Interreg Danube Region

Co-funded by the European Union

Fem2forests

D3.3.2 Booklet containing innovative support systems for female leaders in forestry

Dezember 2025

This document is issued by the consortium formed for the implementation of the Fem2forests project by the following partners:

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- Bavarian State Institute of Forestry (LWF), Germany
- Forest Trainings Center PICHL (FAST Pichl), Austria
- NOWA Training Counselling Project management (NOWA), Austria
- Agency for sustainable development of the Carpathian region "FORZA" (FORZA), Ukraine
- Forestry and Environmental Action (FEA), Bosnia and Herzegovina
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- Croatian Union of Private Forest Owners Associations (CUPFOA), Croatia
- Croatian Chamber of Forestry and Wood Technology Engineers (HKIŠDT), Croatia
- Foresta SG (Foresta SG), Czech Republic
- Ukrainian National Forestry University (UNFU), Ukraine

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NEUES ERREICHEN.

Interreg Danube Region
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Project Title

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Disclaimer

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Content

1 Introduction 2

2 Methodical Approach 2

3 Objectives and target groups adressed with the models 3

4 Overview of topics, activities, methods and approaches of the collected models 4

5 Compilation of innovative support systems for female leaders in forestry forestry 5

5.1 Austria 7

5.2 Bosnia and Herzegovina 15

5.3 Czech Republic 23

5.4 Germany (Bavaria) 32

5.5 Croatia 44

5.6 Romania 49

5.7 Serbia 63

5.8 Slovenia 71

5.9 Ukraine 81

6 Impacts and benefits for the forestry sector derived from the models 91

1 Introduction

Increasing the number of women in leadership positions is also essential in the forestry sector in order to utilise the full potential of skilled workers and promote competitiveness. Models that support female leaders through networking, mentoring, targeted training, flexible working structures and visibility initiatives help to break down traditional barriers and open up new paths for women at all career levels. By strengthening skills, expanding professional networks and promoting equal opportunities, these approaches not only empower women, but also enrich diversity in leadership positions. Empowering women promotes professionalism, supports sustainable development and creates more inclusive and competitive workplaces overall.

This compilation of innovative support systems for female leaders in forestry presents various models from the nine partner countries of the Fem2forests project.

2 Methodical Approach

The identification of innovative support systems for female leaders in forestry was carried out by the project partners from all nine Fem2forests partner countries. They described the respective models using a tabular overview plan. This guarantees a clear, uniform presentation, even though the models are very diverse.

A career advancement/ leadership model refers to a structured approach, program, or initiative that has successfully supported women in advancing their careers or taking on leadership roles in forestry. This could include mentoring programs, leadership training, inclusive hiring practices, networking platforms, or policy changes that have shown measurable impact.

Models from other sectors (e.g., agriculture, environmental sciences) were also welcome if they can be adapted to forestry.

The description of the models covers the following areas:

- Brief description of the model
- Qualitative statements from Human Resource and female leadership staff regarding efficiency and effectiveness and, if possible, female beneficiaries/users
- Brief assessment of the impact and benefits on the forestry sector

Each partner country had to describe 1-3 models in English. Each model had to meet the following qualitative criteria: awareness-raising and advocacy, relevance to the forest(ry) sector, women-centric focus, stakeholder engagement, use of innovative methods, scalability and transferability

3 Objectives and target groups adressed with the models

The models presented below are aimed at different target groups depending on their objectives and content. This opens up a wide range of possible approaches to increasing the proportion of women in leadership positions. The selection of different target groups also shows that a systemic view and a multifactorial approach are needed to achieve this goal.

Target groups

Target groups addressed by the models are:

Women (main target group)

- Ambitious women from diverse backgrounds,
- Women in rural areas,
- Women in forestry-related sectors,
- Female students in forestry related fields,
- Women leaders, future leaders,
- Women who want to develop leadership skills,
- Women entrepreneurs, aspiring entrepreneurs, and owners of female-led micro or small businesses.

Mentors and Mentees

- Female mentees with leadership potential and leadership ambition,
- Mentors of any gender in leadership positions.

Employers & Institutions

- Female employers and forestry professionals,
- Employers, public-sector authorities, staff representatives, gender equality officers.

Businesses & Stakeholder

- Businesses,
- NGOs working on gender equality, governments, and public institutions,
- Anyone connected to or aligned with the forestry and timber industry.

Common objectives

As diverse as the models may appear in many respects, they nevertheless converge in their concerns, with different and specific emphases, under the following common objectives:

- Promote equal opportunities for women in the labour market, in leadership, in career development, education, and entrepreneurship.
- Increase women's participation in leadership and decision-making by offering mentoring, role models, and training programmes.
- Create supportive and family-friendly workplaces with flexible options, equal pay, and safe, inclusive environments.
- Strengthen women's professional growth through training, networking, and access to resources that help them reach their full potential.

4 Overview of topics, activities, methods and approaches of the collected models

The collected models support systems for female leaders through a combination of networking, mentoring, leadership development, and targeted training programs. They aim to foster female careers, strengthen women's visibility, and prepare structures for female management roles. The models include key activities such as:

- Networking and community building among women
- Mentoring programmes for women at different career stages
- Training programmes, such as leadership academies, online courses, expert-led workshops, and experiential learning
- Events and exchanges, including conferences, foresters' meetings, field excursions, and group discussions
- Support structures like digital networks, directories, coaching, and part-time/tandem leadership models
- Project development and empowerment, including start-up programs, grant opportunities, and youth-focused initiatives
- Awareness raising and image building for the forestry sector, promoting gender equality and better working conditions

Overall, these approaches combine professional development, community support, practical learning and policy-oriented measures to empower women in leadership positions and create the conditions for increasing the number of women in leadership roles. The following section presents 17 models to support female leadership in forestry and other sectors from the 9 Fem2forests partner countries.

5 Compilation of innovative support systems for female leaders in forestry forestry

This chapter presents a selection of innovative support systems for female leaders in forestry identified by the Fem2forests initiative and highlights different approaches to promoting women's careers in forestry and other sectors. The various models aim to increase women's access to and representation in leadership positions.

Overview of the presented models to support women leadership:

5.1 Austria

- National career advancement course for women
- Forest Women

5.2 Bosnia and Herzegovina

- Nahla Education and Research Center
- Žene za Žene International (ŽzŽI) (Women for Women International)

5.3 Czech Republik

- Lean In Program – development of womens careers in business
- Empowering Women Mentoring

5.4 Germany (Bavaria)

- Part-time and Tandem Leadership in the Public Sector
- Bavarian Women Foresters' Meeting

5.5 Croatia

- Equal Play Mentorship

5.6 Romania

- Gala of Successful Women
- She's Next – ING & Visa Programme

5.7 Serbia

- Empowered
- Public Call for Grant Support

5.8 Slovenia

- R.I.S.E Leadership Academy 2025
- AEIOU Breakthrough for Female Leaders

4.9 Ukraine

- Women´s Empowerment Principles (WEPs)

- Gender Clause in the Collective Agreement of »Forests of Ukraine«

5.1 Austria

Überregionaler Frauen Karriereförderlehrgang (National career advancement course for women)

Implementing organization(s): Federal Office of the Employment Service Austria (AMS), as well as the Provincial Office of Styria; several departments

Location: Different locations all over Austria

Purpose and objectives

Main goal(s) of the practice:

- Sufficient female applications for management positions at AMS throughout Austria in order to achieve and maintain the target quota defined by the organization.

Target group(s):

Female AMS employees with potential and ambition

Description of the practice

Detailed description of activities or methods used during the offer:

The "Career Advancement for Women" course supports female employees at AMS in clarifying their individual career goals and offers useful initial preparation for a desired management position.

Learning objectives

After completing the course women…

- will have gained clarity regarding career goals
- will have the ability to plan and achieve these goals independently
- will understand the importance of a professional application and have learned how to prepare professionally for application situations
- will have developed ideas for individual leadership concept (values, priorities, standards, deal breakers, etc.)
- will have an overview of network and how to expand it

Key Topics

- Kick Off
- Me and leadership: Assessing the current position and ideas for strengthening and developing through feedback and self-reflection; Informal discussion with management
- Strategic leadership: Management methods and tools

- Act as a leader
- Conclusion

After the course

- Presentation of the individual project to the respective manager
- "Plus module": Coaching and/or mentoring and/or work shadowing

Duration and timing: There are 5 modules, each lasting 2-3 days, which are held within a year – sometimes extending beyond the end of the year.

Resources utilised *(financial, human, material)*: An external trainer's day has a fixed maximum; the costs for internal trainers are based on organizational guidelines.

Awareness raising of female leadership*:*

This is the target of the program!

Relevance to the forestry sector*:*

Career advancement requires the appropriate expertise, active motivation to participate, support from management, and key performance indicators.

As a national public organization, the AMS is a pioneer in this field.

The forestry sector could use this best practice as an example for promoting equality in the sector.

Innovative features, unique or creative aspects of the offer

The Kick Off and Fade Out module is designed in collaboration with a female AMS trainer and a female external trainer. Each module features a mix of internal and external experts.

Scalability and transferability

How well can this model be adapted and scaled to a different level?

This model can be adapted and implemented considering the specific circumstances in the sector, the corresponding attitude of managers, and the provision of necessary resources.

What resources are required for implementation?

Brainpower and ambition on the part of decision-making personnel developers (female and male) and, above all, the willingness of management to implement this and achieve the quota.

Recommendations for adaptation in other settings if relevant:

Provide those responsible and decision-makers with sufficient resources. Then such a training course can be implemented wonderfully, and a female leadership quota of 50% or more will no longer be a utopian dream.

Qualitative statements from HR and female leadership staff

Without this training course, we would never have achieved a female representation of over 50% in management positions. It would be negligent to ignore the potential of women in a company.

Qualitative statements from female beneficiaries/users (if available)

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Brief assessment of the impact and benefits on the forestry sector

Equality processes/programs such as those described here benefit all participants and the entire sector.

Additional information

Supporting documents (*reports, publications, website links):*	/
Contact information for further inquiries *(practice owner)*:	/

Verein Forstfrauen (Forest Women)

Implementing organization(s): specially founded association (2003)

Location: Austria

Purpose and objectives

Main goal(s) of the practice:

- Support women in forestry through Networking and exchange
- Make women in forestry visible for all
- Promote role models

Target group(s):

Anyone who shares the fundamental ideas of the "Forstfrauen" and has a connection to the forestry and timber industry can become a member. Forestry profession is not a prerequisite!

Description of the practice

Detailed description of activities or methods used during the offer:

The "Forstfrauen" currently connect around 200 women (and men who are equally active in supporting the association's ideas) from all areas of the forestry and timber industry—career changers are also very welcome. The key thing is to want to actively embrace the idea of networking: every female forester can and should contribute their skills, contacts, and professional background in line with the association's goals.

The following measures will be taken to achieve the objectives

- Reinforcement of communication between women in the forestry and timber industry
- Exchange of experience and information (networking)
- Mentoring activities
- Organization of further education events, meetings and conferences
- Representing common interests
- Image building for the forestry and wood industry
- Carrying of charitable events

Duration and timing: This is an ongoing offer.

Resources utilised *(financial, human, material)*: The board works on a voluntary basis, and members pay a small membership fee. Funding and sponsorship are occasion-related required (e.g. for events).

Awareness raising of female leadership in forestry*:*

The "Forstfrauen" are committed to raising awareness of the achievements and commitment of women in the forestry and timber industry—both within the industry and among the general public. Whether forest owners, foresters, forestry students, or forestry trainees: with strong role models, we are putting women from the forest in the spotlight and encouraging those who are still hesitant about whether they can do "forestry and wood."

Relevance to the forestry sector*:*

Through networking and exchange, members motivate and strengthen each other. This benefits not only the women themselves, but also our forests and the entire industry.

The forestry women are also actively involved as members in committees of other forestry organisations (PEFC, Forestry Association), where they contribute their expertise and perspectives.

Innovative features, unique or creative aspects of the offer

"Forstfrauen" is actively involved as a stakeholder in various EU projects and is a founding member of WOFO – Women in Forestry International.

Scalability and transferability

How well can this model be adapted and scaled to a different level?

If there is motivation among committed women (and men), the model is easily transferable, especially since international networks already exist.

What resources are required for implementation?

The main asset is motivated members and a board who contribute their skills and work together towards a common goal – promoting women in the forestry and timber industry.

A membership fee (Austria: 25 € / 12,50 € for students) ensures a sufficient financial basis, which makes it possible to finance the website, organise events (excursions, etc.) and hold seminars (with a participation fee, if applicable)..

Recommendations for adaptation in other settings if relevant:

The association form helps to secure sufficient funding, creates structures (formation of a board, financial management, member participation, etc.) and helps to remain independent of other institutions, subsides, donors or sponsors.

Qualitative statements from HR and female leadership staff

Forestry Women are a unique network that promotes and supports women across generations in this male-dominated industry. Through a variety of formats, it strengthens the self-image that we women not only work in the interesting and fulfilling professional fields of forestry, but can also enrich them.

