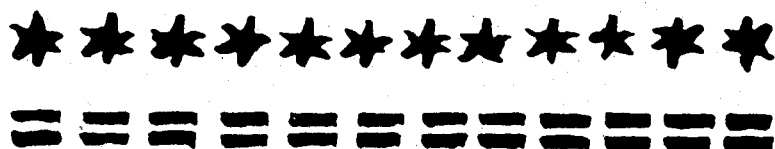
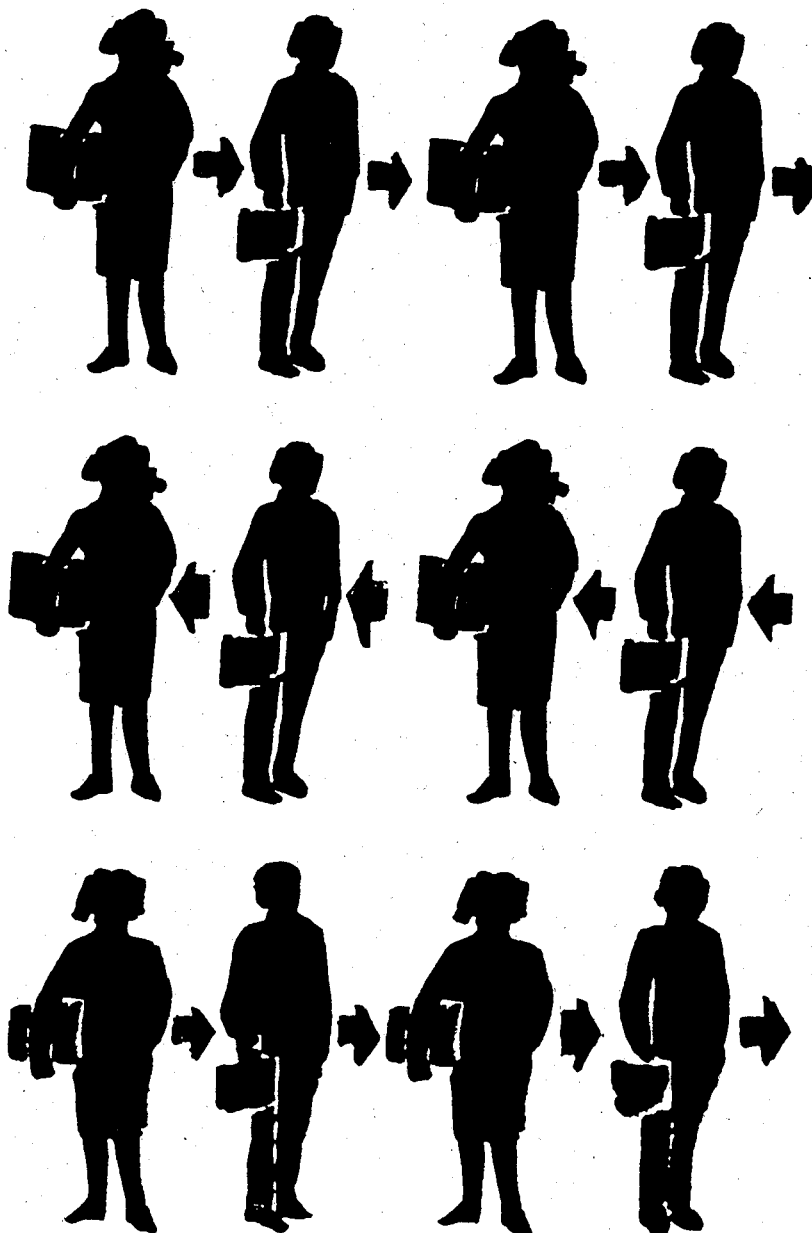
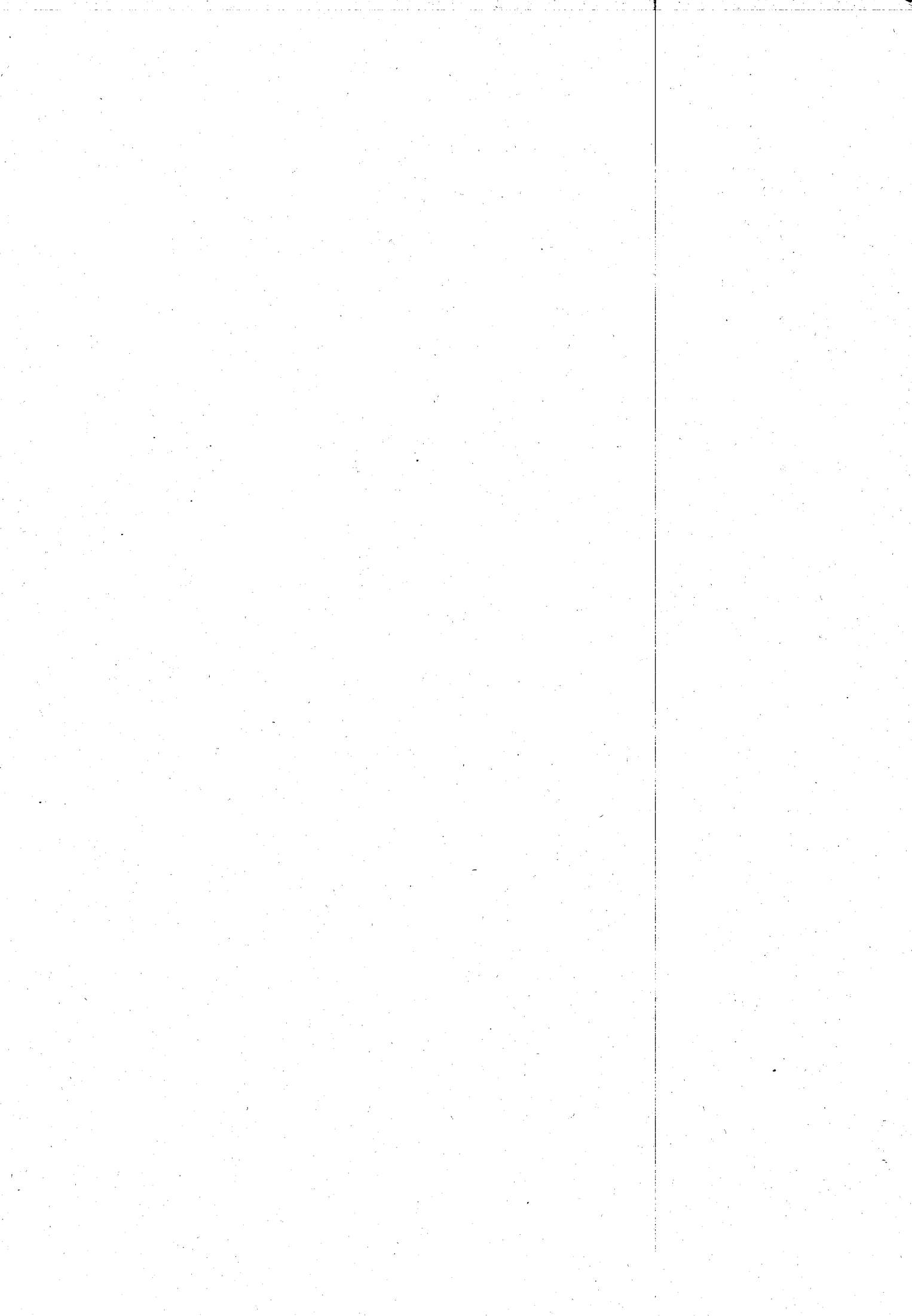




