raped, as well as young girls and even children. The situation in workplaces is no different.

Many times incidents of sexual harassment or even rape are not reported, for various reasons. Sexual harassment in the workplace is often trivialised. There is a lot of confusion around 'resisting sexual harassment' and 'lacking a sense of humor', for example. Women also sometimes feel they will be accused of making something out of nothing, and so they keep quiet. This means that it is difficult to keep an accurate record of just how many cases of sexual harassment are reported each year.

Campaign to Raise Awareness

Mywage, the four trade union federations and the LRS have recognised this situation, and have for the past several years organised both online and offline awareness strategies. Our activities have stretched beyond just dispensing information on how to deal with sexual harassment, and have included counselling and sharing sessions. These have been held nationwide, in Cape Town, Durban, Johannesburg and Polokwane.

Online component: the Mywage South Africa website includes a comprehensive section on the labor laws and code of good practice regarding sexual harassment in the workplace. In addition, we have a question and answer section on the topic.

We also, as all WageIndicator sites do, respond to emails from our visitors. Some of those emails deal with sexual harassment, often on a very personal level. In most cases, we are able to refer victims to the appropriate services that are available, providing website addresses, telephone contact details and street addresses. More than that, we are able to provide an 'ear', which is important. This is obviously very sensitive work.

WageIndicator Goes Offline Too

Offline component: as mentioned, a number of workshops and mini-conferences have been organised on the theme of sexual harassment. These have been highly successful in terms of raising awareness, and also by providing a secure space for women who have been victims of sexual harassment to come forward and tell their stories.

Often these are very emotional gatherings. We try to involve outside organisations to help with the legal and personal aspects, such as the Women's Legal Centre, the CCMA (an arbitration organisation) and Rape Crisis (a women-run NGO). Stories that have emerged are often horrifying.

For example:

Allison (surname withheld) was a victim of sexual harassment who spoke about the lack of support she received from her supervisor, manager and even social worker when she reported a traumatic incidence of sexual harassment. Her experience led to a breakdown, and affected her relationships with her family and husband. She is still waiting for her day in the labor court to come. Allison's powerful testimony was an example of how sexual harassment can affect a victim not only during the incident itself, but during the process afterwards.

Nosipho (surname withheld) spoke about how she had been raped in her employer's office. When she reported this to her HR-department and trade union, she was further abused in that they refused to believe her. She had to face an all-male disciplinary panel, who dismissed her charges. She subsequently left that workplace, and has struggled to find work since.

Based on the mini-conferences and workshops, the trade unions issued a joint pledge to:

- Make sure that existing policies on sexual harassment are enforced
- Make sure policies are put in place, where they are lacking
- Be supportive of victims of sexual harassment, and to make sure their grievances are heard

- Move from talking to action – to make sure there is implementation of all policies and laws concerning sexual harassment
- Stand up for gender equality in the workplace.

Participants have also got involved in various activities. In Cape Town, for example, a silent march was held in Salt River, a busy area with many offices, shops and factories. Women from the trade unions and other organisations made placards, and wrapped themselves in sheets to silently protest violence. Placards featured slogans such as: 'Do Not Touch' and 'If I Say No it Means No not Yes.'

The campaign has received coverage in the newspapers, on radio and on television.

In addition and in support of such events we also brought out a 14-page pamphlet which features true and personal experiences that women have had with sexual harassment in the workplace. It also lists current legislation and contact numbers for appropriate organisations. It has proved very popular, and is being distributed at meetings and in workplaces.

CHAPTER 18

Indonesian Culture Causes many Gender Pay Gaps

By Ira Rachmawati, gender specialist at trade union confederation KSBSI

The cultural assumption that men are the breadwinners, while women take care of the household, is still very strong in Indonesian society. As a result, when women are working, their position is assumed to be merely that of an 'additional' breadwinner. This causes a gender pay gap. The gender pay gap is the gap between the salary received by men and women. The man's wage is higher than woman's wage because he is expected to take care of his wife and children. While female workers, even when married, are also legally still considered single. The International Labor Organization (ILO) stated that in 2012 the gender pay gap in Indonesia was still approx. 19%.

In 2012 the Indonesian work force numbered 112 million of which 43 million women (Central Bureau of Statistics, BPS). In Indonesia, according to the ILO, women represent approx. 38% of the work forced in the civil service. More than a third of the women do domestic work, such as taking care of the household and nurturing. These jobs are paid relatively low and therefore also women overall tend to earn less than men.

Focus on Collective Agreements

The gender pay gap project in Indonesia needs to address several issues. Firstly, it should focus on Collective Agreements. In the manufacturing sector our fact finding from the CBAs makes an inventory of different allowances and secondary facilities such as housing allowance and health insurance. This is an issue that Wageindicator can tackle based on the CBAs in the database. Even though most of the CBAs do not show many differences between men and women, there are still some that are different and discriminate women. For example the CBA of the Fish Marine Company, which is already uploaded to www.gajimu.com, states that the housing allowance for men is IDR 20,000, for women IDR 10,000 and for widows IDR 15,000. This is the kind of difference that we will try to find in other CBA's and address through the gender pay gap campaign.

Focus on Income Tax

Another issue is the difference in income tax. We will address this issue specifically for white-collar work because the income tax is only applied for the workers that earn above the Minimum Wage. This issue will be combined with other activities conducted by KSBSI. Based on Law 36 (2008) there is a different income tax for married men and women. The income tax for married men is lower than for married women, because of the underlying assumption that the man is the breadwinner of the family. So for this issue we'd like to raise awareness and to find out more about what this difference means in real life, based on the data.

Focus on Informal Sector

Another issue we want to raise is the gender pay gap in the informal sector such as domestic workers (house maid, driver, gardener, cleaning service, nanny). There is a difference in the income for women and men in domestic workers sector, again with the assumption that the man is the breadwinner. Also, a lot of the work in the informal sector is typical for men or women. For example drivers are mostly men and nannies are mostly women. The campaign will focus on equal pay for equal work.

Comparison of Sector Differences

The last issue to mention in this short review of all the issues we want to address are the wage differences between different sectors (e.g. administrators in mining get higher wages than administrators in the garment sector). This has become an option which we can now show, based on the data. In the mining sector, where

the majority are men, the wages are higher than for office workers, where the majority is female. These gender pay gaps between the sectors can now also be demonstrated, using the data of WageIndicator.

CHAPTER 19

Brecha Salarial de Género y Negociación Colectiva

Para Cristina García Alonse, CCOO, especialista de género

La brecha salarial de género es un indicador general de la magnitud de la desigualdad entre hombres y mujeres. En el caso concreto de España, el salario medio de las mujeres tendría que incrementarse un 31% para equipararse al de los hombres, esto indica que una mujer tendría que trabajar 113 días más para que su salario se equipare al de un hombre; de ahí la necesidad de analizar con precisión las causas de esta desigualdad. Las características de la inserción laboral están muy relacionadas con el salario. La peor inserción femenina se traduce en un peor salario medio. Las mujeres siguen ganando presencia relativa en el mercado laboral pero siguen soportando importantes brechas laborales que determinan su peor salario medio. Desigualdad salarial = factores a priori (Desigualdad inserción laboral) + Discriminación salarial a posteriori.

Desigual Inserción Laboral

A igual situación laboral de hombres y mujeres (H y M) el salario se iguala en gran medida. La diferente situación sociolaboral explica la desigualdad salarial:

- Tasa de actividad/inactividad
- Tasa de empleo
- Tasa de temporalidad
- Tasa de parcialidad
- Tasa de salarización
- Segregación ocupacional
- Segregación sectorial

La desigualdad salarial es mayor entre los trabajadores indefinidos a jornada completa.

La desigualdad salarial es menor en los trabajos más precarios: temporales, tiempo parcial.

Y además, H y M no se distribuyen igual por jornada y por contrato.

La Desigualdad en la Nómina

El salario base es el principal componente del salario, sobre todo entre las mujeres.

Los complementos salariales explican la mitad de la brecha actuando sobre una parte pequeña de la nómina.

La desigualdad salarial entre H y M ha aumentado con la crisis. La desigualdad no se corregirá con medidas que agudicen la desigual inserción laboral (por ejemplo: tiempo parcial)

Eliminando la diferencia de horas trabajadas por mujeres y hombres, la brecha salarial persiste. En España, las mujeres ganan, de media, por hora, 12,72€ y los hombres 15,12€.

Por una parte las mujeres tienen un salario medio por hora inferior al de los hombres, además de haber más mujeres trabajando a tiempo parcial.

Otros dos factores son la edad y el nivel de formación. El ciclo de vida profesional de mujeres y hombres es diferente, aun cuando el nivel de educación de las mujeres sea superior al de los hombres, se concentran en determinados sectores en los que formarse es más complicado. Las mujeres interrumpen, por motivos familiares, su presencia en el mercado de trabajo lo que no les permite aprovecharse/beneficiarse de las mejoras salariales ligadas a la consolidación de su carrera profesional y la mejora de su trayectoria laboral.

En cuanto a los sectores de actividad, la diferencia más elevada se registra en Servicios, donde las mujeres ganan de media anual 5.938,41 € menos que los hombres; 9/10 mujeres trabaja en el sector servicios.

Existen otros factores de discriminación salarial como:

Desigual valoración de las tareas equivalentes que realizan los hombres y las mujeres.

Sistemas de retribución arbitrarios, indefinidos, no negociados, individualizados (pluses, primas, complementos, beneficios sociales).

Sistemas de promoción arbitrarios o condicionados a exigencias de disponibilidad.

Los complementos salariales, actuando sobre su definición y aspectos del trabajo que retribuyen, sobre su objetividad y/o discrecionalidad, se estaría actuando sobre el principal componente de la desigualdad salarial entre H y M.

Para Aactuar contra estos Factores de Discriminación CCOO PROPONE:

- Fijación de criterios de conversión de contratos temporales a fijos que favorezcan a las mujeres cuando, en igualdad de condiciones y méritos, se encuentren afectadas en mayor medida que los hombres por el nivel de temporalidad.
- Implantación de sistemas de clasificación profesional que, contemplando la equivalencia de cualificación y funciones, conlleve la equiparación de retribuciones y prevea cauces para el acceso a la formación.
- Establecimiento de sistemas de selección, clasificación, promoción y formación, sobre la base de criterios técnicos, objetivos y neutros por razón de género.
- Eliminación de denominaciones sexistas en la clasificación profesional de categorías, funciones, tareas.
- Inclusión de cláusulas de acción positiva en las condiciones de clasificación profesional, promoción y formación, de forma que, en igualdad de condiciones tengan preferencia las mujeres en el grupo, categoría o puesto de trabajo en los que se encuentren subrepresentadas.

El Tratamiento de la Brecha Salarial en los Convenios y Planes de Igualdad

La negociación colectiva es el marco de concertación más adecuado para incorporar la corrección de las desigualdades de género, en cada sector de actividad y en cada empresa, dependiendo del ámbito de la negociación, y en especial para corregir la brecha salarial.

La Ley Orgánica 3/2007, de 22 de marzo, para la igualdad efectiva de mujeres y hombres obliga legalmente a las empresas con más de 250 empleados a adoptar planes de igualdad centrándose en el acceso al empleo, la clasificación profesional, la promoción, la formación, la remuneración, la salud laboral, la conciliación entre la vida personal, familiar y laboral y el acoso sexual.

Esta ley deriva a la negociación colectiva y a las organizaciones empresariales y sindicales, una parte sustancial de la concreción de las medidas en esta materia.

Consideremos tres ámbitos de actuación diferentes:

1. El Convenio Colectivo;
2. El Plan de Igualdad;
3. Otros operadores: la Inspección de Trabajo y la tutela judicial.

Necesidades comunes detectadas en los Convenios Colectivos y Planes de Igualdad:

Una mayor presencia de mujeres en las Mesas de negociación.

El asesoramiento de las Secretarías de la Mujer del sindicato como expertas en formación en género.

Trabajar con la Secretaría de Acción Sindical para la elaboración de plataformas, revisión de textos, etc.

Formación específica en materia de la brecha salarial a los cuadros sindicales.

Utilización del lenguaje no sexista en los textos.

1. Convenio Colectivo (CC)

Revisar:

Los textos del Convenio anterior, a fin de detectar artículos que pueden originar desigualdades.

Las tablas salariales del anterior convenio desde la perspectiva de género.

Las categorías profesionales y su actualización.

Las funciones de cada puesto de trabajo, y su traslado a las tablas salariales del convenio. Vigilancia de las categorías feminizadas y masculinizadas y su estructura salarial.

Pluses y complementos extrasalariales, aparentemente neutros que ocultan discriminaciones, tales como los ligados al 'esfuerzo físico', 'especial dedicación', 'asistencia', etc.

Incluir la definición y condiciones de los pluses y complementos salariales, atendiendo a criterios de objetividad, neutralidad y racionalidad, anulando cualquier especificación en su aplicación que implique una diferencia en base al tipo de contrato.

Elaborar tablas salariales más sencillas, ya que su complejidad dificulta detectar las diferencias salariales.

Vigilar a través del TC2 (boletines de cotizaciones a la Seguridad Social) los pactos salariales individuales que suelen tener un carácter subjetivo y discriminatorio.

Establecer en el CC mecanismos de corrección inmediata. (Ver 'Convenio Colectivo para el sector de conservas' donde se establece un incremento salarial a la categoría de Auxiliar, feminizada, para igualarla con la categoría de Peón, masculinizada y con mayor salario).

2. El Plan de Igualdad (PI)

Los PI tienen evidentes ventajas sobre el CC, en primer lugar porque el marco de negociación es la empresa y las medidas son más concretas; en segundo lugar porque se inicia la negociación con un diagnóstico que nos permite analizar la situación de H y M en la empresa, en contratación, clasificación profesional o tablas salariales, entre otros.

Los PI deben establecer medidas:

De acción positiva en todas las cuestiones que contribuyen a la brecha salarial: tipo de contrato, jornada, categorías profesionales, acceso a la formación, promoción, etc.

De medidas de acción positiva para fomentar la corresponsabilidad de H y M en la petición de permisos y licencias de conciliación de la vida laboral y familiar.

Para la conversión de contratos a tiempo parcial en contratos a jornada completa.

Conocer con el máximo detalle los salarios y complementos salariales, y el desglose de las bandas salariales. Si es necesario se deberán cotejar los datos del diagnóstico con las tablas salariales del CC y con los TC2.

Para la participación de la representación sindical en la elaboración y en la negociación del diagnóstico.

Económicas para la corrección y eliminación de la desigualdad salarial detectada, en plazos razonables.

Para sensibilizar e informar al personal.

3. Otros Operadores: La Inspección de Trabajo y la Tutela Judicial

La Inspección de Trabajo tiene la obligación de velar y sancionar cualquier elemento de desigualdad y/o discriminación en el ámbito laboral.

En el marco de la negociación colectiva, si tenemos dudas o dificultades para poner en evidencia la brecha salarial, porque no se facilitan los datos o no se hacen las adecuadas lecturas de los mismos, podemos y debemos recurrir a la Inspección de Trabajo, para aclarar dudas o solicitar una actuación de Inspección.

Después de presentar una denuncia en la Inspección de Trabajo, se puede recurrir a los tribunales para denunciar la vulneración de la LO 3/2007 y el Estatuto de los Trabajadores.

CHAPTER 20

With Innovative Tools Against the Gender Pay Gap

By Szilvia Borbély, manager Berbarometer, WITA GPG project manager

Since 1957, i.e. for more than half a century, the European Union has on its agenda to close the gender pay gap, i.e. the difference between men's and women's pay, expressed as the average difference in gross hourly earnings of all employees. Yet, much remains to be done, since this structural pay difference persists till the present day, even though women by now outperform men at school and university. According to the latest Eurostat-data (2013) women still earn on average 16% less than men. It means women work for free - without pay - two months per year. In some countries the situation over the past few years has even worsened. Estonian women presently work for free 3.5 months per year, Austrian women nearly 3 months, Spanish and British women nearly 2.5 months, Hungarian women 2 months, etc.

The European Commission Action Grant titled 'With innovative tools against gender pay gap – WITA GPG'* aims to redress this unwarranted situation. What are these innovative tools the project refers to?

Special Clauses in Collective Agreements

These tools include first of all special clauses promoting equal pay for equal work in the collective agreements. The aim is to stimulate social partners, trade unions in particular, to put on the agenda of collective negotiations the gender pay gap-issue systematically. The first step therefore is to collect existing good practices, i.e. make an inventory of relevant trade union policies and activities in the EU 28 plus Turkey and put it at the disposal of negotiators.

Global Gender Pay Gap Map

The project will give the public access to the Global Gender Pay Gap Map. This tool offers a wide range of information on the gender pay gap in many countries around the world.

Employers' Views on the Gender Pay Gap

Not only the employees' view is important. Behind the gender pay gap one often finds hidden, most often subconscious, discrimination, resulting in a negative attitude of employers vis-à-vis the potential of their female employees. The project tries not just to voice employees' opinions but employers' standpoints and motives as well.

Wage Survey to Include Fringe Benefits

The WageIndicator web survey on wages will help to collect the data needed. For a more complete and detailed picture this survey not only takes into consideration the basic wages but also other monetary and non-monetary elements of the income – allowing for the analysis of not just the gender 'pay' gap' but of the gender 'income' gap at the more comprehensive level.

Sector Analysis

One of the causes of the persistent gender pay gap is that the wage levels in sectors where the majority of employees are women are relatively low. Therefore the analysis will be sector-specific, identifying the sectors with the smallest gender pay gap and the reasons why.

Detailed Case Studies

The project takes a closer look at the Spanish, Hungarian and Dutch gender pay gap situation, penetrating down to the sector-level. The starting point of the analysis will be the data collected through the national WageIndicator surveys in these countries.

Next, the results of these studies, its insights and suggestions for better and best practices will be converted into a practical program of application for use in everyday life.

Meetings with Trade Unionists

The project team meets with Spanish, Hungarian and Dutch trade unionists and shop stewards who take part in the collective bargaining and who can do their best for our joint purpose. They will learn about the good practices and discuss the possibilities to introduce gender pay equality issues into the collective agreements. Their experiences and ideas will be also gathered to serve as a good basis to act for others.

Public Dissemination of Best Practices

The outcomes of these meetings will be published and widely disseminated throughout the European trade union movement. WITA-GPG will offer a unique information source for the support of trade unions officials and negotiators in trade unions in all 28 EU-countries plus Turkey. The public at large can access the WITA-GPG results through all websites at the disposal of the project, such as the national WageIndicator sites and those of the participating unions, as well as sites that the reviews and reports can be linked to.

What to Expect from WITA-GPG?

The gender wage gap has a variety of causes, such as differences in education and career decisions, types of positions and job, working hours, career breaks, etc. But explicit and implicit discrimination too cause the gender pay gap to persist. The promotion of clauses in collective agreements, the sensitisation of trade unionists and the social partners (including the employers) are assumed to diminish that particular part of the pay gap that is due to discrimination. In this systematic effort one has to bear in mind however that there are significant variations across Europe, both in scope and level of collective bargaining.

The WITA-GPG project is carried out in synergy with the ETUC resolution 'Collective bargaining - our powerful tool to close the gender pay gap' (June 2015). This resolution means to beef up 'the role of collective bargaining in reducing pay inequalities between women and men' which should be promoted at all levels, i.e. national, sectoral, local and company. Trade unionists from Hungary, Spain and the Netherlands involved in the project will contribute to reducing the gender pay gap directly, while the other innovations will contribute indirectly by reaching out to a massive numbers of stakeholders through the national WageIndicator website and the sites it cooperates with.

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PART IV

Wages in Context

As the term itself already suggests, Wages in Context is an overriding concept. It encompasses all regular types of income of the working population, from the bottom poverty lines up to the income levels of the highly skilled and well paid employees. Yet, in this section living wages get special attention. It is a hotly debated issue, especially since it seems difficult to 'fix' those elusive 'living wages'.

This Part therefore starts with a FAQ-list. It prominently features living wages next to actual wages, as in the WageIndicator Salary Checks. It explains the WageIndicator-approach and its down to earth way of checking the quality of its data.

Next, it presents the first-ever country comparison in terms of the relationship between living wages and official Minimum Wages-levels.

Moreover it highlights our potential for making wage-data analyses to help promote fair pay as an integral part of fair trade practices.

CHAPTER 21

FAQs about Wages in Context

By Martin Guzi, WageIndicator / Celsi global wages in context, Tomas Kabina, WageIndicator / Celsi salary and cost of living survey manager, Dirk Dragstra, Paulien Osse WageIndicator directors, JanPaul Grolle, WageIndicator strategist

What is the WageIndicator Approach?

The development of WageIndicator databases began in the year 2000. These databases have taken shape in interaction with the working population that visits its websites and consults its data. The WageIndicator motto was, has been and continues to be 'share and compare' wage data. This resulted in, first of all, the Salary Checks (salary indication by occupation) which are composed of and calculated with the data volunteered by WageIndicator web visitors. By so doing the visitors participate in the WageIndicator online research. These actual salary indications increase in quantity and quality as the popularity of the WageIndicator websites grows. This practice reflects the WageIndicator approach: perfection and completion of its collections of wage and working conditions data while simultaneously sharing the gradually improving results of its work with the participating anonymized public of stakeholders. The other elements which today constitute the Wages in Context are also a result of this broad interaction. The Minimum Wages were added since there appeared to be a worldwide lack of knowledge about their existence and a great need to have them paid. Later still national and World Bank poverty lines were added, which are in effect the bottom lines in all labour markets. More recently still the living wages came to complete the Wages in Context-range. These estimated living wages are the financial expression of working people's desire to be able to lead at least decent lives with their earnings. And all the time the actual wages, as reflected in the Salary Checks, continue to be extended and perfected to ultimately encompass all recognized occupations and all countries. This flexible approach, i.e. improving the quantity and quality of income indicators while working and sharing the results of one's work, is typical for WageIndicator. The Questions & Answers below intend to make this approach fully transparent.

Wages in Context

Wages in Context consists of a range of income figures, i.e. the national and World Bank poverty lines, the national statutory Minimum Wage(s) where these are in force, the estimated living wages per country and if data allows at the regional level within countries, and actual wages of workers in low-, medium-, and high-skilled occupations. This range from the lowest to the higher pay levels in a country provides the context which should enable assessment of the current income positions of working individuals, families and typical families in their occupation, region, and country.

Why does WageIndicator present Wages in Context?

WageIndicator's mission is to increase transparency about wages and workers' living conditions. The assumption is that such increased transparency will facilitate stakeholders and policy makers in their aim to guarantee - at least - minimum income levels that will allow individual working people and their families to lead decent lives. This implies a focus on the lower end of the labour market.

What is a National Poverty Line?

A National Poverty Line is a minimum income which is considered essential to survive. National definitions of poverty and their practical implementation show great variety. In some countries the National Poverty Line is defined as a percentage of the statutory Minimum Wage and revised regularly. In other countries the figure attached to the poverty line has been set once and was never upgraded since. Some countries define the poverty line for one individual, other countries relate it to the income a typical family for that country needs to

survive. Wealthy countries deploy more generous living standards to define poverty than poorer countries. Some countries do not define a National Poverty Line at all. Therefore national estimates of poverty lines are not directly comparable across countries. To measure a minimum income needed to survive at a decent level, WageIndicator introduces its own concept of living wage based on real prices of necessary goods in different countries across the world collected through the WageIndicator Cost of Living survey. These living wage figures are calculated by the same method on a monthly basis for different countries in order to between countries and to put them in context with the nationally defined National Poverty Line.

What is the World Bank Poverty Line?

The World Bank defines a poor individual as a person who has to live on less than US\$2 (PPP) per day. PPP stands for Purchase Power Parity and is a systematic attempt to relate the national currencies to the internationally comparable US\$ by applying country-specific currency conversion rates. WageIndicator uses these publicly available conversion rates and calculates its poverty line-indicator per month (of 30 days) for an individual and a family of four. These figures are then converted from the national currencies to the € at the actual exchange rate, i.e. from day to day.

What is a Statutory Minimum Wage?

A statutory Minimum Wage is a Minimum Wage level ordained by governments, with or without the consent of social partners. In some countries there is only one Minimum Wage which applies to all workers. But in most countries Minimum Wages show a lot of variety: i.e., they are set differently for various categories of workers and defined by occupation, industry, age or geographic region. The nationally established Minimum Wages enshrined in laws and regulations aim to ensure that working people's income will not fall below the National Poverty Line. WageIndicator in its Wages in Context overview shows the national Minimum Wage, or, for countries with multiple Minimum Wages, the lowest and highest values.

Some Countries do not Update Minimum Wages Annually. How does WageIndicator Deal with That?