Qualitative statements from female beneficiaries/users (if available)

For me, the added value of the Forstfrauen Network lies in getting to know women in forestry across different sectors. Exchanging ideas with them enables personal development and finding solutions to forestry-related tasks, as well as mutual support at different points in our respective career paths. This gives me access to the comprehensive and diverse pool of expertise of all members

Brief assessment of the impact and benefits on the forestry sector

The age of emancipation and a changed role of women, more and more women are working in the forestry sector. Still at the beginning of the third millennium, they still had a special status in the "green men's world", if they even appeared in forest networks of actors.

The work of the association extends to the Austrian federal territory. The aim of the association is to support women in the forestry and timber industry in integration in a male-dominated area, to increase acceptance on the side of the forest and timber sector and to put the forestry and timber industry in a positive light.

Additional information

Supporting documents (*reports, publications, website links):*	https://www.forstfrauen.at/ https://www.linkedin.com/company/forstfrauen/
Contact information for further inquiries *(practice owner)*:	Dagmar Karisch-Gierer p.A. Rittisstraße 1 8662 St. Barbara i.M., Austria Tel.: +43/664/6025967292 e-mail: dagmar.karisch-gierer@forstfrauen.at

5.2 Bosnia and Herzegovina

Centar za edukaciju i istraživanje "Nahla" (Nahla Education and Research Center)

Implementing organization(s): Nahla (Non-governmental, non-profit organization, established in 2000)

Location: Bosnia and Herzegovina (Sarajevo, Bihać, Tuzla)

Purpose and objectives

Main goal(s) of the practice:

- Educating and empowering women for personal development and competent participation in social processes
- Providing comprehensive education and business support to women and youth in various fields
- Creating an encouraging environment to help women realize their potential and drive positive community change

Target group(s):

Women and youth (over 100,000 beneficiaries) of various age and educational structures, social statuses, and affiliations. The organization explicitly welcomes diversity, including those from different genders, languages, religions, worldviews, social, and national backgrounds, focusing on women who are motivated to drive positive change.

Description of the practice

Detailed description of activities or methods used during the offer:

Nahla implements local projects focused on adult education and social research, specifically empowering women and youth through:

- Education and Accreditation: Operates as a registered organizer of adult education, offering over 120 developed curricula. Eight programs are accredited as publicly valid, including data science, UI/UX design, graphics design, basics of manual and automatic software testing, specialized training for roles like accounting assistant and administration work, and training for vocational skills such as sewing and catering.
- Advisory and Support: Provides comprehensive counselling services, including Business Counselling (for entrepreneurship/careers), Psychological Counselling, and Speech Therapy Counselling.

- Networking and Membership: An annual membership (40 BAM) grants women continuous education, mentoring, and expert support to assume a more active societal role.
- Community Focus: Activism and cooperation are core to their work, along with specialized programs for youth and children, and sport/recreation activities.

Duration and timing: Ongoing model since 2000.

Resources utilised *(financial, human, material)*: The organization's structure includes the Assembly and the Team, whose members pay an annual membership fee of 40 BAM. Key leaders within this structure include the President/Founder Sehija Dedović and the President of the Assembly Una Bejtović.

The organization, being non-profit and non-governmental, is funded through memberships and support from 80+ partners, as well as individual donors for the stipend program.

Awareness raising of female leadership in forestry*:*

Builds competence and confidence to raise awareness of the added value of women in leadership. Promotes the "Knowledge Drives" Declaration supporting gender-sensitive policies and equality in learning spaces.

Relevance to the forestry sector*:*

Offers wide-ranging transferable skills (e.g., IT, Business English, Public Speaking, Business Support) directly applicable for women seeking leadership or entrepreneurial roles across the forestry and timber value chain.

Innovative features, unique or creative aspects of the offer

Uses a mix of tools: online and in-classroom courses, specialized certifications, and a dedicated stipend program ("Stipendiraj studenticu") funded by individual donors to support prospective young women.

Scalability and transferability

How well can this model be adapted and scaled to a different level?

Already scaled to three cities in Bosnia and Herzegovina (Sarajevo, Bihać, Tuzla). The extensive online course and well-defined curriculum (120+ programs) makes it highly transferable and easily scalable.

What resources are required for implementation?

Committed personnel, a diverse funding base (donors, membership, partners), and infrastructure for delivering both in-person and online education/counselling.

Recommendations for adaptation in other settings if relevant:

The core model of accredited, diversified education and tailored support, coupled with a focus on creating a supportive network, is highly adaptable for women's empowerment across different contexts.

Qualitative statements from HR and female leadership staff

Every step and program we realize leads us to the mission of making knowledge accessible and ensuring that education becomes a shared social capital, available to every individual regardless of their social or economic situation. Nahla is constantly creating social good, and our reports confirm this and document it year after year. (Excerpt from the President's introductory remarks, Annual Report 2023-2024)..

Qualitative statements from female beneficiaries/users (if available)

Accounting is very extensive and demanding. After 120 hours of training, I can say that we still managed to master the most important segments of this profession. I have been working in administration, specifically treasury operations, for many years, but now I can proudly state that I have improved and that I can also calculate salaries, contracts for work, form prices according to rules, and similar tasks. Now I understand the logic behind everything; it is clearer and easier for me to work. (Zana Zaćiragić, Accounting Assistant Training participant, Annual Report 2023-2024.

Brief assessment of the impact and benefits on the forestry sector

By building competence in IT, business, and soft skills, and through career counselling programs designed to help women identify their competencies and professional paths, Nahla increases the pool of skilled female talent ready to take on professional and leadership roles across the entire Bosnian economy, including the forestry sector.

Additional information

Supporting documents (*reports, publications, website links):*	https://nahla.ba/ https://www.linkedin.com/company/center-for-education-and-research-nahla- https://nahla.ba/godisnji-izvjestaji/
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Udruženje Žene za Žene International (ŽzŽI), Women for Women International

Implementing organization(s): Udruženje Žene za Žene International (ŽzŽI) (Non-governmental, non-profit organization, established in 2001).

Location: Bosnia and Herzegovina (Ferhadija 19/2, 71 000, Sarajevo)

Purpose and objectives

Main goal(s) of the practice:

- Supporting women in BiH to improve their economic, political, and social status.
- Enabling women to actively participate in decision-making processes within their families and communities.
- Creating a world free of poverty, exclusion, and violence, where all members participate equally.

Target group(s):

Women and youth across Bosnia and Herzegovina, with a strong emphasis on individuals facing multiple layers of discrimination and social exclusion. The organization prioritizes rural women in smaller communities who lack quality formal and non-formal education, essential skills, and networking opportunities. It has provided programmatic and financial support to 80,000 women, particularly focusing on vulnerable groups susceptible to poverty. Furthermore, ŽzŽI actively engages women from over 50 communities with diverse ethnic and religious backgrounds, while simultaneously targeting future leaders and entrepreneurs through various structured programs.

Description of the practice

Detailed description of activities or methods used during the offer:

ŽzŽI implements a multi-faceted approach to empowerment through different core program streams, including:

- Rural Development Network: Initiated in 2018. The aim is to network women across BiH, establishing 17 women's associations (1000+ members) focused on production and enterprise (e.g., processing plants, commercial companies), and providing ICT Training (digital marketing, MS Office, digital security) to support and modernize their business operations.
- Democracy Academy for Young Women: A project focused on educating young women about democracy through different educational modules (workshops/trainings) promoting peace, communications, and positioning women for decision-making roles in local communities.

- Erasmus for Young Entrepreneurs: An EU international exchange program, providing new and aspiring entrepreneurs with the opportunity to collaborate with experienced entrepreneurs in another country, gaining hands-on knowledge for successful business management.

Duration and timing: Ongoing model since 2001 (ŽzŽI)

Resources utilised *(financial, human, material)*: The organizational capacity is highly decentralized and robust. It consists of a dedicated team and relies heavily on the support and established structures of 30 partner women's associations across over 50 communities with diverse ethnic and religious structures in BiH.

Awareness raising of female leadership in forestry*:*

Raises awareness by creating visible female economic leaders (successful entrepreneurs, producers, and employers) in rural areas. The established commercial enterprises (e.g., processing plants) provide concrete proof of women's capacity to lead in sectors relevant to resource management, non-timber products, and value-added processing. The Democracy Academy ensures these new leaders gain the skills needed to influence local policy.

Relevance to the forestry sector*:*

High relevance due to the focus on rural production, processing, digital business skills, and international business exchange provides highly relevant, transferable skills for women engaging in the forestry value chain (e.g., non-timber products, small processing.

Innovative features, unique or creative aspects of the offer

The model's sustainability is built on the creation of independent, self-governing local associations (grassroots). It uniquely combines this grassroots work with targeted ICT and digital marketing training to overcome rural exclusion and maximize market access. This is further enhanced by providing structured political leadership training (Academy) and high-level international business mentorship (Erasmus), creating comprehensive pathways for women at all stages of development.

Scalability and transferability

How well can this model be adapted and scaled to a different level?

Highly scalable and transferable, proven effective across 50+ communities. The grassroots association-building and the structured academy curriculum are easily replicable.

What resources are required for implementation?

Committed personnel, a diverse funding base, local leadership, and resources for managing international partnerships.

Recommendations for adaptation in other settings if relevant:

Adaptation requires focusing on establishing local associations relevant to the target industry (e.g., forest product cooperatives) and pairing this with mandatory digital skills training and international mentorship for market expansion.

Qualitative statements from HR and female leadership staff

Our strategy, stemming from the CORE program's work with over 80,000 women across 50+ local communities since 2001, is to create lasting impact. By combining mentorship for established women's associations with new training programs like the Democracy Academy, we ensure that we are continuously building both economic resilience and strong political leadership for women across BiH. (Source: Based on ŽzŽI Programmatic Communication).

Qualitative statements from female beneficiaries/users (if available)

The results of the ICT training are both visible and inspiring. By mastering topics like digital marketing and security, members of the Rural Network have been able to actively apply these modern tools to present and promote their products, significantly accelerating their business progress and strengthening their engagement within their local communities. (Source: Based on ŽzŽI Programmatic Communication).

Brief assessment of the impact and benefits on the forestry sector

Provides a strong, multi-faceted model for increasing the influence of women in rural economies and resource management. It builds grassroots economic power, digital business capacity, and political engagement, thereby preparing women to launch and lead sustainable enterprises in sectors closely related to forestry, such as non-timber forest products, local processing, and eco- tourism. This framework ensures women become active decision-makers regarding the sustainable use of local resources.

Additional information

Supporting documents (*reports, publications, website links):*	https://zenezazene.ba/ https://zenezazene.ba/publikacije-2/ https://www.linkedin.com/in/Zene%20za%20Zene%20International
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5.3 Czech Republic

Lean In program – rozvoj žen v byznysu (Lean In Program – development of women's careers in business)

Implementing organization(s): Business Leaders Forum + (Škoda Auto Vysoká škola or The Prague University of Economics and Business).

Location: Prague

Purpose and objectives

Main goal(s) of the practice:

- Strengthening managerial competencies, supporting career growth and enabling companies to reach parity of women in leadership positions

Target group(s):

Women at different managerial positions and in some cases female university students, especially in marketing and trade.

Description of the practice

Detailed description of activities or methods used during the offer:

There are three types of the program (Lean In):

1) Lean In Middle (women in middle management)

2) Lean In Senior (women directors, members of boards)

3) Lean In Talent (for gifted university female students, in cooperation with Škoda Auto Vysoká škola)

Duration and timing: 1 year (8-10 meetings), but, e.g., for students these 8 meetings take place every odd Wednesday from October to January

Resources utilised *(financial, human, material)*: No payment/depending on the partnership structure. Usually, 1 mentor + participants.

Awareness raising of female leadership in forestry*:*

Not applicable (currently, different target groups – business and trade, marketing, sustainability, motivation).

Relevance to the forestry sector*:*

Shows connectedness with universities, so there is a potential how to structure the program in close cooperation between academia and practice. Similarly, there could be a structure like this for companies in the forestry sector and forestry university.

Innovative features, unique or creative aspects of the offer

Based on the methodology from the Stanford University (Lean In). Encouraging talents and building partnerships. Each Lean In circle consists of 10 women who are working for different companies (fields) and are at the same positions. They meet 8-10 times a year during facilitated discussions where they share knowledge and experience. After completing, they become a part of alumni network (currently 400 females that later could meet during regular networking meetings).

Scalability and transferability

How well can this model be adapted and scaled to a different level?

Can be scaled to different field with capable mentor.

What resources are required for implementation?

1 experienced mentor, place (renting + IT), small refreshment, publishing reports etc.

Recommendations for adaptation in other settings if relevant:

In-person, due to the methodology used, there is no need to change the current format.

Qualitative statements from HR and female leadership staff

„Komunita, která se vytváří jako reakce na fantastickou knihu Lean In a spojené aktivity, je skvělá věc." (he community that is forming in response to the fantastic book Lean In and related activities is a wonderful thing.) - Renata Mrázová

Group Chief People Officer, FNZ Group, ambassador of the program (Lean In Program - Rozvoj žen v byznysu | Business Leaders Forum)

Qualitative statements from female beneficiaries/users (if available)

Only partially, see Unicorn University - IT, Data & Business Management and https://www.youtube.com/watch?time_continue=1&v=V7Uvvey5ZLc&embeds_referring_euri=https%3A%2F%2Fblf.cz%2F.

