

BT ENTE BILATERALE
TERRITORIALE
DEL TERZIARIO
DI PADOVA

BT ENTE BILATERALE
TURISMO PADOVA
TERME EUGANEE



EQUALITY, FAMILY AND WORK

Navigating Rights
and Opportunities

2025

entebilateralepadova.it

Padua's Ente Bilaterale Territoriale del terziario is composed, on the basis of the sector's National Collective Labour Agreements (CCNL), of



and by the sectoral confederated trade unions



Ente Bilaterale Turismo Padova Terme Euganee is composed, on the basis of the sector's National Collective Labour Agreements (CCNL), of



and by the sector's confederated trade unions



Introduction

The brochure "Equality, Family, and Work: Navigating Rights, Responsibilities, and Opportunities" is designed to provide employees and companies with a clear, practical guide to rights, responsibilities, protections, and resources that foster a fair and respectful workplace. Structured to facilitate easy navigation of essential topics such as employment contracts, work-life balance, anti-discrimination policies, and the services offered by Padua's Ente Bilaterale del Terziario and Ente Bilaterale del Turismo.

Gender equality is a cornerstone of this guide, as ensuring equal opportunities for all individuals is fundamental to both social and economic growth. An inclusive workplace - free from discrimination and barriers - not only enhances collective well-being but also strengthens the competitiveness and productivity of companies. Overcoming the cultural and structural obstacles that limit employees' full potential is a shared objective, requiring commitment and appropriate tools from both employers and employees.

To ensure clear and accessible communication, this brochure adopts straightforward and inclusive language, presenting information in simple terms to promote easy comprehension.

This approach enables all readers, regardless of their position within the company, to easily identify and utilize the most relevant information. Furthermore, the use of language that respects gender diversity also reflects a commitment to fostering a more equitable workplace in which every individual feels represented.

The information provided in this brochure is based on current legislation and the collective agreements for the tertiary and tourism sectors. However, as laws and agreements may evolve over time, we recommend consulting official sources or reaching out Enti Bilaterali (Ente Bilaterale del Terziario and Ente Bilaterale del Turismo), trade unions (Filcams CGIL, Fisascat CISL, and UILTuCS, signatories of the agreements) and industry associations (Confcommercio Imprese per l'Italia Ascom Padova, APPE, Fiavet,

FAITA NORDEST, Padova Hotels Federalberghi, and Federalberghi Terme Abano Montegrotto) for any updates.

This brochure is intended as a practical resource to help understand and implement the available measures, encouraging greater awareness and a shared commitment between companies and their staff.

This publication is the result of the work carried out by the Commissione Osservatorio Rapporti di Genere e Pari Opportunità (Gender Equality and Equal Opportunities Observatory Commission), established within Enti Bilaterali (Ente Bilaterale del Terziario and Ente Bilaterale del Turismo) in 2023. Composed of representatives from both employer and trade union organizations, the Commission is dedicated to promoting gender equality, combating discrimination, and improving working conditions, thereby fostering a more equitable and inclusive environment for everyone involved in the tertiary sectors and tourism.

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Chapter 1

Gender Equality in the Workplace



Gender Equality

Gender equality is a fundamental value for **social and economic progress**, as it ensures the fair participation of both women and men in all aspects of society. This translates into greater collective well-being, productivity, and innovation. In practical terms, it means ensuring that **everyone**, regardless of gender, **has the same opportunities** in the workplace **by eliminating all forms of discrimination**.



Within the workplace, gender equality can take shape through a variety of actions aimed at **overcoming the cultural and structural barriers** that limit employees' full potential. Companies can adopt transparent recruitment policies, offer training programs to counteract stereotypes, and introduce initiatives that support work-life balance. Such measures not only enhance **employee well-being** but also strengthen the **company's overall competitiveness**.

Employees also play a crucial role: by taking part in awareness programs, reporting discrimination, and promoting an inclusive culture, they help

create a respectful and fair workplace. From a legal perspective, gender equality in Italy is protected by Article 37 of the Constitution, which **guarantees women equal pay and working conditions compatible with family responsibilities**. This principle is further supported by European regulations, which mandate equal treatment for all individuals. However, this brochure aims to go beyond regulations and protections provided by law, offering tools and insights to embed gender equality as a fundamental and seamless element of everyday workplace culture.