In such cases the latest available Minimum Wages are adjusted for the increase in the average Consumer Prices Index. This CPI-source is the IMF database.

Estimated Living Wages

What is the WageIndicator Living Wage?

The WageIndicator living wage estimates the monthly expenses necessary to cover the cost of food, housing and transportation, as well as a 10% margin for unexpected expenses (such as expenses for other basic necessities like education, health and clothing). Its methodology is permanently improved, since the calculation of living wages on a global scale, also meant for international comparison, is a recent development. Yet, from its outset in 2012, WageIndicator has taken care to use methods that are consistent with other approaches tried, reviewed and revised elsewhere. The ultimate aim is to offer worldwide comparable, actual living wages in all countries where WageIndicator has operations by updating the commodity prices needed for their calculation regularly, at least every quarter. The resulting living wage ranges with their minimum and maximum values are presented for an individual and 2 model families. Ideally living wages should allow all families to lead modest, yet decent working lives. This is why living wages are put in the middle of the whole income range covered by Wages in Context, i.e., above the National Poverty Line and statutory Minimum Wages.

What is the Difference between Living Wage and Minimum Wage?

The statutory Minimum Wages are laid down in laws or government regulations and therefore both a worker's right and employer's obligation. Moreover Minimum Wages are meant to fix pay levels for a relatively long period of time. By contrast living wages are not prescribed by the law and can therefore not be enforced. Moreover living wages change with the price levels of commodities and services that a person (or family) needs to 'buy' a decent living. So clearly, Minimum Wages and living wages are quite different in nature. Yet they may in practice amount to approx. the same monthly pay. In countries where Minimum Wage levels have not been revised for many years the existing level may be close to the poverty line. But in some richer countries the Minimum Wage level may be even higher than the living wage level calculated by the WageIndicator team. Yet, generally speaking, WageIndicator research shows that the living wage levels in countries all over the world are somewhat above the Minimum Wage levels.

Why Pay a Living Wage?

First of all, paying a living wage that allows people to live decent lives, is a moral obligation. Next to that, there is a rationale for paying living wages. For people not only work, they consume also. Each (working) individual is both a producer and a consumer. Presently the prevailing situation is that workers in poor countries are exploited while making products for consumers in rich countries. This can continue as long as those consumers have enough purchasing power. Yet, if a race to the bottom would impoverish working individuals everywhere in the long run, all would eventually lack the purchasing power to buy consumer goods. The term chosen to indicate decent pay levels is living wage. The life one should be able to lead with that amount of income is called decent. Therefore these two concepts are also used together: living wages for a decent working life.

How does WageIndicator Obtain its Information to Calculate Living Wages?

WageIndicator introduced on its national websites a permanent mini-survey inviting - with the help of radio, tv, Facebook - its visitors to submit prices for a range of basic food items (country specific, i.e. reflecting national food preferences), plus the prices for housing and transportation, as well as a few other items deemed necessary for living a decent life, such as the cost of basic education and health care. Thus the information it continuously collects comes mainly from the online WageIndicator Cost of Living Survey. In a number of countries experiments are under way with face-to-face WageIndicator Cost of Living Surveys. The online/offline data is compatible and presented online for the countries where this combination is tried and tested.

How Many Items are Needed for the Calculation of a Living Wage?

In the WageIndicator Cost of Living Survey prices for 80 different items are asked and collected. The calculation of WageIndicator living wages disregards items that are not consistently and regularly bought and consumed. Basically it takes into account the actual costs of three basic inputs any household needs to survive: i.e. food & drink, transportation between home and workplace, housing (including utilities), plus a 10% margin for incidental expenses to purchase miscellaneous items and services (such as costs for basic education of children, health care or clothing). Therefore the number of items that enter into the calculation remains limited. It is the food items that show most variation, with on average at least 50 items which are indispensable for cooking proper meals (the items vary with food habits, of course). The items chosen have been proven to effectively serve as proxies for many other items that could replace them.

What does the Transportation Cost Consist of?

The purpose of the living wage is to assess the wage required to cover basic human needs for living a decent life. Therefore WageIndicator assumes in its calculation of living wages that working individuals cannot afford their own car or motorbike and must commute by means of public transport. In most urban areas around the globe such systems are in place. In the urban areas the transportation cost for an adult individual is determined as the price of a monthly urban public transportation pass. For the rural areas, where no local

public transport is available, the transport costs are determined by the cost of a return ticket to the nearest town once a week for adults. For a family household twice these monthly transportation costs are taken as input for the calculation of the living wage. In many places children commuting to schools can travel for free or with a high discount. Therefore, we generally assume that children travel for free.

How is the Housing Cost Determined?

The housing cost for a family used to determine a living wage is the typical rent for a 2-bedroom apartment in an average urban area (i.e. not centrally located or up-market). Similarly, the housing cost for an individual is determined by the rent for a studio apartment outside the city center. Rental prices include utilities, i.e. electricity, water, garbage collection, etc. The rent is determined by taking the 25th and 50th percentile level of the whole range of housing costs in a given urban area, based on the assumption that this price level for housing cost is affordable still from the modest earnings that a living wage represents.

What if a Person Lives in a 1-bedroom Apartment or in a 3-bedroom Apartment? How to Indicate the Correct Price for the Apartment? What if a Person is not Renting but Owns the House or Room? How does WageIndicator Deal with That?

The purpose of the living wage is to assess wages required to live a decent life for all people living in a certain region, not just for people owning real estate or premises. A decent life of house or apartment owners does not depend on earning a living wage at all, as they could sell their real estate and live from the returns for many years. Therefore, we assume that people who have to make do with a living wage do not own but need to rent the place where they live. The living wage includes such basic housing costs required for an individual (i.e. a studio apartment) or for a family who want to live a decent life. In order for the family members to live together yet maintain their privacy, a 2-bedroom apartment (i.e. three rooms: living room + two bedrooms, one for the parents and one for the children) is required. For living wage purposes, living in larger apartments is considered a luxury and such individuals/families could possibly move to a smaller apartment with lower rental costs.

Why is Clothing not Included in the Calculation of Living Wage?

The actual living wage calculations are not yet perfect, nor will they ever be. They are and must remain calculated estimates. Presently (2015) clothing items are not included, since there are no internationally agreed criteria for adequate clothing. Moreover it is assumed that people do not buy clothes regularly, but incidentally. Therefore such expense may fall under the 10% margin of miscellaneous purchases.

Why is the 10% Provision for Unexpected Expenses Included?

Data of food prices and housing costs are reasonably reliable. However, to estimate costs for items that are not bought regularly and consistently on a weekly/monthly basis presents a much more complex challenge. To cover for such miscellaneous purchases the 10% margin has been added, in keeping with living wage calculation methods applied by other institutes.

How Often are the Living Wage Estimates Updated?

A major part of the price input for the calculation of living wage comes from the online WageIndicator Cost of Living Survey, i.e. this data is collected continuously. WageIndicator reviews and adjusts its living wages at least on a quarterly basis and possibly also for different regions within countries. Clearly, as time goes by and more people submit their data these adjustments may increase in scope and frequency. For the living wage calculations WageIndicator uses only price data collected during the last 12 months in order to keep the estimates reasonably up-to-date. Other reference figures which are presented in the Wages in Context, such

as the statutory Minimum Wages of countries, the Purchase Power Parities and its associated conversion rates, as well as the National Poverty Lines are reviewed each half a year and where needed updated.

Where Economic Conditions Vary greatly between Regions of a Country, can Regional Living Wage Estimates be Calculated as well?

The income it takes to live a decent working life is not uniform throughout a country. The most significant living cost variances are primarily regional housing cost levels, which may even differ quite substantially between neighbouring urban areas. Yet, this input in principle allows to distinguish geographic regions within a country. WageIndicator starts to calculate living wage estimates for different regions only when its data is sufficient.

How Reliable is the Data when it is Based on Voluntary Individual Contributions to the WageIndicator Cost of Living Surveys?

There are a few good reasons to qualify WageIndicator data as reliable. One such reason is that scattered individuals from regions wide apart and from diverse cultures do not lie about concrete and practical matters in a systematic, coordinated way. Moreover, individuals who buy food, rent a house and use public transport may be considered price experts: they know exactly how much they spend on each item, especially when they have limited means. Many such individuals together create collective, yet anonymous, expertise. Some respondents do introduce biases in the data, but people cannot possibly misreport prices in the same way everywhere and simultaneously. Next, the national WageIndicator Cost of Living Survey data is handled, cleaned and updated in exactly the same way by WageIndicator data managers as the input from its voluntary Work and Wages Survey. Standard practice is to benchmark its data with relevant data from other sources, such as data from national bureaus of statistics, using universally applied statistical methods. From the experience gathered over the past 15 years, i.e. from 2000 onwards, it appears that WageIndicator data are comparable in quality with those from other surveys. However, they offer the additional advantage of becoming available more timely. WageIndicator data are on a quarterly basis used to calculate and update the online Salary Checks which reflect actual earnings in hundreds of occupations in all countries where WageIndicator has operations. The calculation and updating of living wages falls under the same strict data handling regime that is applied to the calculation and updating of the actual Salary Checks.

How Many Observations are Needed to Estimate a Living Wage Properly?

Given the nature of living wage estimates, i.e., in principle they need continuous adjustment, the estimation/calculation of living wages is subject to permanent perfection. WageIndicator embarked on their calculation given its public outreach (30 million visitors are expected in 2015) and its tried and tested methodological experience. It is quite possible to collect reliable data online - even if the contributions of visiting individuals are voluntary. Over the past 15 years WageIndicator found that its data when matched with data from other sources, such as data from national bureaus of statistics, are consistent and reliable indicators for use as guidelines in both individual and collective action and policies. The items chosen have been proven to effectively serve as proxies for many other items that could replace them. However, a minimum sample of 5 observations per item is needed to at least estimate the price of a single item in a given country or region. Presently (in 2015) in 40 countries the calculation of living wages is based on more than 3,000 prices for 80 items that are not older than 12 months. These numbers are increasing continuously, allowing for ever greater perfection and outreach.

What is the Minimum Amount of Calories for an Adult? Is that in Every Country the Same or Different and why?

Poverty lines are typically anchored to nutritional requirements, which tend to be similar between people in poor and rich countries. A nutritional requirement for good health proposed by the World Bank equals 2,100

calories per person per day. The prices from the WageIndicator Cost of Living survey are used to calculate the cost of the food basket which reflects the current food supply in a country, scaled to 2,100 calories. While food-energy requirements are fixed, there are (of course) multiple food bundles that can yield this food energy intake. The variety of food baskets between countries is considered in the living wage calculation.

How does WageIndicator Calculate the Cost of Food?

The UN-Food and Agriculture Organization (FAO) publishes the food balance sheet, which monitors the consumption of food per capita in the world's major food groups. For the living wage calculation the composition of the food basket mimics the actual food consumption in a country as presented in this FAO food balance sheet. Subsequently the value of the food basket is estimated using the current food prices generated by the WageIndicator Cost of Living Survey. The food expenses are calculated on (at least) a quarterly basis and scaled to cover the daily calorie intake of an adult individual (the energy intake of particular food items are taken from the FAO database). These are then presented for the individual household, for a standard household of 2+2 (children) and for a typical family, representative for a country and its specific fertility rate.

Food Preferences Differ between Countries, how does WageIndicator Deal with That?

The UN-Food and Agriculture Organization (FAO) publishes a food balance sheet which reflects the food preferences of a country. The food balance sheet includes 50 food items, the per capita food supply, its dietary energy value and fat content. For instance figures show that Spain and Portugal consume the largest amount of rice in the EU (more than 100 grams per person per day) but that the rice consumed in Serbia or Poland is only 10 grams per capita per day. The calculation of living wages takes these differences in food consumption patterns into account. The food requirements for children and adults are assumed to be identical.

Is the Skin of a Banana seen as Food or as Waste? How does WageIndicator Clarify such Issues?

From its research, which is a mix of online data collection, desk research, offline surveys and fact finding debates on the ground, WageIndicator is confronted indeed with these not-so-trivial issues. It is not just the banana peeled or not-peeled, but also other assumptions that must be questioned, e.g. not all people in all cultures use standards such as kilogram and litres. Moreover, when buying pre-packed food items in the local supermarket they find that these not always come neatly in kilograms or litres. Therefore, such practical issues have to be tackled when they present themselves. In the case of bananas: the skin is generally discarded, i.e. not consumed and therefore not counted as food for calorie-intake.

People Live in Households of Varying Size and Composition. How does WageIndicator Deal with this Fact of Life?

WageIndicator presents its living wages for three model situations: i.e., the one person household, the standard 2+2 family composed of 2 working adults and 2 children, and the typical family which takes into account the fertility rate which differs between countries. Other characteristics of the model families are that the adults are of economically active age, live in an urban environment, that all household members are in a good health, and family members are competent to manage their family budget efficiently.

Why is a Living Wage for a One Person Household Presented?

A one person household consists of an adult working individual. The living wage estimate for one individual provides a baseline estimate and permits a direct comparison with Minimum Wages and actual wages, since WageIndicator defines these wages also at the individual level.

What is a Standard 2+2 family?

A 2+2 family is composed of two adults and two children. Its living wage estimates the income needed to support a small family with children, adjusting for a two-parent employment rate, i.e. both parents have a paid job. This approach provides for a global comparison of living wages, focusing on price variation only while keeping the family composition constant. The same approach is adopted by other living wage campaigns (e.g. in the UK, New Zealand, and Canada) which makes their results mutually comparable. And, last but not least, the family with two children is the minimal procreation unit required to ensure population replacement, allowing for long term comparisons as well.

What is a Representative (typical) Family?

A typical family is composed of two adults, whereas the number of children varies with the actual fertility rate in the country. This approach accounts for variations in household composition worldwide. As in the standard 2+2 family the income is adjusted for two-parent employment rate, i.e. both parents have a paid job.

How Many Wage Earners are there in a Family?

The living wage is estimated for a full-time worker. The calculation adjusts for the gender differences in the employment rates, so that the total household income earned by two parents should always amount to a living wage, i.e. be sufficient to cover the basic family expenses. The equivalent of full-time workers in the family is obtained as the sum of participation rates of both genders, adjusted for the national unemployment rate (figures from the ILO EAPPE-database).

Is WageIndicator Living Wage Gross or Net?

The WageIndicator living wage indicates net income.

Actual Wages

How are the Actual Wages of Low-, Medium-, High-skilled Workers arrived at?

Reported monthly earnings of workers in low-, medium-, and high-skilled occupations are obtained from the WageIndicator voluntary web surveys of 2014 and 2015. The definition of groups follows the one-digit ISCO-classification of occupations where ISCO 1-2 are clustered into high-skilled, ISCO 3-8 into medium-skilled and ISCO 9 into low-skilled groups. The minimum and maximum values represent the 25th and 50th percentiles of the wage distribution per occupation. WageIndicator prefers to offer this wage range instead of just one figure, which is usually the 40th percentile, since a range reflects the real situation better.

How does WageIndicator Collect the Data for the Actual Salary Indications?

WageIndicator collects data by means of a voluntary web-based survey available at national WageIndicator sites. The WageIndicator questionnaire is offered (in 2015) in 46 languages and is operational in 84 countries. The survey questionnaire is similar to those used by statistical agencies for standard labor force surveys, it is user-friendly and consists of multiple-choice questions only. The collected data is anonymized and subject to strict security measures, safeguarding the privacy of the participating individual. In 30 countries with less strong internet WageIndicator also collects salary data on the basis of face-to-face surveys. This data is used for salary indications as well.

Is the Wage Information Reliable?

The wage information used for the calculation of Salary Checks and as presented in Wages in Context is based on voluntarily submitted data. Therefore 100% accuracy cannot and will not be guaranteed. WageIndicator encourages its respondents to provide accurate and precise information about their personal and employment characteristics, pointing out that they provide their professional peers with an improving Salary Check-tool, which they themselves profit from as well. And all along WageIndicator guarantees their anonymity. The Salary Check is updated twice a year. Wages in Context is updated four times a year. Through increasing participation in the Salary Surveys results improve so that they provide the most timely, accurate and actual wage information. In addition, before calculation the dataset is cleaned and compared to other relevant datasets applying universally accepted statistical methods. In this way WageIndicator eliminates from its datasets most non-trustworthy cases, such as for example extremely high or low hourly wages, and highly unlikely combinations such as starters boasting of astronomical earnings etc.

What is an Occupation? And what is an Occupation Group?

WageIndicator recognizes more than 1700 different occupations. Its classification of occupations is based on the International Standard Classification of Occupations (ISCO) provided by the International Labour Organization (ILO). WageIndicator follows the latest classification ISCO-08 released in March 2008, amending it whenever a more detailed classification is necessary. ISCO-08 classification is a tool for organizing jobs into a clearly defined set of groups according to the tasks and duties undertaken on the job. ILO classifies occupations into smaller and larger occupation groups (either 4-digit, 3-digit, 2-digit or 1-digit ISCO code). The smallest occupation groups are referenced with a 4-digit ISCO-08 code. At the top level occupations are clustered into 10 major occupation groups described by the 1-digit ISCO-08 code. For example the occupation group Professionals includes the occupations: Biotechnologist, Aircraft engineer, Translator, University professor in social sciences, etc. Each of these occupations is then broken down into more narrowly defined ones, e.g. University professor in social sciences, into sociologist, politologist, and the like. In addition to these ILO-defined groups WageIndicator defines exact occupations with 13-digit ISCO-08 codes, in such a way that the first 1,2,3 or 4 digits of the 13-digit ISCO-08 occupation code exactly match the ILO-defined occupation groups under which a certain occupation falls.

How Many Observations Suffice for a Reliable Estimate?

On the country level experience suggests that a minimum of 2000 observations is necessary to get reliable estimates to base the first Salary Checks on for a limited number of occupation groups. We provide such wage estimates only when at least two conditions are met: first a minimum of 10 observations and second, these observations must be statistically reliable. WageIndicator uses modern statistical methods to test whether the estimates are statistically meaningful and sufficient to base the wage profiles in a particular country on. This practice means that all estimates are based on 10 observations or more, which are found to be statistically reliable. Ideally there should be enough reliable observations - 10 minimum - for each of the 1700 exact (13-digit ISCO-08 code) occupations. However, if there are already some but not yet 10 observations for a particular occupation, it may be grouped on a higher level of aggregation in accordance with the ISCO-system: i.e. from the 4-digit up to the 1-digit ISCO-08 code, to the level where the two conditions of minimum 10 observations and reliability are fulfilled. However, one should keep in mind that even though statistically tested, all salary indications are always estimates and therefore include an element of uncertainty.

How does Data in a Salary Check differ from Official National Data?

From the experience gathered since the year 2000 it appears that WageIndicator data are comparable in quality with those from other surveys. However, they offer the additional advantage of becoming available more timely. WageIndicator data are on a half year basis used to calculate and update the online Salary Checks

which reflect actual earnings in hundreds of occupations in all countries where WageIndicator has operations. The survey itself is versatile and detailed. Its results can be used to monitor and address significant developments in the labor market as they emerge. However, the survey is not based on a representative sample of the labor force, and therefore no conclusions can be drawn regarding the working population as a whole. In some countries groups in certain wage brackets, or of a certain age, may not visit the Internet as frequently as other groups. This accounts especially for those with very high pay and equally for those who are paid very low. Yet, WageIndicator data is proven to be highly apt for research into the income situation of specific occupational groups in the labor market.

How Often are the Salary Check and Wages in Context Updated?

All WageIndicator Salary Checks are updated at least twice a year. The Salary Check is updated more frequently in countries with high inflation rates. Wages in Context is updated four times a year.

What Happens with Outdated Data?

WageIndicator securely stores its data. The presented indicators are always the latest, having replaced the older batch, based either on fresh data, or by indexing data for which no new input is available. The calculation of Salary Checks is based on uninterrupted series of data collected during the last five years.

Is the Wage Information in the Salary Check and Wages in Context Controlled for Inflation?

As the calculation of the Salary Check is based on data collected from the last five years, it adjusts the wage information for the annual inflation rate using the Consumer Price Index of the IMF database. If some latest available Wages in Context figure (apart from living wage) is older than 12 months, it is always adjusted for inflation. The living wage is always based on only recent prices data (the last 12 months), there is no need to adjust these prices for inflation if the inflation rate is close to the international average. However, in countries with an exceptionally high inflation rate the inflation adjustment of all living wage estimates, Wages in Context and Salary Check wage estimates are performed on a quarterly basis.

Which Period does the Data for the Salary Check Cover?

Five years.

Are Overtime and Bonuses Included?

WageIndicator adjusts calculations for hours worked. Bonuses are not included in the calculation of salaries.

What about the Difference between Gross and Net Wages?

The Salary Checks are calculated based on the gross hourly wage rate, computed from gross earnings and the number of hours worked. However, in some countries the proportion of respondents who report only their net earnings is significant. In these cases other statistical techniques are applied to impute the gross earnings.

Why are Questions about Personal Characteristics Included in the Survey?

Personal characteristics significantly affect the wages individuals earn. Therefore, knowing these characteristics is essential for the calculation of the statistical rules that assign wages to any occupation and worker's profile. In fact, these state-of-the-art statistical methods allow WageIndicator to predict wages even for workers' profiles which are not present in its data. For example, these techniques allow to predict the wage of a plumber of 33, even if no plumber aged 33 shared his data by completing and submitting the survey.

Why is Gender Important for Wages?

Research shows time and again that men and women earn different wages. While some part of the observed differences can be explained by differences in individual characteristics, such as tenure, another part cannot be explained in this way. The aim of WageIndicator is to provide the most reliable wage information for any specific occupation and worker's profile. By providing reliable information about empirically observed gender pay differentials WageIndicator contributes to a more transparent and - possibly- equitable labor market.

Why is Education Important for Wages?

The worker's wage profiles in the WageIndicator dataset are also defined by the level of education. In general the level of education determines the productivity of an individual. More educated individuals may be assigned more complex tasks, more responsibility, or simply use their time at work more efficiently. Differences in educational attainment give rise to wage differentials even within the same occupation and for individuals sharing other characteristics. Therefore controlling for education is crucial for the reliability of WageIndicator data.

Why is Tenure Important for Wages?

In general, more productive workers earn higher wages, and more experienced workers tend to be more productive. The reason is that over the years that they are already working they most probably also learned how to perform their tasks more efficiently. However, one typically observes diminishing returns on work experience over time. For example, workers with 20 years of experience may earn 45% more than workers at the beginning of their career, but only 15% more than workers with 10 years of work experience. The wage profiles in WageIndicator therefore are also defined by tenure.

Why is it Important for Wages whether the Employee has a Supervisory Position?

In general a supervisory job carries more responsibility which workers in such positions are compensated for. Also, typically the most able and productive workers (next to other characteristics) are selected for supervisory jobs. The information about any supervisory job is important as it co-determines the worker's profile in the WageIndicator.

What is the Meaning of Minimum and Maximum Wages?

The minimum wage is the lowest wage reported in WageIndicator data for a given occupation (Note: this figure is not necessarily identical with the national legal Minimum Wage, where it applies). The maximum wage is the highest wage reported in WageIndicator data for a given occupation. As the applied statistical methods also permit predicting wages outside the sample, it is possible, and correct, that in certain cases the wage predicted by the Salary Check is higher than the reported maximum wage, or lower than the reported minimum wage. For example, if for a given occupation all respondents in the data have between 2 and 12 years of tenure, and the profile entered in the Salary Check involves 28 years of tenure, it is well conceivable that the wage corresponding to this profile is higher than any wage, including the reported maximum wage, observed in the sample.

Is the Physical Beauty of a Person Reflected in the Salary Check?

Some researchers explored whether appearance matters in occupations where attractiveness is economically important. They found that the beauty premium does not account for the entire wage premium. In most cases the impact of beauty on wages is overestimated and personal characteristics such as self-confidence, diligence or creativity are neglected. In the current version of the Salary Check physical appearance is not reflected in the wage information.

The Salary Check Indicates a far Higher/Lower Salary than my Actual One. How Come?

The Salary Check predicts the expected wage for a given profile of individual characteristics. It answers the question how much can an individual of given characteristics expect to earn. Clearly, the quality of the prediction depends on the accuracy of information entered into the Salary Check. First of all, it is very important to correctly report one's occupation. WageIndicator recognizes some 1700 occupations and although some of the occupational titles are almost similar, sometimes they differ substantially in the tasks and duties. If the wage information in the Salary Check does not match one's current salary, it is possible that one has not chosen the proper occupation. For example, a logistics worker earns much less than a logistics manager. WageIndicator tries to capture the most important determinants of wages, but clearly, discrepancies between one's actual and predicted wages may be due to factors that are not covered by the Salary Check. To illustrate this point, not all female logistics managers with 13 years of tenure and a university degree earn the same salary. If one's salary is higher than that reported by the Salary Check, congratulations are in place for such outstanding perseverance or talent that is rewarded in the labour market but not known to WageIndicator. Conversely, if one's salary is lower than that predicted, this may mean that one works for a company that pays less, but perhaps offers benefits that compensate for the lower pay, such as free kindergarten on the company's premises, or an especially nice team of co-workers. However, it may also be the case that one is underpaid indeed and might consider looking for another job.