Brief assessment of the impact and benefits on the forestry sector

Not applicable in the current format.

Additional information

Supporting documents (*reports, publications, website links):*	https://www.linkedin.com/in/Zene%20za%20Zene%20International

Contact information for further inquiries *(practice owner)*:	info@blf.cz

Empowering Women Mentoring

Implementing organization(s): Business & Professional Women CR z.s. (part of BPW International - global network established in 1930).

Location: Prague, Czech Republic

Purpose and objectives

Main goal(s) of the practice:

The main goal of the Empowering Women Mentoring programme is to help women strengthen their leadership potential and advance their careers by connecting them with experienced female leaders from top management.
Through structured mentoring sessions, networking opportunities and shared learning, participants clarify their career direction, develop leadership and communication skills, and gain confidence to take on greater responsibilities in their professional lives.
The programme also promotes gender equality in organisations (Equal Pax Day) and the visibility of women in decision-making roles.

Target group(s):

- Women who have recently taken on a management or leadership role and want to strengthen their leadership and people-management skills,
- Women who are preparing to step into such a role and wish to develop their leadership skills and confidence.

Description of the practice

Detailed description of activities or methods used during the offer:

- Participants attend five in-person mentoring days. Each day follows the same format: arrival and networking, an official welcome by the host company, (2) two 60-minute mentoring blocks, and a short feedback/evaluation at the end. Each of mentoring blocks is oriented on given topic. The last day (sixth) of the programme is exceptional – granting certificates during international event Equal Pay Day (in Czech from 2010). Equal Pay Day is a symbolic day that draws attention to the pay gap between women and men. It is part of a global awareness campaign organised by BPW International around the world.

- The participant group has about 30 women. Over the six days, each mentee can meet and network with up to 29 peers from other organisations, exchange contacts and experience, and build practical links with senior women mentors from large and influential companies. After the final date (Equal Pay Day), mentees receive a certificate and are connected to the BPW alumni community. Mentees must attend at least 80% of sessions to earn a certificate.
- Hosts of the events include well known and influential companies/institutions e.g.: Allianz, Česká televize (Czech Television), Swiss Life, Mars Česká republika, Plzeňský Prazdroj, Pilsner Urquell: The Original Beer Experience, Danone, Czech University of Life Sciences Prague – Faculty of Economics and Management (PEF ČZU)… Hosting companies provide facilities and venues.
- Mentors are recruited from successful women leaders across large and influential companies and public institutions. They include senior executives, function heads, HR directors and recognised experts who lead the topic-focused mentoring blocks.

Duration and timing: The programme runs over approximately four to six months. Participants attend five (5) mentoring days hosted by different partner companies. The cycle concludes with a certification ceremony at the Equal Pay Day event (the sixth day of the programme.) However, it is to be highlighted that already 8th edition is organised in 2025/2026. This Model is thus time-proved.

Resources utilised *(financial, human, material)*:

- Financial: The mentoring programme is funded by mentee fees — CZK 9,500 (EUR 391.92) for BPWCR members and CZK 17,900 (EUR 738.46) for non-members. No public or grant funding is indicated for this specific programme.
- Human: BPWCR maintains a pool of women mentors. Not all of them will participate in each edition; however, at least 10 mentors per group are engaged (2 themed blocks per day × 5 mentoring days = 10 mentors needed). If necessary, use figures from the Annual Reports; note these apply to the entire organisation, not just this programme.
- Material: Venues and technical facilities are provided by host companies and institutions. BPWCR provides programme materials (agenda, participant list, evaluation forms) and manages communication via its website and email channels.

Awareness raising of female leadership in forestry*:*

- programme is cross-sectoral and not designed specifically for forestry.
- does not demonstrably raise awareness of female leadership in the forestry sector.
- awareness effects are general (women in leadership across industries), not forestry-specific.

Relevance to the forestry sector*:*

The Empowering Women Mentoring programme is not primarily focused on forestry, but its principles — connecting experienced female leaders with women preparing for leadership roles, strengthening self-confidence and people-management skills, and building professional networks — are easily transferable to the forestry sector.

In forestry, where women remain still minor in higher management, such a model could help:

- increase the visibility of women in the sector,
- create mentoring pairs between experienced female forestry professionals and younger colleagues,
- connect women from practice, academia, and public administration, and
- contribute to gender balance in decision-making roles.

With minor adaptation of content and mentor selection, the BPW model could be implemented within the Fem2Forests framework or other initiatives supporting women's professional growth in forestry.

Innovative features, unique or creative aspects of the offer

The programme is not about new technologies - success comes from a proven practice – connecting women and helping them learn from each other's experience:

- Cross-sector network: women from business, universities and public institutions meet and share ideas.
- Simple and friendly format: each day has a clear structure but keeps an open and supportive atmosphere.
- Networking and peer learning: participants build useful contacts and collaborations that continue after the programme ends (through the BPW alumni community)

In short: The value of this programme lies in creating a safe space where women share real experiences and learn directly from one another.

Scalability and transferability

How well can this model be adapted and scaled to a different level?

The Empowering Women Mentoring programme is sector - neutral. Its core elements – mentoring by experienced women leaders, topic-focused sessions, networking, and simple evaluation – can be applied in any sector, including forestry.

The structure of all six meetings is standardised, which makes the model easy to repeat and replicate in different countries and organisational contexts.

Application in forestry across different countries

Leadership, teamwork and career development principles are largely the same in forestry as in other sectors.

The programme format can therefore be transferred directly to the forestry sector in countries where forest ownership and management are organised in various ways – for example through state, regional or municipal organisations, church or private owners, research institutions, universities or professional associations.

When adapting the model to forestry, the structure of the programme remains unchanged; only the content of topics and the selection of mentors and host organisations would be adjusted to include women leaders from forestry and forestry-related institutions (also ambassadors trained by Fem2forests can be effectively engaged here).

Financial sustainability and possible funding sources

In its basic form, the model is sustainable as a self-financed programme, in which mentees cover part of the costs through participation fees.

In less commercial sectors such as forestry, additional funding sources can be used, including:

- contributions from employers (public organisations, state or regional forest enterprises, universities, research institutions),

- national and international programmes particularly European funding schemes supporting education, gender equality, rural development or capacity building,
- company budgets for Corporate Social Responsibility (CSR – corporate responsibility programmes), if participating companies wish to support the development of women in the sector.

Thanks to its standardised daily structure and modular content, the model is suitable for adaptation at national or regional level in different European countries, regardless of the specific forestry ownership structure.

What resources are required for implementation?

Human resources

- a small coordination team (organisation, communication with mentors and mentees, planning, evaluation),
- a group of experienced mentors (ideally around 10 for one five-day series, six together with awarding certificate),
- a contact person in each host organisation.

From the publicly available information (including the Annual Report), it is not specified whether mentors are financially compensated. The model, however, can work with both options:

- mentors participating on a voluntary basis as part of their PR or Corporate Social Responsibility (CSR – corporate responsibility programmes) and professional development, or
- mentors receiving small fees or cost reimbursement, depending on the partner's context.

Venues and material resources

- suitable rooms to host mentoring days (usually provided by host organisations),
- basic technical equipment (presentation technology),
- simple programme materials (agenda, contact list, evaluation forms).

Financial resources

Funding can be covered by mentee participation fees, but the model also allows other sources, such as: Content and structure

- topics for individual mentoring blocks,
- a list of mentors,
- a timetable for the six meetings,
- a simple (IT) system for registration and communication.

Summary: Implementing the model does not require complex or expensive infrastructure — the key elements are mentors, coordination, partner venues, and a clear daily structure. This makes it an easy-to-use and transferable format in different countries.

Recommendations for adaptation in other settings if relevant:

For successful adaptation, only a few practical changes are needed:

- Select appropriate mentors – experienced women leaders who can share practical insights and act as role models.
- Adjust the topics to the specific sector – keep the overall structure, but tailor the content of the mentoring blocks to local needs and sector-specific realities.
- Engage suitable host organisations – ideally institutions willing to support women's leadership and able to provide venues and basic facilities.

In summary:

The model is easy to adapt — its structure remains the same, while mentors, topics and host organisations can be adjusted to the conditions of each country or sector.

Qualitative statements from HR and female leadership staff

Not published

Qualitative statements from female beneficiaries/users (if available)

https://bpwcr.cz/wp-content/uploads/2025/10/Vyrocni-zprava-24_final.pdf

Qualitative statements from female beneficiaries/users (BPWCR Annual Report 2024):

- *63% of women report an increase in self-confidence and the courage to aim for higher management and leadership roles.*
- *91% of participants report 99% satisfaction with the quality and content of the programme.*
- *Over seven successful editions, the programme has supported 307 mentees and involved 100 women in mentoring roles.*

Brief assessment of the impact and benefits on the forestry sector

- In its current form, the Empowering Women Mentoring programme has no direct documented impact on the forestry sector.
- If adapted and implemented with forestry organisations and female leaders from the forestry sector, the model could strengthen the career progress of women into leadership roles and increase their visibility and confidence within forestry.

Additional information

Supporting documents (*reports, publications, website links):*	https://bpwcr.cz/projekty/empowering-women-mentoring/#pruvodce https://www.facebook.com/bpwcr https://www.instagram.com/bpwcr/

	https://bpwcr.cz/wp-content/uploads/2025/10/Vyrocni-zprava-24_final.pdf
Contact information for further inquiries *(practice owner)*:	Business & Professional Women CR z.s. Vodičkova 700/32, Nové Město, 110 00 Praha 1 e-mail: bpwcr@bpwcr.cz GSM: +420 602 559 783

5.4 Germany (Bavaria)

Bavarian Women Foresters' Meeting "Forstfrauentreffen"

Implementing organization(s): Bavarian State Forests and Bavarian Forestry Administration

Location: Bavaria

Purpose and objectives

Main goal(s) of the practice:

- Support women in forestry through Networking and exchange
- Meet role models
- Address gender specific challenges in the forestry sector

Target group(s):

Female Employers of implementing organizations and other female forestry professionals.

Description of the practice

Detailed description of activities or methods used during the offer:

The annual Bavarian Women Foresters' Meeting brings together around 40 professional and aspiring female foresters from across Bavaria for a 1.5-day program focused on strengthening gender equality in the forestry sector by providing a platform for women to network, share experiences and learn about available support opportunities. The program includes a field excursion, group discussions, presentations, participative dialogue, and the collaborative development of guidelines and ideas to advance gender equality.

Duration and timing: Annual meetings organized in turn by the equality officers of the implementing organizations since 1998

Resources utilised *(financial, human, material)*: The participating organizations provide financial resources for the Bavarian Women Foresters' Meeting to cover expenses such as meals and lecture fees. Participants bear the costs of accommodation themselves. The organization and implementation of the meeting is carried out on a rotating basis: one organization takes the lead, while the other provides support. The respective equal opportunities commissioners are responsible for planning and implementation. At Bavarian State Forests and Bavarian Forestry Administration, two people each fulfil this position. In Bavaria, this is partly done on a voluntary basis, as only a small portion of working hours is allocated to equality work.

Awareness raising of female leadership in forestry*:*

At the meeting women have the opportunity to network and exchange ideas. In particular, the meeting offers a chance to learn from role models or even discover unconventional examples, especially when it comes to balancing work and family life.

Relevance to the forestry sector*:*

In the course of demographic change, the forestry sector also faces significant challenges: in the coming years, many experienced full-time workers will retire, while at the same time younger employees will enter phases of life with family commitments. Given the skills shortage in the forestry industry, the emerging personnel gap cannot be closed solely through the labor market. Therefore, it is particularly relevant and forward-looking for employers in the forestry sector to actively promote and implement attractive part-time jobs, flexible working time models, and job sharing – even in leadership positions. Only through accommodation and flexibility can forestry organizations attract and retain qualified specialists and managers in the long term, as well as ensure the competitiveness and performance of the sector.

Innovative features, unique or creative aspects of the offer

It is supported by the implementing organizations and is partly recognized as working time or professional development.

Scalability and transferability

How well can this model be adapted and scaled to a different level?

This model is highly adaptable and scalable. It can be tailored to different regions or countries by adjusting topics, group size, and format. With strong organizational support and sufficient resources, it can be expanded to include more participants. Digital tools can also help scale the model and reach a wider audience.

What resources are required for implementation?

- Organizational Support: Coordination by equality officers or relevant staff from forestry organizations and supporting institutions.
- Venue and Logistics: Suitable locations for meetings, workshops, and excursions (e.g., conference rooms, field sites), as well as accommodation and catering for participants.
- Facilitators and Speakers: Experts to lead workshops, discussions, and presentations on relevant topics such as leadership, mentoring, and finance.
- Materials: Printed materials, handouts, and digital resources for workshops and group work.
- Financial Resources: Funding for venue rental, travel expenses, accommodation, meals, and speaker fees.
- Communication Tools: Platforms for invitations, information sharing, and follow-up (e.g., email lists, websites, social media).
- Recognition: Agreements with employers to recognize participation as working time or professional development.1 experienced mentor, place (renting + IT), small refreshment, publishing reports etc.