## INVENTORY OF POSITIVE ACTION IN EUROPE





**INVENTORY OF POSITIVE  
ACTION IN EUROPE**

BY  
**EVELYNE SERDJENIAN**  
Doctor of Sociology  
Organizational Consultant

**EVELYNE SERDJENIAN**

Sociologist and Doctor of the Ecole des Hautes Etudes en Sciences Sociales - Paris, has published several works on equal opportunities in France and the United States. She has over twenty years of experience as a consultant in the fields of personnel and training, marketing and communications of several major companies and authorities, where she has worked in French, English and Spanish.

The cover design is the work of **Christine Ljubanovic**.

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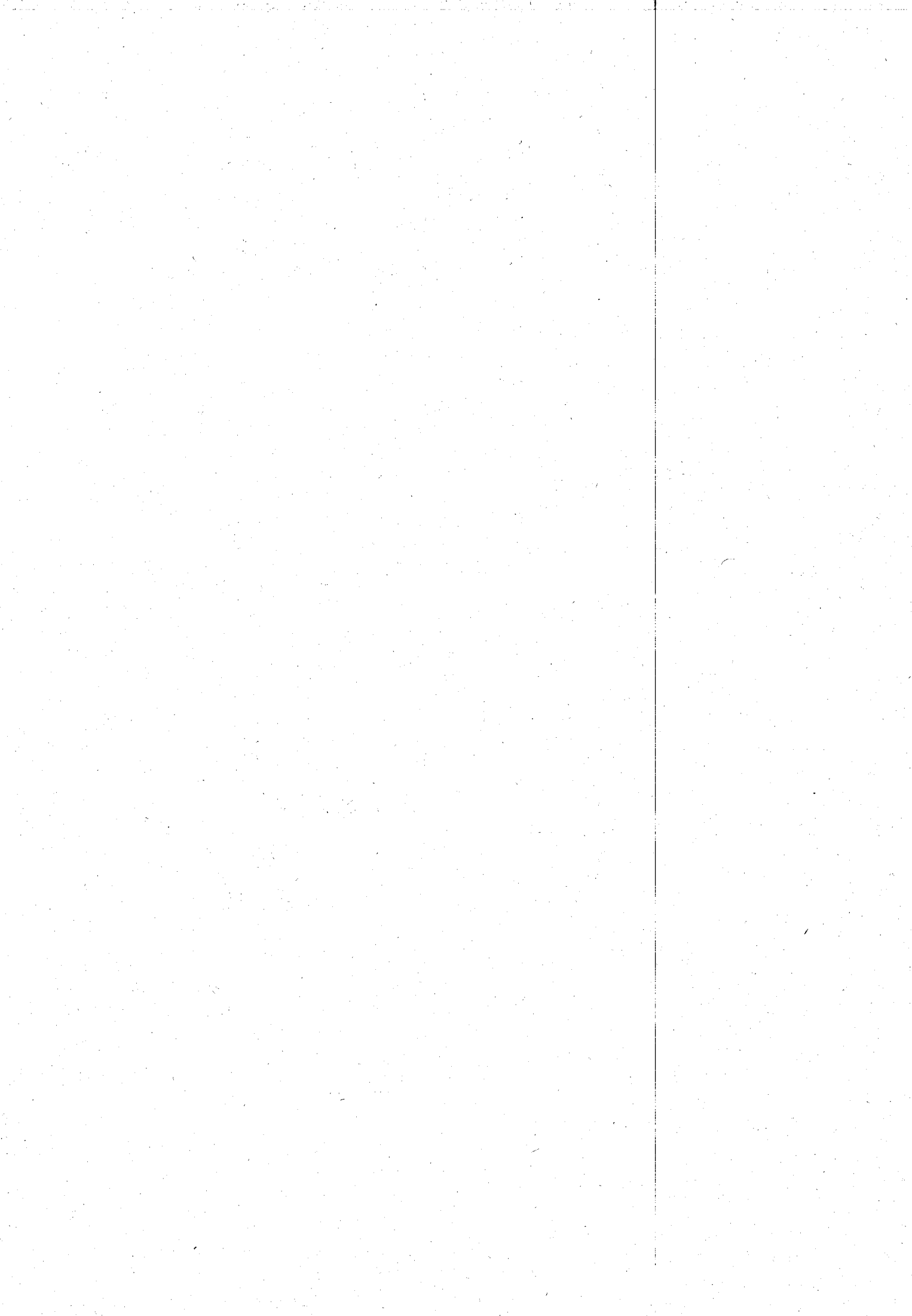
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## INTRODUCTION

### What is positive action?

The report on positive action in Europe is based on the Council Recommendation of 13 December 1984 on the promotion of positive action for women (84/635/EEC, OJ No L 331/34 of 9 December 1984), which is set out in the Annex.