**such as Directive 2006/54/EC*

Equal Pay

Equal pay is a cornerstone of social justice:

men and women must be paid equally for work of equal value, in line with the principle of fairness. In Italy, this is regulated by the Equal Opportunities Code (Codice delle Pari Opportunità), which sets rules to prevent wage discrimination and promote fair policies.

Companies can support pay equity by offering **training programs for managers** to raise awareness of unconscious biases that might affect salary decisions. Employees **should know their rights and responsibilities** and use appropriate channels - such as union representatives or equality bodies - to report any unfair treatment.

Upholding these principles helps build trust between employees and employers and fosters a positive, inclusive company culture.



Actions to Promote Equity by Ente Bilaterale del Terziario and Ente Bilaterale del Turismo

Ente Bilaterale del Terziario and Ente Bilaterale del Turismo of Padua actively promote gender equity in the workplace. Through training, advisory services, and awareness initiatives, they support companies and workers in building environments that respect differences.

Careers and Leadership

Career opportunities and access to leadership roles can be influenced by gender stereotypes and structural barriers. To **ensure that talent and skills are the main criteria for advancement**, it is essential to promote equity and eliminate gender-based discrimination.

Mentorship and sponsorship programs are effective tools for supporting women and gender minorities in their professional development. **Mentorship involves guidance** from an experienced professional to help develop skills and overcome challenges, while **sponsorship goes further** - where a senior leader uses their influence **to create real opportunities for advancement**.

Additional measures **include setting gender representation targets for management roles**, increasing the presence of women in leadership, implementing transparent selection processes, and adopting policies that promote a healthy work-life balance.

These practices not only **facilitate access to leadership positions** but also **help build a more inclusive company culture**. Diverse leadership improves decision-making and better reflects society's diversity, delivering tangible benefits across the organization.

Chapter 2

Contract, Rights, and Protections



What You Can Find in the Contract

The employment contract is the main document that governs the relationship between employee and employer. It includes **essential details such as the type of contract** (e.g., fixed-term or permanent), **job title, grade, and salary**. Every contract follows the provisions of the relevant National Collective Labour Agreement (CCNL – Contratto Collettivo Nazionale di Lavoro), which outlines the rights and responsibilities of both parties.



Employers must ensure contracts are clearly written, comply with current regulations, and are kept up to date.

To support fair career development, it is important to **clearly define assigned duties,**

responsibilities, pay and benefits. After receiving the contract, employees should **read it carefully, check that all terms match what was agreed during hiring**, and request clarification if anything is unclear.

Rights, Responsibilities, and Protections under the CCNL

The CCNL (National Collective Labour Agreement) grants employees **fundamental rights such as paid vacation, paid leave, and protections for personal or family circumstances**. Vacation entitlements are set according to the type of contract, while leave can be taken for health reasons or personal and family needs. Italian law also guarantees **maternity and paternity leave**, providing time off **during pregnancy and after childbirth**.



Parental leave is also available, allowing both parents to take extended time off **to care for their child during the early years of life**.*

Employees who care for **family members with disabilities, or have specific health conditions**, can request paid leave under Law 104, **offering practical support for balancing work and personal life**.



Employers must ensure these **rights are properly applied and provide clear information on how to request them**.

Employees must follow the required procedures and **submit requests according to company policies**.

**This topic is explored in Chapter 3 — "Actions and Tools to Support Family Care".*

Second-Level Bargaining and Provincial Supplementary Agreements to Support Gender Equality

Second-level (contrattazione di secondo livello) and provincial supplementary agreements (contratti integrativi provinciali) **allow more favorable working conditions to be set at local or company level.**

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These agreements can include specific measures that promote gender equality, in line with national legislation.

For example, at the local level, employer-union agreements have led to provincial contracts that introduce **pay equity, company welfare benefits, and work-life balance measures** – valuing diversity and well-being in the workplace.