Recommendations for adaptation in other settings if relevant:

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Qualitative statements from HR and female leadership staff

"Women are still underrepresented in the forestry sector. We want to encourage and empower women to pursue their professional goals and to assert these both with their employers and within their partnerships."

Qualitative statements from female beneficiaries/users (if available)

"I found the presentation on women and finances extremely helpful. Until now, I hadn't really given it much thought, and the exchange with other women as well as the input from a financial expert made me reconsider some decisions and approach the whole topic from a new perspective."

"The atmosphere was very pleasant and cosy. The small lounge made it easy for different groups to form in the evenings, so you could talk to a wide variety of women. The group composition was also great—there were young and experienced colleagues, women with children of different ages, single mothers, part-time employees, newcomers to the profession, and women caring for relatives. So many different life situations with their own unique challenges."

Brief assessment of the impact and benefits on the forestry sector

The annual Women Foresters' Meeting has a positive impact on the forestry sector by promoting gender equality, supporting professional development, and fostering a diverse network. It empowers women, encourages knowledge sharing, and helps develop practical solutions to sector-specific challenges. This leads to a more inclusive and innovative forestry sector, better able to address current and future demands.

Additional information

Supporting documents (*reports, publications, website links):*	2022: https://forstfrauen.de/wp-content/uploads/2022/12/ForstfrauenTreffen_Bayern22.pdf 2024: https://www.lwf.bayern.de/mam/cms04/wissenstransfer/bilder/a150_s32-33_meldungen.pdf
Contact information for further inquiries *(practice owner)*:	Gleichstellungsbeauftragte Forst (StMELF): Gleichstellung_F@stmelf.bayern.de Gleichstellungsbeauftragte Forst (BaySF): gleichstellung@baysf.de

Part-time and Tandem Leadership in the Public Sector in Bavaria

Implementing organization(s): Bavarian State Ministry for Family, Labour and Social Affairs (StMAS) Involvement: Various authorities and municipalities in the public sector in Bavaria

Location: Bavaria, Germany

Purpose and objectives

Main goal(s) of the practice:

The practical guide is intended to inform employers, staff representatives, gender equality officers, and employees in the public sector in Bavaria about the possibilities and benefits of part-time and tandem leadership, and to support them in practical implementation. The aim is to promote a better work-life balance, enable greater diversity and equal opportunities in leadership positions, and strengthen the public sector as an attractive, family-friendly employer.

- Promotion of part-time and tandem leadership as a standard in the public sector
- Improvement of the compatibility of family, caregiving, and work
- Increase of equal opportunities and diversity in leadership positions
- Recruitment and retention of qualified leaders
- Reduction of structural barriers and prejudices against part-time leadership
- Support for individual life phases and professional development

Target group(s):

- Employers/public sector authorities
- Staff representatives
- Gender equality officers
- Public sector employees, especially leaders interested in part-time work or job sharing
- Women and men with family or personal commitments who wish to take on leadership roles

Description of the practice

Detailed description of activities or methods used during the offer:

The "Part-time and Tandem Leadership" model offers a structured, flexible, and transferable approach to promoting part-time leadership and job sharing. It is aimed at employers, staff representatives, gender equality officers, and employees, and emphasizes joint implementation with the active involvement of all relevant stakeholders. The goal is to address individual needs—especially the compatibility of family, caregiving, and work—and to provide targeted support for both women and men. The guide recommends mentoring, coaching, and targeted

assistance in finding tandem partners, thereby fostering individual guidance and networks that are particularly relevant for women.

Implementation takes place through various part-time models, such as the classic reduction of working hours or the tandem model, in which two leaders jointly share a management position. Checklists and best-practice examples support practical introduction and adaptation. Innovative methods like online tandem exchanges, digital tools, and desk sharing facilitate collaboration and communication. External coaching and regular evaluations ensure sustainable development and high acceptance of the models.

Key methods and activities at a glance:

- Flexible part-time models (e.g., 80% positions, four-day week, job sharing/tandem leadership)
- Individual adjustment of working hours and task distribution
- Shared responsibility in tandem, with regular overlap of working hours
- Use of digital tools (shared email accounts, cloud folders, online tandem exchange)
- Workshops and team meetings to clarify expectations and promote acceptance
- External coaching to support and guide the process
- Mentoring and networking opportunities, especially for women in leadership
- Involvement of HR, gender equality officers, and management
- Checklists for task analysis, definition of core tasks, and redistribution within the team
- Clear communication of working hours, responsibilities, and substitution arrangements
- Desk sharing and flexible office organization
- Regular evaluation and adjustment of processes

This model is particularly suitable for strengthening diversity in leadership positions, increasing motivation and job satisfaction, and enhancing employer attractiveness—including in the forestry sector.

Duration and timing: The online guide is available at any time and can be implemented immediately as needed.

Resources utilised *(financial, human, material)*: Part-time leadership can mean a certain amount of additional effort for an organization, especially at the beginning of implementation. This includes:

- Planning and coordination: More coordination is required, for example in task distribution, defining substitution arrangements, and aligning working hours.
- Communication: There may be an increased need for coordination within the leadership tandem, with the team, and with other interfaces.
- Adjustment of processes: Internal workflows, IT systems (e.g., shared email accounts), and possibly office organization (e.g., desk sharing) need to be adapted.
- Training and support needs: External coaching, workshops, and information sessions are helpful to promote acceptance and ensure smooth processes.

Awareness raising of female leadership in forestry*:*

The model highlights the advantages and opportunities of part-time and tandem leadership, emphasizing the importance of equality and diversity in leadership positions. It specifically addresses the need to overcome structural barriers and demonstrates how part-time leadership and job sharing can be implemented in practice. The aim is to enhance the attractiveness of the public sector as a family-friendly employer. Best-practice examples and personal experiences help raise awareness of the roles of both women and men in leadership positions.

Relevance to the forestry sector:

The guide is primarily designed for the public sector in Bavaria, but it can also be applied to the forestry sector, where family-friendly working time models and work-life balance are equally relevant. The variety of part-time models and the practical implementation checklists offer a structured approach that can be transferred to different areas and fields of work within the forestry sector. Job-sharing arrangements are extremely rare in the Bavarian Forest Administration, especially for new appointments, and part-time models for district management positions in forestry are also uncommon. While it is, in principle, possible to reduce working hours in higher management positions, in practice, additional support is often not provided. For senior leadership roles, a workload close to full-time is generally expected.

Innovative features, unique or creative aspects of the offer

The model recommends modern and creative approaches such as tandem leadership, online tandem exchanges, flexible working time models, and coaching. It includes the use of digital tools (e.g., shared email accounts, folder structures) and desk sharing models. The examples demonstrate how innovative methods can support and further develop collaboration and leadership in part-time roles.

Scalability and transferability

How well can this model be adapted and scaled to a different level?

The model is flexible and can be transferred to different organizations, regions, and areas of work. The described part-time and tandem models are not limited to the public sector, but can also be applied in other sectors such as forestry. The checklists and best-practice examples are designed to be easily adapted. Experiences from various authorities and municipalities show that successful scaling and adaptation of the model is possible.

What resources are required for implementation?

Implementation requires personnel, organizational, and, if necessary, financial resources:

- Support from the HR department and management
- External coaching for guidance and support, especially at the start and for ongoing development
- IT resources for digital tools (e.g., shared email accounts, online tandem exchanges)
- Time for workshops, coordination processes, and the adjustment of workflows
- Willingness to be flexible and open among all participants

If necessary, adaptation of office equipment (e.g., desk sharing) and training costs

Recommendations for adaptation in other settings if relevant:

For successful adaptation in other settings, it is important that management clearly supports the introduction and communicates openly. Framework conditions and internal processes should be reviewed and, if necessary, adjusted in advance. External coaching and workshops

for all involved can facilitate the start and increase acceptance. Clear agreements on task distribution and substitution are essential. Targeted job postings, mentoring, and tandem exchanges can further support the models. Regular evaluation and adjustment of processes are also recommended.

Qualitative statements from HR and female leadership staff

City of Augsburg, Gender Equality Officer Birgit Weindl:

"A concrete benefit of the tandem matching platform is that the number of leadership tandems has increased. The platform allows the advantages of tandem leadership to be experienced and made visible. The online tandem matching platform and the implementation of tandem leadership also help to dispel existing prejudices against such tandems. As a result, tandem leadership positions are increasingly being embraced, as their great added value is recognized. For example, in the city of Augsburg, tandem appointments are now possible at all levels."

Bavarian State Ministry of Justice, Head of Division Saskia Jacobs on the introduction of a traffic light system to assess the part-time suitability of leadership positions:

"The outcome of our discussions at the time was impressive in retrospect: around half of the leadership positions in the ministry were considered suitable for part-time work (green marking). This clearly shows that the discussion led to a certain shift in thinking."

"The appointment of leadership positions on a part-time basis is met with very high acceptance at the Ministry of Justice. Part-time employees often bring great potential and deliver highly successful work both in quality and quantity. Part-time employees frequently report that they find it very motivating and appreciative to be able to hold leadership positions on a part-time basis."

These quotes and examples show that the model has already been successfully implemented in various organizations and is positively evaluated by HR, female leaders, and teams. HR and female leaders report that the introduction of tandem leadership and part-time models increases motivation and job satisfaction. External coaching is considered very helpful in avoiding pitfalls and increasing acceptance.

Qualitative statements from female beneficiaries/users (if available)

Female leaders report that working in part-time leadership roles or in tandem positions enables them to balance demanding professional responsibilities with personal commitments. They find these models to be appreciative and motivating. The support provided by external coaching and the involvement of the team are seen as particularly positive.

Brief assessment of the impact and benefits on the forestry sector

Implementing part-time and tandem leadership models can increase the attractiveness of the forestry sector as an employer by supporting work-life balance and enabling more flexible working arrangements.

Additional information

Supporting documents (*reports, publications, website links):*	https://www.stmas.bayern.de/imperia/md/images/stmas/stmas_inet /gleichstellung/032355_stmas_praxisleitfaden_fuehren_in_teilzeit_barr_geschuetzt.pdf
Contact information for further inquiries *(practice owner)*:	Responsible Institution: Bavarian State Ministry for Family, Labour and Social Affairs, Winzererstr. 9, 80797 München; E-Mail: oeffentlichkeitsarbeit@stmas.bayern.de; Bürgerbüro: Tel.: 089 1261-1660; E-Mail: buergerservice@stmas.bayern.de Author: Brigitte Abrell, Abrell Coaching, Am Kohlplatz 8, 87700 Memmingen

5.5 Croatia

Equal Play Mentorship-Inter-organizational program for mentoring and development of women

Implementing organization(s): SELECTIO grupation

Location: Croatia, Strojarska cesta 20, 10 000 Zagreb

Purpose and objectives

Main goal(s) of the practice:

- The model combines mentor work, specific educations and networking opportunities with a goal to support women to fulfil their potential.
- Better skills, empowered work teams and greater loyalty for the company
- Empowering women for leadership roles
- Bridging barriers through mentoring that connects women with experienced mentors
- Empowered mentors and leaders with new skills, improved inter-organizational collaboration, and a stronger network of professional contacts.
- Encouragement for women to connect and create support networks – which is often a key factor for further professional growth.

Target group(s):

A mentor can be a person of any gender in a leadership position who already mentors others or is about to mentor others. A mentee is a female person whose leadership potential has been assessed and who is motivated for further development.

Description of the practice

Detailed description of activities or methods used during the practice:

- Mentoring meetings are held monthly, according to a pre-agreed schedule between mentors and program participants throughout 12 months. SELECTIO consultants facilitate the entire process and provide support in the role of coaches, ensuring maximum value for all participants. The meetings end with Belbin teambuilding, which helps in recognizing one's strengths and room for improvement.

- Teambuilding by the Belbin methodology and networking events with a goal of supporting motivation, dynamic of mentoring get-togethers and encourage networking
- Connecting the mentor with the mentee
- 360 assessments for mentor and mentee
- Assessment center for mentor and mentee
- 20 trainings for the development of mentors and mentees. Mentored women will be supported with "bite-size" educations that are targeted towards improving leadership skills, while mentors will be supporters in developing mentoring skills and coaching.

Key subjects of the trainings:

- Mastering Mentorship
- Mastering Relationships
- Mastering Self-Leadership
- Mastering Communication
- Mastering Leadership
- Official certificate upon completion of the program

Duration and timing: Mentoring meetings are held monthly, according to a pre-agreed schedule between mentors and program participants throughout 12 months

Resources utilised *(financial, human, material)*:

- Financial
- Human: HR experts, Experienced mentors and facilitators
- Material: Online platforms, program materials

Awareness raising of female leadership in forestry*:*

The program is not limited to the forestry profession but open to all women who are seeking opportunities to collaborate with mentors and develop leadership skills that can be transferable to any professional occupation.

Relevance to the forestry sector*:*

The program focuses on educating organizations in order to approach the standards of gender equality and actively work to remove obstacles for women in leadership positions which are relevant to the forestry sector.