Our objective was to draw up an inventory of the positive action taken in the private and public sectors of Member States to develop women's employment. The Commission of the European Communities has given direct encouragement to measures, from 1982, in the banking sector, industry, the media and the civil service, through three consecutive action programmes.

Although the human condition calls for equality between women and men, this is not an established fact, even in societies availing themselves of democratic ideals. Action is needed to bring about the psychological, sociological and institutional changes to allow the two halves of the human race to feel equal and to recognize one another as being so (1).

The names of the firms contacted for this survey were supplied by the various networks of experts of the Equal Opportunities Unit of the European Commission and more particularly by the Positive Action Network. Other names were subsequently communicated to me by the firms themselves. The objective was to obtain information concerning equal opportunities practices and not to have a representative sample of organizations in general.

Of the 350 organizations approached in the 12 countries of the European Community, 123 agreed to participate in the inventory of positive actions in Europe. This inventory was drawn up on the basis of a questionnaire containing some fifty questions, including many open questions (see Annex). The Positive Action Network of the European Commission contributed helpful suggestions regarding its drafting.

In addition to the 12 case-studies reporting on the best equal opportunities programmes published in the form of an expert report (2) and the inventory of 120 examples of positive actions, some hundred public and private enterprises replied to the questionnaire. Interviews were then conducted at about twenty of them to find out about the most elaborate equal opportunities programmes and to clarify the replies to the open questions. The object of our analysis below is to provide the social actors with examples of actions actually implemented in private and public enterprises.

The questionnaire was available in either English or French, with an explanatory letter to the human resources manager. The replies, which were processed by computer, enabled us to record:

- the types of measures in favour of women employees,
- the reason for the action taken,
- women's employment statistics in the major categories of employees,
- the fields in which positive action is taken in favour of women,
- the social benefits granted to parents,
- the objectives set in the context of the equal opportunities programmes and the method used to monitor the results.

The names of the participating organizations, public and private, are given below in the form of two tables, together with the number of their regular employees and the percentage of women among them (1988 figures).

## **Positive action**

Positive action (3) stems from the finding that it is necessary not only to guarantee equality, but also to combat the perpetuation of traditional attitudes so as to ensure access to equal opportunities for a population against which there is discrimination. Positive action therefore goes beyond guaranteeing rights; it corrects situations which prevent women from seeking the same jobs as men. Positive action is the instrument of a policy which has its roots in institutional measures and legislation to achieve conditions of equality and to overcome obstacles of a non-legal nature. Positive action is designed to correct de facto inequalities, with the aim of promoting women in all professions and at all levels of responsibility.

In the context of companies and public services, it is a matter of changing personnel procedures and practices which have a discriminatory impact on recruitment activities, the initial allocation to the work station, the rules applicable to transfers and promotion, and on all the conditions of employment (4), and also to eliminate occupational segregation on the labour market.

Positive action measures may, for example, allow women to acquire new training to change trade, find work or be promoted or to turn towards technical occupations with better pay and prospects (5).

Since, under certain special circumstances, the assumption of parental responsibilities has an impact on the careers of mothers and, increasingly frequently, on those of fathers, organizations in some countries supplement the legal measures taken at national level by specific measures to avoid mothers giving in their notice, to encourage them to have recourse to part-time employment, or to facilitate the compatibility of work and bringing up children. This objective, more than any other, associates State, company, employers' federation, personnel and trade unions in a joint responsibility which is that of a birth policy adapted to women's new expectations in the public sphere and to the new family structures, particularly those of lone parents (6).

By introducing positive actions, some companies are concerned about managing all employee categories rationally, increasing productivity by developing everyone's skills and assuming their "social responsibilities".

In this survey of company practices, training measures designed specifically for women upstream of the company, allowing their integration or reintegration into economic life, must not be overlooked. Programmes receiving support from States, local authorities and, particularly in the United States, from foundations, provide psychological support and childcare services whilst allowing vocational training to be acquired in areas with real prospects, before women are hired by local employers anxious to assume their social responsibilities (7).

### **The origin of positive action in favour of women in Europe**

When developing positive action, emphasis must be placed on the role played by international institutions, such as the European Community, and by the national government agencies, which all have the responsibility of defining the legal framework for equal opportunities and encouraging organizations to play the "affirmative" role implicit in the law (8).

In certain countries, trade unions and employers' associations have played a decisive part in supporting steps taken by the legislative authority and in putting its intentions into practice.

A guide, published by the Equal Opportunities Unit in 1988, defined the guidelines in the field of positive action (9). During the final phase of the 2nd medium-term action programme 1986-1990, a paper summarized the reports of the national experts of the Positive Action Network, set up in 1986,



on the subject of motivating factors and obstacles to the introduction of programmes in companies (10). Another report published in 1991 (11) presented an assessment of positive action in a sample of 2 700 companies of varying sizes and occupational sectors. Of 346 replies, 52 companies had introduced positive action programmes. Their human resources management programme was presented as a condition for the profitability of the company. The authors of this study encouraged the Commission to publicize its policy to promote equal opportunities more widely, together with the most effective practices.

Positive action starts up the dynamics of equal opportunities and leads to consideration of the means to be implemented to create the conditions for equality on the spot, i.e. within the organizations.

### **Why an inventory of positive actions?**

The interest of European research in the field of positive action lies in the knowledge of the diversity of approaches. One country will have accumulated considerable experience in the sector of local administration and another in that of major public corporations, one country will have given priority to the implementation of programmes by external consultants and another to setting up equal opportunities departments within enterprises, etc.