In Veneto, **the Regional government also introduced legislation in 2022 to support equal pay** between women and men and to encourage stable female employment. This law adds further tools and incentives for companies that choose to adopt gender equity measures.

To take full advantage of these supplementary agreements, employees **can contact trade unions or Enti Bilaterali** for support and information on how the agreements apply at both local and company levels.

Equal Opportunity Regulations



Equal opportunity regulations are laws and rules designed to eliminate unequal treatment in the workplace and guarantee equal access and career development for everyone. **In Italy, the Equal Opportunities Code (Codice delle Pari Opportunità) is the main legal reference**, setting out concrete measures to reduce the gender gap.

Tools available to companies include **equal opportunity committees – company or local bodies that monitor inclusion policies – and internal reporting protocols**, which allow employees to confidentially report any cases of inequality or harassment, ensuring prompt action.

Support and Advice for Workers and Businesses

For assistance, you can turn to **several organizations that provide guidance on contracts and regulations**: trade or industry associations, Enti Bilaterali – which, among other services, provide conciliation committees – and trade unions, which run anti-harassment

help desks and dispute offices.

Another important resource is the Consigliere di Parità (Gender Equality Councillors): institutional roles held exclusively by women, tasked with overseeing gender equality laws and fighting workplace discrimination. They operate at both regional and provincial levels, **supporting anyone who feels they have faced discrimination or unfair treatment.**

For help, **contact the relevant local offices or use the online services** provided by public authorities.

Companies can also play an active role in prevention by working with organizations like Padua's Ente Bilaterale del Terziario and Ente Bilaterale del Turismo to improve inclusion and equal opportunity policies.

Chapter 3

Actions and Tools to Support Family Care



Parental and Family Leave



Balancing work and family responsibilities is essential for a healthy work–life balance. Italian law provides specific leave options for new parents and for those who need to care for a family member.

Maternity leave lasts a total of five months, typically divided into two months before and three months after childbirth. Alternatively, with medical approval, **the mother may work up to one month before the due date and then take four months of leave afterward**.

During this period, the employee receives an **allowance equal to 80% of their salary**, paid by INPS (the Italian Social Security Institute), which may be increased to **100% by the employer if provided for in the collective agreement**.

The **request** must be **submitted to INPS at**

least one month before the start of mandatory maternity leave. Applications can be made through the INPS online portal or with help from trade unions or industry associations, which assist with completing and submitting the required documents.

Employees must also **inform their company** to ensure proper administrative handling of the leave.

Mandatory paternity leave lasts ten working days and can be taken any time from two months before to five months after the child's birth, adoption, or foster placement. It is fully paid and must be requested at least 15 days in advance.

Employers must grant the leave, while

employees are responsible for submitting requests in advance so the company can organise coverage. **Taking paternity leave is vital** not only for strengthening the bond with the child in the first months of life but also for **promoting genuine gender equality**. Sharing caregiving duties helps reduce workplace disparities, enables mothers to return to work more easily, and supports a fair distribution of family responsibilities.

Employees who need to care for a family member with a serious disability are entitled

to up to two years of **extraordinary paid leave** during their career.

During this period, they receive an allowance equal to their most recent salary. **The request must be submitted to INPS** along with the required medical documentation.

After a period of leave, returning to work can be supported by company measures such as phased reintegration plans or training courses to refresh and update skills.

Optional Parental Leave



In addition to maternity and paternity leave, parents may take **optional parental leave**, allowing them to be absent from work for up to 10 months in total between both parents, extended to 11 months if the father uses at least three months of leave. **This leave can be taken until the child's 12th birthday. For up to nine of these months, pay is set at 30% of salary**. Requests must be submitted through the INPS online portal with at least five days' notice. Employers must ensure that employees can exercise this right, organising work schedules without discrimination, maintaining business continuity, and avoiding any disadvantage to those who take leave.

Financial Benefits and Support

Several types of financial assistance are available to help new parents or anyone facing family care expenses.