The Salary Check does not Give my Profession, how Come?

Try to refine the occupation search. Currently WageIndicator recognizes some 1700 different occupations and works on scaling up to 5000 occupations, making it a truly encompassing tool. However if one's profession is very specialized and unique within a country it may not have been defined in the WageIndicator yet. In that case, please get in touch to have one's occupation included in the Salary Check as soon as possible. Just to get the idea: WageIndicator registers 20 different specific driver's occupations. Mail: office@wageindicator.org.

Can the Outcome of the Salary Check be Used for a Pay Rise?

The aim of the Salary Check is to provide the most accurate information about the expected wage for a worker in a specific occupation with a given set of individual characteristics. However the calculation of wage information in the Salary Check does not include aspects such as self-confidence, diligence, creativity, work attitude, and the like. These characteristics are part of one's individual human capital and co-determine one's salary. Therefore the wage predictions from the Salary Check have a great informative value but can be only part of one's input in wage bargaining. However, one may certainly try to make one's employer raise their pay, referring to one's occupational peer group as a benchmark.

How is the Median Wage Calculated?

The median wage is the wage in the middle (when observed wages are sorted into ascending order). Because more people earn low wages than big salaries, the wage distribution is not symmetrical. In countries with high income inequality the wage distribution is highly skewed and the median wage is substantially lower than the average wage. Yet, the median wage as an indicator is not sensitive to outlying values and better expresses the situation of an ordinary worker, which most people are.

CHAPTER 22

The Purchase Power of Living Wages in Different Countries

By Martin Guzi, WageIndicator / Celsi global wages in context

In poor countries Statutory Minimum Wages are too low to provide for a decent living. Only in the richer countries the income of the medium-skilled worker is in line with the living wage. This is the main conclusion of a recent review made of the WageIndicator global datasets, with a focus on the purchasing power of incomes.

The Wages in Context-range

WageIndicator presents living wages in a range called Wages in Context, which is in full made up of the National and World Bank poverty lines, the National Statutory Minimum Wage(s), the living wages and the real or actual wages. The living wages are estimated per country and if data allows at the regional level within countries. The actual wages of workers in low-, medium-, and high-skilled occupations complete the comparison. It is this range from the lowest to the higher pay levels in a country which provides the context which should enable assessment of the current income positions of working individuals and families in their occupation, region, and country.

Comparison of Workers Income Levels between 3 Groups of Countries

The comparison reveals several interesting findings about income levels in countries at differing levels of development. The countries in the present sample are divided in three groups following World Bank income classifications: lower-middle-income, upper-middle-income and high-income economies. Within each country the actual earnings of workers are presented for three occupation groups which are defined by skill requirement, i.e. low-skilled, medium-skilled and high-skilled work.

Where Skilled Workers stay Poor

In the lower-middle-income economies the National Poverty Lines (NPL) are defined around the equivalent of the individual World Bank \$2 US poverty line. Based on WageIndicator estimations, the NPL is not sufficient to cover the living cost for an adult individual. The problem arises in countries where the Statutory Minimum Wage rates are defined below the NPL. The estimated living wage in these countries is between 2 and 6 times higher than the Statutory Minimum Wage (e.g. see column LWF in the table below). Even the wages earned in the low- and middle-skilled jobs are most likely insufficient to cover the necessary living costs of a typical family in this lower-middle income group of countries. This group includes Benin, Egypt, El Salvador, Ethiopia, Ghana, Guatemala, Honduras, India, Indonesia, Kenya, Madagascar, Mozambique, Nicaragua, Pakistan, Rwanda, Senegal, Sri Lanka, Tanzania, Togo, Uganda, Ukraine, Vietnam, and Zambia.

Where Minimum Wages and Living Wages Match

In the upper-middle-income countries the amounts defined in the NPL are sufficient to cover the cost of living for an individual. Many countries in this group have a Statutory Minimum Wage that is equal to the living wage. However in a few countries (e.g. Angola) the necessary living wage is more than twice the Minimum Wage. Comparison with real, actual wages reveals that workers in low-skill occupations in any country in this group, do not earn a living wage with which they could support a family. Wages earned in medium-skilled occupations are decent and above the living wage in most of these countries. In this upper-middle-income

group of countries are found Angola, Belarus, Brazil, Bulgaria, Colombia, Costa Rica, Kazakhstan, Mexico, Paraguay, Peru, Romania, South Africa, and Turkey.

Where Wages are on Average above Living Wages

Minimum Wages and real, actual wages in high-income countries are on average above the estimated living wage. Wages earned in medium-skilled occupations are above or very close to the living wage in most countries in this group. This high income group consists of Argentina, Australia, Belgium, Canada, Chile, Czech Republic, Finland, France, Hungary, Italy, the Netherlands, Portugal, Russian Federation, Slovakia, Spain, United Kingdom, and the United States.

Wages in Context-table per country-group, in € per month:

Income	WB	NPL	LWI	LWF	MW	LSW	MSW	HSW	FR
Lower-middle	18	52	95	167	63	64	123	204	3.79
Upper-middle	26	113	185	362	171	206	303	495	2.4
High	41	655	537	692	673	713	1039	1483	1.67

WB=World Bank Poverty Line; NPL=National Poverty Line; LWI=Living wage for one adult; LWF=Living for a typical family; MW=statutory Minimum Wage; LSW=Low skilled earnings; MSW=Medium-skilled earnings; HSK=High-skilled earnings; FR=Fertility Rate. Presented figures are averages calculated for a group.

The lower-middle-income group includes Benin, Egypt, El Salvador, Ethiopia, Ghana, Guatemala, Honduras, India, Indonesia, Kenya, Madagascar, Mozambique, Nicaragua, Pakistan, Rwanda, Senegal, Sri Lanka, Tanzania, Togo, Uganda, Ukraine, Vietnam, and Zambia. The middle-income group includes Angola, Belarus, Brazil, Bulgaria, Colombia, Costa Rica, Kazakhstan, Mexico, Paraguay, Peru, Romania, South Africa, and Turkey. The high-income group includes Argentina, Australia, Belgium, Canada, Chile, Czech Republic, Finland, France, Hungary, Italy, the Netherlands, Portugal, Russian Federation, Slovakia, Spain, United Kingdom, and the United States.

Source: WageIndicator.

Terminology

Following the World Bank income classification the high income group includes countries with a GNI (Gross National Income) per capita above \$12,736 in 2014. The upper-middle-income group consists of economies with a GNI per capita between US\$ 12,736 and US\$ 4,125 in 2014 and the low-middle-income countries have a GNI of less than US\$ 4,125.

The World Bank defines a poor individual as a person who has to live on less than US\$2 (PPP) per day. PPP stands for Purchase Power Parity and is a systematic attempt to relate the national currencies to the internationally comparable 2 US dollar by applying country-specific currency conversion rates. WageIndicator uses these publicly available conversion rates and calculates its poverty line-indicator per month (of 30 days) for an individual and a family of four. These figures are then converted from the national currencies to the € at the actual exchange rate, i.e. from day to day.

A National Poverty Line is a minimum income which is considered essential to survive. National definitions of poverty and their practical implementation show great variety. In general wealthy countries deploy more

generous living standards to define poverty than poorer countries. Therefore national estimates of poverty lines are not directly comparable across countries.

Living wage defines the income needed to support one adult, and a family with two children respectively. The living wage is estimated for a full-time worker, i.e. the calculation adjusts for the gender differences in the employment rates, so that the total household income earned by two parents should always amount to a living wage, i.e. be sufficient to cover the basic family expenses.

A Statutory Minimum Wage is a Minimum Wage level ordained by government regulations, with or without the consent of social partners. In some countries there is only one Minimum Wage which applies to all workers. But in many other countries Minimum Wages show a lot of variety: i.e., they are set differently for various categories of workers defined by occupation, industry, age or geographic region. The nationally established Minimum Wages enshrined in laws and regulations aim to ensure that working people will not fall below the national poverty line. In countries with multiple Minimum Wages the lowest value is shown.

Reported monthly earnings of workers in low-, medium-, and high-skilled occupations are obtained from the WageIndicator voluntary web surveys collected in 2014 and 2015. The definition of groups follows the 1-digit ISCO-classification of occupations where ISCO 1-2 are clustered into high-skilled, ISCO 3-8 into medium-skilled and ISCO 9 into low-skilled groups. The presented values represent the 25th percentile of the wage distribution in a given skill-group.

Results of Two Years Cost of Living Survey

Living wages are the financial expression of working people's desire to be able to lead at least decent lives with their earnings. In 2014 WageIndicator started to collect the actual prices of items necessary to calculate the cost of living within the Cost of Living Survey. The WageIndicator living wage estimates the monthly expenses necessary to cover the cost of food, housing and transportation, as well as expenses for other basic necessities such as education and health, included in a 10% margin for unexpected expenses. The living wage is currently calculated for most countries where Wage Indicator has operations. Because food and housing costs may differ between regions within a country WageIndicator provides for regionally differentiated living wages within countries. The resulting living wages-ranges with their minimum and maximum values are presented for an individual and two different model families. WageIndicator keeps all estimates of living wages up-to-date and figures are published at www.livingwageindicator.org.

CHAPTER 23

How Much is a Kilo?

By Tomas Kabina, WageIndicator / Celsi salary and cost of living survey manager

Testing the Cost of Living Survey

The value of our statistics, of all statistics for that matter, is only as good as the quality of the basic input allows them to be. Therefore checking at the source, where the figures are given/collected, remains of prime importance. Recently WageIndicator has tested its Cost of Living survey, which is essential for the calculation of living wages. In this particular instance the test was carried out earlier in 2015 in South Africa. The results of the test were presented at a special seminar during one of the regularly held Workers Colleges in the capital of KwaZulu Natal province, Durban. The Workers' College is a private initiative offering upgrading courses for activists, both from trade unions and from community work throughout South Africa and beyond. WageIndicator was present in the person of Paulien Osse, who introduced WageIndicator and the living wages as part of Wages in Context and by Tomas Kabina, from WageIndicator and CELSI, who explained the experiment and its results to some 70 South African students. Many of those present had previously contributed their offline collection of prices to the test. What follows is an extract from Tomas' presentation.

The Online-offline Experiment

You, the students of the Workers College, have collected a total of 28,731 prices from the province of KwaZulu-Natal. WageIndicator has collected online 8,395 prices from KwaZulu-Natal in 18 months (2014 to June 2015).

Through the face-to-face surveys you conducted, you have collected 3.4 times more prices than we have collected online, which represent 77.3% of all data collected in KwaZulu-Natal. Well done!

In the online survey, we collect prices for 80 different items:

- 60 different food and drink items
- 3 transport costs items (one-way ticket, monthly pass, 1 liter of gasoline)
- 6 housing costs items (rent of 1-bedroom/3-bedroom apartments in/outside of the city centre, energy & utilities, 1 min. of mobile tariff)
- 11 average monthly items: net salary, expenses on various needs (food, housing, transport, education, clothing, medical, culture, drinking water) + living expenditure (wage) according to the respondent's opinion (both for individual and for family).

In the face-to-face (offline) surveys, you have been collecting the same set of 80 important item prices (that was the intention).

The prices we collected were subsequently compared with real prices from the South African Woolworths supermarket chain.

Combined, these prices are used to calculate the living wages.

Consumers do Not Buy Kilos but Packs

In the survey, we usually ask people on food prices for the standard metric units (1 kg, 1 liter ...)

Now our very important finding: people know quite well the prices of the food products in the packs/baskets they are usually sold in, but they don't have a clue about sizes/weights in which they buy them! They seem to always answer the price of the usual pack/basket. This important research finding (to which you have contributed a lot) has prompted us to change the sizes/weights in the survey. In the future, the respondents will have to be able to choose the size/weight from several options. Then, the prices will be rescaled to standard units to allow international comparison.

This problem doesn't occur for drinks by the way, as those prices are usually asked for the volume they are sold by (1 liter of milk, 1.5 liter of bottled water...).

In Conclusion

We have collected a lot of offline (28,731) and online (8,395) item prices from KwaZulu-Natal, and compared with real prices in the Woolworth supermarket chain:

- You have done a great job, collected many prices!
- People don't know the sizes/weights of food products they buy, they answer the packs/baskets how it's usually sold.

And one more important finding: online respondents answer a bit higher food prices than offline respondents, but a lot higher housing/energy prices and their own monthly expenditure. Presently we explain this discrepancy by assuming that since the online respondents have answered higher monthly expenditure, it seems they must have higher salaries! Respondents answering online surveys usually might have good education → their salaries might be higher → they probably can afford more expensive housing and other goods → therefore they report higher prices.

CHAPTER 24

How to Make a Bigger Impact with WageIndicator's Living Wages

By JanPaul Grollé, WageIndicator strategist

Informing local stakeholders about wages helps local workers, employers and governments to agree changes for better conditions. To make an even bigger impact we should also inform consumers, so they can reward fair conditions with fair prices.

WageIndicator aims to support the development of fair wage practices, by informing employees and employers about real and minimum wages, and since 2013, also about living wages. This information allows people all over the world to compare their wages with others, to legal obligations, and to local cost levels. It enables them to represent themselves and increase their chances of agreeing better wages. However, in many places this is not enough to make a sufficient impact, because it does not change the local power balance. This is why to make a bigger impact, we should involve the stakeholder who can exert the most influence of all: the buyer.

Low Wages, Slow Change

In most developed countries consumers are concerned by the way their clothes, food and electronics are being produced. Although they like low prices, many are bothered by suspicions that these are only possible because of workers being paid very low wages and withholding them the most essential conditions in health and safety. Since the Rana Plaza disaster in Bangladesh concerns about work conditions have taken center stage in the discussion among conscious consumers. International brands have taken up initiatives to improve the rights and conditions of workers, but at the same time their planners and buyers will continue to look for lower prices, driving wages down and jobs away. Local governments are hesitant to force improvements. They argue that they are concerned about driving jobs away. The bottom line result: change is happening slower than many would like to see.

The Consumer's Dilemma

Meanwhile, conscious consumers have a hard time distinguishing between brands which are profiting from unfair wages and conditions, and the ones which try to ensure fair conditions throughout their supply chains. A consumer may believe that the cheapest brands are sure to be exploiting workers somewhere to enable their low price levels, but the price advantage could just as well come from scale advantages and a better business execution. Avoiding cheap brands is no solution. There is no guarantee that even a single cent of the price premium paid for more expensive brands ends up with workers.

A small section of very motivated consumers reads some of the corporate social responsibility reports of their favorite brands. This might give an accurate indication of the efforts by brands, and their awareness and attitude about unfair work conditions. But it is very hard to get indications of their real performance in paying fairly, and not just good intentions and programs. Consumers need to know what is being paid (versus local cost levels) to all workers in a brand's supply chain. Then they can distinguish better and worse producers and brands, and may choose better brands.

What's In It for the Brands

In a future where (mobile) internet penetration will approach one hundred percent everywhere, transparency is bound to increase. If information on relative wage levels would become available, some brands would be exposed for paying too little, while other brands would be proven as genuinely safeguarding fair wage levels in their supply chains. The favorable brands will want to show their performance in a reliable and objective way, while the unfavorable brands will need to at least monitor their performance to decide on their priorities. WageIndicator's living wages would be useful benchmarks for both, because they are measured in one globally consistent way. Most other living wage methodologies are based on input from local stakeholders, which helps their validity locally but can cause differences across locations in what locals see as necessities. Also, the local

bottom-up process is quite costly and is typically only revisited once every five years, while WageIndicator's crowdsourcing process continuously collects new prices.

Collecting Wages for Every Producer

Next to providing living wages as benchmarks, WageIndicator could also help collecting the actual wages at specific employers' establishments, at the request of brands who would want to measure the wages being paid among their suppliers. We are experimenting with self-reporting templates which brands can request from (prospective) producers, but also with methods to collect wages from employees directly, and with ways to involve local trade union representatives in flagging any inconsistencies. One of the most important challenges is to offer these processes as attractive propositions to brands, to generate revenues which can be invested into building a platform.

There are still many hurdles to overcome before we will get to a fully functioning platform, which can deliver reliable wage levels for specific producers and aggregate them into average scores for all suppliers of particular brands. With or without WageIndicator, these hurdles will be taken, helped by near-complete penetration of mobile internet users, new verification methods to identify users, and much more advanced and intense use of social media. WageIndicator has a unique set of data, expertise and relations, which can speed up this development. Our aim is to inform consumers about the wage levels behind international brands, so they can vote with their wallets, which will exert real pressure on producers all over the world to pay fair wages.

How to Get Through to the Consumer

One major remaining challenge will be to reach the consumer. Our wage ratings will compete with a million other information bits all vying for attention daily. WageIndicator is not planning to establish its own separate certification label. Instead, we are co-operating with other, broader certification labels, which include fair labor conditions next to other issues like sustainability, carbon footprint, or animal rights. We are relying on the brands with favorable wage ratings to communicate these to their customers.

Beyond Wages

Wages are only a part of the total work situation. They are a well-focused issue which is great to start with, but we do not need to stop there. We can think of a way to grade all work conditions. WageIndicator also has a database of Collective Bargaining Agreements, currently allowing selection per country, sector and 100 topics. With the CBAs in a categorised database, it will be possible to invite workers and trade union representatives to rank the various clauses on each topic from least to most desirable. These ranks could be used to grade all CBAs on their average level of work conditions, which would give a measurable yardstick for every producer based on its CBA. We could calculate an average score for each brand by aggregating the scores of all producers in their supply chain, not just for their relative wage levels, but for all work conditions.

Metrics to Drive Continuous Improvement

When consumers will know about these scores and a sizeable number of them would respond by buying better brands, the brands will have an incentive to increase their score. They can incentivise their suppliers to improve conditions, or switch to other producers with better scores. The scores could be used to reach optimal buying: lowest possible cost for highest possible work conditions. Today still a CSR Director will visit producers with ethical demands, while the buyer from the same brand comes in the week after with new demands for lower prices. Instead, brands could allow their buyers to offer a carefully set premium price for demonstrably superior work conditions, because the increased average work conditions score can generate more revenues. Research along the way will be needed to show what specific mechanisms are most effective to achieve this.

To a Much Bigger Impact

We don't need all consumers and all brands to join in this development. Even if a critical minority of consumers starts favoring a couple of fair paying brands over the rest, this could trigger large changes in an industry which fights over small margins and market shares. More importantly, every cent which is shown to

be paid extra to workers adds to the local wealth, in contrast to local negotiations which can only create a different distribution of the same amount of money. It only takes a small percentage of the retail price in developed markets to add substantial amounts to the wage levels in producer countries. This is the much bigger impact which WageIndicator can contribute to, with its expertise, data, and network.

PART V

Minimum Wages

Why a special section dedicated to Minimum Wages? After all, in our own logic Minimum Wages should rather be presented as part of Wages in Context. Or, alternatively, since Statutory Minimum Wages are ordained by Governments and very often laid down in the law, their proper place would be the next Part, which deals with labour rights, contracts and income.

Therefore, the reasons for a separate full Part in this Reader must be practical by nature. Minimum Wage is and will be for the foreseeable future very important in many working people's lives, all over the world. We found that out during the past 10 years – ever since WageIndicator really embarked on the road to a global presence. In all participating countries people told us about their plight and were surprised: is there a such a thing as a Minimum Wage? How much is it then? Am I really entitled to it? If so, why don't I get it? How to make sure I get at least that much – however little it may be?

Enough questions for a whole Reader, let alone just one Part.

CHAPTER 25

The Minimum Wage Checker of WageIndicator: a Note

By Biju Varkkey, Indian Institute of Management Ahmedabad and Khushi Prakashchandra Mehta, WageIndicator manager Asia, global manager Minimum Wage-database

In recent years, there has been growing interest in the role of Minimum Wages in improving the lives of low-paid workers, as well as in rebalancing national economies. The issue of minimum wages has often been a subject of discussion among union leaders, employers and labor relations experts across India. While Minimum Wage legislation (Minimum Wages Act 1948) has to a large extent been effective in providing protection for workers in both the organised sector and unorganised sectors, its effectiveness as a labor market instrument as well as method to ensure decent work conditions has continuously been questioned.

The Minimum Wage Collection Started in India Ten Years Ago

While studying wages in India, particularly in its unorganized sector, we came across sufficient literature that covered Minimum Wages in India, its functioning, issues and concerns. The existing system had become complex, because of the unique system that allowed both central and state government interventions in setting and administering it. Since India does not have a formal wage policy, the Minimum Wage system is considered as the basic framework to work with. Hence understanding the same in a better manner was important.

To understand the working of Minimum Wage in India better, we wanted to study the Minimum Wage trends in Indian states. However, soon we realised the data on wages was not easily available. Though the Labor Ministry (part of the central government) collects, compiles and publishes Minimum Wage rates of all Indian states, the data is often outdated or missing. It is only in recent years that state governments started to publish Minimum Wage notifications on its websites. But way back in the year 2006, this was not the scenario. Also, each state publishes the information in its regional language, which makes the comprehension difficult for people of other states.

A Minimum Wage Notification copy is a public document which can and should be easy to access. However, we found that one has to make a formal request to the labor department to be able to access the copy. The whole process of getting access to the data can be very tiring. At the same time, violation and non-payment would put the organization and/or employer at risk.

What further hampered the understanding of the Minimum Wage system in India was the complexity of structure and process. Since every state in India has independence to review and revise Minimum Wages based on various factors such as costs of living, regional industries' capacity to pay, etcetera, there is no single uniform Minimum Wage rate across the country. As a result, the wage rates in scheduled employments differ across states, sectors, skills, regions and occupations. In addition to the complex Minimum Wage system and structure, lack of reliable and easily accessible information was one of the compelling factors in creating a Minimum Wage inventory and publish it on the Indian WageIndicator: www.paycheck.in.

In the year 2006, we started collecting statewide Minimum Wage data in India. The process was not easy. The Labor Department in each state and in the Government of India (GOI) were contacted with a request to send wage data. In some cases, personal visits were made to ministries. Few states happily obliged, while others were unwilling to provide the data. It was only by 2008 that we were able to build cordial relations with labor departments, such that they themselves sent us information as and when wages were revised in their respective state. The inventory built over the ensuing 10 years, has helped us to undertake various studies on time series and wage trends in India. Soon Minimum Wage became one of the most frequently visited sections on the Paycheck website, thereby increasing our web traffic.

Minimum Wage Diversity and Statistics from around the World

Minimum Wage diversity and complexity makes Minimum Wage study difficult. For example, in countries that have a Minimum Wage, the wage fixing system differs according to objectives and criteria, machinery and procedures, coverage, and subsequent adjustment as well as the operation and enforcement of rules established. In many countries, Minimum Wages are set by a tripartite committee or commission comprised of representatives from workers, employers, and the government, while in others they are set by executive decree or legislative actions¹. There are countries like Italy and Finland where minimum wages are set solely through collective bargaining. Levels at which wage rates are determined also differ country-wise. Rates can be national, regional, occupational, industry, per sector or sometimes as per specific categories like skill level or district level. There are countries that calculate wages on a monthly basis, while others calculate on hourly, daily, weekly, and monthly basis.