### **NOTA BENE**

Analysis of the replies to the questionnaire is based on the information communicated by organizations. After being quoted a number of times, the name of the country is mentioned in abbreviated form, so as not to make the text too unwieldy. Only firms in the former Federal Republic of Germany were surveyed.

(1) This humanistic proclamation is made at the start of a report by the Council of Europe, an institution which has also made a substantial contribution to gaining acceptance for the principle of equal opportunities: *L'égalité entre les hommes et les femmes*, Strasbourg, 1982.

(2) See the report published in English and French by the Action in favour of women's employment and equality unit of the Directorate-General for Employment, Industrial Relations and Social Affairs (DG V) of the Commission entitled "*12 programmes européens pour l'égalité professionnelle*", Brussels, 1990.

(3) Derived from the term "*affirmative action*".

(4) In "*Etude des programmes d'action en tant que stratégies destinées à intégrer les travailleurs féminins et d'autres groupes minorisés dans le marché du travail*", p.13, Report by the Centre national de sociologie du droit social de Bruxelles, under the direction of Professor Eliane Vogel Polsky, European Commission, *Document No 34*, November 1982.

(5) On positive actions and the introduction of an equal opportunities programme see: Evelyne Serdjénian, *Les femmes et l'égalité professionnelle - Des moyens d'action*, INSEP Editions, Paris, 1987.

(6) See on this subject, *Vie professionnelle - Vie familiale dans une perspective européenne*, *Les actes du congrès de Strasbourg*, September 1992, Union Professionnelle Féminine, editor Evelyne Serdjénian, p.17-47.

(7) This is the case, in France, of "*Action Professionnalisation Femmes*" of Marseille and, in the United States, of the "*Centers for Employment Training*" (CET) of California. With regard to "second careers", a celebrated example is that of the "*centres Retravailler*" set up in France by Evelyne Sullerot in 1974.

(8) The economic, sociological and legislative factors allowing women to be taken into account as economic actors equal to men are analysed in: Evelyne Serdjénian, *L'égalité des chances ou les enjeux de la mixité*, Editions d'organisation, Paris, 1988, with references to Europe, the United States and Canada.

(9) Action positive en faveur des femmes dans le domaine de l'emploi, Guide, European Commission, Directorate-General for Employment, Luxembourg, 1988.

(10) Ogilvy, Adams and Richart (Information and enterprise), Réseau Actions Positives - Facteurs motivants, obstacles et lignes de conduite, European Commission, Equal Opportunities Unit, Brussels, 1992.

(11) ER Consultants, Etude d'évaluation de l'action positive en faveur des femmes, European Commission, Equal Opportunities Unit, Brussels, 1991.

**PUBLIC ORGANIZATIONS**

<b>COUNTRY</b>	<b>NAME OF ORGANISATION</b>	<b>% W</b>	<b>REGULAR STAFF</b>
GERMANY (D)	HESSE LAND GOVERNMENT	41	151 365
	MINISTRY OF WOMEN	-	-
	UNIVERSITY OF HAMBURG	-	-
BELGIUM (B)	ARMED FORCES	6	57 870
	MINISTRY OF DEFENCE	38	2 991
	.RTT	15	25 603
	SABENA	-	-
DENMARK (DK)	DANISH BROADCASTING	38	3 550
	DANISH RAIL	14	22 200
	DEPARTMENT OF LABOUR	80	135
	KAD	100	107 000
	CITY OF COPENHAGEN	85	16 000
FRANCE (F)	AEROSPATIALE	12	33 286
	EDF-GDF	19	151 752
GREECE (G)	RADIO-TV	33	2 254
	TELECOMMUNICATIONS	16	30 713
ITALY (I)	ENEL	8	112 352
	ITALTEL	42	17 000
	PROVINCE OF MILAN	51	3 107
IRELAND (IRL)	AER RIANTA	26	2 000
	FAS	35	2 362
	LEO LABORATORIES	50	350
	RADIO TV EIRE	32	2 137
LUXEMBOURG (L)	LUXEMBOURG STATE	22	10 975
NETHERLANDS (NL)	MINISTRY OF HOME AFFAIRS	24	150 000
	NOS	24	3 879
	PTT	22	100 000
	UNIVERSITY OF AMSTERDAM	30	5 000
UNITED KINGDOM (UK)	BIRMINGHAM	62	54 000
	BRITISH BROADCASTING	39	30 094
	BRITISH COUNCIL	58	1 744
	BRITISH RAIL	7	140 000
	CAMBRIDGESHIRE CC	-	-
	ABERDEEN DC	30	3 062
	ELECTRICITY COUNCIL	20	148 000
	HARLOW DC	-	-
	INLAND REVENUE	59	70 061
	LEICESTER CC	33	4 464
	LONDON WEEKEND TV	32	1 670
	LOTHIAN RC	72	28 461
	NORTH HEALTH	75	-
	POST OFFICE	17	190 000
	PRUDENTIAL	-	-
	STRATHCLYDE RC	74	68 000
UK CIVIL SERVICE	48	550 000	