The Assegno Unico e Universale (Universal Child Allowance) provides a monthly payment to all families with dependent children up to age 21, with the amount varying according to the household's ISEE income indicator. Applications are submitted through the INPS online portal, and payments are made directly to the recipient's bank account. Employees should

check eligibility requirements to ensure they can access this support.

Padua's Ente Bilaterale del Terziario and Ente Bilaterale del Turismo also offer targeted financial contributions for parents, including reimbursements for nursery fees and subsidies for work-life balance services. **Companies can join these schemes to offer additional benefits to their staff**, while employees should contact Enti Bilaterali directly to learn how to apply for available funds.

Contractual Protections and Safeguards Against Family-Related Discrimination

Family responsibilities should never be a reason for discrimination in the workplace. Yet even today, many women face career setbacks due to biases related to maternity or family care duties. Company policies should ensure that all employees have equitable access to career development opportunities, regardless of their family circumstances, **by eliminating discriminatory practices** such as restricting promotions or excluding individuals from leadership positions due to caregiving responsibilities. **True workplace gender equality goes beyond formal rights and is demonstrated by equal, tangible access to career development for all.**

Flexible work arrangements – such as part-time, smart working or remote work – may be requested for parental leave or family care needs. However, it is up to the employer to consider each request based on organisational and operational needs. These arrangements **help employees manage family commitments**, but not all roles or contracts offer these options.

The CCNL for the tertiary and tourism sectors also includes agreements with supplementary health funds, such as Fondo EST for the tertiary sector (terziario) and Fondo EST/FAST for tourism (turismo), offering reduced-cost medical services to employees and their families. **Enrolment is managed by the company**, which registers staff and pays the required contributions. Employees can check their enrolment status with their employer or by visiting the official fund websites to see available benefits.



Legislation and national collective labour agreements (CCNL) protect employees from dismissal due to maternity, paternity, or family caregiving duties. No one should be penalised for exercising these rights, and employers are responsible for preventing any unequal treatment.

Parents who welcome **a child through adoption or foster care are entitled to the same benefits** as biological parents, including parental leave and financial allowances. These measures ensure **equal opportunities for every family, regardless of how it is formed.**



If **discrimination** occurs, you can report it through official channels – such as trade unions, Enti Bilaterali, or the Consigliere di Parità (Gender Equality Councillors) – to receive support and protection.

Chapter 4

Protections Against Violence and Discrimination



Combating Discrimination

Gender discrimination **can appear in obvious ways, but also in subtler forms** such as micro-aggressions and stereotypes. **Micro-aggressions are behaviors or comments that may appear harmless** but, in reality, communicate prejudice or subtly undermine someone on the basis of gender. For example, remarks such as “You’re very competent for a woman,” or consistently interrupting women during meetings, reflect discriminatory attitudes that, even when subtle, contribute to an unwelcoming work environment.

Gender stereotypes are rigid, generalised beliefs about the traits, roles, and abilities associated with women and men. **These stereotypes can result in biased task assignments, restricted career advancement, and unequal recognition** in the workplace. Women are frequently perceived as better suited for support roles rather than leadership, while men are often expected to be assertive and competitive.



To prevent all forms of workplace violence, Padua's Ente Bilaterale del Terziario and trade unions signed a framework agreement on harassment and violence at work in January 2020.



Gender-based violence is not limited to private life; it can have a serious impact in the workplace as well. It may appear in **many forms, such as sexual harassment, verbal abuse, systemic discrimination, and the misuse of authority.**

If you need help or support, call 1522 (the national antiviolence and stalking helpline) or contact Centro Veneto Progetti Donna (Padua Women's Support Center) at (+39) 800 81 46 81.

It is significant to note that men too, can be penalized by stereotypes that confine them to roles of strength, authority, or rationality, placing undue pressure on their professional and personal choices. **Challenging these stereotypes benefits the entire workplace ecosystem**, where the primary yardstick should be individual competence, not gender.

Companies must adopt preventive policies **by establishing codes of conduct against harassment and providing safe, confidential channels for reporting incidents of violence or abuse. Equally crucial is training staff** to prevent and recognize situations of violence and discrimination, fostering a corporate culture grounded in respect and inclusion.