Innovative features, unique or creative aspects of the offer

- The program uses BELBIN teambuilding. The Belbin Team Role Model® is the most widely used tool for understanding and improving team dynamics. This methodology identifies 9 different roles that team members naturally assume, such as Innovator, Evaluator, or Coordinator. By using the Belbin tool, it is possible to better understand

the strengths and weaknesses of each team member and recognize how their roles affect the effectiveness of the team.
Using the Belbin methodology in teambuilding allows all team members to discover and truly understand their natural role and strengths. When team members get to know themselves and others better, the cooperation and effectiveness of the entire team is strengthened, communication improves, and team cohesion develops.

The Belbin questionnaire thus strengthens teams through several stages, and the main goal is to find a common language in the team and maximize the strengths of each member and direct them towards long-term goals.

- The 360° assessment enables an in-depth analysis of the leadership and mentorship competencies of the participants. It is conducted online through the SELECTIO platform and includes
    - Self-assessment of participants
    - Assessment of competences by superiors, team members and colleagues
    - This assessment is carried out at the beginning of the program to identify the starting point and potential development gaps, while it is repeated at the end of the program to obtain a before-after measure, providing a clear insight into individual progress. It is supported by the implementing organizations and is partly recognized as working time or professional development.
- The Assessment Center includes an assessment of leadership and mentoring competencies using specific tools. The process includes:
    - DNLA Social Competency Questionnaire
    - DNLA Leadership Competency Questionnaire
    - Belba Team Role Questionnaire
    - Competency Interview
    - Role Play
    - Group Activity
    - This comprehensive Leadership Assessment Center is designed to identify the strengths and areas for development of each participant. At the end of the program, key elements of the assessment are repeated to track development and progress over a one-year period.

Scalability and transferability

How well can this model be adapted and scaled to a different level?

The model can be adapted to various sectors, including forestry, due to its universal leadership principles and focus of gender equality.

What resources are required for implementation?

- Skilled facilitators
- Online infrastructure
- Financial investment

Recommendations for adaptation in other settings if relevant:

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Qualitative statements from HR and female leadership staff

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Qualitative statements from female beneficiaries/users (if available)

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Brief assessment of the impact and benefits on the forestry sector

Women face unique challenges in the labour market – from unequal pay to prejudice against their ability to take on leadership roles. In order for women to really get the same opportunities as men, it is important to change the dynamics of inequality and prejudice. The equal pay mentorship focuses on empowering women through concrete opportunities for skill development, networking and strengthening women's self-confidence.

Additional information

Supporting documents (*reports, publications, website links):*	https://selectio.hr/pages/equal-play-mentorship
Contact information for further inquiries *(practice owner)*:	kontakt@selectio.hr

5.6 Romania

Gala "Femei de succes"/Gala of Successful Women

Implementing organization(s): The event is organized by Capital Magazine, which coordinates the awards, selection process, and gala ceremony. It also involves multiple media partners, sponsors, and corporate supporters.

Location: National-level model (Romania) organized in Bucharest

Purpose and objectives

Main goal(s) of the practice:

To recognize and celebrate the achievements, careers, and impact of women in Romania from a wide range of fields including business, public administration, education, culture, research, civil society, sports, and media.
To offer public visibility and recognition, elevating the profiles of selected women as national role models.
To create networking opportunities between awardees, business leaders, public officials, media, and partner organizations.
To showcase the diversity of women's excellence across sectors from entrepreneurship and leadership to arts, science, and social engagement.

Target group(s):

Women in top and mid-level management, entrepreneurs, leaders of public and private institutions.

Women from a broad range of fields: business, public administration, education and research, culture, sports, civil society, media, and others.

Women with significant achievements, strong professional reputations, community impact, and inspirational career paths.

Description of the practice

Detailed description of activities or methods used during the offer:

The *Gala of Successful Women* is an annual national event organized in Romania to celebrate and publicly recognize outstanding women who have excelled in diverse fields such as business, public administration, culture, science, education, social initiatives, sports, and media. The model positions women as national role models, highlighting their professional achievements, influence, and impact on society. The gala serves as a public platform for recognition, networking, inspiration, and visibility.

Activities or Methods Used During the Offer

1. Nomination and Selection Process

- A public or institutional call for nominations is launched.
- Candidates are proposed by organizations, colleagues, communities, or by editorial teams (in the case of Capital Magazine).
- A set of clear criteria is used to evaluate candidates, such as:
    - professional achievement,
    - leadership qualities,
    - societal impact,
    - innovation,
    - career trajectory,
    - public visibility.

2. Evaluation by a Jury

- A committee composed of professionals, public figures, journalists, and industry experts reviews the nominees.

The selection is based on transparent and merit-based evaluation.

3. Creation of Award Categories

Categories reflect excellence across multiple domains. Examples include:

- Business & Entrepreneurship
- Public Administration & Governance
- Culture & Arts
- Science, Education & Research
- Civil Society & Social Impact
- Media & Communication
- Sports
- Youth Leadership

4. Gala Ceremony

- A formal event is held in a major venue.
- Winners are presented and celebrated through speeches, video profiles, interviews, and award presentations.

- The ceremony brings together leaders from many sectors, creating a high-level networking environment.

5. Media Coverage & Visibility

- The event is widely promoted in the press, online, on social media, and through partner channels.
- Awardees receive interviews, articles, and public exposure that amplify their recognition.

6. Networking and Community Building

- The gala connects women leaders, institutions, companies, NGOs, and policymakers.
- Many editions continue with follow-up events, interviews, or leadership features.

Duration and timing: Annual cycle, following national gala formats.

Nomination period (1–2 months).

Evaluation and jury meetings (1 month).

Gala event (1 evening).

Overall annual duration:

Approximately 2–3 months from the start of nominations to the final media coverage, with a one-evening gala serving as the main public milestone.

Resources utilised *(financial, human, material)*:

Financial:

Event venue and logistics

Media production and communication

Jury honoraria (optional)

Award materials (trophies, certificates)

Training and mentorship budget

Human resources:

Project coordinator

Jury members

Communication and media team

Mentors and trainers

Administrative staff

Material resources:

Event space

Technical equipment

Communication materials

Digital platform for nominations and promotion

Awareness raising of female leadership in forestry*:*

The *Gala of Successful Women* raises public awareness of female leadership by:

- Providing national visibility to women with outstanding achievements in fields such as business, public administration, education, culture, sports, and civil society.
- Highlighting women's contributions through media coverage, interviews, articles, and online promotion, which increases public understanding of their role in society.
- Presenting awardees as role models, inspiring other women and young girls by showcasing diverse career paths and personal success stories.
- Bringing attention to women's leadership in areas often underrepresented in public discussions.

Offering a high-profile platform where women's stories, accomplishments, and influence become part of the public narrative, contributing to wider cultural recognition of women's impact.

Relevance to the forestry sector*:*

The Gala is highly relevant because:

It promotes gender equality by recognizing the achievements of women across various sectors.

It strengthens societal understanding of the importance of female leadership and participation in decision-making and innovation.

It supports public appreciation of the diversity of women's roles, emphasizing that leadership exists in many fields — business, culture, science, education, administration, and more.

It challenges traditional stereotypes by acknowledging women in senior, influential, and visible roles.

It contributes to the development of a supportive ecosystem, where women's efforts are formally recognized, encouraging continued professional growth and involvement in leadership positions.

Innovative features, unique or creative aspects of the offer

The *Gala of Successful Women* stands out through several innovative and unique features:

High-visibility public recognition model: It elevates women's achievements through a gala format, making their success widely accessible and celebrated.

Cross-sector inclusivity: Unlike many awards restricted to a single field, this gala honors women from a broad range of professions, creating a more comprehensive picture of women's excellence.

Media-centered approach: Extensive press and online coverage ensure that the impact extends beyond the event itself, increasing long-lasting visibility.

Narrative storytelling: The gala highlights personal and professional stories, turning success into inspirational narratives that resonate with the public.

Networking and community building: The event brings together leaders, professionals, institutions, and media, fostering collaboration, mentorship, and future opportunities.

Attractive, celebratory format: The gala combines professional recognition with a prestigious, elegant event setting, increasing its appeal and motivational value.

Scalability and transferability

How well can this model be adapted and scaled to a different level?

The *Gala of Successful Women* is highly scalable because its structure is simple, flexible, and sector-neutral. The concept relies on a universal recognition mechanism, nomination, evaluation, awards, and visibility which can be applied across professions, institutions, or regions.

The model can be adapted and scaled at multiple levels: sectoral adaptation, Institutional or organizational level, regional or local level, national expansion

Overall, the model is highly adaptable, low-barrier, and effective in any context that aims to promote and recognize women's achievements.

Can be adapted to: forest districts, universities, NGOs, public forestry agencies.

What resources are required for implementation?

A. Human resources

- Project coordinator or organizing committee
- Communications and media team
- Jury or evaluation panel
- Event management staff
- Photographers / videographers
- Administrative support

B. Financial resources

The budget can vary depending on the scale of the event. Typical costs include:

- Venue rental (or use of institutional space)
- Event production (sound, lights, stage setup)
- Catering (optional)
- Awards (trophies, certificates)
- Graphic design, printed materials
- Media promotion and PR
- Technical and administrative costs

Small-scale institutional galas can be organized with minimal budgets by using internal spaces, volunteer staff, and digital promotion.

C. Material resources

- Event venue (auditorium, conference hall, or community center)

- Technical equipment (microphones, speakers, projector, recording equipment)
- Digital platform for nominations and communication
- Branding materials (banners, stage backdrop, certificates, etc.)

Recommendations for adaptation in other settings if relevant:

Start at a regional or institutional pilot level and align award categories with the sector, engage sector-specific partners, ensure transparent and inclusive nomination criteria, consider annual repetition for sustainability, and leverage media to maximize the impact.

Expand categories gradually based on sector participation.

Qualitative statements from HR and female leadership staff

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Qualitative statements from female beneficiaries/users (if available)

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Brief assessment of the impact and benefits on the forestry sector

The event has a broad and positive impact across society, institutions, and professional environments. Its main benefits include:

1. Increased Public Recognition of Women's Achievements

The gala brings national attention to women's contributions in areas such as business, public administration, education, culture, science, media, sports, and civil society. This visibility helps reshape public perceptions regarding women's roles and accomplishments.

2. Strengthening of Female Leadership

By celebrating successful women, the event reinforces confidence, encourages continued career advancement, and supports the emergence of new female leaders. Awardees often become role models who inspire others in their professional fields.

3. Promotion of Gender Equality

The gala highlights women in influential and diverse positions, contributing to greater societal recognition of gender equality and supporting broader efforts to increase women's participation in leadership and decision-making.

4. Enhanced Networking and Collaboration

The event creates opportunities for interaction among professionals, institutions, companies, and community leaders. Its networking function facilitates partnerships, mentorship relationships, and professional development opportunities.

5. Cultural and Social Influence

By presenting compelling personal and professional success stories, the gala helps shift cultural narratives about women's capabilities, encourages ambition among younger generations, and promotes a more inclusive view of leadership.

6. Long-Term Visibility and Legacy

Media coverage, interviews, and follow-up features extend the influence of the gala beyond the event itself. This sustained visibility contributes to creating a broader ecosystem that celebrates women's excellence and encourages long-term societal change.

Additional information

Supporting documents (*reports, publications, website links):*	https://www.capital.ro/evenimente/gala-capital-femei-de-succes-2025
Contact information for further inquiries *(practice owner)*:	marketing@evzgroup.ro publicitate@evzgroup.ro

She's Next – ING & Visa Programme

Implementing organization(s): NG Bank Romania and Visa, in collaboration with Impact Hub Bucharest

Location: National-level model (Romania), coordinated in Bucharest with outreach across the country

Purpose and objectives

Main goal(s) of the practice:

To accelerate the growth of women-led businesses in Romania.

To provide financial support through grants (totaling €60,000 in 2025).

To offer personalized mentoring, coaching, and training for female entrepreneurs.

To strengthen the ecosystem of women's entrepreneurship by connecting them with experts, mentors, and peers.

To raise awareness of the challenges faced by women in business and promote gender equality in entrepreneurship.

Target group(s):

Women entrepreneurs and business owners across Romania.

Women leading startups or SMEs, particularly those seeking growth, innovation, and sustainability.

Early-stage and mid-stage female founders who need access to mentoring, funding, and visibility.

Description of the practice

Detailed description of activities or methods used during the offer:

Activities or Methods Used During the Offer:

Preparation Stage: Free webinars open to all entrepreneurs, covering practical topics in entrepreneurship (finance, marketing, innovation, sustainability).

Mentorship & Coaching: Personalized sessions with experts from ING, Visa, and Impact Hub, offering tailored guidance.

Competition & Grants: A national competition where finalists pitch their businesses. Three winners receive grants (€30,000, €20,000, €10,000).

Community Building: Access to a network of entrepreneurs, mentors, and corporate partners.

Visibility & Media Coverage: Promotion through media partners, online platforms, and institutional communication channels.

Duration and timing: Annual cycle:

Preparation stage (webinars in May).

Competition stage (September–October).

Grant awards (end of year).

Overall duration: ~6 months.

Resources utilised *(financial, human, material)*: Financial: €60,000 in grants, event logistics, media promotion.

Human: Mentors, trainers, jury members, project coordinators, communication teams.

Material: Event venues, digital platforms, branding materials, technical equipment.