**PRIVATE ORGANISATIONS**

<b>COUNTRY</b>	<b>NAME OF ORGANISATION</b>	<b>% W</b>	<b>REGULAR STAFF</b>
GERMANY (D)	ECONOMIC DEVELOPMENT	66	94
	DIGITAL EQUIPMENT	-	-
	HEWLETT-PACKARD	33	5 130
	IBM DEUTSCHLAND	16,5	28 000
BELGIUM (B)	GENERALE DE BANQUE	36	15 875
	L'OREAL	40	634
	LEVI STRAUSS	-	-
	MOTOREST	61	1 546
	PHILIPS	40	17 000
DENMARK (DK)	ANDELSBANKEN	55	3 854
SPAIN (E)	IBM ESPANA	17	3 904
	RANK XEROX ESPANA	9	1 500
FRANCE (F)	AMORA	49	750
	BANQUE PARIBAS	43	3 555
	BANQUE SOFINCO	66	1 467
	BULL	31	2 787
	CIBATEL	4	26
	COGEMA	12	9 907
	FRUITIERE LIMOUSIN	64	67
	IBM FRANCE	20	22 780
	MSD CHIBRET	54	1 748
	REDOUTE CATALOGUE	75	6 760
	SERLI INFORMATIQUE	50	24
SUPERBA	45	342	
ITALY (I)	IBM ITALIA	20	13 558
	ITALGAS	21	4 778
IRELAND (IRL)	NUVOTEM TEO	77	70
NETHERLANDS (NL)	ABN	45	20 000
	AKZO NEDERLAND	15	24 000
	AMRO BANK	50	20 407
	DU PONT DE NEMOURS	5	1 500
	GIST-BROCADES	17	3 321
	PHILIPS INTERNATIONAL	15	70 000
	GTI HOLDING	6	5 404
	HOLEC	-	-
	IBM NEDERLAND	11	6 000
	SHELL INTERNATIONAL	-	-
	SHELL NEDERLAND	-	-
	UNILEVER	-	-
	VICON POLYESTER	6	1 000
VROOM DREESMAN	-	-	
UNITED KINGDOM (UK)	AUSTIN ROVER	7	36 500
	BOOTS	-	69 702
	BP	18	27 000
	ESSO UK	18	4 700
	FORD MOTOR	12	12 700
	ICL	33	15 500
	NATIONAL WESTMINSTER BANK	55	70 276
	ROYAL INSURANCE	57	6 807
	SHELL UK	-	-
TESCO STORES	65	70 000	

## 1. A SURVEY OF WOMEN EMPLOYEES

### For one organization in two, everything starts with a survey

Of the 97 organizations which replied to the questionnaire, one in two stated that they had carried out a survey to get to know their female staff better and to take measures with full knowledge of the facts. Two started as early as 1975: Shell Nederland and IBM France, four before 1980, 17 between 1980 and 1984, 40 between 1985 and 1990.

The main investigation techniques used are indicated below.

#### Interviews

30 organizations carried out a survey by interviewing between 15 (at the Coopérative de Limousin) and 1 000 people, this maximum figure having been attained by the Dutch PTT.

Samples of intermediate size were questioned in the other organizations:

- 150 at the Commission of the European Communities,
- 130 at the Belgian RTT,
- 87 at Danish television, 200 at Copenhagen town hall,
- 224 at IBM France, 51 at Superba, 148 at EDF-GDF (electricity and gas companies) in France,
- 100 at Italgas and 700 at ENEL (electricity company) in Italy,
- 30 at the Irish Leo laboratories,
- 119 at BP in the UK, 88 at the BBC, 30 at British Royal Insurance.

#### Opinion polls

22 organizations carried out opinion polls, in particular:

- the Commission of the European Communities, with a questionnaire to all female staff,
- the Belgian RTT during a travelling exhibition in the country,
- Andelsbanken in Denmark involving 236 people,
- IBM España of 76% of the total population,
- IBM France of all the female staff and a representative sample of 500 men, i.e. 4 000 people; Aerospatiale of all the female and 3% of the male staff, Sofinco Bank by a letter from the Chairman sent to each member of staff to discover their expectations,
- the Irish Leo laboratories of 10% of their population,
- the Province of Milan of 845 people,
- the Dutch PTT of 1 000 people,
- Strathclyde Regional Council (UK) by questionnaire to all employees; Esso of 21% of the population of the Abingdon research centre; Royal Insurance of a representative sample of 732 people, with 182 replies.

## **Working groups**

In addition, 20 organizations convened working groups to examine certain aspects of female employment in greater depth:

- by meetings of the Joint Committee at the Commission of the European Communities and by setting up standing trade union working groups,
- to define the problems of female military personnel at the Belgian Ministry of Defence; the Belgian RTT organized lunch meetings and seminars for 160 people.
- the Danish Department of Labour set up a committee representing all the offices; a meeting for 200 women executives was organized by the City of Copenhagen in 1987,
- IBM France set up a working group for each major occupation, a group to examine conditions of employment, a group to improve maternity and childcare benefits, in 1975 for conclusions to be submitted in 1976; the French Aérospatiale set up a working group to prepare the plan of campaign,
- Irish radio and television set up a working group on women in television,
- in the GTI metal works in the Netherlands, a group dealt with the subject "a woman in the construction industry",
- the British Council set up a working group on the equal opportunities policy; the BBC studied career breaks, access to training, compatibility between work and family life and childcare; the Electricity Council of the United Kingdom called on a joint management-trade union group to examine in particular attitudes and stereotypes, employment practices, flexitime, the opportunities for public awareness.

## **Statistical surveys**

In addition, 35 organizations stated that they had carried out statistical surveys.

## **2. IMPETUS FOR A POLICY IN FAVOUR OF WOMEN - Its raison d'être**

We then wished to know what had triggered a policy, survey or action in favour of women's employment. Below, in decreasing order, we list the people, groups of people or the justifications given as being the impetus for this approach.

NB: The details for each country are mentioned where they seemed to us to be significant.

### **The role of pressure groups**

#### **Management decision:**

A survey in favour of women was initiated by the management in 64 organizations (of which 21 UK, 13 NL, 9 F), and more precisely it was at the "request of the parent company" in 22 organizations.

#### **Request from female employees:**

A request from female employees was the motivation in only 26 organisations (of which 6 UK, 6 NL, 5 DK).

#### **Union request:**

It was at "union request" in 27 organizations (of which 6 NL, 8 UK).

NB: A higher percentage of public sector than private sector enterprises have adopted these latter two types of approach, although there is no exclusivity in this respect in any country.

#### **Institutional pressure:**

The more or less direct call from a government institution was decisive in 39 public and private organizations (of which 12 UK, 9 F, 6 NL, 4 DK, 2 IRL) and a request by the EEC was at the origin of the survey or action programme of 8 organizations.