If you experience or witness discrimination, **it is important to know how to report it and seek protection.** The law allows every employee to report discrimination through company channels – such as the equal opportunities officer or other designated internal bodies.

You can also **contact external organisations like trade unions, the labor inspectorate, or the Consigliere di Parità (Gender Equality Councillors).** Employers must ensure that all reports are handled confidentially and that no retaliatory action is taken against anyone who speaks up.

Anti-Discrimination Policies

Both Italian and international laws guarantee **the right to a workplace free from discrimination** and impose sanctions on companies that violate these principles.

Italy has also ratified several international conventions that **require employers to adopt concrete measures to prevent and combat discrimination**, recognising gender-based violence as a human-rights violation.

Training on diversity, equity, and inclusion is a key driver of cultural change. Although there is no national mandate requiring such training, companies can voluntarily launch awareness programmes for their staff. For example, **Padua's Ente Bilaterale del Terziario and Ente Bilaterale del Turismo provide courses on gender equality and inclusion policies**, supporting businesses that want to adopt best practices in this area.



Chapter 5

Work–Life Balance



Flexible Working Arrangements

Access to flexible working options **is vital for narrowing the gender gap**. Requests for part-time schedules or family-care leave still come mainly from women, often to the detriment of their career prospects and professional growth. It is also crucial to encourage men to take part in these measures, as this **helps create a**

fairer balance of caregiving duties and eases the career setbacks that women often face.

Companies that implement inclusive flexibility policies not only enhance employee well-being but also cultivate a more equitable and productive workplace culture.

PART-TIME AND FLEXIBLE WORK

These options allow employees to reduce or adjust their working hours - especially important for those with family responsibilities. Under Italian law, employees **may request to switch from full-time to part-time in certain cases**, such as having children under 13 or caring for relatives with disabilities. Granting these arrangements **must also take into account the company's organisational needs** and any specific provisions in collective agreements, balancing employees' rights with the company's operational requirements.

SMART WORKING

Offers employees **greater autonomy over their working hours and location**, fostering a better work-life balance. While **not feasible for every role**, when possible smart working enables more efficient time management and cuts down on commuting - benefiting both employees and the environment. To safeguard a healthy balance, including the right to disconnect, it is advisable to regulate smart working through agreements with trade unions, which can oversee fairness and compliance.

PARENTAL LEAVE FOR BOTH PARENTS

Helps distribute family responsibilities more evenly and lessens the career impact on women. Parental leave **can be requested up until the child's 12th birthday**.

MANAGING SEASONAL CONTRACTS

In the tourism sector, **it is essential to set clear schedules** for working days and rest periods. Second-level bargaining can introduce additional safeguards to further improve work-life balance.



Companies play a key role in helping employees balance their professional and personal lives. Introducing corporate welfare measures that support time management adds

real value, boosting an organisation's appeal while enhancing productivity and staff well-being.

Effective initiatives include:

- **On-site or partner childcare services** to help parents juggle work and family.
- **Financial support for care expenses**, such as vouchers for babysitters or elder care services.
- **Return-to-work pathways** after extended absences for maternity, paternity, or other family needs, ensuring a gradual, penalty free transition.
- **Awareness programs** that promote gender equality and shared family responsibilities.

Planning Working Time



Careful scheduling of working hours **helps balance company needs with those of employees.**

Customised shifts for family reasons – where permitted by the CCNL – allow staff to **adapt their schedules to individual circumstances**, such as caring for children or relatives with special needs.

When suitable, companies can arrange shifts that ensure working time is distributed fairly.

Another useful option is **time off in lieu (banked hours)**, which let employees bank overtime and later use those hours for paid leave for personal or family needs. **Employees should check with their employer** about access to these programs, and companies must manage them transparently and fairly.

Because banked hours is a contractual tool, **it must be set up in consultation with trade unions** to guarantee a clear, mutually agreed framework.



A More Inclusive Workplace

Adopting **flexible work policies** not only improves morale and productivity, **it also helps close gender gaps in the labour market.**

When a workplace respects individual needs, **it becomes more inclusive, motivating, and sustainable over time.** True gender equality also relies on the ability to balance work and private life without making that balance an obstacle to career growth.