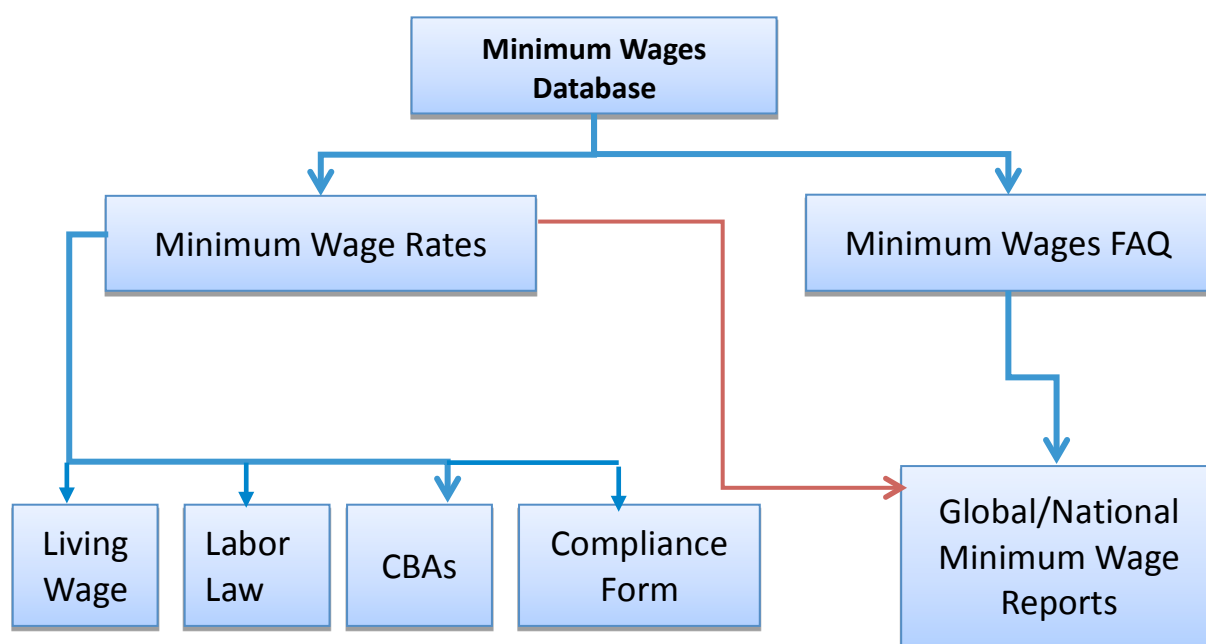
Also, to study wage trends across industries and to compare and analyse wages prevailing in a particular country, the availability of accurate and reliable wage information is important. However, a similar situation was observed in many other countries where such data was rather scarce and its accessibility close to nil. In many developing countries, wages are not published on any government website. As a result, someone from India or Australia may not be able to know the wage rates in Rwanda, Niger or Guinea.

Complex structures, vast diversity, inaccurate and non-available Minimum Wage data, led to expanding the Minimum Wage inventory from India to all WageIndicator countries. Hence, a global Minimum Wage inventory was designed and started to be built which provides a comprehensive overview of Minimum Wage rates, legislation and wage trends under one website.

Towards a Global Minimum Wage Database

Over the years, as the number of participating countries increased, managing and maintaining Minimum Wage information in Microsoft office excel sheets became difficult. To manage data of 83 countries, a database management system was required which could make the process of storing, modifying and extracting information easy. At the same time a tool was required that could create synergy between Minimum Wage information and other WageIndicator tools like the Minimum Wage compliance form, wages in context, the cost of living survey, publications etcetera (see figure 1).

Figure 1: Database and Synergy with other Online Tools



The objectives behind creating a Global Minimum Wage Database were:

- Make it user friendly and;
- Project a rather complex Minimum Wage structure from different countries in a simple and easy to understand format;
- Provide information relating to minimum wage rates and legislation;
- With the help of these previous points support and guide trade unions and employers in Minimum Wage compliance.

Benefits of System Control were:

- Better information and data management: databases makes the process of storing, modifying, and extracting information easy and less time consuming.
- Ease of Research: centralized data-source for Global/National Minimum Wage Reports.
- Cost Benefit, i.e. maintaining, controlling and managing bulk data is cheaper and faster.

Currently, the database has Minimum Wage information for 83 countries: Africa – 26; Americas – 14; Asia – 9; Europe – 29 and NIS countries - 5. The information is published in English at www.wageindicator.org and in the national/regional languages on the WageIndicator country websites. Minimum Wage rates are published in the national currency and as per the international standards to enable clear understanding of rates by the national as well as international web visitors.

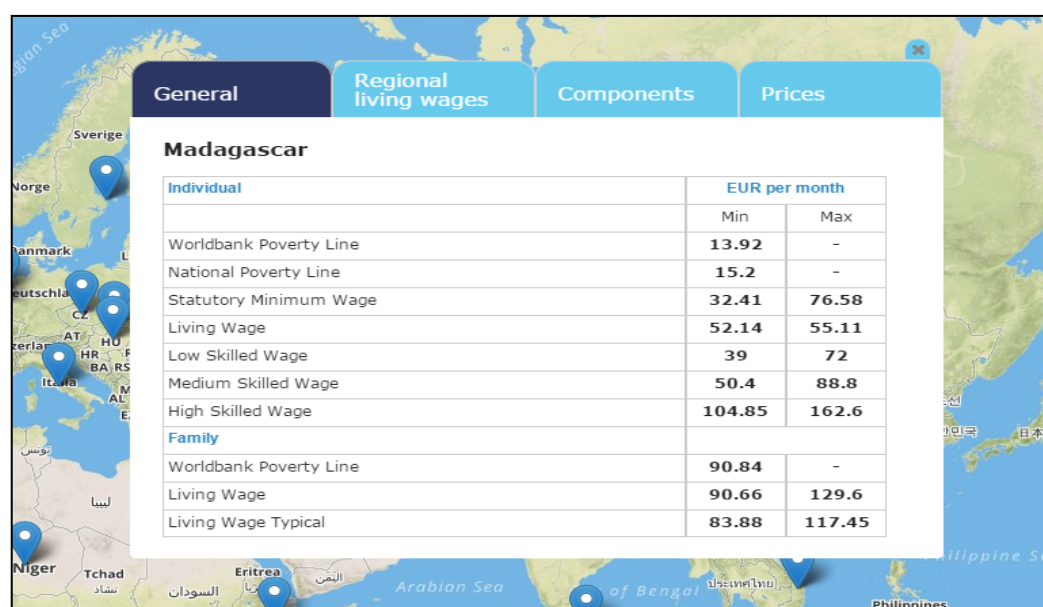
Minimum Wages are collated, verified and maintained by WageIndicator teams around the world in close cooperation with the Indian Institute of Management in Ahmedabad and the University of Amsterdam/AIAS.

The team updates the Minimum Wage Database on a regular basis and provides up-to-date information to its readers. Once the information was uploaded on the website, we saw a trend similar to India. After the system got introduced the website traffic in all countries went up. This clearly shows that there was an information gap in the labor market, that WageIndicator websites were successfully bridging.

Database: Present and Future Uses

The Global Minimum Wage Database is unique in more than one way. It enables comparison of Minimum Wages within a country and amongst countries. Since the Minimum Wage database is linked to other databases, like those for labor law and Collective Bargaining Agreement (CBAs), comparison of Minimum Wage with CBAs, legislation or living wage (WageIndicator has living wage information for over 100 countries) becomes easy. For example, by using the Wages in Context-map (see fig 2), one can compare the Minimum Wage and living wage in a particular country.

Figure 2: Minimum Wage and Wages in Context-map



Our research showed when it comes to enforcement, or Minimum Wage compliance, many countries do not have a system to record the number of inspections conducted, violations detected and action taken against non-compliance. Hence, with the help of the Minimum Wage database, a wage compliance form has been built (see fig 3).

The compliance form is linked to the Minimum Wage and Labor Law databases, which enables automated calculation. In case an employee/worker is not getting the statutory Minimum Wage, they can file a complaint using the compliance form built by WageIndicator. One has the option of filling the form online and submit it or take a print and send it to their respective trade union office or labor inspector. The form has proven to be helpful in many countries where wage compliance has been and continues to be a big concern.

Figure 3: Automated Minimum Wage Compliance Form

The form is titled "Your Wage, Payperiod, Working Hours" and is divided into three main sections: "Which Minimum Wage applies to you?", "What is your Payperiod?", and "What was your Hourly last Wage?".

Section 1: Which Minimum Wage applies to you?
 Please select from the list below
 Health Services

Section 2: What is your Payperiod?
 Please select from the list below
 hour

Section 3: What was your Hourly last Wage?
 Please EXCLUDE Benefits and Bonuses like extra payment for Overtime Work and Allowances for
 677

Section 4: Working Hours
 In Tanzania the Maximum Number of Working Hours per Week is 45. The Maximum number of Overtime Hours per Month is 62.
 How many Hours did you work in the last Month?
 234
 Did these working hours in the last Month include Overtime Hours?
 Please select from the list below
 No

Section 5: Your Result
 Your last paid wage is compliant to the Minimum Wage law.
 The Minimum Wage that applies to your situation is: 677 per hour
 Your Working Hours do NOT comply with the Labour Law.
 The Maximum Weekly Working Hours in your country are 45.

Annotations:
 - A red bracket on the right side of the first three sections points to a green box labeled "Linked to Minimum Wage Database".
 - A red arrow points from the "677" input field to a green box labeled "Information provided by individual".
 - A red bracket on the right side of the "Working Hours" section points to a green box labeled "Information provided by individual".
 - A red arrow points from the "Your last paid wage is compliant..." text to a green box labeled "Calculated using information given in MW Database".
 - A red arrow points from the "Your Working Hours do NOT comply..." text to a green box labeled "Calculated using information given in Labour Law Database".

Compliance with labor law is the first step to decent work. Knowledge of and awareness about laws helps to comply with the law. Hence in the coming years focus will be on improving the Minimum Wage database and include wage information of more countries. Such information facilitates comparative studies on Minimum Wage systems and the role of labor relation actors and can thereby help to raise awareness of and commitment to Minimum Wages and living wages at different levels in many countries across the globe.

CHAPTER 26

Minimum Wages for the Low-paid and for Balanced Economic Development

By Maarten van Klaveren, University of Amsterdam/AIAS, WageIndicator researcher

Well-designed Minimum Wages (MWs), set by law or by tripartite agreement, can serve as an effective shield for the low-paid, also in the economic crisis. They redistribute earnings to the lower paid and add to wage equality. But their potential to boost private demand and combat gender-based pay discrimination should not be underestimated either. Such Minimum Wages support balanced wage- or demand-led economic development, contrasting with the export-led strategies of leading countries that ultimately lead to a 'race to the bottom'.

These are major conclusions from *Minimum Wages, Collective Bargaining and Economic Development in Asia and Europe. A Labor Perspective*. The book was only recently published by Palgrave Macmillan, and edited by Maarten van Klaveren, Denis Gregory and Thorsten Schulten. The book is an outcome of the Asian-European Labor Forum (AELF), a network of labor-oriented research institutes and researchers. It includes two comparative chapters on Asia and Europe, eight on Asian countries and eight on European (groups of) countries. Contributors partly overlap with the WageIndicator team, like the authors of the Indian, German and Dutch national chapters. Also, data for the book have been derived from the Minimum Wage pages of the WageIndicator, thanks to their careful documentation of MW-levels and legislation. The following paragraphs are largely based on this book.

Minimum Wage Regimes

About 90% of 151 countries in the world have MWs in place. In nearly half of them, MWs are set on a universal national base; the remaining countries have systems with multiple rates, varying by industry, region or occupation. Countries like India, Indonesia, and South Africa are notorious for their massive amount of MW rates. Here, arithmetic complexity has added to the existing problems of ignorance among workers and non-compliance by employers. Notably in these countries the dissemination of MW information through the WageIndicator machinery has contributed to better compliance, as high-ranked ILO researchers publicly acknowledged during the large and latest ILO Regulating for Decent Work Research Conference (July 8-10).

In Europe, a limited number of countries, mainly the Scandinavian countries, Italy and Austria, do not have a statutory minimum wage (SMW), but have a relatively strong union presence instead. Whereas these countries in 2013 had an average trade union density of 59 per cent, the 22 SMW countries showed an average of 21 per cent. Similarly, in the first group 77 per cent of the employed were covered by a collective agreement, against 45 per cent collective bargaining coverage in the group with SMWs. In most countries by far, in particular in Asia, where unions are weak and collective bargaining is often in its infancy, SMWs remain very important.

Minimum Wage Levels

Across countries, the levels of (S)MWs show considerable variation. As a percentage of the national average wage (the so-called Kaitz index), they - according to the ILO - hovered worldwide recently at about 40 per cent, in developed and developing countries alike. Yet, in many countries this percentage is much lower; such 'poverty wages' have sometimes even fallen below the subsistence minimum (like currently in Russia). Though it is difficult to generalize, it may be taken for granted that for developed and emerging countries a Kaitz value of less than about 40 per cent does not stimulate the setting of decent and (for economic development) effective wages. Thus, it is worrisome that throughout Europe two-thirds of SMWs remain below this relatively low level, as also the SMW levels of Japan, South Korea and the USA do. SMWs of over 60 per cent of the

average wage, by contrast, may have negative effects, not the least of which undermining the bargaining power of the unions. On this issue in for example Indonesia a vivid debate is going on.

Rules of Guidance

Finding an optimal MW-level will always remain a balancing act. Yet, ILO Convention No. 131 (1970) provides basic rules of guidance here. First, according to this Convention countries should take into account both the needs of workers and their families as well as economic factors. The national levels of MWs should set a wage floor guaranteeing a decent life. Second, the ILO requires that decisions on MWs should involve social partners. Trade unions and employers' organizations should play important roles. This precondition is however still neglected in quite a few countries, including the Netherlands.

Finally, once MWs are in place, the roles of social partners have not ended. The unions may refer to the WageIndicator MW-pages and stimulate their membership to report underpayment. Moreover, as the ILO notes, both unions and employers' organizations can apply pressure on underpaying employers. Those employers that take up corporate social responsibility (CSR) should discourage such abusive practices of competitors, and avoid a race to the bottom in wages and conditions of work.

CHAPTER 27

Ten Years of ElSalario Paint the Picture: Minimum Wages are the Mainstay

By Lorena Ponce de León, WageIndicator Latin America manager - Argentina

WageIndicator began in Argentina in 2006 as www.elsalario.com.ar. For almost ten years now we have continuously accompanied workers, employers, trade unions, journalists and researchers in reporting on the reality of our country, i.e. in a context where official statistics are seriously questionable and do not reflect the real rates of inflation, unemployment and poverty.

‘Still staying on the conservative side, I estimate that unemployment is twice that which is recognized by the INDEC (National Institute of Statistics and Census). In addition, from the 17.5 million employed between 35 and 40% have casual jobs and there is excessive growth of government employment, which reaches 3.5 million people and is practically the only job growth since 2007’, says Victor Beker, director of the Center for the Study of the New Economy at the University of Belgrano and promoter of ElSalario in Argentina.

Furthermore, given the inflationary environment in our country, where wage increases negotiated in different sectors are between 25% and 35% because it is not known what the real inflation is, to have a reference site with updated salary information such as ElSalario helps to put the salary information in context.

Inflation Beats Salary Increases

For example, take the case of an administrative secretary who, in 2006, under a Collective Agreement earned an average of 1,000 pesos. In 2015 for the same position the income ranges between 9,000 and 10,000 pesos. In nine years therefore it increased nearly 10-fold. But this does not translate into increased purchasing power: the wage increase just reflects the inflation rate, even less so. The fall in real wages due to inflation causes tension in negotiations between the social partners. In this situation it is our Salary Check which most truthfully reflects the real wages in different occupations.

In the course of these nine years also the regularly updated information on Minimum Wage and wages of domestic workers became the most frequently visited and consulted pages of the Argentinian website.

Minimum Wage Pages are the Most Visited

The following table shows the evolution of the Minimum Wage in Argentina from 2006 to 2015, which is a true reflection of inflation rates in this country also:

2006: \$ 800
2007: \$ 980
2008: \$ 1,240
2009: \$ 1,400
2010: \$ 1,840
2011: \$ 2,300
2012: \$ 2,670
2013: \$ 3,300
2014: \$ 4,400
2015: \$ 5,588

CHAPTER 28

WageIndicator in Vietnam: Start by Upgrading the Minimum Wage

By Dong Thi Thuong Hien, manager Luong.com.vn

Problems in Vietnam

The Minimum Wages are regulated by the state and very low. Real wages of workers only meet 60-72% of their nutrition needs (results from a survey of Institute for Workers and Trade Union - VGCL). Wages are simply not enough to reproduce the labor force, i.e. keep it healthy and productive. It is difficult to implement policies which ensure fair and reasonable wages. Employers take the Minimum Wage as the reference pay, i.e. they tend to pay only a little bit higher.

The bargaining power of workers is very weak. Competition for jobs is fierce and they have little knowledge of wages to negotiate well. Because of that they will sign the contracts, even when wages are too low to make ends meet. Collective bargaining agreements are highly formalistic, and in the non-state sector (private enterprises, FDI-companies) the proportion of CBAs is low (only 55-65%).

The awareness of all parties on the labor market with respect to labor law and regulations, CBAs, wages etc. is rather limited.

Expectations about What WageIndicator Can Do

WageIndicator/Luong.com.vn can become the centre which provides information on Minimum Wages, living wages, labor law, rights and obligations relevant to wages, also as agreed in CBAs for reference use by all parties who entertain labor relations. Its databases, cost of living survey, Salary Check, salary survey, CBAs, Minimum Wages and labor law will be widely used by all parties who have a stake in the labor market in Vietnam. Until now Vietnam has no such centre!

Luong.com.vn would provide the public with transparent information by region and by sector for free consultation in their negotiations and bargaining processes, to be used before signing labor contracts and CBAs. Luong.com.vn might even become the reference source for 'wage guidelines' in Vietnam, and thereby diminish the prominent place the Minimum Wage still has in wage setting. Primarily wages would be determined through negotiations, based on the Wages in Context provided by Luong.com.vn. This would lead to progressive scales with perspective.

Luong.com.vn would also be a library of labor laws in Vietnam. The website will allow free download of legal documents and CBAs. This service will attract more visitors, because the number of people searching for legal documents increases. Presently some websites in Vietnam offer this possibility already, however these demand charges and a user login which makes access difficult, especially for workers who are rather low-tech still.

How to Make it Happen

When it comes to web-content certain issues must be tackled:

- Regularly update and add information: the current information on the website is static and poor
- Improve the lay-out and the logic in the presentation: presently it still is difficult to find the proper information
- Add library of labor law and regulations related to wages, and CBAs
- Open access for users to upload/download comments, questions and CBAs from their workplaces
- Make wages sector-specific: civil service, public sector and private enterprises.

Technical issues to be solved are:

- Introduce Luong.com.vn to a wider audience, add general information about luong.com.vn (vision, function, contact, link with WageIndicator)
- Introduce Luong.com.vn to other media and create links
- Build an alliance with trade union officers, workers, employers, lawyers, researchers and possibly other labor market stakeholders so that they can send updated info on wages, CBAs, and answer user questions
- Print brochures, flyers and stickers to introduce Luong.com.vn, since the number of workers with direct access to the internet is still very low.

CHAPTER 29

Ethiopia on the Way towards a Minimum Wage-policy

By Hunde Gudate Gellashe, CETU, Mywage.org/Ethiopia manager

CETU is a national confederation with 9 Industrial Federations comprising all together 1043 trade unions within Ethiopia. CETU has half a million members throughout the country. One of its main communication instruments is its newspaper *Yeserategna Dimtsi*, or Voice of Workers. This monthly is distributed to all members via the trade unions. It reports on CBA-content and facts regularly.

Since early 2014 the Confederation of Ethiopian Trade Unions (CETU) and WageIndicator have been working jointly on living wage and decent work. Moreover, CETU and WageIndicator cooperate in the collection of Collective Bargaining Agreements, and campaigning for a Minimum Wage-policy by increasing awareness amongst workers, employers and concerned governmental officials, trying to instigate social partners to take up their roles in creating a national Minimum Wage-policy. The Living Wage in Eastern Africa-project, also in Ethiopia, fits well in their deepening cooperation.

No Minimum Wage in Ethiopia

In Ethiopia even people working with a contract in line with the Labour Proclamation No. 377/2003 do not thereby receive a Minimum Wage. One can observe that numerous people, both men and women, who work in hotels, cut-flower plantations, textile, food processing and drinking water plants earn too little to be able to lead decent lives. Many employers and workers and some governmental official's do not have the concepts or sufficient awareness on the need, essence and the value of a Minimum Wage-policy.

CETU's Contribution to the 'Living Wage in Eastern Africa'-project

Given the prevailing lack of both a Minimum Wage and the perception of its need, CETU prioritizes to make employers, employees and government officials aware about the need for a Minimum Wage-policy in support of the workers who presently earn too little. CETU therefore implemented debates and campaigns, using the experience of WageIndicator which it combined with the outreach and strength of its own network. Its activities thus far have been:

- Organize and conduct debates on the issue of a Minimum Wage-policy
- Fact-finding debates (that could also help to collect data), collecting CBAs and make information ready for the WageIndicator database
- 2-day meeting in Dar es Salaam with the WageIndicator CBA-database managers
- Gathering cost of living-data through the CETU-network and people's Facebook accounts
- Translating and printing Decent Work Checks in Amharic
- Producing and disseminating campaign materials
- Organize Minimum Wage-campaigns in regional capital cities
- Project coordination.

Result of the First Debates

152 men and 98 women participated in the debates which were primarily meant to sensitize leaders from both trade unions and federations', and involved CETU-executives, representatives of government and employers, as well as professionals. The main issue debated was: is there enough common ground to formulate a national Minimum Wage-policy supported by social partners? How to design awareness-raising campaigns and how to lobby governmental officials in order to arrive at a Minimum Wage-policy in Ethiopia?

Results:

- CETU propagated the need of a Minimum Wage-policy to trade union members, employers and government officials;
- The debates instigated trade union leaders to campaign for a Minimum Wage-policy in Ethiopia;
- Some government officials, professionals, employers as well as employees are now aware of Minimum Wage-policy concepts and the value of Minimum Wage-setting;
- Understanding was reached on the need to study how a Minimum Wage-policy in Ethiopia should be formulated and put in action given the socio-economic and political situation in the country;
- Moreover concerned experts, employers or managers, and Labor Inspectors, were invited to participate in the fact-finding debate and the Minimum Wage-campaigns.

The Impact of Mywage.org in Ethiopia after 2 Years

The Mywage.org website helps individuals who have computer skills and access to networks to participate in living cost data-gathering. Such individuals were targeted mainly in the Food Processing Plants, Hotel Industry, Restaurants and Cafes, Soft Drink Companies, Sugar Companies and Edible Oil Producing Companies. Next to data-gathering, the focus in CETU-outreach to these working individuals was on how to implement the Minimum Wage-campaign and to participate in debates.

PART VI

Contracts in Legal Context

This Part deals with the steady rise to prominence of labor law throughout all WageIndicator operations. It shows that this growing ‘popularity’ is a reflection of people’s needs, very much like the highly popular Minimum Wage-pages of WageIndicator websites. We measure popularity in terms of visits and queries. Apparently our information fills a gap: people want to know their rights. We tell them what those are, country specific, yet systematic for purposes of international comparison.

A considerable part of this section on Contracts in Legal Context deals with Collective Bargaining Agreements or CBAs. Especially the digitization of CBAs and the build-up of a dedicated database opens new vistas: it is probably quite do-able to treat all CBAs worldwide in a much more systematic fashion – an analogy with the Lego-blocks, with which many of us played as children, elbows its way forward. We tested it for the first time and present the model-result for further elaboration. And that is not all there is to CBAs in this section: they are good news, really.

CHAPTER 30

Labor Law Content and Database on All WageIndicator Sites

By Iftikhar Ahmad, WageIndicator global labor law database manager

Background

The new labor law database established on the all national WageIndicator websites around the globe comprises a well-structured system that sorts a number of labor laws into specific categories – for example, placing laws on contracts, work termination and severance in an Employment Security section. This has the twofold benefit that it provides relevant information and that it allows for cross-reference of labor laws between countries. The streamlined system also makes it easier to update labor laws when they are amended.

It has taken quite a few years for WageIndicator to get to this point. Before this, there were a number of alternative ways in which we supplied labor law information. These methods were based on a variety of factors, ranging from specific internet trends that encouraged a certain style of writing or presentation, to the importance of giving local journalists, trade unionists and employer organisation members the chance to participate and contribute to their country-specific website.

It may be of interest to know the previous processes we followed, before arriving at our current presentation of labor law data. Please note that the examples and processes that follow are drawn mostly from websites in Latin America, the CIS, English-speaking African countries and Asia.

2008 - 2009

Six to seven years ago, the dissemination of labor law information on WageIndicator websites was handled on a country-to-country basis. As a result, there were many differences in the way the information was presented. Indeed, there were even differences in terms of what information was deemed important, and what was seen as not quite as important. This was in part due to the different cultural, historical, political and economic circumstances of each country.

As an example, information on HIV/AIDS in the workplaces, including bargaining agreements, health arrangements and education sessions, was seen as very relevant in most African countries. HIV/AIDS-issues were not regarded with the same urgency in other countries. The same applied to issues such as child labor and social security.

The way in which information was gathered and presented also differed. For example, in the English-speaking African countries (including Zambia, Malawi, Zimbabwe and South Africa, at the start), freelance journalists were hired to write stories relating to labor law. These would include personal interviews with workers (and also employers) on a range of topics from maternity leave, to unfair dismissal, to sick pay. Many real-life experiences were gathered this way, reflecting the actual concerns and challenges that workers (and sometimes employers) faced in the workplace. The stories had the advantage of being fresh, personal and country-specific, hence recognizable. In addition, journalists included short news stories that related to labor issues, changes in legislation and trade union activities in each country.