Awareness raising of female leadership in forestry*:*

The program highlights female entrepreneurship as a driver of innovation and economic growth.

It raises awareness by showcasing success stories, offering visibility through media, and positioning women entrepreneurs as role models.

It addresses structural gaps (e.g., only 8% of startup founders in Romania are young women) by creating opportunities for recognition and support.

Relevance to the forestry sector*:*

Promotes gender equality in entrepreneurship.

Strengthens the ecosystem of women-led businesses.

Encourages innovation, sustainability, and leadership diversity.

Provides financial and knowledge-based resources that can be adapted to different industries.

Innovative features, unique or creative aspects of the offer

Grant-based support model combined with mentoring.

- Cross-sector inclusivity: Open to women entrepreneurs across industries.
- Community-driven approach: Builds networks and peer learning.
- Media-centered visibility: Ensures long-term recognition of participants.

Scalability and transferability

How well can this model be adapted and scaled to a different level?

The *She's Next* model can be scaled and adapted to forestry by focusing on women entrepreneurs and leaders in forestry-related businesses and institutions:

- Sectoral adaptation:
    - Create award categories for *Forestry Entrepreneurship*, *Sustainable Forest Management*, *Innovation in Wood Processing*, *Community Forestry Initiatives*, and *Forest Conservation Projects*.
    - Offer grants for women-led forestry startups (e.g., eco-tourism, non-timber forest products, digital forestry solutions).
- Institutional level:
    - Forestry agencies, universities, and NGOs can partner with banks and sponsors to replicate the model.
    - Mentorship can involve forestry experts, policymakers, and sustainability leaders.
- Regional/local level:

Forest districts or local communities can host smaller-scale competitions, recognizing women leaders in forest management and conservation.

Human resources: Forestry experts, mentors, evaluators, communication teams.

Financial: Grants for forestry innovation projects, event logistics.

Material: Venues, digital platforms, technical equipment for showcasing forestry projects.

What resources are required for implementation?

Human resources: Forestry experts, mentors, evaluators, communication teams.

Financial: Grants for forestry innovation projects, event logistics.

Material: Venues, digital platforms, technical equipment for showcasing forestry projects.

Recommendations for adaptation in other settings if relevant:

Start with pilot initiatives at regional or institutional level

- Launch *She's Next Forestry* pilots in forest districts, forestry universities, or NGOs.
- Begin with small-scale competitions and gradually expand to national-level recognition.

Align award categories with forestry-specific themes

- Forestry Entrepreneurship (eco-tourism, non-timber forest products, digital forestry solutions).
- Sustainable Forest Management & Conservation.
- Innovation in Wood Processing & Bio economy.
- Community Forestry & Social Impact.

- Youth Leadership in Forestry.

Engage sector-specific partners

- Collaborate with forestry agencies, ministries of environment, universities, and NGOs.

Involve private companies in wood processing, eco-tourism, and green innovation as sponsors/

Qualitative statements from HR and female leadership staff

"Women are still underrepresented in the forestry sector. We want to encourage and empower women to pursue their professional goals and to assert these both with their employers and within their partnerships."

Qualitative statements from female beneficiaries/users (if available)

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Brief assessment of the impact and benefits on the forestry sector

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Additional information

Supporting documents (*reports, publications, website links):*	https://impacthub.ro/programe-pentru-antreprenori/shes-next/
Contact information for further inquiries *(practice owner)*:	**contact@impacthub.ro**

5.7 Serbia

OsnaŽene (Empowered)

Implementing organization(s): Association „Osnažene Žene ("Empowered Women") Administration

Location: Online platform (first digital platform of women's business)

Purpose and objectives

Main goal(s) of the practice:

- Bring together women who are planning, starting or already running their own businesses; foster connection, education and mutual support
- Promote equality, inclusiveness and cross-border cooperation
- Contribute to regional economic growth and job creation

Target group(s):

Women entrepreneurs and aspiring entrepreneurs

Description of the practice

Detailed description of activities or methods used during the offer:

- Digital community and directory: A platform for women to connect across the region, showcase businesses, and encourage purchasing products and services from one another.
- Education: Online courses, webinars, and workshops through the OsnaŽene Business Academy.
- Start-up Academy "Osnažena, ona može sve!" ("*Empowered, she can do anything!*") (3rd cycle, 2025): Six online sessions over three weeks (Zoom), evenings from 20:00 to 22:00; aims to provide foundational business knowledge to beginner and existing entrepreneurs in Autonomous province Vojvodina.
- Leadership-Managerial Academy (2-month outline): Structured curriculum over two months covering leadership foundations, business vision and strategy, communication, advanced leadership, time management, and mentoring/network development.
- Mentoring program "Povećaj svoje mogućnosti" ("*Increase your opportunities*") (2024): Two-month online program with scheduled lectures and workshops (goal-setting with founder Dr. Indira Popadić; social media branding and strategy); designed to connect participants with experienced mentors and support goal execution. (program note: financed under a project supported by the Provincial Secretariat for Social Policy, Demography, and Gender Equality)
- Center for Green Economy: "Green Incubator" concept – mentorship and education for sustainable business transition; information hub for trends and funding; promotion of

good practices in sustainability (e.g., waste and energy management good practice examples).
- The model also includes regular events (e.g., networking breakfasts, inspiring talks, fairs, spa-day gatherings).

Duration and timing:

- Start-up Academy (2025 cycle): six online evening sessions over three weeks (August–September 2025).
- Leadership-Managerial Academy: two-month modular program.
- Mentoring program (2024 cycle): two months (January–February 2024)
- Platform and Center for Green Economy: ongoing.

Resources utilised *(financial, human, material)*: Financial: The mentoring program is funded through a project supported by the Provincial Secretariat for Social Policy, Demography, and Gender Equality, with Mercedes-Benz Serbia sponsoring 50 women's memberships.

Human: Founder and CEO Dr. Indira Popadić leads a team covering strategy, management, marketing, HR, legal, and accounting, along with a board and advisors.

Material/Platforms: Digital platform includes a directory and online education via Zoom for specific programs.

Awareness raising of female leadership in forestry*:*

No forestry-specific awareness activities.

Relevance to the forestry sector*:*

While OsnaŽene targets women entrepreneurs generally, its Center for Green Economy and focus on sustainable, responsible growth are directly adaptable to forest-based enterprises (e.g., non-timber forest products, eco-tourism, wood processing SMEs, restoration services). The mentoring and academy formats can be adapted for women-led forestry ventures to develop leadership, business planning, communication, and market access skills.

Innovative features, unique or creative aspects of the offer

- The region's first digital platform for women's business combines a business directory, community support, and a multi-track academy under one umbrella.
- Corporate and institutional backing includes examples such as Mercedes-Benz Serbia sponsoring memberships for 50 women, with additional partnerships and supporters, including banks, equality bodies, and development partners.

A green transition focus is supported by a dedicated center that helps members shift toward sustainable operations.

Scalability and transferability

How well can this model be adapted and scaled to a different level?

The model is highly transferable: it is modular (platform, academy, mentoring, sustainability center) and delivered primarily online, which facilitates replication for forestry value chains (local associations, cooperatives, SMEs).

What resources are required for implementation?

Core: program coordination team; subject-matter mentors and trainers; video-conferencing tools; small grants or sponsorship for participant access; outreach network and partners.

Recommendations for adaptation in other settings if relevant:

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Qualitative statements from HR and female leadership staff

"This was one of the most beautiful moments of my life. 🏆 We won first place for Serbia at the European Enterprise Promotion Awards! We proved that we can be among the best – with knowledge, courage, and heart."

(https://www.linkedin.com/posts/osnazene_futurium-promoting-enterprise-people-activity-7345496963104018433-rXfd?utm_source=share&utm_medium=member_desktop&rcm=ACoAAA0GD98B68vqB6odTGSOVxFj4fsCDx3pe_s)

This recognition underscores the platform's effectiveness and visibility at the European level, confirming that the OsnaŽene model for empowering women entrepreneurs is both innovative and impactful.

(https://futurium.ec.europa.eu/en/promoting-enterprise/european-enterprise-promotion-awards/people-passion-sharing-serbias-eepa-2024-winner-reflects-awards).

Qualitative statements from female beneficiaries/users (if available)

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Brief assessment of the impact and benefits on the forestry sector

Expected benefits if adapted include a stronger pipeline of women forest entrepreneurs and leaders, improved business and leadership capacity, accelerated adoption of green transition practices in forestry SMEs, and stronger peer networks and market visibility through a digital directory.

Additional information

Supporting documents (*reports, publications, website links):*	https://osnazene.com/o-platformi/ https://osnazene.com/edukacija/ https://osnazene.com/dogadaji/ https://osnazene.com/centar/centar-za-zelenu-ekonomiju/
Contact information for further inquiries *(practice owner)*:	https://osnazene.com/kontakt/

Public Call for Grant Support to the Development and Affirmation of Female's Entrepreneurship (2025)

Implementing organization(s): Provincial Institute for Gender Equality

Location: Autonomous Province (AP) of Vojvodina, Republic of Serbia

Purpose and objectives

Main goal(s) of the practice:

Promote the development of female's entrepreneurship in AP Vojvodina by financing the purchase of new machinery and equipment to improve business operations, create jobs through investment, increase revenues, and upgrade production and service technologies.

Target group(s):

Women sole proprietors and micro or small companies, where a woman holds at least 51% ownership and serves as the legal representative or director (cumulatively), with headquarters or a registered unit in AP Vojvodina.

Description of the practice

Detailed description of activities or methods used during the offer:

Grant funding is available for the purchase of one or more pieces of machinery or equipment aligned with the applicant's core activity; equipment must be new and intended for professional use.

Grant size per application: from 150,000 RSD (1,350 EUR) to 450,000 RSD (3,850 EUR) including VAT; up to 100% of the requested amount, excluding dependent costs (transport, installation, training, etc.).

Ineligible costs include (examples): built-in or installation systems (A/C, alarms, solar panels), furniture and fit-out (except when a core asset), lighting or advertising signage, agricultural and attached machinery for primary production, vehicles and trailers, leasing or compensation transactions, fiscal cash registers, phones or TVs, and various import, shipping, banking, warranty, or servicing costs.

Award procedure: A Commission ranks complete, timely applications according to published criteria, then publishes a ranking list.

Contracting and payment: funds are transferred after contract signing (and evidence of own co-financing transfer, if applicable). Assets may not be paid for or delivered before the decision, contract, or transfer.

Use and reporting: funds must be used within 90 days of transfer; the beneficiary must submit a spending report with documentation. Obligations include proper visibility of support and no disposal or lease of the financed equipment for 24 months.

Sanctions or return of funds (selected cases): failure to report within 1 year; deregistration; disposal of the asset; change of founder or legal representative (except in case of death or serious illness); inactivity or failure to file financial statements.

Duration and timing: The Institute publicly reported that 45 women entrepreneurs signed contracts under this program in 2025, totalling 18 million RSD in equipment grants – evidence of implementation capacity and demand. Calls are time-bound; future calls depend on the Institute's annual plans and budget.

Resources utilised *(financial, human, material)*:

Financial: Total grant envelope of 18,000,000 RSD (154,000 EUR) for the call; individual awards range from 150,000 RSD (1,350 EUR) to 450,000 RSD (3,850 EUR).

Human: Institute management, Commission (president and two members), and administrative staff responsible for intake, verification, contracting, and monitoring.

Material/IT: Institute's website for call publication, downloadable forms, and visibility guidelines; email channels for appeals.

Awareness raising of female leadership in forestry*:*

No information

Relevance to the forestry sector*:*

The scheme is sector-agnostic and finances new machinery and equipment. Female businesses in the forestry value chain (such as wood processing workshops, eco-tourism or services linked to forest areas, non-wood forest product (NWFPs) processing, and certified crafts) may be eligible beneficiaries if their activities and assets meet the call's requirements (for example, excluding vehicles and primary agricultural equipment). Applicants should confirm that the specific equipment or activity is eligible under the call and not listed among ineligible items.

Innovative features, unique or creative aspects of the offer

Precise micro-granting for capital assets: focused on equipment that immediately boosts productivity or quality.

Scalability and transferability

How well can this model be adapted and scaled to a different level?

High. The model is a standardized, matching-free micro-grant for equipment with clear documentation and monitoring. It can be scaled by increasing the funding envelope, adding sector windows (e.g., green/forest value chains), and replicating the Commission/appeals workflow at regional or national levels.

What resources are required for implementation?

Annual budget line; a small expert commission; an intake and verification back office; templates (applications, declarations, reporting forms); clear visibility and audit procedures; public web presence for transparency.

Recommendations for adaptation in other settings if relevant: //

Qualitative statements from HR and female leadership staff

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Qualitative statements from female beneficiaries/users (if available)

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Brief assessment of the impact and benefits on the forestry sector

Direct fit: Women-led firms operating in forest-adjacent, wood-processing, eco-tourism, or NWFP processing can use this grant to modernize equipment, improve productivity and safety, and increase market access, provided the items are eligible under the call.

Expected benefits: equipment upgrades lead to improved quality and efficiency, potential job creation, and a stronger presence of women as owners and managers in regional forest-based value chains.