#### **Legal requirement:**

A legal requirement was at the origin of the approach for 24 organizations, of which 12 are in the UK.

### **Employment and technological change**

An imbalance between male and female staff in occupational groups, technological changes, and the lack of skilled applicants formed the reason behind an equal opportunities programme for many enterprises.

#### **The underutilization of female staff:**

Structural employment reasons, such as the under-representation of women in positions of responsibility are stated by 31 organizations, as well as the under-representation of women among

the technical staff. The over-representation of women among blue-collar workers and lower level staff is also stressed. The National Westminster Bank mentions the under-utilization of its female staff more generally and Greek telecommunications the discrimination which women face in all sectors and occupations.

#### **The lack of competent personnel:**

- The declining population makes it necessary to call on women as a "new" source of recruitment (in Denmark, women have a 73% share in new jobs created up to 1993) (Danish Railways DSB, DK).
- GTI Holding Ltd and Vicon Polyester (agricultural machinery) stress that in the Netherlands, in the nineties, there will no longer be sufficient technicians and young people trained for the metal industry, whereas Esso and the British Post Office fear a shortage of university graduates and engineers.
- British Petroleum Company has a need for skilled applicants, whatever their sex or race, and ICL needs competent staff in the information-processing industry in the United Kingdom.

#### **New economic requirements and retraining of staff:**

- 6 enterprises stated that a change in technology had prompted them to embark on a policy in favour of women's employment. The sectors affected are telecommunications, railways, computer manufacturing, agri-foodstuffs and electronics.
- Competition, quality requirements, the need for versatility and internal mobility influenced the decision of Superba in France,
- as did the wish to practice good personnel management for Cambridge County Council.
- The shortage of qualified managers is put forward by Holec (electrical machinery - NL) and the Copenhagen town hall justifies the implementation of an action programme by the need to train better leaders.
- The recognition that discrimination is economically harmful was an important reason for the Ford Motor Company in the United Kingdom as was the will to be considered a responsible citizen for British Royal Insurance.
- Finally, forging an image of a modern enterprise played a role for Danish railways.



### 3. WOMEN'S EMPLOYMENT STATISTICS in the organizations which took part in the survey

The two tables presented in the following pages present statistics for each country for 1988. On the basis of figures communicated by 90% of the organizations in our sample, women's employment can be gauged by comparing:

- the percentage of women among regular employees,
- the percentage of women working part-time among regular female employees,
- the percentage of women among executives,
- the percentage of women holding managerial posts.

We shall note how high the percentage of women working part-time is in certain organizations and in certain countries as compared to that for men, whose part-time working rate is usually close to zero. Let us compare below the percentages of men and women working part-time at the European Commission and in organizations in Denmark, the Netherlands and the United Kingdom which kindly provided us with this information:

<b>PART-TIME WORK</b>		
Organization	Men	Women
European Commission	0,2 %	4 %
City of Copenhagen	1 %	30 %
Danish TV	2 %	19 %
University of Amsterdam	35 %	66 %
UK civil service	0,5 %	8 %
UK post office	5 %	32 %
UK electricity	0,2 %	23 %
UK Treasury	1 %	14 %
City of Aberdeen	6 %	35 %
City of Birmingham	4 %	62 %
Region of Strathclyde	2 %	74 %
British Petroleum	1 %	5 %
ICL	0,2 %	10 %

All the figures given in the following tables show us that there are few organizations where more than a minority of women hold positions of responsibility similar to those held by men. This imbalance is accentuated to the detriment of female employees through the use of part-time employment contracts and on account of the fact that most of them are employed in different jobs from those of men, i.e. less skilled, lower paid jobs offering fewer prospects.

WOMEN'S EMPLOYMENT STATISTICS IN 86 ORGANIZATIONS

STATE	ORGANISATION	%WOMEN AMONG REGULAR EMPLOYEES		%WOMEN WORKING PART-TIME	%WOMEN AMONG EXECUTIVE STAFF		%WOMEN AMONG MANAGERS	
B	EUROPEAN COMMISSION	46	111 700	4	12	2 629	3,5	348
	ARMED FORCES	6	57 870	-	3	29 680	-	-
	MINISTRY OF DEFENCE	38	2 991	13,5	8	148	6	32
	OREAL	40	634	Very few	-	-	20	138
	MOTOREST	61	1 546	88	41	212	8	48
	PHILIPS	40	17 000	91	8,5	813	-	-
	REGIE TELEGRAPHES							
	TELEPHONES GENERALE DE BANQUE	15 40	25 603 15 875	9 31	5 16	762 -	1 2	141 -
D	ECONOMIC DEVELOPMENT	66	94	77	41	70	3	7
	HEWLETT-PACKARD	33	5 130	5	14	2 668	10	786
	IBM DEUTSCHLAND	16,5	28 000	28	8	13 000	4	3 000
	LAND OF HESSE	41	151 365	-	-	-	-	-
DK	ANDELSBANKEN	55	3 854	28	22	51	23	1 447
	DANISH BROADCAST	38	3 550	19	NA	-	19	89
	DANISH STATE RAILWAYS	14	22 200	22	52	553	3	2 795
	DEPARTMENT OF LABOUR	80	135	-	35	60	0	7
	KAD	100	107 000	19	-	-	100	22
	CITY OF COPENHAGEN	85	16 000	30	47	98	41	436
E	IBM ESPAÑA	17	3 904	0,16	14	1 815	4	474
	RANK XEROX ESPAÑA	9	1 500	-	9,5	38	1	200
F	AEROSPATIALE	12	33 286	3	10	5 117	2	1 648
	AFPA	37	11 334	24	35	2 704	8	486
	AMORA	49	750	Irrelevant	30	100	31	250
	BANQUE PARIBAS	43	3 555	13	19	1 196	-	-
	BANQUE SOFINCO	66	1 467	6,5	38	356	11	96
	BULL	31	2 787	7	8	408	5	113
	CIBATEL	4	26	0	2	-	2	-
	COGEMA	12	9 917	11	7	1 043	2	373
	EDF-GDF	19	151 752	6	11	18 011	2	4 049
	FRUITIERE DU LIMOUSIN	64	67	0	0	-	32	14
	IBM FRANCE	20	22 780	17,5	22	23 311	4	2 469
	MSD CHIBRET	54	1 748	-	32	291	46	688
	REDOUTE CATALOGUE	75	6 740	21	27	357	75	356
	SERLI INFORMATIQUE	50	24	0	33	3	33	3
SUPERBA	45	342	5	8	13	6	18	
G	TELECOMMUNICATIONS	16	30 713	0	8	8 016	1	120
	RADIO-TELEVISION	33	2 254	-	33	1 064	29	196
I	ENEL	8	12 352	5	8	3 388	2	1 695
	IBM ITALIA	20	13 558	6,6	19	7 020	4,3	1 749
	ITALGAS	21	4 778	5	9	314	4	707
	ITALTEL	42	17 000	-	8,5	-	4	-
	PROVINCIA MILANO	51	3 107	-	-	-	18	103