Positive factors were:

- A focus on issues that affected people country-specific
- A personal approach
- News updates.

Shortcomings were:

- The stories would take time to gather
- Not all labor law issues were covered
- Not all labor laws were included in each story
- The length and presentation of these stories were more suited to offline magazines or newspapers
- WageIndicator not being a news agency, it was difficult to always get current news updates.

2010 – 2013

The decision was made to present all labor law stories in a question and answer format. At the same time there was an increased focus on what the content should be, reflecting more closely the aims of the international Decent Work Agenda and campaigns and the principal labor laws relating to this Agenda. Writers were tasked with taking a topic – for example, maternity leave – and to supply all information on this topic, from how much leave one is owed to how one can get paid and/or what forms to fill out etc. This would be presented in the form of a fictitious WageIndicator visitor asking the question. For example: Am I entitled to maternity leave? How much leave can I get? Will I be paid?

The approach was to be personal, but also very informative. In addition, the language used was to be plain, easy to understand, short and to-the-point. Any information relating to services available, or organisations to contact etc. could be included at the bottom of each piece. In this way, a lot of valuable labor law information was made available.

Positive factors were: short, precise stories, useful information, easy to understand.

Shortcomings were: not all websites covered the same questions, which made it difficult to cross reference labor laws across countries – and thus to establish a practical database.

2013 onwards

In 2013 again a decision was made, this time to provide homogeneous information on all WageIndicator websites in terms of content. The approach adopted in 2010 was helpful in addressing issues in detail, yet it still lacked necessary information on applicable labor laws. The reference to specific sections of labor law was not provided, which made the labour law pages a mix of work, not unlike the services rendered by human resource consultants and awareness raising advocacy organizations. It was felt that proper references to laws must also be given so that workers can use WageIndicator websites as their legal reference source to know about their rights. Similarly, with added references to laws, the labor law pages could be used by employers to comply with legal obligations. Thus, it was decided that national content from Decent Work Checks was to be used as the organizing backbone in the labor law section of all national WageIndicator websites.

The Decent Work Check considers thirteen different work related aspects, based on ILO's Decent Work Agenda, which are deemed important in attaining 'decent work'. The issues we consider in any Decent Work Check include Work and Wages, Compensation, Annual Leave and Holidays, Employment Security, Family Responsibilities, Maternity and Work, Health & Safety, Sick Leave, Social Security, Fair Treatment, Minors and Youth, Forced Labour and Trade Union Rights. The Decent Work Check is based on de jure labor provisions, as found in the labor legislation. While there are issues with focus only on de-jure labor market institutions and provisions (low implementation rate), well drafted and inclusive laws are still a pre-condition for attaining decent work, especially in developing countries.

Since Decent Work Checks now form the basis of labor law pages in all WageIndicator countries, the issues considered are homogeneous and information is easily comparable. Based on these labor law pages, a World Labor Law map has been created which gives comparable information on all of the above mentioned work related issues, ranging from duration of annual leave or maternity leave to the maximum duration of a probation period. Similarly, research reports from research-partner AIAS now use the data collected through the labor law database.

The Workload Today and in the Coming Years

The current labor law database is managed by the WageIndicator Islamabad-office and is updated twice a year. It is efficient as, once a law or any provision is updated in the database, it automatically comes online. Labor Law pages for nearly 70 countries are now managed through this database. On the positive side, it must be said that it has made updating of labor law pages easy and efficient. However the task of updating labor laws has increased manifold. Keeping in view the number of countries and size and budget for the team, it takes the Islamabad-office nearly 6 months to update labor law pages and work on country profile reports each year. In order to fully update labor law pages, active support from local team members is needed which can help us in timely updates. There is also an issue of translations for updates. Since the Decent Work Checks and labor law pages are still in the development phase, every year a lot of information which was missing earlier is being added still. Once we outgrow this stage, the update work and consequent translation work won't be that huge any longer.

First International Comparison

If we compare the labor law changes over the last three years, apparently the most profound changes are found in India, Vietnam, South Africa, Kenya, Egypt, South Sudan, Guinea and Latin American countries including Colombia and Costa Rica, since these countries either witnessed promulgation of new Constitutions, special laws or enactment or major amendments in labor codes.

Egypt and Vietnam have adopted new Constitutions in 2014 and 2013 respectively and we see an improvement in its provisions especially with regard to equality and non-discrimination. The Kenyan Government enacted its National Social Security Fund Act in 2013, which upgrades the Old Provident Fund to a Pension Scheme.

Earlier, India had no legislation on sexual harassment. In 2013 the Indian Government has enacted The Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, that prohibits sexual harassment at the workplace. Similarly, the Indian Cabinet has approved some major amendments in the Child Labor (Prohibition & Regulation) Act 1986. South Africa has also amended its Basic Conditions of Employment Act to properly regulate the employment of children.

The Employment Equity Act in South Africa was also amended to include 'any other arbitrary ground' in the prohibited grounds of discrimination in employment matters. South Sudan and Guinea have enacted a new Labor Code. However, there is no change in the scores of these nations, as these new Codes still do not cover the issues left out like paternity leave, maternity leave (duration), nursing breaks, unemployment benefits, etc. In other countries, we do not witness any big change in the last three years, or at least the change was not substantial and significant enough.

Labor Law content in the national WageIndicator websites keeps improving, however mainly because of the availability of more resources and not necessarily because of changes in the labor laws. One reason behind its relative stability is that Decent Work Checks measure de jure provisions, which do not change much.

CHAPTER 31

The Global Collective Bargaining Agreements Database

By Ernest Tingum Ngeh, global manager Collective Agreement database, university of Dar es Salaam

For more than three years now, WageIndicator in collaboration with the University of Dar es Salaam has been creating a global database of Collective Bargaining Agreements (CBAs), to inform workers of the rights they seem to ignore. The database also gives them the possibility to know what is happening in other sectors in their country as well as in other countries. This can be done by comparing CBA-clauses under various topics, such as: maternity leave, working hours, social security, rest days annual leave, Minimum Wages, etc. We believe that this can raise the bargaining power of employees when discussing new terms with the employer or when bargaining improvements of the existing terms as well as create new avenues for improvement of their working conditions.

Countries, Languages and Users

The CBA-database currently comprises 24 countries, i.e. Benin, Burundi, Brazil, Cambodia, Costa Rica, El Salvador, Ethiopia, Ghana, Guatemala, Guinea, Honduras, Indonesia, Kenya, Madagascar, Malawi, Mozambique, Niger, Peru, Rwanda, Senegal, South Africa, Tanzania, Togo and Uganda. So far, we have more than 400 CBAs in the system as compared to 136 CBAs, two years back, in 2013.

The languages used in the database thus far are English, French, Spanish, Portuguese, Swahili (Tanzania), Bahasa (Indonesia), Khmer (Cambodia), Malagasy (Madagascar).

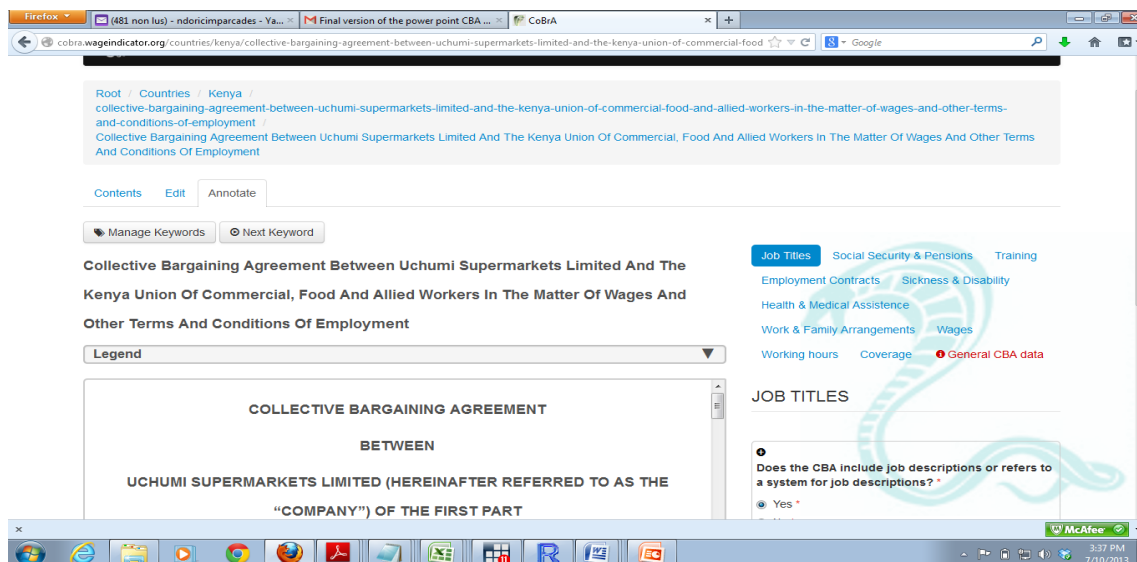
This database is designed for employees, employers, trade unions, employers' associations, academicians, policy makers, etc. It is free and would always be free for all to check their fundamental rights.

Uploading and Annotation of CBAs

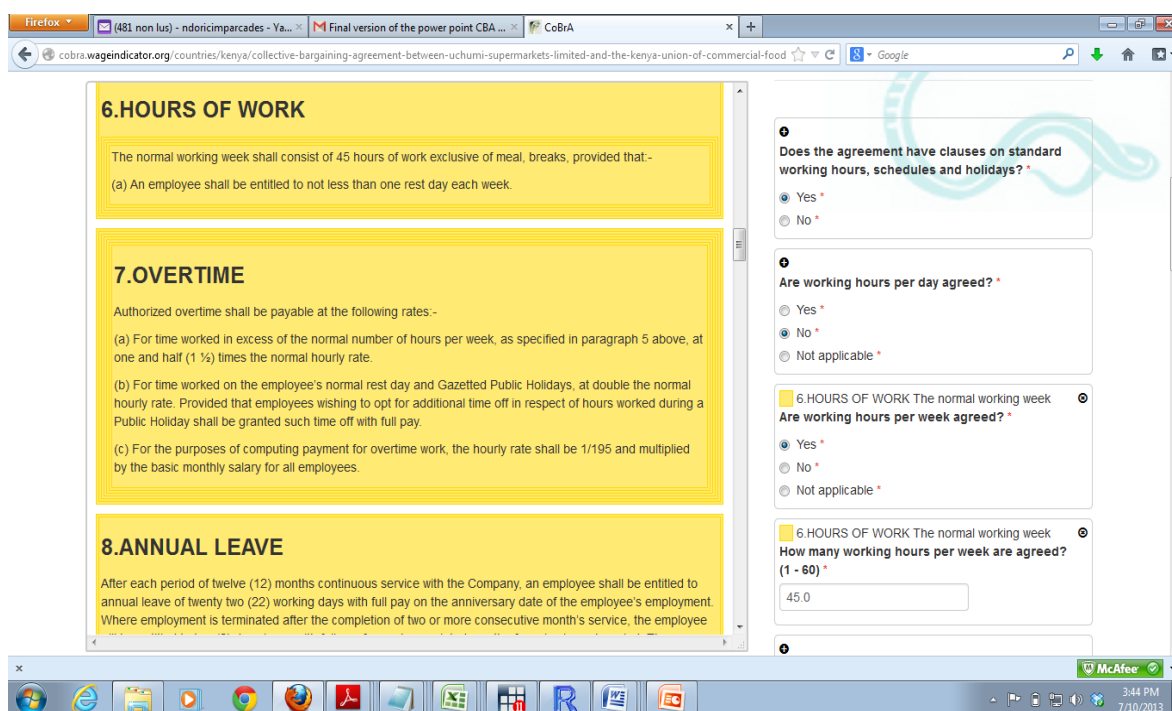
For CBAs to be brought online in the database these complex documents have to go through a number of steps. First they are collected, next transformed into html-format using Amaya software, whereas for uploading the COBRA-program is used, and after completion the uploaded versions can be annotated.

In the collection of CBAs WageIndicator collaborates with trade unions and/or employers' associations in various countries. CBAs are sent in various formats: MS-word, PDF or scanned documents. PDF and scanned documents are first transformed into MS-word format.

The annotation section in COBRA has a total of 11 topics containing over 80 questions to be answered as well as their corresponding clauses to be selected. These questions fall under the following topics: General CBA-data, Job titles, Social Security & Pensions, Training, Employment Contracts, Sickness & Disability, Health & Medical Assistance, Work and Family Arrangements, Wages, Working hours and Coverage. See figure below:



When answering questions under each topic, clauses are selected in the text for the corresponding question. An example is given in the figure below for questions under the topic Working Hours.



The database can be used for many purposes and by any person interested. It can be used by trades unions or employers if they want for example to compare specific clauses across countries, sectors or industries for strategic negotiations. To compare clauses COBRA offers a tool which takes just few steps; 1) select an issue for comparison, 2) select countries and/or sectors, 3) search.

The database can also be used to compare old and new CBAs. This option is given because usually a CBA has a period during which it is effective until it is amended by mutual agreement between the employer and union. With the help of the database one can now easily track changes to see the amendments made starting from the previous agreements.

Academic Use: a Pioneering Study

The database can also be used by academicians. An example is a recent paper in the International Journal of Manpower, using the database: *Comparing Collective Bargaining Agreements for Developing Countries*, issue 36(1), pp.86 – 102, J. Besamusca and K. Tijdens (2015). The following is an abstract of that paper:

‘The purpose of this paper is to fill several knowledge gaps regarding the contents of collective agreements, using a new online database. The authors analyse 249 collective agreements from 11 countries – Benin, Brazil, Ghana, Indonesia, Kenya, Madagascar, Peru, Senegal, Tanzania, Togo, Uganda. The authors research to what extent wage and other remuneration-related clauses, working hours, paid leave arrangements and work-family arrangements are included in collective agreements and whether bargaining topics cluster within agreements. The authors use the web-based WageIndicator Collective Bargaining Agreement Database with uniformly coded agreements, that are both collected and made accessible online. The authors present a quantitative multi-country comparison of the inclusion and contents of the clauses in the agreements.

The authors find that 98 per cent of the collective agreements include clauses on wages, but that only few agreements specify wage levels. Up to 71 per cent have clauses on social security, 89 per cent on working hours and 84 per cent on work-family arrangements. The authors also find that collective agreements including one of these four clauses, are also more likely to include the other three and conclude that no trade off exists between their inclusion on the bargaining agenda.

Being one of the first multi-country analyses of collective agreements, the analysis is primarily explorative, aiming to establish a factual baseline with regard to the contents of collective agreements. This study is unique because of its focus on the content of collective bargaining agreements. The authors are the first to be able to show empirically which clauses are included in existing collective agreements in developing countries.’

Global Impact of the CBA-database

Comparing CBAs with national labor laws is usually done to improve on the working conditions and ascertain the bargaining power of national trade unions. Normally, the CBAs are not supposed to undercut the levels set by national labor laws. More and more CBAs will be adopted and cover more workers, thereby improving their working conditions.

Our future target is to enlighten all workers of their labor rights globally. This entails enlarging the CBA-database to all the WageIndicator countries and therefore tracking new CBAs renegotiated after expiration, marketing the database for accessibility by all and funding to enlarge and continue its operation.

CHAPTER 32

Collective Agreements as a Game of Lego

By Daniela Ceccon, WageIndicator West Africa, Southern Europe, global data bases manager COBRA, with special thanks to Victoriano Zacarias Mendez (CGTG) and Jorge Espinosa (CGT)

The digitization of the process to reach Collective Bargaining Agreements (CBAs) aims to facilitate the Social Dialogue in Colombia and Guatemala and to simultaneously empower trade unions. It follows and builds on earlier initiatives run in Latin America by WageIndicator and CNV (the Dutch Christian Trade Union Confederation). In this CBA-context digitization means the use of information technology to make the storage, access, analysis, comparison and creation of collective agreements smarter, easier and faster. This should lead to shorter, more transparent and easier to understand CBAs, which is very good for workers and employers alike – regardless of sector or country.

The first steps to find out this potential were taken with CGTG (Confederación Central General de Trabajadores de Guatemala) and CGT (Confederación General del Trabajo - Colombia) in July 2015. With the help of a short questionnaire, we observed that their main difficulties are to find out what workers need and which issues they have, and also to determine the socio-economic situation of the companies. In Guatemala in addition negotiations with the employers were said to be one of the most difficult aspects in the process.

Treating CBA-clauses as Lego-blocks: Does it Work?

The idea we wanted to test from the outset is to look at collective agreements as structures composed of Lego-blocks. Does it hold a promise for digitization and improved efficiency? In this approach each block stands for a singular clause. But would it be possible to categorize these clauses, i.e. assorting them under certain headers and assigning a particular color to all blocks in that category? Would this way of looking at CBAs reveal some structure – and could it be that many CBAs, wherever they may be concluded, share some of those basic structural characteristics?

To discuss and work on this from the 20th of July meetings were held with CGTG and CGT in Guatemala (first week) and Colombia (second week), respectively. What have been the results of these two weeks of brainstorming?

Indeed, by analysing a few collective agreements of both countries, we managed to see some patterns and recurring topics. Moreover we could isolate a few groups of blocks which usually remain untouched (their content basically does not change) and other groups of blocks which, by contrast, are negotiable. This basic finding in principle should allow us to:

- Create CBA-formats which can be downloaded online and serve as a basis for negotiators;
- Pinpoint ‘hot topics’ and present them to workers, so that they can select the most urgent.

Guatemala: a Model is Found

It was a sunny Monday morning in Guatemala City, the perfect day to start working on something new. In the headquarters of the CGTG we began to discuss two main issues:

- Would a sample-CBA be useful in making collective bargaining easier?
- Would a questionnaire to workers be useful to understand what workers want?

The answer to both questions was ‘yes’, because these two things would fulfil the need of trade unions to make the collective bargaining process more clear and simple. In many cases trade unions don’t have a

sample-CBA to start from, don't know what is actually important for workers and anyway don't follow a specific process to get to new collective agreements.

There were discussions, proposals and explanations, and we managed to go through the entire collective agreement and decide which are the provisions that should come in every collective agreement and which ones are optional.

Next step: is it possible to simplify this even more and get to a few 'basic' Lego-blocks surrounded by 'optional' Lego-blocks? With Alberto Ramirez - the general secretary of CGTG - and the legal advisers Jaime Humberto Bautista and Edna Magnolia Liquez Romero, we analysed in detail a selected collective agreement for the public sector and improved it article by article. The result was really something unique, according to the legal advisers as well: nothing like that had ever been done before.

We put the best Lego-blocks together to create a model, but as the provisions need to be filled in, it is up to the negotiators to make them 'the best clauses' in terms of provisions. But at the level of 'topics', both lawyers agreed that this model is complete and even formally very good. Complicated clauses could be simplified to avoid misunderstanding. We tried to use proper words and make the text easy to understand for everyone.

What we did also is to separate the negotiable blocks from the blocks that will remain untouched. The negotiable blocks in turn could be subdivided in 'important for trade unions' or 'important for workers'. Reality may be complex, but we can try to make it understandable! In the end all agreed that the idea of Lego-blocks is good and that we can see which blocks can stay the same and which are to be negotiated, which ones are the basics and which ones are optional. As the sample for municipalities is very well structured and could be simplified while retaining the possibility to detail clauses during actual negotiations, it became the basis for the model. We include it at the end of this article.

We did not prepare the questionnaire for workers, yet. A questionnaire for workers is interesting, but all agreed that workers also need to be informed about what a collective agreement is and why it is important for them to tell trade unions what their needs are. Another issue is the difficulty for many people to access the Internet. One solution may be that trade unions in companies invite workers to their room to visit the website and do their questionnaire. Other options – but a bit more complicated from a logistical point of view – are to give workers a small questionnaire on paper or to put a big paper in the trade union's office, where workers can vote.

The Model Put to the First Test in Colombia

Could the model-CBA based on the public sector in Guatemala be of use in other countries around the world? To test this we could start in Colombia, since we were scheduled to meet CGT-officials in Bogotá next.

The first day in the CGT-offices in Bogotá got off to a very good start. We met Myriam Luz Triana, the general secretary of the Confederation. In the beginning she had some doubts about the possibility of applying one model to more than one country. But when she actually saw the model she agreed that with some changes it could be applied to her country as well. She also liked the idea of different Lego-blocks according to necessities, and she also liked the idea of using an online form to ask workers which are the topics they are more interested in.

Next day's meeting focused on the private sector. Jorge Espinosa - organization secretary of CGT - first explained in detail how the negotiation process works in the private sector in Colombia. Then he showed how a collective agreement is made, what are usually its parts and what they are about. The discussion made us wonder if and where a sample could be useful. Not so much for big companies, who already have complex

CBAs and start negotiating from those, but rather as a sample or guide for trade unions and companies who haven't signed any CBA yet. In general it would be useful to have a sample as a reference document for everyone. The next critical discussion made us see that the sample doesn't have to be a static fixed thing and can be adapted to different sectors. Moreover, it can be a guide for all trade unions to improve the way they structure a CBA. For example, putting maternity under 'General/Social section' and not under the 'Economical' section makes it easier to achieve something in negotiation.

Now the work continues at the Amsterdam WageIndicator Conference!

The model from Guatemala:

PACTO COLECTIVO DE CONDICIONES DE TRABAJO SUSCRITO ENTRE EL SINDICATO DE TRABAJADORES DE LA MUNICIPALIDAD DE _____ – _____ – y LA MUNICIPALIDAD DE _____ DEL DEPARTAMENTO DE _____ (GUATEMALA)

CAPÍTULO I. DISPOSICIONES GENERALES.

LAS PARTES.
LEY PROFESIONAL.
PROPÓSITO DEL PACTO.
INTERPRETACIÓN DEL PACTO.
DERECHOS ADQUIRIDOS.
RESPETO MUTUO.
TRABAJADORES Y PERIODO DE PRUEBA.
EMPLEADOS DE CONFIANZA.
REPRESENTANTES DE LA MUNICIPALIDAD.
REPRESENTANTES DEL SINDICATO.
CONTROVERSIAS.
PREVENCIÓN DE CONFLICTOS.
PROCEDIMIENTO DE SANCIONES.
DE LA TERMINACIÓN DE LA RELACIÓN LABORAL.
JUNTA MIXTA.
JEFE DE RECURSOS HUMANOS.

CAPÍTULO III. CONDICIONES GENERALES DE TRABAJO.

PLAZAS VACANTES.
RÉGIMEN DE ASCENSO.
PROHIBICIÓN DE TRABAJOS AJENOS.
IMPLEMENTOS DE TRABAJO.
SERVICIO DE TRANSPORTE.
JORNADA Y HORARIOS DE TRABAJO.
JORNADA EXTRAORDINARIA DE TRABAJO.
DÍAS DE ASUETO.
LICENCIA SINDICAL Y PERMISOS CON GOCE DE SALARIO:
a) Por desempeño de actividades sindicales
b) Licencia sindical a tiempo completo
c) Matrimonio
d) Fallecimiento de familiares
e) Para atender citaciones judiciales o administrativas
f) Por el nacimiento de un hijo
g) El día de aniversario del sindicato
h) Por enfermedad común del trabajador

CAPÍTULO II. GARANTÍA DE LIBERTAD SINDICAL.

RECONOCIMIENTO DEL SINDICATO.
RESPECTO A LA SINDICALIZACIÓN.
INAMOVILIDAD DE AFILIADOS.
INAMOVILIDAD DE DIRECTIVOS.
DEDUCCIÓN DE CUOTAS SINDICALES.
SEDE SINDICAL.
EQUIPAMIENTO DE LA SEDE SINDICAL.
FESTEJOS MUNICIPALES Y ANIVERSARIO DEL SINDICATO.

INDEMNIZACIÓN POR TIEMPO SERVIDO.

PLAN DE JUBILACIÓN Y PAGO DE CUOTAS AL IGSS.
MATERNIDAD.
SEGURO DE VIDA.
GASTOS FUNERARIOS.
SERVICIOS DE MAUSOLEO.
FOMENTO AL DEPORTE.
SERVICIO DE BUS.
CAPACITACIÓN DE PERSONAL.

CAPÍTULO V. RÉGIMEN SALARIAL.

PRINCIPIOS GENERALES.
REAJUSTE SALARIAL.
SALARIO POR TRASLADO TEMPORAL.
SALARIO POR SUSPENSIÓN DEL IGSS.
ANTICIPO DE SALARIO.
RECLASIFICACIÓN DE PUESTOS Y SALARIOS MUNICIPALES.