Additional information

Supporting documents (*reports, publications, website links):*	https://ravnopravnost.org.rs/konkurs-za-zene-preduzetnice-sa-teritorije-ap-vojvodine-rok-16-jun-2025/ https://ravnopravnost.org.rs/konkurs-rodna-ravnopravnost/ https://ravnopravnost.org.rs/potpisani-ugovori-sa-45-preduzetnica-zavod-za-ravnopravnost-polova-18-miliona-dinara-bespovratnih-sredstava/
Contact information for further inquiries *(practice owner)*:	Provincial Institute for Gender Equality Bulevar Mihajla Pupina 6/IV, 21000 Novi Sad, Republic of Serbia Tel: +381 21 66 15 177; +381 21 66 15 133 Email: zavod@ravnopravnost.org.rs; konkursi@ravnopravnost.org.rs Web: www.ravnopravnost.org.rs

5.8 Slovenia

R.I.S.E. Leadership Academy 2025

Implementing organization(s): Soroptimist International Club Zagreb Centar and Soroptimist Club Maribor

Location: Zagreb (Croatia), Maribor (Slovenia)

Purpose and objectives

Main goal(s) of the practice:

R.I.S.E. (Resilience, Influence, Strength, Empowerment) Leadership Academy aims to empower young women by cultivating their inner strength and external influence.
The main goals of the program are to:

- Promote gender equality and empower women to assume leadership roles.
- Cultivate leadership competencies and enhance both intra- and interpersonal skills.
- Build a strong, well-connected network of young women across EU countries—thereby enhancing the regional presence and impact of Soroptimists.
- Follow the model of a Twinning Project, fostering interclub collaboration and intercultural dialogue among emerging women leaders.
- Attract and retain younger members, ensuring the long-term growth and sustainability of our Single Clubs.

Target group(s):

Women meeting the following requirements:

- 22 – 35 years old
- fluent in English (to be able to participate in the lectures, to understand the content and to carry out the assignments)
- students, unemployed, entrepreneurs or employed, wishing to improve their career possibilities

Description of the practice

Detailed description of activities or methods used during the offer:

- expert-led lectures
- interactive workshops
- experiential learning/exercises
- teamwork in small groups
- development of individual project ideas
- fun and informal networking activities

- a nine-month mentoring period, with each participant matched with a dedicated mentor to support her personal and professional development
- all sessions delivered in English by experts from Slovenia and Croatia as well as international experts (university professors, professional trainers and experts, coaches, and Soroptimist leaders), who shared their knowledge, experience, and inspiration

Duration and timing:

- 1 week in-person in two different locations (countries),
- 9 months of follow-up mentoring (online and/or in person),
- All day programme, including also joint meals, as well as teambuilding and cultural sessions

Resources utilised *(financial, human, material)*:

- Financial: 50 EUR (registration fee per participant), 12.00 EUR (sponsored by Soroptimist International of Europe), 2,080 EUR (donations, other)
- Human: Experienced professionals – lecturers, trainers and mentors.
- Material: accommodation, meeting room rentals, transportation, meals, flyers, stationary.

Awareness raising of female leadership in forestry*:*

The program is not exclusively forestry-focused, but it does address sustainable development and the role of women in society.

Relevance to the forestry sector*:*

Some of the programme's themes are also relevant to forestry, such as those addressing a sustainable future (e.g., Leadership for a Sustainable Future: Awareness, Responsibility and Environmental Stewardship and Empowering Women and Promoting Social Responsibility through Leadership Initiatives). Other topics speak directly to the challenges of predominantly male sectors—such as forestry—through modules like How to Become a Leader in a Man's World. The model's eco-systemic approach and emphasis on sustainable leadership align well with the values and challenges of the forestry sector…

Innovative features, unique or creative aspects of the offer

program delivered in two cities in two countries (transport and accommodation for participants organized by the two Soroptimist Clubs) with strong international and intercultural character,

- open for participants from different countries,
- a unique blend of learning, reflection, and networking,
- discovering new ways to lead with purpose and confidence (mindfulness, authentic leadership, teamwork, communication, coaching, mentoring, and using modern technology such as AI and augmented reality),

- personal stories from female executives on breaking barriers and succeeding in male-dominated environments,
- session including a moving and virtuosic piano performance,
- fun and informal networking activities (sightseeing, food journey, paint & wine, relaxing sessions featuring crystal and Tibetan singing bowls, mindfulness sessions, watching a musical).

Scalability and transferability

How well can this model be adapted and scaled to a different level?

The model can be adapted and scaled very effectively to different levels.

Because the leadership programme is not tied to a specific sector, its core themes—such as sustainable development, environmental responsibility, social leadership, and women's empowerment—are universally relevant. This makes the model highly flexible and suitable for adaptation across various contexts, including sectors like forestry.

Several programme components address challenges that appear in many predominantly male-dominated fields. These elements can therefore be easily contextualised with sector-specific examples, case studies, or role models without changing the programme's structure.

Overall, the model's broad design and modular structure make it scalable both horizontally (to different sectors) and vertically (to different levels of training—from introductory to advanced leadership programmes).

What resources are required for implementation?

Financial resources:

- Funding for accommodation, meals, meeting rooms, transportation, and cultural activities
- Compensation for external instructors, facilitators, and speakers.
- Costs for promotional materials, printing, graphic design, and digital registration tools.
- Basic participant fee management.

Human resources:

- Professional trainers, university professors, coaches, and experts to deliver workshops.
- Mentors for individual and group support.
- Volunteers assisting with logistics, participant support, and cultural activities.

Logistical resources:

- Venues for workshops.
- Transportation between programme locations (if different).
- Technical equipment for online sessions, presentations, AR/VR technology for experiential learning.

Materials:

- Stationery, notebooks, pens, participant bags, gifts, promotional materials.
- Catering support, coffee breaks, and restaurant arrangements.

Recommendations for adaptation in other settings if relevant:

The programme is highly adaptable because it is not sector-specific and incorporates universal leadership themes. Nevertheless, here are some recommendations for adaptation in other settings:

- Keep the core structure, adapt the context (like case studies, guest speakers, sector examples…).
- Integrate local role models and experts.
- Adjust logistics to local capacity (e.g. only one location)
- Strengthen post academy follow-up (establish a digital alumni platform for continued connection, extend mentoring beyond the program, etc.).

Qualitative statements from HR and female leadership staff

»At the Academy, renowned Slovene and Croatian experts addressed a variety of topics, all closely connected to the essential leadership skills. Themes ranged from project management to intercultural communication as a foundation for effective leadership, to the empowerment of women and promoting social responsibility; from leadership for a sustainable future - addressing awareness, accountability, and environmental stewardship - to music as a means of enhancing emotional intelligence, which is also key to balanced leadership and long-term success. Modern technologies such as AI and augmented reality are also included. The participants acquire knowledge that empowers them to contribute and take on a role in building a more creative, inclusive, and responsible society. (Nada Šabec, President of Soroptimist International, SI Club Maribor)

Qualitative statements from female beneficiaries/users (if available)

"The opportunity to connect with like-minded young women. The workshops helped me gain confidence in my abilities and see how I can use my strengths to contribute to my community." (Diana Štifanić, Croatia)

"I feel truly inspired by the incredible women who have come together through this leadership academy. Both the mentees and mentors have shown such passion to making a meaningful impact not only in their journeys but in shaping how women are positioned and empowered in the workplace and in the future. It is uplifting to be a part of such community. Thank you all!" (Dominika Schmidt-Plavec, Croatia)

"R.I.S.E. Leadership Academy was an outstanding experience filled with motivation and knowledge that I will carry with me for life. Meeting so many interesting women (both mentees and mentors) and listening to lectures and personal stories from Soroptimist members." (Sara Karin Bedenik, Slovenia)

"This Leadership Academy is one of the most inspiring programs I have attended. It is well organized, the program is diverse and interesting, the presenters are experts in their fields and are wells of knowledge that we can drink from. I am really grateful to be able to be a part of this. Thank you!" (Zala Rojs, Slovenia)

"I feel very privileged to have been able to join this program and feel very thankful because everyone has been so willing to help and understanding from the very beginning. What I found the most valuable were the bonds I made and all the advice from all the older working women, because thanks to all of their lessons and stories I know what to expect in the future as a working woman and I also feel more self-worth." (Gülin Melek Kalay, Turkey)

"The leadership academy was a marvellous time. There was space for everyone regardless of one's background. Conversations, connecting with inspiring women and reflecting on challenges being a woman enabled me to grow and believe in myself." (Sarah Panitch, Austria)

Brief assessment of the impact and benefits on the forestry sector

Although the Leadership Academy is not designed specifically for the forestry sector, it provides several indirect benefits that can strengthen the sector in meaningful ways—particularly in relation to gender equality, sustainable development, and leadership capacity:

- Strengthening women's leadership in male-dominated sectors
- Promoting sustainable thinking applicable to forestry
- Building transferable skills needed in forestry organisations
- Expanding cross-border networks and collaboration
- Inspiring role models and encouraging sectoral diversity

Additional information

Supporting documents (*reports, publications, website links):*	• R.I.S.E. Soroptimist Leadership Academy Croatia & Slovenia 2025 – Final Report • R.I.S.E. Program • Soroptimist International, Club Maribor – website: https://soroptimisti-maribor.si/
Contact information for further inquiries *(practice owner)*:	Soroptimist International, Club Maribor, Vetrinjska ulica 5, Maribor: • Prof. Dr. Nada Šabec, President, nada.sabec@guest.arnes.si • Mirjana Zgaga, mirjana.zgaga@gmail.com

AEIOU Breakthrough for Female Leaders

Implementing organization(s): AEIOU Universe

Location: Slovenia (Podvine 36, 1410 Zagorje ob Savi)

Purpose and objectives

Main goal(s) of the practice:

To open new dimensions of conscious female leadership and serve as a guide for women leaders aiming to co-create sustainable success for themselves, their teams, and their organizations.

Target group(s):

Female leaders and managers at all levels, across all ages and professions, who seek to lead from their authentic inner power and deep connection with feminine wisdom.

Description of the practice

Detailed description of activities or methods used during the offer:

- 5 group coaching sessions (120 minutes each, every second Thursday)
- 5 one-on-one coaching sessions (60 minutes each)
- Ongoing online meetings every second Thursday and two in-person gatherings per year in Slovenia
- Sessions include meditation, collective reflection, and focused work on leadership development
- Emphasis on joy, collaboration, and mutual support

Duration and timing:

- 11-week program
- Online sessions every second Thursday from 8:00 to 10:00 CET
- Ongoing network meetings and in-person events twice per year

Resources utilised *(financial, human, material)*:

Financial: 990 EUR (early bird), 1,100 EUR (regular fee)

Human: Experienced coaches and facilitators (e.g., Sonja Klopčič, Eleftheria Kakambouras)

Material: Online platforms, program materials, publications

Awareness raising of female leadership in forestry*:*

Although not forestry-specific, the program promotes conscious leadership values: love, purpose, trust, and sustainability.

Relevance to the forestry sector*:*

The model's eco-systemic approach and emphasis on sustainable leadership align well with the values and challenges of the forestry sector.

Innovative features, unique or creative aspects of the offer

- Integration of feminine wisdom and conscious leadership
- Use of meditation and emotional intelligence practices
- Creation of a supportive international network of women leaders
- 5D leadership school concept

Scalability and transferability

How well can this model be adapted and scaled to a different level?

The model already has participants from 13 countries and can be adapted to various sectors, including forestry, due to its universal leadership principles.

What resources are required for implementation?

- Skilled facilitators and coaches
- Online infrastructure
- Financial investment
- Community engagement and support structures

Recommendations for adaptation in other settings if relevant:

- Customize content to sector-specific challenges
- Engage local experts and stakeholders
- Maintain core values of conscious leadership and feminine empowerment

Qualitative statements from HR and female leadership staff

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Qualitative statements from female beneficiaries/users (if available)

For me, this program was true a breakthrough in terms of self-awareness, self-compassion and equality. I very much liked our start of each session with meditation. I think all meetings should begin so. I loved the feeling of acceptance and peace. Coaches are great! They do their work with love – aroha and that is what makes them great and unique. I recommend the program to everyone who is ready to accept positive changes in her life. I would also like to highlight the best point of this program – to meet inspiring women. Grateful I am to have the opportunity to be a part of this group. Nina Tuš Špilak, PhD

Brief assessment of the impact and benefits on the forestry sector

While not designed specifically for forestry, the AEIOU Breakthrough model offers valuable insights into sustainable, inclusive, and conscious leadership. These principles are essential for addressing the complex challenges in forestry and natural resource management.

Additional information

Supporting documents (*reports, publications, website links):*	https://aeiou-universe.eu
Contact information for further inquiries *(practice owner)*:	Sonja Klopčič sonja.klopcic@aeiou-universe.eu Address: AEIOU Universe, Podvine 36, 1410 Zagorje ob Savi, Slovenia

5.9 Ukraine

Women's Empowerment Principles (WEPs) activities in Ukraine

Implementing organization(s): A joint initiative of UN Women and the UN Global Compact, implemented by private companies and businesses

Location: Ukraine / International

Purpose and objectives

Main goal(s) of the model:

- Improve gender equality in employment, leadership and business for women.
- Ensure that companies adopt inclusive hiring, promotion, and leadership pipelines for women; support women entrepreneurs; and address pay gaps and gender discrimination.
- Promote women's participation in decision-making at all levels in business and economic life.
- Strengthen business practices so that women's empowerment is integrated in workplace policies, marketplace operations (supply chains), and community engagement.
- Even in the context of war and recovery in Ukraine, ensure that gender equality remains central in business and the economy.