STATE	ORGANISATION	%WOMEN AMONG REGULAR EMPLOYEES		%WOMEN WORKING PART-TIME		%WOMEN AMONG EXECUTIVE STAFF		%WOMEN AMONG MANAGERS	
IRL	AER RIANTA	26	2 000	-	-	-	-	-	-
	FAS*	35	2 362	3	14	1 365	9	181	
	LEO LABORATORIES	50	350	5	30	43	0	24	
	NUVOTEM TEO	77	70	0	33	6	45	11	
	RADIO TELEFIS EIREANN	32	2 137	3	-	-	9	242	
	SHANNON FREE AIRPORT**	33	240	4	9	124	12	135	
L	LUXEMBOURG STATE	22	10 975	7	38	3 555	23	2 161	
NL	ABN	45	20 000	-	-	-	2	-	
	AKZO NEDERLAND	15	24 000	-	-	-	-	-	
	AMRO BANK	50	20 407	39	16	8 366	-	-	
	DU PONT DE NEMOURS	5	1 500	-	-	-	-	-	
	GIST-BROCADES	17	3 321	-	-	-	-	-	
	GTI HOLDING	6	5 404	20	3	210	0	47	
	IBM NEDERLAND	11	6 000	3	6	-	-	-	
	MINISTRY INTERNAL AFFAIRS	24	150 000	41	11	21 423	9	6 840	
	NOS	24	3 879	31,5	-	-	-	-	
	PHILIPS INTERNATIONAL	15	70 000	35	-	-	3,5	18 000	
	PTT	22	100 000	65	4	-	45	-	
	UNIVERSITY OF AMSTERDAM	30	5 500	66	25	2 551	5	304	
	VICON POLYESTER	6	1 000	-	-	-	-	Prof.	
UK	AUSTIN ROVER GROUP	7	36 500	0,5	8	3 770	3	2 450	
	CITY OF BIRMINGHAM	62	54 000	62,5	-	-	-	-	
	BP COMPANY	18	27 000	5	9	10 400	2	1 400	
	BBC	39	30 094	2	-	-	-	-	
	BRITISH COUNCIL	58	1 744	-	48	1 124	16	421	
	BRITISH RAIL	7	140 000	-	-	-	3,5	9 661	
	CITY OF ABERDEEN	30	3 062	35	40	274	7	196	
	ELECTRICITY COUNCIL	20	148 000	23	26	2 877	0,5	8	
	ESSO UK	18	4 700	-	10	1 662	5	348	
	FORD MOTOR COMPANY	-	-	-	-	-	-	-	
	HALIFAX BUILDING SOCIETY	12	12 700	0	-	-	1	2 105	
	ICL	82	11 500	25	27	960	33,5	3 230	
	BOARD OF INLAND REVENUE	33	15 500	10	-	-	-	-	
	LEICESTER CITY COUNCIL	59	70 061	14	15	5 369	17	11 495	
	LONDON WEEKEND TV	33	4 464	368	15	450	25	1 284	
	LOTHIAN REGIONAL COUNCIL	32	1 670	-	-	-	-	-	
	NAT WEST BANK	72	28 461	52	-	-	-	-	
	NORTH WEST THAMES REGIONAL HEALTH AUTHORITY	55	70 276	12,5	-	-	10	14 466	
	POST OFFICE	-	-	-	-	-	-	-	
	ROYAL INSURANCE	75	-	-	-	-	17	-	
	STRATHCLYDE REG. COUNCIL	17	190 000	32	7	1 700	15	11 300	
	TESCO STORES	57	6 897	11	13	1 366	4	501	
	UK CIVIL SERVICE	74	68 000	74	-	-	4	461	
		65	70 000	65	-	-	11-50	-	
		48	550 000	8	-	-	13	95 177	

\* THE TRAINING AND EMPLOYMENT AUTHORITY

\*\* SHANNON FREE AIRPORT DEVELOPMENT CORPORATION

## **"Women's" jobs**

In the organizations covered by our study, the following jobs and positions are generally held by women:

- secretarial, administrative and accounting jobs, personnel department employee,
- bank employee, counter clerk,
- hostess, receptionist, switchboard operator,
- nurse, social worker, home help,
- catering, cleaning and packaging staff,
- stock manager, packager,
- computer assembly staff, data-entry clerk,
- programmer, analyst-programmer,
- sales engineer,
- librarian, teacher, psychologist,
- translator, linguist,
- shop assistant,
- television production assistant, radio technician, television presenter,
- journalist, beautician,
- post office worker, postwoman.

## **"Men's" jobs**

On the other hand, there are no women at all or very few in management posts and the following occupations:

- head of department,
- engineer,
- inspector,
- train driver and railway instructor,
- lorry driver, chauffeur,
- toolmaker, prototype developer, painter, electro-plating technician, machine-tool operator, warehouseman,
- firefighter, security guard, night watchman, gamekeeper,
- night work.