CAPÍTULO VI. SEGURIDAD E HIGIENE.

MEDIDAS DE SEGURIDAD E HIGIENE.

i) El día del cumpleaños del trabajador

j) Fuera de los casos anteriores, permisos sin goce de salario

CAPÍTULO IV. PRESTACIONES ECONÓMICAS Y SOCIALES.

BONO MUNICIPAL.

VACACIONES.

BONO VACACIONAL.

AGUINALDO.

BONO NAVIDEÑO.

BONO ESCOLAR.

LEGEND:

Basic blocks with basic provisions that should be the same in all CBAs

Blocks to be filled in with general data (name of the trade union, date, etc)

Blocks with negotiable provisions - these provisions are important for trade unions

Blocks with negotiable provisions - these provisions are important for workers

BOTIQUÍN DE PRIMEROS AUXILIOS.

CAPITULO VII.

DISPOSICIONES FINALES.

CUMPLIMIENTO DE LAS PRESTACIONES OTORGADAS.

IMPRESIÓN DEL PACTO.

VIGENCIA Y DENUNCIA.

GASTOS DE NEGOCIACIÓN DEL PACTO.

VIOLACIÓN DEL PACTO.

CASOS NO PREVISTOS.

(Lugar, fecha) _____

Firmas

CHAPTER 33

The German Case: Better Pay through Collective Agreements

By Reinhard Bispinck, Heiner Dribbusch, Fikret Öz, Hermann Schmid, managers of Lohnspiegel.de

In 2004 the Institute of Social and Economic Research (WSI) within the Hans-Böckler-Stiftung became partner of the international WageIndicator-Network. Since autumn 2004 it has been operating www.lohnspiegel.de, the website of the Lohnspiegel-Project. The two most important features of the website are the online survey on wages and working conditions and the Salary Check. The Salary Check is based entirely on responses from users who participate in our research by filling out the questionnaire. Our target group is the entire German labour force, regardless of job category or status. Major partners of Lohnspiegel are the German Confederation of Trade Unions (DGB) and its affiliated unions. Lohnspiegel project and its website are a non-profit operation and all web services are provided free of charge.

Lohnspiegel runs two specialized sister-sites: one addressing female employees in particular and called Frauen-Lohnspiegel:

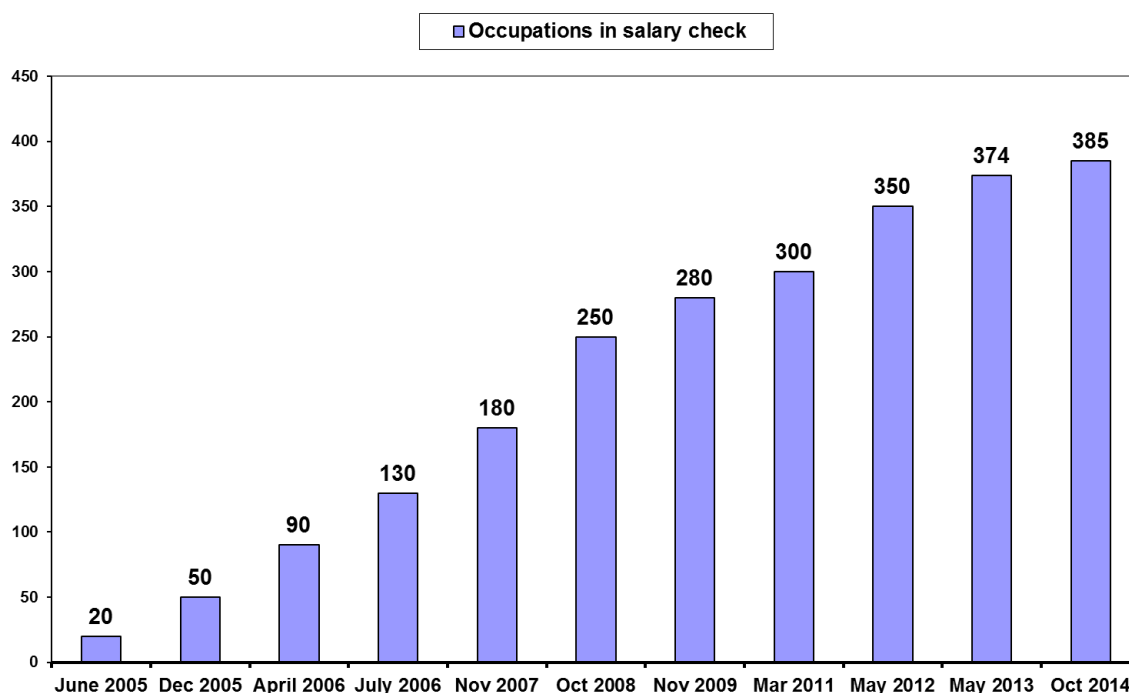


and one addressing young academics called Absolventen-Lohnspiegel:



A Success Story

Lohnspiegel was an immediate success. Supported by favorable media coverage the project quickly managed to expand the Salary Check which until today remains its core service. We currently offer detailed data for some 385 occupations.



Since the start of the project in 2004 about 260,000 visitors of the Lohnspiegel-websites took part in our continuous online-survey. In 2014 our website attracted a total of 1.6 million visitors, i.e. on average 4,700 visitors a day.

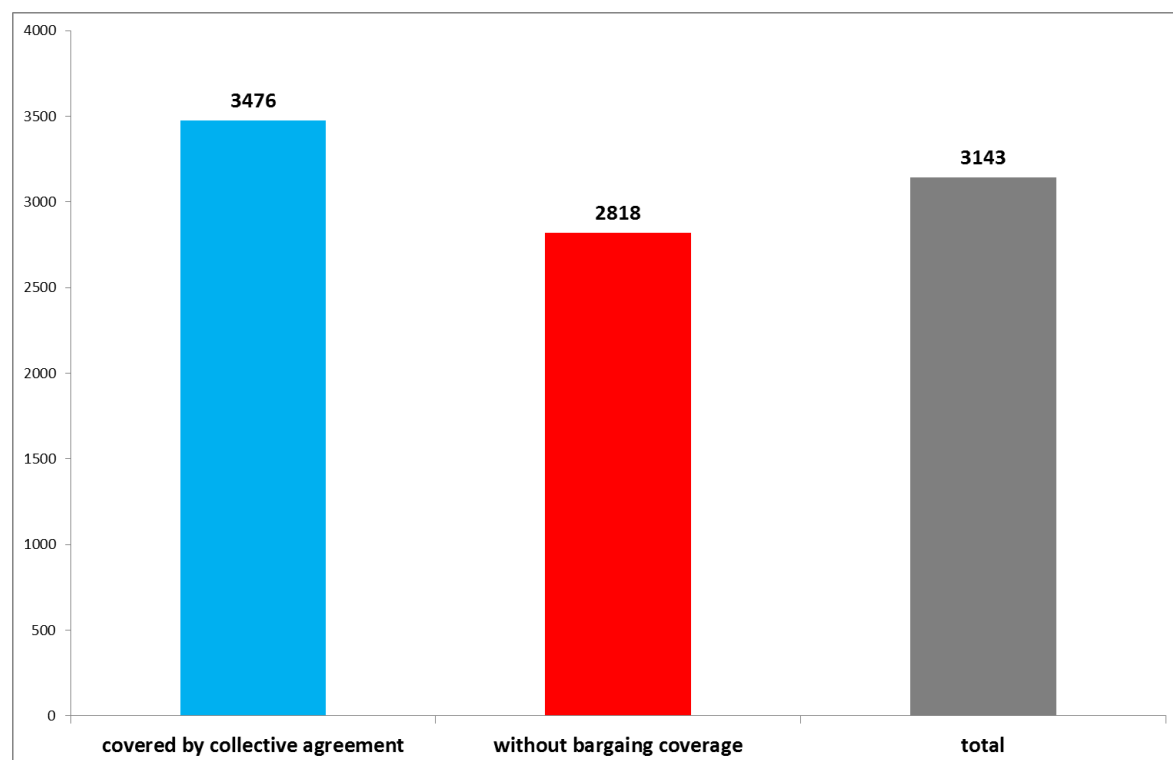
Publications

Based on data collected through the questionnaires WSI regularly publishes in-depth reports on wages and working conditions in specific occupations such as secretaries, sales staff etc. or focus reports on occupational groups such as engineers or technicians.

In addition special reports were issued covering topics such as the gender pay gap, the consequences of the crisis on employment or pay differentials between workplaces covered by collective bargaining and those not covered. With regard to the gender pay gap a 2014 study based on Lohnspiegel-data collected from 2009 to 2013 found that women earned on average about 20% less than men. The older the women the larger the gender pay gap is. Whereas women between 25 and 30 years of age earn on average 13% less than men, the gender pay gap for women between 61 and 65 years of age is 28%.

Better Pay through Collective Agreements

Our findings confirm that in Germany employees are better off when working in an establishment which is covered by a collective agreement. Based on a comparatively broad sample of 72,000 returns between 2010 and the beginning of 2015 we found that employees covered by a collective agreement earned on average € 3,476 or 23% more than those working in establishments without bargaining coverage, who received on average only € 2,818.



Studies based on Lohnspiegel-data also consistently show that employees covered by collective bargaining are more likely to receive annual payments such as holiday or Christmas bonuses.

Prospects

By 2014, as the Lohnspiegel completed its first decade, it has gained a reputation of one of the main sources of information on effective pay. Based on such solid ground it strives to improve its services. One particular aim is to further develop the possibilities to compare wages across countries.

PART VII

Debates and Dialogues

Debates and dialogues make up the major part of WageIndicator's offline activities. Debates are usually of a fact-finding nature, while dialogues ideally take place between social partners, i.e. trade unions and employers' associations. These special events - which they time and again turn out to be when held - are used to systematically generate data as well. Whenever they do, these data are added to the databases collected through voluntary online contributions.

In addition debates and dialogues bring highly valued qualitative input. This input gives surprisingly much direction and meaning to our online activities. The focus on Minimum Wages for example, as well as on labor law, was prompted mainly by the results of such physical encounters with stakeholders in the field. By now WageIndicator has had such stimulating experiences and input from two dozen countries in meetings throughout those countries, in which thousands of individuals wholeheartedly participated.

Read what they have to say – we can give no better advice, nor motivation.

CHAPTER 34

Long-term Impact of the Debates

By Karen Kammeraat, WageIndicator projects manager

The WageIndicator debates are without exception well received by the organisations which coordinate them, as well as by the participants in the debates. The way they are organised result in a real open space, a mini-social dialogue where representatives of all parties (employees, employers, government, and media) can voice their opinion on a variety of labor issues. This is new in most countries, as usually such meetings are dominated by big shots who give presentations to a passive audience.

From the debate reports and direct communications we knew already that the debate method and the open discussion had a positive effect and were experienced as eye openers. However, we also wanted to find out whether the debates had a longer-term effect. Do they contribute to changes in policy and practice? In order to find out questionnaires were sent out to all organisations participating in the Labor Rights for Women project, as the co-funder of this project was also interested in this long-term impact.

Two Types of Debates

WageIndicator developed two kinds of debates, i.e. the fact-finding debates and the awareness-raising debates. The first aims to find out what the real issues are on the work floor and typically involves around 15 participants. The awareness debates are meant to increase knowledge about a specific issue and hand solutions to a larger audience. About 80 to 100 people are generally present at such events, but in principle there is no limit set on the number of participants. The awareness debates are very often based on the outcomes of the fact-finding debates and can be seen as a campaign instrument, while the fact-finding debates provide input for campaigns. The questionnaire concerns both types of debates, since the involved organisations conducted both types (detailed instructions on how to organise a debate and how to prepare a report on the outcomes can be found on www.wageindicator.net).

Method of Impact Measurement

A list with questions was sent to all organisations in the countries where debates were conducted in the Labor Rights for Women (LRW) project. These countries are: India, Indonesia, Pakistan, Guatemala, Paraguay, Peru, Egypt, Kenya, South Africa, Tanzania and Uganda. Mozambique also participates in the LRW-project, but did not organise debates and fully focused on its successful Mobile Judge program, which is regularly aired on a national tv-channel and therefore has tremendous outreach. Answers were received from Paraguay, Peru, India, Indonesia, Egypt, Kenya, Uganda and South Africa. This means a response of 73%.

We asked the organisations to rate the debates, 1 being the lowest figure and 10 highest. Most organisations rated the debates with a 10, Egypt with an 8 and Indonesia with a 7. Indonesia added that if they would have managed to involve government in the debates they would have given a 10. Most organisations said that they wanted to continue organising debates.

Results of the Impact Measurement

Below summaries are given of the answers per question posed in the questionnaire.

1. Did the debates contribute to an improved social dialogue with social partners (employers, government/labor inspectors)?

All organisations were affirmative. The word often used to describe the debates is 'eye opener'. The participants realise which role they have and can play in order to ensure rights of workers are not violated. The

way the debate is organised creates an open space where all parties are equal and everyone has the opportunity to express their opinion. This brings social partners closer to each other.

The team from Egypt did not manage to get representatives from social groups in one debate, so the debates did not contribute much to improved dialogue. Still the debates played an important part in raising awareness about labor law for all groups who did participate.

Kenya, Uganda and Indonesia emphasized the positive effects of the debates for workers. Thanks to the debates work issues were solved amicably between employers and workers, forestalling intervention of the industrial court. While in Africa labor inspectors often participated, this was not easy to arrange in Indonesia.

Parties in India, Paraguay and South Africa managed to achieve a better relationship with government as a result of the debates. Thanks to the debates it was easier to approach government with requests for better implementation of labor laws. In Paraguay meetings were set up between domestic workers and the Ministry of Women and Education. In South Africa government started to implement outreach campaigns in order to educate and inform communities. The South African National Economic Development Council and the Labor Council increased attention to gender issues in their programs and budgets.

2. Did the debates contribute to raised awareness among a large audience, beyond the debates?

This question was also answered positively. Media coverage of the debates played a large role. The teams from Uganda, Indonesia, India and South Africa mentioned large coverage from local, regional and national newspapers, mostly not live. However, the media reports on the debates and their outcomes were successful in generating wider public attention.

Another way of raising awareness beyond the debates is by word of mouth. This was mentioned by the teams from Egypt, Kenya, Uganda, Peru and India. In Kenya debate participants were enticed to share their new insights with their colleagues. This led to a significant increase of online queries on the Mywage website.

The third way of increasing awareness that was indicated by Uganda and India are the brochures and other related materials that are distributed at workplaces and during meetings and events.

In Indonesia awareness rallies with theatrical performances were organised in the street. This attracted a lot of attention from passersby and from the media as well.

The teams from Peru and Paraguay indicated that the strategy and work plan need to take into account the need to reach a wider audience, including campaigns. They also said that to reach large audiences it is good policy to seek partnerships with other civil society organisations in order to make a difference. This was also mentioned by South Africa.

3. Did the debates contribute to better compliance with existing labor laws and policies?

In Uganda and Kenya more employers are now complying with maternity laws. The Uganda-report adds that more employers are providing protective gear since they were informed through the debates that this is obligatory by law. In South Africa it was found that domestic workers are increasingly treated in accordance with the rules laid down in the labor laws.

In India districts set up local complaints committees where women can register their sexual harassment complaints. In Egypt contact was established with the National Complaint Department for Women in order to relay the feedback from the debates to that agency.

In Peru the team feels it is too early in the project still to expect such kind of impact. In Indonesia, due to lack of participation of employers and labor inspectors, compliance with laws did not improve much.

4. Did the debates contribute to the development of new and better labor laws and policies?

The majority of the organisations replied that it is too early still to expect such results. Indonesia adds that new and better laws have no priority as the laws and policies are actually good, so the focus must be on implementation.

In Uganda, the debates contributed to the development of new policies at workplaces. Some companies, for example in the flower industry, have instituted sexual harassment and occupational health & safety committees as a result.

In South Africa the debates raised the bar on maternity issues and created awareness among companies that policies need to include LGBTI rights.

Organisations mention that more worker awareness is a good start for raising voices against injustice.

5. Can you think of any other impact or effect that was generated thanks to the debates?

All reports mention that women are more informed and aware of their labor rights. They are increasingly advocating their rights, at the workplace, to government and at home where they advocate for a better division of household tasks as well.

The teams from Kenya, Uganda and Indonesia indicate that the debates resulted in increasing trade union membership for trade unions, especially women join. Indonesia adds that the debates changed the negative perception that workers had of trade unions (strikes and demonstrations). Now they see the positive role these can play in both a social dialogue and in collective bargaining agreements. More unions are now involved in CBA-processes, and more women are on the negotiating teams than before.

In India more women came to forefront and aimed at higher positions in trade unions and society in general.

In Uganda the trade union confederation created and improved relationships with companies, educational institutes, universities, civil society organisations and government. In Peru the division of work between the trade union federation, school principals and parents' associations became more clear. The latter became aware they also have rights and started to organise themselves.

In Paraguay the radio station that was covering the debates continued to broadcast programs about women workers afterwards.

In South Africa there was increased attention for the Compensation for Occupational Injuries and Diseases Act (COIDA), especially for domestic workers and farm workers. The debates on LGBTI opened the minds of everyone about the specific issues for this group.

Kenya mentioned that the debates resulted in increased traffic on the Mywage and Africapay websites.

6. Did you integrate or are you planning to integrate the method or any of the outcomes of the debates in your core trade union work?

The teams from India, Uganda and South Africa plan to continue organising debates, Uganda with a focus on the need for setting a minimum wage. South Africa plans to organise debates, bringing government and communities together. The Indian team adds that debates are the best way to find out what the problems are and whether people are prepared to work on changing them. The Kenyan did not yet plan to continue organising debates but is certainly considering the option seriously.

The Paraguayan team will continue to organise young people working in schools.

The team from Uganda will continue to bring up sexual harassment and OSH in all workplaces, CBAs and union constitutions.

The South Africa team indicated that it will continue to share the findings of the debates in the unions and to use them as arguments in lobby activities.

CHAPTER 35

How to Successfully Combine Web-tools and Debates

By Nadia Pralitasari, manager Gajimu.com

Labor market conditions in Indonesia have improved markedly over the past twenty years, although it is still faces issues which hamper progress towards prosperity. Improvement in wages and working condition will contribute to the productivity and quality of the workers, which is one among other things that will equip Indonesian workers to maintain their competitiveness in the ASEAN Economic Community. Very often the process to solve labor conflicts is accompanied by demonstrations. However, the methods of dialogue or debate which WageIndicator and trade unions have recently brought in and implemented, do have a meaningful impact for Indonesian workers.

KSBSI Uses WageIndicator Tools Systematically

WageIndicator is affiliated with KSBSI, one of the biggest trade unions in Indonesia. It has 11 federations and each federation organises offline activities (debates, dialogues, meetings, trainings) throughout the year. WageIndicator tools such as its Salary Check, Decent Work Check, Compliance Form and CBA-database are often used in these offline activities, their use depending on the topics of the activities. For example, WageIndicator's Decent Work Check-list is often used in fact-finding debates to map out what the main issues are that workers face. As time goes by, the Decent Work Check gradually becomes a standard tool to identify the labor issues that occur in each company and it is widely used in training, dialogues or debates by trade unions.



Participants of training and debates use the Decent Work Check and together find solutions to the issues that it brings up

Compliance Forms to Get the Minimum Wage

Even though Indonesia has a binding regulation regarding Minimum Wage, there are still workers who are paid below the Minimum Wage level and have a hard time to make ends meet. Stagnating wages and rising living costs are ongoing issues. Through the use of the Decent Work Check in meetings and debates, problems regarding the implementation of Minimum Wages are identified. Participants who earn below the Minimum Wage complete the Compliance Form and hand it over to other colleagues within their company that suffer from underpayment like they themselves do. The public at large, people who did not attend meetings and debates, may access the Compliance Form online, and Gajimu.com will forward it to concerned parties in specific regions (be it trade union-official or the Labor Inspector).

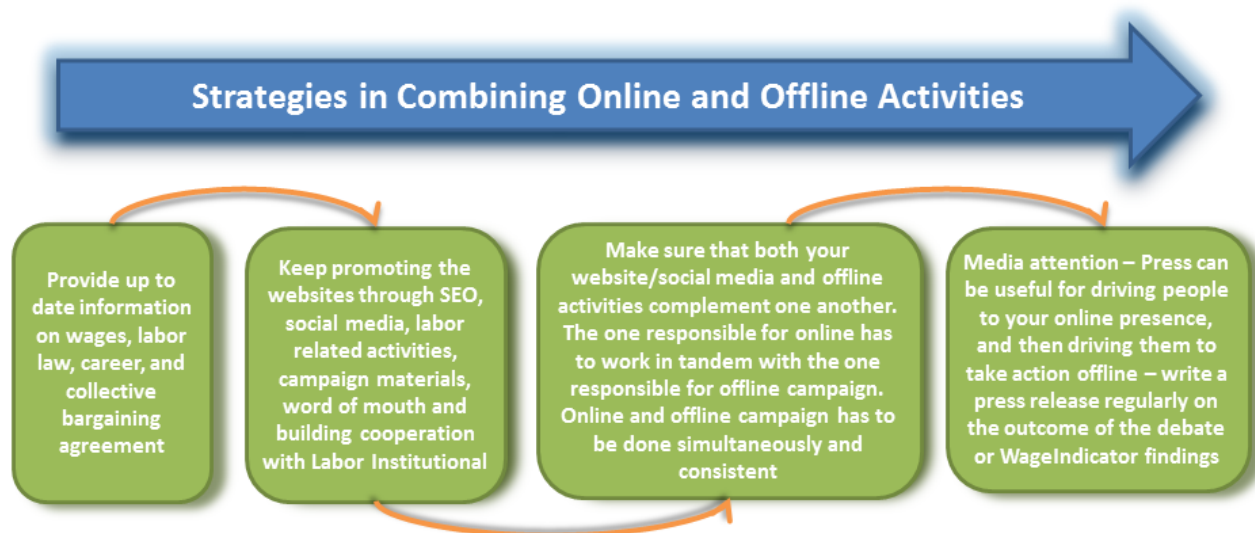
Trade Union Negotiators Use the CBA-database

Next to the Compliance Form, other solution to solve this wages and work condition issues is to have it addressed in company's Collective Bargaining Agreement (CBA). WageIndicator also has a tool which compares topics on Collective Bargaining Agreement (CBA), i.e. the CBA-database, in which we gather and analyze the content of collective agreements. Because this concept is relatively new, promotion is needed. To gain more visibility for the CBA-database, we have promoted it in special workshops or debates dedicated to CBA. Participants (mostly CBA-negotiators) find these sessions very useful and now create their own company CBA.

The Advantage of Being Independent

One of the advantages of WageIndicator is that we are independent. Therefore we could promote the site and our online data in activities conducted not only by KSBSI, but also at the employer's association, government, and other NGOs with similar interests in the labor market.

The more we create compelling content on the WageIndicator website, the more will it in all likelihood provide chances for WageIndicator to extend its influence offline. There is a possibility for potential business/cooperation, for WageIndicator to be invited for labor-related events, to be invited as a speaker on those events, and to build a personal and professional network.



In conclusion, the WageIndicator tools help trade unions to identify the labor issues that occur in companies and regions, to solve many non-compliance cases, and to recruit new trade union members. Meanwhile, by attending offline activities, it will also help WageIndicator to expand its professional network, to gain more visibility offline, and it helps to get us closer to potential web-visitors. Integrating online and social media with strategic offline campaigns and promotion activities can be powerful to raise awareness first and promote actions in its wake.

By blending WageIndicator sites and offline activities, the message becomes stronger and more consistent, leading to familiarity and trust in WageIndicator, which in turn makes it easier for outsiders to discover us and our services.

CHAPTER 36

L'installation au Sénégal des Cellules Régionales sur le Salaire Décent

Par Barra Ndour, manager du site VotreSalaire.org/Sénégal, secrétaire UDTs

C'est en 2012 qu'a démarré le Projet Salaire Décent en Afrique Francophone dans sa 1-ère phase de Collecte des Conventions Collectives Nationales qui, du reste, est un processus qui continue encore (à ce jour-ci on a envoyé 23 Conventions, 01 Convention Collective Interprofessionnelle, des Annexes de classification et des Protocoles). La 2ème phase, qui a été étalée en 2013, a consisté en l'organisation de 10 débats à travers les régions du Sénégal, couronnée par la création de Cellules WageIndicator sur le Salaire décent. Comment avons-nous procédé ?