The right to proper breaks and rest is another essential safeguard for employees' health and well being. Companies must respect the required rest periods between shifts as well as daily breaks to prevent stress and excessive fatigue.

Chapter 6

Services Offered by Enti Bilaterali

Enti Bilaterali - established under the CCNL (National Collective Labour Agreements) for the tertiary and tourism sectors - support companies and their staff by designing and managing training activities, as well as income-support measures.



Services Provided by Padua's Ente Bilaterale del Terziario and Ente Bilaterale del Turismo

Padua's Enti Bilaterali offer a **wide range of services**, with **free training** as a key feature.

These programs help companies and employees develop and update their skills to keep pace with the changing labor market, while promoting safe and inclusive workplaces. Training topics include workplace health and safety (in line with current regulations), foreign languages, communication and marketing, IT, and other professional skills.

Additional courses cover diversity, equity, and inclusion – raising awareness of gender equality and helping prevent stereotypes and discrimination at work. Special emphasis is placed on women's leadership and

empowerment, encouraging greater female representation in decision-making roles.

Financially, both Enti Bilaterali offer a **variety of allowances to help employees balance work and family life**. These include a birth bonus, reimbursements for children's school expenses, grants that help families keep pace with digitalisation, subsidies on electricity and gas bills, support for sports and cultural activities, and dedicated assistance for maternity and paternity needs practical support that helps lighten the load between personal and professional commitments.

Businesses also benefit: Enti Bilaterali help raise job quality by guiding companies toward innovation and helping them adapt to ongoing market changes. **Firms in both sectors can receive financial support** for creating stable employment, launching sustainability projects, improving workplace safety, and implementing gender equality initiatives like obtaining equality certification or adopting anti discrimination protocols along with many other forms of assistance.

Employees, employers, and businesses interested in these services can contact the relevant Ente Bilaterale directly

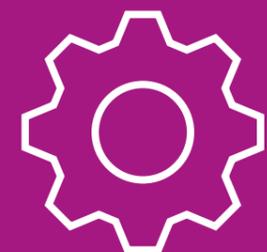
Access is simple:

- Visit the official website at: www.entebilateralepadova.it
- Reach the Padua offices for detailed information on grants and training courses by phone on **(+39) 049 820 9821** or **(+39) 049 820 9790** or send an email to segreteria@entebilateralepadova.it or info@entebilateralepadova.it
- **Guidance is also available through sector associations and trade unions**, which can explain how to enrol in training programmes and apply for support funds

Workers, employees, and companies can receive per year:

Tertiary sector contributions up to **1.500 €**

Tourism sector contributions up to **1.300 €**



Additional Tools for Businesses and Employees

Enti Bilaterali provide extra support services for both companies and workers. For instance, businesses facing personnel management challenges can turn to the **Conciliation Commission (Commissione di Conciliazione), a body created to mediate disputes and help the parties reach mutually acceptable solutions**. This commission provides an effective and transparent way to resolve internal issues, especially cases involving discrimination or unequal treatment at work.

Companies enrolled in the **FOR.TE Interprofessional Fund (Fondo Interprofessionale FOR.TE)** can also rely on Enti Bilaterali **for help submitting grant applications for training projects**, making the most of available resources for staff

development. Padua's Enti Bilaterali also operates an **Apprenticeship Commission (Commissione per l'Apprendistato)** for the tertiary sector, **assisting companies with training plans** and issuing **compliance approvals for hiring apprentices**, ensuring each program meets current regulations and helping new generations enter the workforce with appropriate, high-quality training.

To conclude, **the Territorial Workers' Safety Representative (RLST)** service, introduced in 2024, is offered free of charge to all companies affiliated with Enti Bilaterali that - under Legislative Decree 81/08 - have not elected or appointed an internal Workers' Safety Representative (RLS – Rappresentante

dei Lavoratori per la Sicurezza). This service is especially **valuable for small businesses**, which often find it **harder to designate an in-house RLS** due to their specific organisational constraints.





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