Target group(s):

- Businesses and private sector companies of all sizes and industries (primary target group)
- Business leaders and managers responsible for policies and decision-making
- Investors and financial institutions
- Organizations and NGOs working on gender equality
- Governments and public institutions collaborating with the private sector

Description of the practice

Detailed description of activities or methods used during the offer:

WEPs (Women's Empowerment Principles) are a set of 7 guiding principles created by UN Women and the UN Global Compact to help companies promote gender equality and women's empowerment in the workplace, marketplace, and community that apply globally (including Ukraine). These are as follows:

1. Establish high-level corporate leadership for gender equality: senior leadership (CEO, Board) commits to gender equality and women's empowerment

2. Treat all women and men fairly at work, respect and support human rights and non-discrimination: ensure equal opportunity, non-discrimination in employment, pay, and advancement

3. Ensure the health, safety, and well-being of all women and men workers: create safe, healthy, respectful working conditions; prevent harassment and violence

4. Promote education, training, and professional development for women: provide training, skill development, career development, and leadership opportunities for women

5. Implement enterprise development, supply chain, and marketing practices that empower women: support women-owned businesses, inclusive supply chains, and marketing practices that empower women

6. Promote equality through community initiatives and advocacy: engage externally with the community, advocate for gender equality, support women's inclusion in the marketplace & society

7. Measure and publicly report on progress to achieve gender equality: track, measure, publicly disclose progress (data, targets) to ensure accountability.

Adopting the WEPs is a continuous effort of six main stages. It guides WEPs signatories through:

(1) gathering internal support for signing the WEPs (Consider)
(2) collecting information required for a signature (Sign)
(3) showing the company commitment to gender equality on the company profile page (EN, JP) and activating internal stakeholders with the help of industry-specific practices and recommendations (Activate)
(4) engaging external stakeholders through the value chain (Engage)
(5) gathering data against the WEPs Transparency and Accountability Framework (Sustain) and
(6) reporting on eight key performance indicators on their WEPs company profile pages (Report).

Duration and timing:

This is an ongoing initiative

Resources utilised *(financial, human, material)*:

WEPs implementation in Ukraine relies on human resources such as gender focal points, HR teams, senior leadership support, and expert partners (UN Women, NGOs, business associations). Financial resources include company investment in training, data systems, workplace safety, and equality initiatives. Material resources involve communication tools, policy frameworks, reporting systems, and training platforms supporting gender-responsive practices.

Awareness raising of female leadership in forestry:

One of the tools to raise awareness of female leadership in business (not yet in forestry) is the WEPs Award. It highlights companies and organizations that actively advance gender equality, recognizing best practices in workplace leadership, recruitment, training, and policy innovation. By showcasing female leaders and successful gender initiatives, it raises awareness of women's contributions, inspires other organizations to adopt inclusive practices, and strengthens the visibility of female talent in decision-making roles across sectors. It acts as both recognition and motivation, promoting role models and cultural change.

Another important tool is the online course "The power of equal opportunities: WEPs in practice" launched by UN Women Ukraine, together with the partners within its Empowering women in business initiative. It is meant for those who aim to build inclusive environments, implement gender equality in practice, and foster a new corporate and societal culture. This course is more than just information. It offers tools, real-life examples, strategic solutions, and inspiration for action.

Relevance to the forestry sector:

For the moment WEPs is not applied in forest sector, but it is highly relevant to it. Forestry is traditionally a male-dominated sector, with women often underrepresented in technical roles, leadership positions, land ownership, and decision-making. Applying the Women's Empowerment Principles helps to ensure that forestry development, management, and supply chains are more inclusive, equitable, and socially sustainable.

Innovative features, unique or creative aspects of the offer

The WEPs uniquely bridge gender equality with business strategy, offering a global, practical framework companies can apply across workplaces, marketplaces and communities. They turn high-level commitments into measurable actions such as gender-responsive procurement, transparent pay reporting and safe-workplace standards. Their innovation lies in mobilising CEOs, investors and supply chains, enabling cross-sector collaboration, data-driven accountability, and linking gender equality directly to ESG performance and competitive advantage.

Scalability and transferability

How well can this model be adapted and scaled to a different level?

The WEPs model can easily be adapted to different levels: from small companies to big corporations, or even sectors and government programs. Its principles can be applied in ways that fit the size, resources, and culture of each organization, using practical actions, training, and reporting

What resources are required for implementation?

Resources required for WEPs implementation at the company level:

- Human: leadership commitment, HR and gender focal points, staff trainers
- Financial: budget for training, awareness campaigns, policy updates, monitoring
- Material/Tools: guidelines, reporting systems, communication platforms, data collection tools

Recommendations for adaptation in other settings if relevant:

- Tailor principles to local culture, laws, and sector specifics
- Start with leadership commitment and awareness campaigns
- Use scalable actions and clear metrics for tracking progress
- Provide training and mentorship programs suited to organizational size
- Engage supply chains and communities for broader impact

Qualitative statements from HR and female leadership staff

As of May 2025, 45 companies in Ukraine have joined the WEPs community as signatories.

Intellias (IT), Vitaly Sedler, CEO: "Signing WEP is another step towards ensuring gender equality in our company … we put a lot of effort into creating a comfortable working environment for our talented engineers, men and women.

Shell Ukraine, Peter Kerekgyarto, Director General: "We at Shell in Ukraine … believe that empowering women in business should move from declarations to practical steps … our experience confirms that maintaining gender balance favourably contributes to competitive advantages."

Sayenko Kharenko (law firm), Nazar Chernyavsky, Partner: "A diverse and inclusive workforce, representative of women at all levels, fuels innovation, progress, and sustainability… we are committed to providing equal opportunities, breaking down barriers, and empowering women to excel and lead across all levels of our organisation."

Qualitative statements from female beneficiaries/users (if available)

Lika Comfort – Air Conditioning, Ventilation, Heating, winner in the WEPs Ukraine 2025 Award in "Signatories" category, Olena Civa, Co-owner/CEO: "For our team, WEPs is about belief in women, support, and space for growth where women don't need to prove their value, because it's seen and respected. This award proves that even a regional company can set an example and change the market when it acts consistently and sincerely.

For me personally, WEPs means fair rules and real responsibility of business towards women on the team. It's about speaking up about issues others ignore, about pride, and about becoming stronger."

Brief assessment of the impact and benefits on the forestry sector

The WEPs have not yet been applied in the forestry sector of Ukraine.

But in companies where WEPs are applied, benefits include increased women's representation in leadership, fairer pay, safer and more inclusive workplaces, improved employee engagement, and stronger supply chain accountability. These practices boost productivity, innovation, and corporate reputation, showing that similar adoption in the forestry sector could enhance workforce diversity, operational efficiency, and community relations.

Additional information

Supporting documents (*reports, publications, website links):*	https://www.weps.org/ https://www.weps.org/resource/2025-weps-global-survey-report https://www.weps.org/resource/equality-means-business-weps-brochure https://ukraine.unwomen.org/en https://ukraine.unwomen.org/en/stories/novyny/2025/10/onlayn-kurs-syla-rivnykh-mozhlyvostey-weps-na-praktytsi-koly-henderna-rivnist-tse-stratehiya-diyi
Contact information for further inquiries *(practice owner)*:	Lesya Loyko Agency for sustainable development of the Carpathian region „FORZA" Shvabska str, 51a, Uzhhorod, 88018, Ukraine Tel.: +380673101631 e-mail: lesya.loyko@forza.org.ua

Gender Clause in the Collective Agreement of the State-owned Enterprise "Forests of Ukraine"

Implementing organization(s): State owned Enterprise "Forests of Ukraine"

Location: Ukraine / whole country

Purpose and objectives

Main goal(s) of the practice:

The practice was implemented first in 2023, when new Collective Agreement of the State-owned Enterprise "Forests of Ukraine" was elaborated and approved.
The new Collective Agreement contains Gender Clause, which aims to ensure gender equality and equity, equal access to career advancement and education, improvement of conditions for pregnant women and those staff members who take care of family members, setting up system of prevention of gender-based discrimination and violence etc.
Objectives:
To set up institutional structure for gender equality within the enterprise: responsible staff and rules.
To ensure equal representation of all genders in the staff structure of the company.
To ensure equal payment for the same work done by men and women.
To provide flexible conditions for those workers, who are to implement other family responsibilities.
To ensure equal access of workers to further education.
To fight gender-based violence within the structure of the company.
To ensure equal rights and opportunities for career advancement to all genders.

Target group(s):

Actual and potential workers of the State-owned Enterprise "Forests of Ukraine"

Description of the practice

Detailed description of activities or methods used during the offer:

The Collective Agreement is a document between the employer and employee, which describes rules and conditions of work within the company. Collective Agreement cannon cancel the legislation, but strengthen and ensure rule of law within the company.

Thus, Gender Clause of the Collective Agreement in the SoE "Forests of Ukraine" ensures gender law enforcement and sets up higher standard of work conditions for those staff members, that can be vulnerable due to less representation or additional responsibilities.

The method is a policy change at the level of the employer.

Specific document (the Collective Agreement, Gender Clause) sets up standards and rules aimed at gender equity and equality in the company.

Implementation of this document is compulsory as per the Labor Code of Ukraine.

Duration and timing:

Ongoing

Resources utilised *(financial, human, material)*:

This information was not analysed by the employer.

Awareness raising of female leadership in forestry*:*

Promo campaign "Female Leaders of Forestry", which is about bringing up stories of women in forestry, making them more visible and valued.

Fb stories, each dedicated to one woman from the "Forests of Ukraine" staff, showing their example of working and developing in the forestry.

Relevance to the forestry sector*:*

Direct

Innovative features, unique or creative aspects of the offer

Innovation for Ukraine is in offering additional preferences to pregnant women and those women, who came back to work after maternity leave, as well as to the staff members, who have additional caretaker responsibilities at home.

Scalability and transferability

How well can this model be adapted and scaled to a different level?

This model is effective at the level of legal entity of various scale.

What resources are required for implementation?

The resources required:

1. Gender responsible officer
2. Children corners
3. Costs of educational activities
4. Information campaign costs

Recommendations for adaptation in other settings if relevant:

Legal officer has to study national legislation and prepare strengthened internal policy document for the implementation.

Gender analysis is welcomed.

Budget for the implementation actions should be elaborated.

Qualitative statements from HR and female leadership staff

Internal observation: female foresters in Ukraine are looking confident, present, visible; there are examples of high positioned women, still not much of them.

Qualitative statements from female beneficiaries/users (if available)

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Brief assessment of the impact and benefits on the forestry sector

Expert assessment: impact and benefit is positive: better awareness of the staff about the gender equality; female staff members have support during pregnancy-caretaking phase, after maternity leave adaptation, protection of their rights.

Additional information

Supporting documents (*reports, publications, website links):*	https://e-forest.gov.ua/kolektyvnyj-dohovir-zi-zminamy/ (in Ukrainian)
Contact information for further inquiries *(practice owner)*:	Natalya Voloshyn, FORZA NGO

6 Impacts and benefits for the forestry sector derived from the models

Equality programs and initiatives strengthen the entire forestry sector by improving inclusion, professionalism, and innovation. As more women enter forestry, these models help break down traditional barriers and support the integration of women into a previously male-dominated field.

Many of the programmes build women's skills in IT, business, soft skills, and leadership. This increases the number of qualified female professionals ready to contribute to and lead within the forestry sector. By empowering women at the local and national level, the models also strengthen rural economies, sustainable resource management, and the development of forest-related enterprises.

Networking events and mentoring programmes increase visibility, confidence, and career opportunities for women working in forestry. When adapted directly for forestry organisations, these models can support women's career progression, enhance leadership diversity, and introduce new perspectives to sector-specific challenges.

Flexible work models, such as part-time or tandem leadership, make forestry more attractive as an employer. Equal-pay and leadership initiatives also address structural issues such as unequal wages, prejudice, and limited access to leadership roles.

Award events and public recognition strengthen female leadership by showcasing women's achievements and reshaping public perceptions. They create strong networks, inspire younger generations, and encourage long-term cultural change in favour of gender equality.

Financial support models, such as grants for women-led companies, directly benefit forest-related businesses by enabling equipment upgrades, increasing productivity, supporting green transition practices, and creating jobs. Leadership academies and international training programmes further provide transferable skills, promote sustainable thinking, and expand cross-border cooperation.

Overall, these models promote safer, fairer and more inclusive workplaces. They raise awareness of gender equality. By promoting diversity, leadership potential and innovation, they contribute to a more resilient, competitive and future-oriented forestry sector.

Overall, these models raise awareness of gender equality. By promoting diversity, leadership potential of women and innovative structures, they contribute to a more resilient, competitive and future-oriented forestry sector.