Le Choix des Pilotes du Projet

Le choix des 10 Capitales régionales sur les 14 que compte le pays est lié à plusieurs raisons: l'importance économique et politico-administratives des villes, la présence de nos relais syndicaux, les moyens financiers et logistiques disponibles; aussi ce sont Dakar, Diourbel, Louga, Thiès, Richard-Toll, Tambacounda, Kaolack, Fatick, Kolda et Ziguinchor qui ont été retenus.

Ce sont nos responsables syndicaux UDTs des localités retenues, connus pour leur engagement, leur sens des responsabilités et leur prégnance sur le milieu qui ont d'abord été choisis comme relais ou points focaux, pour ensuite être bien informés et sensibilisés sur le Projet. Ils ont donc piloté le travail préparatoire (identification des participants-date-lieu-invitations, etc.) tout en maintenant une correspondance régulière avec la Coordination pour procéder aux éclaircissements et réajustements nécessaires durant ces préparatifs.

L'équipe de Coordination nationale (le Coordinateur, le Chargé des Questions juridiques, le Chargé des relations avec les media) sont descendus sur les lieux durant la tenue des débats pour jouer un rôle d'encadrement et supervision, leur séjour variant avec l'éloignement des localités. Il y a le cas unique de Kolda où, du fait qu'on n'avait pas sur place un responsable propre, c'est une militante d'un syndicat non affilié à l'UDTs qui a été notre point focal, le choix étant motivé par sa notoriété, son sérieux et des liens familiaux avec un membre de la Coordination du Projet.

Le format retenu a été d'inviter en majorité des travailleurs pour l'essentiel salariés dont les professions sont les plus diversifiées que possible, qui ne sont pas tous nécessairement syndiqués, et encore moins ils ne sont pas exclusivement de l'UDTs, des représentants de l'Administration (du Travail – des Collectivités locales) ainsi que des Employeurs ou leurs représentants.

Les participants répondent au questionnaire du rapport (Check décent), comptabilisent le nombre de réponses pour apprécier les conditions de rémunération réellement vécue, et finalement instaurent un débat par un tour de table.

Dans certaines grandes villes, l'Administration du Travail a envoyé des représentants de haut niveau qui ont souvent joué le rôle de modérateur (cf à Louga, Kaolack et Thiès avec à chaque fois l'Inspecteur Régional du Travail et de la Sécurité Sociale lui-même).

La Tournure des Débats

Au sortir des débats des cas concrets, pénibles et donc urgents nous ont été soumis par les participants (problèmes de rémunération ou de non respects des obligations contractuelles) et auxquels on a apporté des réponses, en adoptant un dispositif de suivi avec les intéressés, les responsables syndicaux et les Représentants de l'Inspection du travail.

Pour d'autres problèmes de formation syndicale, de respect des libertés syndicales, de révision de conventions obsolètes, de promotion de la protection sociale surtout pour les travailleuses(rs) de l'économie informelle etc, exigeant plus de réflexion, on a décidé de les inscrire dans la durée pour leur trouver des solutions (planification).

La tournure des débats a montré aussi, de façon générale, un grand déficit de connaissances des textes et des procédures par les travailleurs pour exiger leurs droits, mais aussi respecter leurs devoirs!

La problématique de la rémunération occupant une place centrale autour de laquelle tournent toutes les préoccupations des travailleurs, et le format du débat ayant été original par son aspect non sectaire, très participatif, instructif et motivant, cela a été partout une forte recommandation au sortir des débats de constituer des Cellules sur le Salaire et qui transcendent les clivages; à ce propos, c'est à Kolda où sur le champ, la Cellule a été officiellement créée avec un bureau provisoire.

La phase de Campagne sur le Respect du Salaire minimum au Sénégal a été une nouvelle et première expérience pour ces Cellules régionales afin de démarrer leur dynamique d'autonomisation de prise en charge des questions de salaire, bien sûr de façon concertée avec la Coordination nationale du Projet. Ce sont des structures qui ont subi de légères modifications dans leurs composantes (sorties et nouvelles entrées mais avec toujours le noyau dur de départ) et dans lesquelles les partenaires (Inspection du Travail et Employeurs) s'impliquent de plus en plus.

En définitive, le défi est dans la pérennisation des Cellules: diversification des composantes professionnelles, structuration et élargissement avec des Cellules au niveau des entités départementales et locales des régions, planification des activités, financement des activités, suivi et évaluation.

Il faut noter aussi que si le recrutisme syndical UDTS n'est pas notre priorité, il n'en demeure pas moins que l'attractivité de l'UDTS s'est fortement améliorée. A ce niveau, la valeur ajoutée est que c'est sans propagande que de potentiels nouveaux militants nous ont exprimé leur désir de s'engager, certains ayant déjà franchi le pas!

CHAPTER 37

Social Partners in Burundi - Stick Together in the Political Crisis

*By Liberat Bigirimana, Callixte Nkuru, AEB, and Thierry Nshimirimana, COSYBU, managers
Votresalaire.org/Burundi*

Introduction

Since 1993, when Burundi ratified the 87th ILO-Convention Freedom of Association and Protection of the Right to Organize, the freedom of association in Burundi is in general guaranteed. So far, 43 trades unions are gathered in two confederations and there is one employers' organization which covers both private and parastatal companies from the informal and formal sector. The most representative professional organizations are the Burundi Employers' Association (AEB) and the Burundi Trade Unions Confederation (COSYBU). That position entitles them to participate in tripartite negotiations in accordance with the labor law. However, the government attempted several times to create 'yellow' institutions of employers' and workers, especially in the public sector. Despite the existence of those competing organizations and the government's efforts to undermine the strength of the trade union, the relationships between the social partners is quite good. Also, tripartite consultations are well developed.

The Social Partners during 3 Months of Political Crisis

During the recent (2015) period of unrest in Burundi employers, workers, as well the public at large were suffering because social life in all its all dimensions was paralyzed. The cause of that prevailing paralysis is political, whereas employers and workers are not influential enough to change the political stalemate. The protest of trade union COSYBU against the high cost of living and the AEB-speech of 5th May 2015 in which the employers' representative urged both government and opposition to negotiate for peacebuilding led to intimidation of COSYBU-members and the – temporary – suspension of their participation in the National Council of Labor. Yet, we do expect the country to overcome the present political crisis and that the ensuing stability will allow us to pursue our lobbying for the revision of labor laws to match current realities in the business environment.

The other tripartite bodies are participation of social partners in some public institutions' or governing bodies, and the National Social Dialogue Committee (CNDS).

The presence of social partners in governing bodies of some public institutions has created and enhanced established relations between social partners. In such contexts it has happened in some cases that workers and employers formed a united front to prevent the government from harming their common interests. In the meantime the Minister of Labor continues to request support from employers on specific issues where they can offer expertise in the field of labor relations.

National Social Dialogue Charter

Next to that there exists the National Social Dialogue Committee (CNDS). This body was created after the agreement between the social partners in 2011 to prevent, sensibly reduce and settle labor related conflicts peacefully. That agreement was laid down in the National Social Dialogue Charter. The National Social Dialogue Committee is composed of 7 employers, 7 workers and 7 Government representatives. The mission of CNDS is to receive, analyze and settle peacefully national or sectoral labor related conflicts, before they are taken to courts or lead to violence. It was created to foil the persistence of conflicts and strikes, especially in the public sector. The positive impact of that body so far deserves special mention because of the number of major disputes already solved during its 2 years of existence.

The good collaboration between social partners in Burundi is also made easier by the attitude taken by the Minister of Labor, who is an expert of tripartism matters.

The Impact of WageIndicator

When we launched the WageIndicator project the public debate was dominated by the open conflict between the government and workers on the issue of salary harmonization in the public sector. Thus, any suggestion to hold meetings with salary as the main topic would have simply been seen as an incentive to revolt. However, because of the bipartite character of the project, i.e. fostering dialogue between social partners, we have somewhat later been allowed to organize debates with employers and workers that had a positive impact on professional relationships. This was made possible by the debate's awareness raising focus, the effect of fair work on motivation of workers, and good relationships at the workplace. After these debates people could successfully be directed towards the WageIndicator website for further information about Minimum Wage and other labor issues.

The second phase of the project meant to target people from the informal sector through AEB, the employers association. This proved to be quite difficult, given the fact that most of those working in the informal sector didn't go to school nor can they access the internet easily. Nevertheless, leaflets in the local language with information on core provisions which regulate labor relations and social security were provided, as well as information about trade unions for easy participation in collective bargaining to bring about better working conditions.

Despite the prevailing worrying political and security situation, AEB and COSYBU had worked out a draft for a Ministerial Ordinance. It was meant to establish a new Minimum Wage, replacing the outdated version. They could take this initiative, given their prominent position in the national labor market and in the field of institutionalized labor relations. That important document was scheduled for discussion in the National Labor Council's session of June 2015. That session unfortunately did not take place due to insecurity, unrest and political instability.

Slump in Web Visits due to the Crisis

The website votresalaire.org/Burundi has been visited by a large number of visitors since its launch. The steady increase in numbers was however not spared by the crisis. Early 2015 there was a slight dip in numbers, due for a large part to the fact that most visitors use the internet when they are at work. And many people could not reach their work places for - at least - a couple of months.

CHAPTER 38

The Effects of Debate, Africapay and Legal Helpdesk on ATE

By Patricia Chao, ATE, Africapay.org/Tanzania manager

Since 2012 the Association of Tanzania Employers (ATE) together with Trade Union Congress of Tanzania (TUCTA) implemented the Enabling Social Dialogue and the Living Wage projects with the technical and financial support of the Wage Indicator Foundation. Through these projects a number of activities were organized, including: debates, the Africapay.org/Tanzania website and legal help desk. What is the effect of the debates, the website Africapay and the questions via the helpdesk on ATE?

Effects of Debate

The debates are conducted by selecting a sector in the economy and inviting employers and employees of that sector to meet. With the help of a neutral moderator the parties will identify the key challenges they face in their daily professional life. They debate on possible ways of addressing those challenges until they reach an agreement. An officer from the Ministry of Labor and legal experts are always invited as facilitators to clarify issues that may require further explanation.

The debates have been very helpful since it is done in an environment that is friendly to all parties, not in a court room or in a workplace during crisis. Everybody is able to speak their mind. Hence it is the ideal model for discussing issues and identifying the possible solutions.

Debates have helped members of the Association to get some hints on how to address the discussed issues at their workplace. They are able to take home several different action points, because there are different sectors invited to these debates. They can discuss the action points with their employees and management. The debates are none-binding. Who will refuse a free solution to problems? ATE also compiles the report and shares it with members in the sector who were unable to attend the debate.

Debates have also reduced the number of questions that ATE is receiving on issues that have been discussed in the debates. Moreover, when such issues are brought to ATE they are now well focused and at rather high and technical level.

Effects of Africapay.org/Tanzania

This website is very useful for employers and employees in Tanzania and not just ATE-members. The website is used as a:

- Source of reference on various issues such as Minimum Wage, Living Wage, Termination, Contract of Employment, Maternity issues etc.;
- Easy way of contacting experts;
- A free online library;
- A platform that clarifies employment and labor issues in Tanzania.

In Tanzania, very few documents are available in an electronic format that is accessible to the public. Most of those documents are either on public office shelves or not accessible at all in the name of confidentiality. But information such as sectoral minimum wages, digested labor laws, various codes and instruments is available on the website. This means that the public can access them. All they need is connection to internet and a computer or phone. This has helped the legal officers of ATE, since they are now able to refer members with questions to the website for further information. This has reduced questions especially on the issues that are on the website.

The Effects of the Legal Helpdesk

The legal helpdesk is the only electronic contact between the visitors of the website and the WageIndicator-team in ATE. The website offers educational opportunities to members and non-members as well as employers and employees. It has helped to avoid various conflicts that could have been caused by ignorance. Common issues like retrenchments, minimum wages, and labor law interpretation are normally sources of labor disputes when approached without clearly understanding them. Thanks to the website such unnecessary disputes are avoided at minimal cost.

CHAPTER 39

Benefits of Africapay to the Federation of Uganda Employers

By Douglas Opio, FUE, Africapay.org/Uganda manager

Ugandan employers have been reaping benefits from Africapay. The website was established in 2011 through a partnership between Federation of Uganda Employers and Wage Indicator Foundation. Gone are the days when employers had to call a legal expert to get basic information about the labour laws in Uganda. Employers can now find answers to their questions 24 hours a day and 7 days a week due to availability of high quality information online in a simplified manner.

FAQ's Online Are a Great Help

Information on critical issues such as labour laws, salary and career are just a click away. It is a short cut for employers to get information without having to incur additional costs. Employers do not have to ask legal experts these simple questions, they can do this at their own convenience. This creates time for the legal team at the Federation of Uganda Employers to concentrate on more serious issues. The legal and employee relations department has become more efficient in the process due to reduction in the number of simply questions, for example: What are the public holidays in Uganda? How many days are provided for maternity leave by law? How many hours are workers legally allowed to work per day and per week? Africapay has also facilitated membership recruitment and retention, generated consultancy opportunities for the Federation and increased stakeholder engagement.

Benefits for SME's

The benefits of Africapay also extend beyond the membership of the Federation of Uganda Employers, to thousands of Micro, Small and Medium Enterprises (MSMEs) who require information about the labour laws. They are unable to pay for membership or the legal fees that are associated with having access to such information. It is also possible for such employers to seek online legal advice without any costs. This has promoted the visibility of the Federation of Uganda Employers among MSMEs who now have easy access to information on the labour laws in Uganda.

It is clear that having CBAs online is an extremely good initiative that promotes greater transparency and accountability in the labour market. This allows for fair competition among employers. It also indirectly facilitates sharing of best practices among employers. Africapay has increased the visibility both locally and internationally. This has increased the level of contact between the Federation and employers. However, CBAs are not all online because some employers still prefer to keep them confidential. Perhaps they are not willing to give out too much to their competitors in terms of salary structure and other benefits. This perhaps explains why sectoral CBAs are all available online.

CHAPTER 40

The Debates in Uganda Instil Workers' Confidence

By Victoria Nanteza Kakooza, NOTU, Mywage.org/Uganda manager

Introduction: Fact-finding and Topical Debates

The WageIndicator project was introduced in Uganda in 2011, while debates became more pronounced during 2012. The debates conducted included those for enabling social dialogue and were on a fact-finding mission. These normally attracted 15 to 25 participants. Participants included workers, representatives from government, preferably from the Ministry of Gender, Labor and Social Development (MGLSD), employers and Labor Commissioners. Another type of debate was on specific themes, such as for example Minimum Wage, and could attract 70-100 participants. These attracted also journalists from different media and panelists from different areas of specialization to enrich the debates. All combined these debates have played several roles, in particular and most importantly:

- To provide a platform for a free and lively exchange of ideas and break the bondage between government, workers and employers. During these debates workers realized that although they are at different levels, they can discuss amicably and voice their concerns and demands as subordinates. The debates have usually provided a forum for openly discussing volatile concerns;
- To provide balanced power and a voice for workers that employers and government can understand and use to enforce workers' rights;
- To express opposing views like that of instituting a Minimum Wage and to explore opinions in a way that connects rather than divides. The concern of Minimum Wage in Uganda is among the most controversial issues that have pended for long. Debates have made it possible to claim it, despite opposition.



Participants in a debate voting for a pertinent concern regarding pay rise

How Often is Mywage as a Website Used?

NOTU has organized a number of programs at various work places to sensitize participants about Mywage website, each time making it a point that it is available for free and relevant consultation. This has resulted in increasing numbers of workers, particularly those who are computer literate, to visit the website. More so, Ugandan workers have increasingly become computer literate.

What do Colleagues Think of the Promotion of WageIndicator?

Colleagues have commended me for this work, which without the presence of WageIndicator project would be invisible. They say that debates have rendered opportunity to the workers to interact with employers and government representatives as equal partners. Furthermore that the project provoked Labor Inspectors to inspect work places periodically, more frequently than before. This has improved conditions of work. The work of labor inspectors was totally forgotten, but their involvement in the debates has awakened them to the advantage of workers. WageIndicator created awareness among the workforce on their rights and obligations, as well as sharing problems and devising means for the betterment of working conditions. It has instilled confidence among workers to open up and collectively demand for their rights from an informed point of view. It reminded government to implement existing labor laws, enforce the weak laws and amend the obsolete ones. Involvement of media in the debates has enhanced cooperation with NOTU resulting in objective reporting and better exposure of NOTU.

Conclusion

The WageIndicator project was well thought and timely to consider debates as key in the project. Debates have offered profound and lasting benefits to the workforce and to the entire community. They have inculcated individual skills, emphasized critical thinking, promoted effective communication and critically examined pronouncements of workers' representation. Debates were public revelations too, since the information reaches out through media to a greater section of the workforce. All of this, thanks to the WageIndicator project.

CHAPTER 41

The Impact of WageIndicator Partner Activities in Ghana

By Charles Asante-Bempong, GEA, Africapay.org/Ghana manager and Mary Karimu, GTUC, Mywage.org/Ghana manager

Introduction

The Ghana Employers' Association (GEA) and the Trades Union Congress of Ghana (TUC-Ghana) continued with the implementation and coordination of activities under the WageIndicator Project. The activities include: holding fact finding debates, management of Mywage and Africapay websites, collection, analysis and mediation sessions of minimum wage compliance, collection of CBAs and the holding of National Stakeholder forum.

Mywage.org/Ghana website has received over 66,000 visits in a year while the Africapay.org/Ghana has also received over 17,700 visits (both figures from 2014). The holding of National Stakeholder meetings has enabled issues affecting workers to be brought to the fore for the consideration of the National Tripartite Committee. The collection of CBAs has enabled countries to compare CBAs for improvement in their development of CBAs. Assistance has also been given to people who send complaints and questions online.

This report covers activities implemented from 2014 to date in terms of at outcomes and impacts and suggests improvement of the activities implemented thus far.

Combination of Debates and Minimum Wage Complaint Forms

One of the key activities of the project in Ghana is the organization of fact finding debates and circulation, collection, analysis and solutions on Minimum Wage and other working conditions. In 2013 and 2014 about 40 debates have been conducted between TUC-Ghana, GEA, and GFL in which these institutions have actively participated.

The debates covered both formal and informal sectors in the fields of agriculture, banking, telecommunication, aviation, hospitality, public and private schools, physically challenged workers, market women, traders, artisans, garages, catteries, tailors and dressmakers, hair dressers and beauticians, wood workers, rural women famers, dockworkers and the media. The debates were held across the 10 administrative regions of Ghana.

Complaint forms were also distributed across these regions, in 2014 about 2000, of which about 1500 could be collected for analysis. From the complaint forms collected 15 were cases which needed immediate solution. Five of these cases were in the petroleum sector and the others were resolved through informal discussions and negotiations with management and executives of associations.

Distribution and collection of the compliance forms is done with the help of field assistants. Identifying key issues for analysis and resolution is done with the assistance of union executives, association executives and management. In 2015 it is expected that more compliance sessions would be held in the private sector.

Key Issues

The various sectoral groups are organised through their executives and a check list which contains information on decent work (wages & salaries, occupational health and safety, leave administration, social security, employment contract, maternity protection etc.) is used as a guide. The check list is analysed and the key issues are prioritised for discussions among the moderators and participants.

Some of the key issues that have emerged include:

- Leave administration (annual leave)
- Occupation health and safety
- Social security (informal sector workers)
- Wages and salaries (private and informal sector workers)
- maternity protection at work (formal and informal sector)

Impact of WageIndicator Project Activities in Ghana

The following summarises its impact.

- The debates have enabled the two institutions (GEA/TUC) to advise and educate employees on their rights and responsibilities as enshrined in the Labor Act;
- The debates have also offered a platform for workers to express their concerns in relation to their jobs;
- The debates have further enhanced workplace cooperation;
- The debates have also deepened dialogue between GEA, TUC and GFL and their constituents;
- For the informal workers, the debates have given them a platform to share their concerns especially with local authorities;
- The outcomes of the debates have served as a good source of information for stakeholders in assisting their members;
- The debates have also served as a source of information for engagements with the media;
- Information gathered through the compliant forms have served as a database for stakeholders and as a guide for decision making and policy discussions;
- The compliance sessions have been used to resolve labor-management disputes.

What We Should Improve

There is the need to:

- actively involve the Ministry of Employment and Labour Relations in the debates;
- organise more debates in the regions;
- organise more sectoral debates;
- empirically assess the impact of the debates and compliance outcomes on the participants;
- improve online compliance surveys;
- increase funding for expansion of project activities.

The GEA and TUC-Ghana will continue with fact finding debates, encourage more compliance sessions, with management of websites, and encourage more media campaigns.

Institutional Co-operation Remains Strong

The GEA and TUC-Ghana have cooperated in many areas over the years and the cooperation between the two bodies has been strong and keeps improving. Currently - apart from the WageIndicator project - the two institutions are closely working together on other projects all aimed at improving the working conditions of workers and also to promote productivity. These include a review of the draft National Occupational, Safety and Health Policy and joint projects on Formalizing the Informal Economy and Entrepreneurship Development.

At the leadership level the two bodies have a bipartite arrangement where they meet regularly to discuss issues of mutual concern. Even at the tripartite level the two bodies cooperate very well. Examples include: fixing of the Minimum Wage, discussions on the single spine salary and the national pensions scheme.

The mutual cooperation between the two bodies has brought about a relatively peaceful industrial relations atmosphere. The cooperation between the two bodies has also boosted the image of Ghana at the International Labor Organization where currently the two serve on the Governing Board of the ILO.

CHAPTER 42

Social Dialogue Intensifies through Debates

By Jane Masta COTU, Mywage.org/Kenya manager and Gentrrix Juma, FKE, Africapay.org/Kenya manager

Introduction

The Federation of Kenya Employers (FKE) and the Central Organisation of Trade Unions (COTU) carry out the WageIndicator project in Kenya. The project involves collection, analysis and dissemination of online material on minimum wages, collective bargaining agreements, labor laws and career tips. The project enables access to online information on real wages and labor laws for individual countries and across different countries. Information on minimum wages is updated continuously. The information on salaries by industry and profession is also updated continuously as more questionnaires are filled.

Objectives

The projects endeavor to realize the following objectives:

- Gathers information on real wage data directly at the source i.e. employees (formal or informal), and small entrepreneurs (formal or informal);
- Provide comparable real wage information instantly, in the region or if needed worldwide;
- Facilitate forums for stakeholders (employees, employers, governments and organizations of informal workers) to hold social dialogue debates;
- Facilitate access to online material on labour laws, collective bargaining agreements, compliance forms and minimum wages through interactive websites;
- Enable social partners to undertake decent work checks by comparing the national data with the relevant ILO's Decent work clauses;
- Raise awareness amongst stakeholders, multi-stakeholder debates and public media campaigns.

Project Progress

- Two Kenyan websites: www.africanpay.org and www.mywage.org were developed and are continuously updated by the employers and workers organizations;
- Offline survey was carried out in 2011; the report was prepared and disseminated. The report gives a detailed outline on remuneration within the different informal sectors;
- An online compliance platform to encourage conformity with the nation's policies, laws and regulations, that are labor related;
- The marketing of the two websites is also jointly done by FKE and COTU using different strategies, notably: on institutional websites, during debates, stakeholders forums, training programs, workshops, print and digital media, and distribution of flyers and posters;
- The informal sector and domestic workers have been involved in this project through debates and are therefore aware on how to access online material on minimum wages, labor laws, collective bargaining agreements and even career tips;
- 5 stakeholder forums (3 in 2014 and 2 in 2015) have been carried out, enabling discussion on various emerging issues affecting employment and workplace environment.
- So far 16 debates have been conducted comprising of different sectors;
- Several inquiries seeking clarifications and legal interpretation have been received from a number of employees and employers who have visited the websites and addressed accordingly. This include such questions as:
 - Calculation of terminal benefits
 - Computation of leave
 - Calculation of pension
 - Sectoral minimum wages

Social Dialogue through Debates

The debates were organised for different sectors and in different regions to discuss unique and sector specific challenges and solutions. The Decent Work items were debated during the meetings with workers', employers' legal officers and informal sector workers. The debates were guided by the Decent Work check list as an outline tool which is also available on line. The tool elaborates the UN Decent Work Agenda and discusses the following, among others:

- Work and wages
- Annual leave and working on weekly and public holidays
- Employment conditions
- Family responsibilities
- Maternity at work
- Health and safety
- Work and sickness
- Social security
- Fair treatment at work
- Children at work
- Forced labor
- Trade union rights

Observations from the Debates

- A good number of workers' and employers are largely unaware of the relevant labour laws governing their mutual relationship;
- Statutory minimum wages are not implemented in some formal sectors and most informal sectors due to lack of capacity of the Ministry of Labour to carry out labour inspections;
- Many working people, especially in the informal sectors and the lower cadre earners in the formal sectors, earn wages that are substantially below the living wages. Therefore they are unable to make ends meet;
- The informal economy is very huge in Kenya - contributing 80.5% of jobs created. However, they are unable to contribute the high amount required for social security.
- There is lack of employment security for working women especially on maternity protection in the EPZ. Lack of health and safety measures at the workplaces is common. Even where the employer has measures in place, workers have insufficient information on utilization of security, health and safety measures;
- Lack of pay equity within similar sectors and regions;
- Most participants had very little knowledge of their basic rights.

Lessons Learned

- There is a need for more awareness of basic labor rights, labor laws and minimum wages;
- There is a need for unions and the Ministry of Labor to ensure that employers are paying the statutory minimum wage, through continuous labor inspections;
- There is a need for employers to allow workers to join a union of their choice to ensure harmony at the workplace and observance of basic workers' rights;
- There is a need for continuous dialogue among social partners to promote industrial peace and harmony at the workplace.

Social Dialogue through Stakeholder Forums

The Federation of Kenya Employers held forums in these regions: Nairobi, Mombasa (coast region), Kisumu (Western region) and Nakuru (Rift valley region). In 2014 the issue of discussion was wage determination and emerging employment issues, while in 2015 the issue of discussion was linking productivity to pay in CBA

negotiations. Its objective was to discuss emerging labor issues affecting the business environment in order to offer more clarity on areas that are not well understood by employers. The chairman's dinner was held as a high level event targeting delegates from FKE partners and stakeholders, to strengthen tripartism and a social dialogue as well as raising awareness and enhancing engagement amongst stakeholders in the future.

Intended Outcomes

- Positive contribution to industrial relations;
- Advocacy platform to discuss workplace relations between employers and workers;
- Strengthened social dialogue among partners.

The Way Forward

To fully realise the objectives of the Wageindicator programs, the social partners in Kenya will continue to:

- Market the websites to draw traffic to online access on information on statutory minimum wages, labor laws and collective bargaining agreements;
- Market the online salary survey;
- Hold more debates in different regions to discuss sector specific challenges and solutions;
- Provide up to date data and information on statutory minimum wages, labor laws and collective bargaining agreements.

CHAPTER 43

Rwanda – a Last Minute Email Contribution

By Africain Biraboneye, CESTRAR, Mywage.org/Rwanda manager

Hi Paulien,

I totally missed the mail about the conference book. I am very sorry. Tell me about the issue. What should I write about and how quickly should I respond please?

At the moment we do have 3 signed CBAs. 2 in the tea sector and 1 within a big sugar company. 2 more new CBAs are pending in 2 different tea companies. If signed, we will engage the whole tea sector.

We expect to have a sectoral CBA in the construction sector as negotiations are in progress with a very big hope that this would cover the whole construction sector in the country.

Mywage website is contributing positively in the sense that people are able to compare CBAs from some other countries, providing a lot of information on employment, and making CESTRAR a more visible and credible organisation.

Unfortunately, the minimum wage ministerial order is not yet published.

To conclude, I would wish to have pasted also within the website the East Africa Free Labour Movement Protocol to make our web a high source of information.

Dear Africain, trust you do fine.

Please can you send the CBAs today and the East Africa Free Labour Free Movement Protocol for uploading? Meanwhile: all other participants in the conference contribute to the book. Suggest you do too. You will feel bad when you come to Amsterdam see what others did - and you didn't? So please write down for all your colleagues what you think:

- a. mywage website has brought - including the salary indicator
- b. what the effect of CBAs online might be
- c. what the effect of minimum wages in neighbouring countries is in Rwanda?
- d. what you would like to improve in the website.

Deadline asap (tomorrow night).

Hi Paulien,

Yesterday I had some work in provinces and was not able to respond to your message. Again, you will remember that I missed the first conference so it is a bit difficult to understand what all this is about the conference book. Maybe my contribution will not be in line or be in a different format.

Please find attached the revised CBA of Sorwathe, Kabuye Sugar works and the East Africa common market protocol. Our last CBA in Assopthe is in Kinyarwanda so am wondering whether I should forward it to you as well or?

Regarding your questions:

Online CBAs have practically been beneficial especially when it comes to exchange of information from other countries. It has also worked as an inspiration tool through different sectors, comparing their CBA's with other countries. It has allowed some workers and employers to reach an agreement.

Rwanda so far doesn't have a fixed minimum wage because it is not yet published. It has been in the Ministry of Labor and is to be approved soon.

Improving the website will be significant, especially French to make it more accessible to many people.

Thanks Africain! We will fix your contribution to the conference book. And you will love the conference, I am convinced.

PART VIII

Money, Management and Monitoring

We run WageIndicator like a business. We want to and we have to. Is this just a must? No, it the smart thing to do and can be fun. You learn a lot from best practices.

CHAPTER 44

Financial Sustainability is Key

By Tendayi Matimba, financial manager WageIndicator

Financial Sustainability has become one of the key concerns for trade unions, employers' associations, and labour support organisations around the world. Casualization, precarious and insecure work, jobless growth, outsourcing to certain i.e. Asian low-income countries, redundancies in the public sector, all have a negative effect on their membership and income base. Membership is and should always be the core source of income for trade unions and employers' associations. Reality shows that at least trade unions have become more dependent on project income.

However, the present trend is that also project income is drying up for basically two reasons. Solidarity contributions by their sister organisations in the richer countries are dwindling because its membership base erodes by globalisation, which leads to a shift of work towards low-income countries, resulting in job loss 'back home'. Also progressive automatisisation and robotisation increasingly take up work without replacing it with new work on a one-on-one basis as had still been the case in previous phases of the long term 'industrial and service revolution'. At the same time, due to the persisting global and regional economic crises, available government funding faces cut-backs, hence less funding becomes available from national budgets. This poses challenges for all organisations active in the world of work, including WageIndicator! Below we present some of the ingredients for review in order to improve one's financial sustainability.

What is Financial Sustainability?

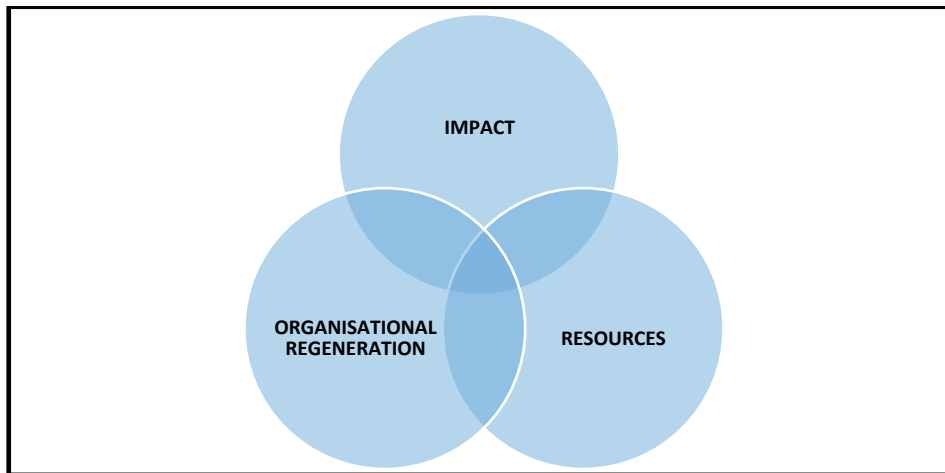
'An organisation is financially sustainable if its core work will not collapse, even if external donor funding is withdrawn.' (Norton)

'Financial continuity and security'. (Fowler)

'When your work is recognised to the extent that you don't have to fund-raise'. (quoted in Fowler)

Financial Sustainability versus Organisational Sustainability

Financial sustainability is not enough for an organisation to stay afloat. Sustainability revolves around the relationship between 'resources, impact and organisational regeneration.' In other words, it is not enough to have resource availability. An organisation must also make an impact on its environment and be willing and able to adapt and learn from its environment.



What are the Main Ingredients of Financial Sustainability?



Diversified funding base – To rely on just one or two sources of income is to make you vulnerable to external shocks. Diversification means securing funds from as wide a base as possible: membership, donations, sales, the local community, national and local government, project and institutional funding, etc.

Unrestricted funds – Funds that are received for a specific purpose are known as ‘restricted funds’: one is legally obliged to use them for the purposes that were agreed with the donor. In contrast, unrestricted funds can be used for anything that helps you to achieve your mission. The more unrestricted funds you have, the more freedom of action you have to choose and change the projects that you want to run or to cover costs that donors are reluctant to fund, like core costs.

Financial reserves – Reserves are financial resources that an organisation holds back to meet unexpected events in the future. These are sometimes kept in a special ‘reserves’ bank account and are shown separately on the annual financial statements. Building up reserves helps reducing the dependence on donors, helps during cash-flow shortages and helps to withstand financial shocks.

Strong stakeholder relationships – The more that you can build up and manage good, positive and strong relationships with your stakeholders, the stronger position you will be in. The key is to develop your relationship with an eye to the future as well as on meeting today’s needs. This means being accountable to your membership, building the confidence of donors, as well as maintaining good relationships with all stakeholders, including related organisations, media, government (insofar possible), etc.

Financing Strategy

All four above conditions require a well-thought out and strong financing strategy. A financing strategy is integral to an organisation’s strategic plan. It sets out how the organisation plans to finance its overall operations to meet its objectives now and in the future. A financing strategy summarises targets, and the actions to be taken over a three to five year period to achieve the targets. It also clearly states key policies which will guide those actions.

Key Guiding Policies of a Financing Strategy

Reserve policy – what level of reserves you aim to build up, and how will surpluses be handled.

Example: It is our policy to maintain general reserves equivalent to 6 months of expenditure. General fund surpluses in a given year will be added to this reserve. If the reserve level exceeds the policy level, we will spend it on behalf of the beneficiaries in line with our strategy.

Core costs policy – what method will be used to recover programme support costs from projects and funders. It will also clarify the policy on subsidising ‘poorer’ projects and how that will be decided and managed.

Example: It is our policy to apportion overhead costs to projects on a monthly basis, in proportion to the direct costs incurred by each project. Each project should generate enough income to cover both its direct and apportioned indirect costs, unless the Board authorises otherwise for particular cases.

Pricing and cost recovery policy – where charges are to be made to service users, this will explain the basis and formula used for the charging, and the pricing structure.

Example: It is our policy to charge users of the clinic for consultation and medication. The basis for the charge is cost plus 10% to cover overhead. Patients unable to pay may apply to our 'Special Scheme' for assistance.

Ethical policy – this will explain who the organisation will or will not accept funds from.

Example: It is our policy to consider the ethical nature of all funds offered to us before accepting. For example, we will not accept funds derived from any illegal source, or from corporates engaged in child labour. We will not accept funds that create a conflict of interest.

All this (and more still) is depicted in this tree of life. Thanks to Mango (www.mango.org.uk)!

CHAPTER 45

The Purpose of Monitoring – Are we Making a Difference?

By Karen Kammeraat, project manager and Tendayi Matimba, financial manager WageIndicator, with special thanks to Civicus and Eutopia Ngido

Monitoring is the systematic and continuous collection, analysis and use of information for the purpose of management control and decision-making. But why do it at all? Well, the question in our type of work is: 'Are we making a difference?' If you don't care about how well you are doing or about what impact you are having, why bother to do it at all? Monitoring enables you to assess the quality and impact of your work, in comparison with your action plans and your strategic plan.

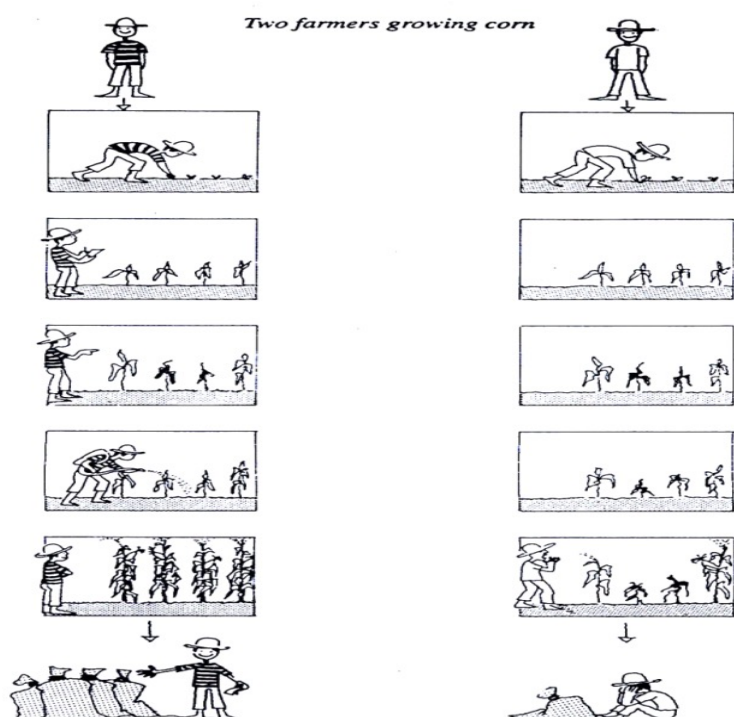
Monitoring is Not a Burden

In many organisations, monitoring is something that is seen as a donor requirement rather than a management tool. Funders should definitely be informed whether their money is being properly and well spent. But the primary and most important use of monitoring should be for the organisation or project itself to see how it is doing against objectives, whether it is having an impact, whether it is working efficiently, and to learn how to do it better.

Projects in Changing Environments

Planned activities are essential but they are not completely fixed and set in stone. Getting it wrong is not a catastrophe. However, failing to learn from past mistakes because you are not monitoring is. The problem analysis, the vision and the values of a project or organization are constant, everything else can change!

The picture below demonstrates the importance of monitoring clearly:



Monitoring may also be compared to riding a bicycle: you will have to steer as you go along in order not to fall and to stay on the right track.

Monitoring is an Early Warning System

If activities or strategies are not working, or if circumstances change, plans need to change too. Monitoring is a tool that helps a project or organisation to know when plans are not working, and when circumstances have changed. They give project coordinators and management the information they need to make timely decisions about the project or organisation, about changes that are necessary in strategy or plans.

What kind of information does monitoring give you and what can you do with it? Monitoring gives the opportunity to:

- Learn from experiences to improve practices and activities in the future
- Have internal and external accountability of the resources used and the results obtained
- Take informed decisions for future implementation of the project
- Promote empowerment of beneficiaries of the initiative.

Monitoring Helps to 'Make a Difference'

Through monitoring and evaluation, you can:

- Review progress
- Identify problems in planning and/or implementation
- Make adjustments so that you are more likely to 'make a difference'.

Monitoring is the systematic collection and analysis of information as a project progresses. It is aimed at improving the efficiency and effectiveness of a project or organisation. It is based on targets set and activities planned during the initial phase. It helps to keep the work on track, and alerts the management when things go wrong. If applied properly, it is an invaluable tool for good management. It enables you to determine whether the available resources are sufficient and well used, whether the capacity you have is sufficient and appropriate, and whether you are doing what you planned to do.

Monitoring Makes You Focus

Monitoring is geared towards learning from what you are doing and how you are doing it, by focusing on:

- Efficiency
- Effectiveness
- Impact.

Efficiency

Efficiency tells you that the work input is appropriate in terms of the output. This could be input of money, time, staff, equipment and so on. When you run a project and are concerned about its replicability or about scaling up, it is very important to get the efficiency element right.

Effectiveness

Effectiveness is a measure of the extent to which a development program or project achieves the specific objectives set. If, for example, we intended to improve the qualifications of all the high school teachers in a particular area, did we succeed?

Impact

Impact tells you whether or not what you did made a difference to the problem situation you were trying to address. In other words, was your strategy useful? Did better qualified teachers improve the pass rate in the final year of school? Before you decide to get bigger, or to replicate the project elsewhere, you need to make sure that what you are doing makes sense in terms of the impact you want to achieve.

It is important to recognise however that monitoring is not a magic wand that can be waved to make problems disappear, or to cure them, or to miraculously make changes without a lot of hard work being put in by the project or organisation. Monitoring is not a solution in itself, but a valuable tool. It can:

- Help to identify problems and their causes
- Suggest possible solutions to problems
- Raise questions about assumptions and strategy
- Make one reflect on where they are going and how to get there
- Provide one with information and insight;
- Encourage to act on the information and insight;
- Make a positive development difference more likely.

List of Participants and Contributors

6th Global WageIndicator Conference - Amsterdam, August 27/28 2015

Argentina	Lorena Ponce de Leon	WageIndicator Latin America manager - Argentina
Belarus	Taisa Bandarenka	WageIndicator / Mojazarplata manager
Belarus	Lidia Bandarenka	Independant photographer
Belgium	Brian Fabo	Centre for European Policy Studies, researcher
Belgium	Karolien Lenaerts	Centre for European Policy Studies, researcher
Belgium	Isabelle Fererras	FNRS/University of Louvain, researcher
Belgium	Maria Tsirantonaki	ITUC Brussels, Equality Department
Belgium	Chidi King	ITUC Brussels, Equality Department director
Brazil	Paolo do Valle	DIEESE, Meusalario.org.br manager
Burundi	Thierry Nshimirimana	COSYBU, Votresalaire.org/Burundi manager
Burundi	Callixte Nkuru	AEB, Votresalaire.org/Burundi manager
Burundi	Liberat Bigirimana	Votresalaire Francophone Africa manager
Colombia	Jorge Espinosa	CGT Secretary, CBA specialist
Egypt	Rana Medhat	NSCE, Rawateb.org manager
Egypt	Hossam Hussein	NSCE, Rawateb.org manager
Egypt	Basma Kamal Ahmad Abbas	CTUWS, International relation coordinator
Egypt	Amal Abdelhameed Farag Belal	CTUWS, Working womens rights program coordinator
Ethiopia	Hunde Gudeta Gellashe	CETU, Mywage.org/Ethiopia manager
France	Laurent Boquet	WageIndicator Interpreter Francophone
Germany	Heiner-Dribbusch	WSI, Lohnspiegel manager
Germany	Fikret Öz	Institut Arbeit und Technik , Lohnspiegel manager
Germany	Hermann Schmid	Lohnspiegel manager
Germany	Amitesh	WageIndicator global webmaster
Germany	Nikos Askitas	IZA, Institute for the Study of Labor, Data and Technology, director
Ghana	Charles Asante-	GEA, Africapay.org/Ghana manager

	Bempong	
Ghana	Mary Karimu	GTUC, Mywage.org/Ghana manager
Guatemala	Victoriano Mindez	CGTG, Tusalarío manager
Honduras	Melba Bardales Mejia	CGT gender specialist
Hungary	Szilvia Borbély	WITA GPG manager, Berbarometer.manager
India	Khushi Prakashchandra Mehta	WageIndicator Asia manager, global Minimum Wage data base manager
Indonesia	Nadia Pralitasari	WageIndicator Indonesia, Gajimu.com manager -
Indonesia	Ira Rachmawati	KSBSI, gender specialist
Italy	Daniela Ceccon	WageIndicator West Africa, Southern Europe, global data bases manager COBRA
Italy	Stefano Visintin	Stefano Visintin, University of Amsterdam, IESE Business School,
Italy / Netherlands	Erina Costantini	University of Amsterdam.AIAS - WIBAR 3 Project
Japan	Haruka Sasayama	Tokyo Metropolitan university, Faculty of law, Department of politics,
Kenya	Jane Masta	COTU, Mywage.org/Kenya manager
Kenya	Gentrix Juma	FKE, Africapay.org/Kenya manager
Mexico	Angelica Flores	WageIndicator Central America manager
Netherlands	Niels Peuchen	Loonwijzer.nl manager
Netherlands	Fiona Dragstra	WageIndicator Social Media manager
Netherlands	Leontine Bijleveld	Loonwijzer.nl manager
Netherlands	Paul de Beer	University of Amsterdam/AIAS director, WageIndicator Foundation board chair
Netherlands	Maarten Keune	University of Amsterdam/AIAS director, WageIndicator Foundation board chair
Netherlands	Catelene Passchier	FNV vice chair, WageIndicator Foundation board member
Netherlands	Lena Olivier	WageIndicator Foundation board member
Netherlands	Hans Kamps	WageIndicator Foundation board member
Netherlands	Jan van Hoof	WageIndicator Foundation board member
Netherlands	Dirk Dragstra	WageIndicator director
Netherlands	Paulien Osse	WageIndicator director
Netherlands	Kea Tijdens	University of Amsterdam/AIAS, research coordinator WageIndicator
Netherlands	Maarten van	University of Amsterdam/AIAS, WageIndicator

	Klaveren	researcher
Netherlands	Stephanie Steinmetz	University of Amsterdam/AIAS , WageIndicator researcher
Netherlands	Janna Besamusca	University of Amsterdam/AIAS , WageIndicator researcher
Netherlands	Duco Dokter	Wyldebeast Wunderliebe, WageIndicator Developer
Netherlands	Huub Bouma	Wyldebeast Wunderliebe, WageIndicator Developer
Netherlands	Wietze Helmantel	Wyldebeast Wunderliebe, WageIndicator Developer
Netherlands	Jan Paul Grolle	WageIndicator strategist
Netherlands	Tendayi Matimba	WageIndicator Financial manager
Netherlands	Karen Kammeraat	WageIndicator Projects manager
Netherlands	Nienke Dirkse	IfThen, WageIndicator designer
Netherlands	Desiree van Lent	FNV, Diversity advisor
Netherlands	Lili Brouwer	FNV Vrouw, chair person
Netherlands	Marie José Alting von Geusau	CNV International department head
Netherlands	Esther Droppers	CNV International department
Netherlands	Tuur Elzinga	FNV Internationaal,
Netherlands	Jos Huber	Ministry of Foreign Affairs of the Netherlands, Senior Policy Officer, Unit Private Sector and CSR
Netherlands	Paul Witte	DECP -Dutch Employers cooperation Programme, director
Netherlands	Dawn Ng	OXFAM - Novib - Programme Officer
Netherlands	Ruben Timmerman	Springest founder
Netherlands	Sandra Blok	former WageIndicator
Netherlands	Bert Jan ten Kate	Massarius, WageIndicator partner
Netherlands	Wim Arie van Zelderen	WageIndicator fan
Netherlands	Petra Koopmans	Porternovelli
Netherlands	Dylan Prins	Porternovelli
Netherlands	Stefano Bellucci	International Institute of Social History, IISG
Niger	Mamane Zaroumey Yacoubou	CNT secretary, Votresalaire.org/Niger manager

Pakistan	Iftikhar Ahmad	WageIndicator global Labour Law data base manager
Rwanda	Clemence Murekatete	PSF, Mywage.org/Rwanda manager
Rwanda	Africain Biraboneye	CESTRAR, Mywage.org/Rwanda manager
Senegal	Barra Ndour	UDTS secretary, Votresalaire.org/Senegal manager
Singapore	Irene van Beveren	WageIndicator VIP data base, SEO specialist
Slovakia	Martin Kahanac	WageIndicator / Director Celsi
Slovakia	Marta Kahancova	WageIndicator / Director Celsi
Slovakia	Martin Guzi	WageIndicator / Celsi global wages in context
Slovakia	Katarína Gandžalová	WageIndicator / Celsi salary checks
Slovakia	Tomas Kabina	WageIndicator / Celsi salary and cost of living survey manager
Slovakia	Maria Sedlakova	WageIndicator / Celsi WITA GPG manager
Slovakia	Peter Bezik	WageIndicator / Celsi WIBAR 3 manager
South Africa	Karen Rutter	Mywage global manager, gender specialist
Spain	Miquel Loriz	CCOO Servicios Tusalario.es manager
Spain	Cristina Garcia Alonso	CCOO Servicios gender specialist
Spain / Netherlands	Pablo de Pedraza García	University Salamanca & Amsterdam - WEBDATANET, researcher - Tusalario.es manager
Tanzania	Patricia Chao	ATE, Africapay.org/Tanzania manager
Tanzania	Ernest Tingum Ngeh	University of Dar es Salaam, WageIndicator global Collective Agreement data base manager
Uganda	Douglas Opio	FUE, Africapay.org/Uganda - manager
Uganda	Victoria Nanteza Kakooza	NOTU, Mywage.org/Uganda manager
UK	Jose Perfeito	WageIndicator Meusalario manager
UK	Denis Gregory	Ruskin College
Venezuela / Netherlands	Alejandro Zerain	University of Amsterdam.AIAS - WIBAR 3 Project
Vietnam / Germany	Thuonghien Dong	Luong.com.vn manager
and more....		



• WageIndicator.org

WageIndicator Foundation

Post address:

PO Box 94025
1090 GA Amsterdam
The Netherlands

Visiting address:

Roetersstraat 25-35
1018 WB Amsterdam
The Netherlands

Office@wageindicator.org