**With a few particularities depending on the country:**

- traffic control, navigation officers (Danish ferries),
- flying personnel, foreman, tracer (Aerospatiale, F),
- mechanic (Transport aérien, B),
- semi-skilled and skilled workers (car industry, UK),
- manual worker (gas distribution, I),
- refinery personnel, transport, research (energy sector, UK),
- fitter-electrician, plumber, welder (electricity and gas industry, F)
- draughtsman (mechanics, IRL),
- sound technician, technician, carpenter (TV, IRL and GR),
- machine operator, cameraman (TV DK).

In this way we confirm in our sample of organizations the segregation of the job structure which is the essential cause of discrimination against women in the field of wages and promotion (12).

On the other hand, with regard to the representation of women among managers, the explanation for the "good" percentages obtained by several organizations (25% of the organizations have at least 15% women in managerial posts) lies in the choice of enterprises selected so that examples of positive measures can be presented. This is, therefore, not a representative sample of European organizations, but a sample where, with a few exceptions, women are better "employed" than elsewhere; vertical segregation therefore plays a lesser role, since women in these organizations have greater access than in others to positions of responsibility, and horizontal segregation is also less acute since the poorly paid economic sectors are under-represented in the sample.

(12) See on this subject Margaret Maruani, "The position of women on the labour market" in *Supplements to Women of Europe No 36*, European Commission, Brussels, 1991, p.49-51.

#### 4. TARGET AREAS FOR POSITIVE ACTION

Below we give the list of positive measures taken by the organizations of our sample, for each major field of personnel management.

To report on all the attitudes or policies of enterprises concerning women's employment, we must specify that certain organizations stated that they do not subscribe to the policy of equal opportunities to develop the employment of their female personnel, or that they do not practise it; Nuvotem Teo (IRL) explains its approach, which is based on strictly equal treatment, as follows:

"We do not subscribe to positive action programmes which we find to be discriminatory for women; we think that a woman could be hurt that she has been recruited because she is a woman and that we have to achieve a quota. We always recruit the best candidate, man or woman".

Of course, it remains to be seen whether, in the absence of a quota, women who have not been recruited or promoted are not also "hurt" in other enterprises which are less sensitive to equal opportunities ...

#### MEASURES ADOPTED IN THE FIELD OF RECRUITMENT

Recruitment is the simplest means of changing a personnel structure; recruitment is therefore high on the list for the positive measures taken by the organizations.

##### . At the Commission of the European Communities:

- The notices of open competitions mention that the Commission is committed to an equal opportunities policy.
- Women sit on the selection boards.
- 30% to 50% of new recruits to grade A must be women.
- With equal qualifications and/or merit, preference will be given to women.

##### . In Germany:

- We advertise job vacancies to attract applications from women and men (Hewlett-Packard).
- We organize recruitment campaigns on campus (IBM Deutschland).

##### . In Belgium:

- The permanent secretariat calls on applicants according to their examination results and not according to their sex (regulation of the Ministry of Defence).
- We encourage recruitment and promotion of women in the sectors where they are under-represented (Sabena).
- We hire women graduates in numbers reflecting the proportion of women obtaining university degrees (Philips).
- The words "women and men" are used in the notices of examinations (RTT).

##### . In Denmark:

- The preferential recruitment of women is encouraged in all posts dominated by men. A target of 40% women has been set, but it is difficult to achieve (Danish Broadcasting).

- We wish to recruit more men in the lower-ranking posts and more women in the higher-ranking (Copenhagen Town Hall).

**. In France:**

- With equivalent qualifications and diplomas, we give priority to women when recruiting. We are also conducting a comparative survey of the applications received and the recruitments made by sex to check that there is no discrimination in hiring (Aérospatiale).
- A target of 25% women was set for the recruitment of sales executives (IBM France).
- The increase in the proportion of women in the recruitment of "professionals" is made by respecting the percentage of women graduates in the specialities of interest to the enterprise (EDF-GDF).
- Measures have been taken in the field of advertising and the monitoring of recruitments (COGEMA).

**. In Italy:**

- In the field of recruitment, we checked that the selection tests do not discriminate against women and encouraged women to apply (Italtel).

**. In Ireland:**

- We mention that we are an equal opportunities employer on all job advertisements (FAS - Training & Employment Authority).

**. In Luxembourg:**

- The principle of competitions by examination precludes any sex discrimination. The statistics show male and female applicants to be almost equal in number. Positive measures would constitute an infringement of the law on equal treatment of men and women (Luxembourg State).

**. In the Netherlands:**

- Our non-discrimination in the field of recruitment is supported by information on radio and television, in the newspapers and in the schools (GTI Holding).
- The department (faculty) quotas are reviewed every two years (University of Amsterdam).
- The advertising of recruitment includes articles in magazines. We use a video to train the recruitment staff. The objective is to recruit 70% women (Amro Bank).
- Additional efforts are made through advertising to attract applications from women who have been outside the labour market for some years. We help the government and the schools to encourage women to turn to industry (Philips International).
- Our job advertisements mention that where applications are of equal value, preference is given to women (Ministry of Internal Affairs).
- We are seeking female applicants to make them into future managers (Unilever NV).
- Women are recruited for technical jobs (Vicon Polyester).

**. In the United Kingdom:**

- All recruitment documentation has been rewritten without sexist bias (Board of Inland Revenue).
- Recruitment forms and documents have been revised (British Broadcasting Corporation).
- Sex does not appear on the recruitment file, the recruitment procedure has been revised, the age limit set aside (British Council).
- The recruitment officers have been trained (Boots).
- A code of practice and training have been provided for recruitment officers (Birmingham City Council).

- Equality guidelines concerning sex and race have been given to recruitment officers (Cambridge County Council).
- Women are encouraged to apply for jobs where they are under-represented and monitoring is carried out every 6 months (Leicester City Council).
- Recruitment has been monitored, recruitment officers trained, recruitment forms amended, the equal opportunities policy mentioned in job advertisements (City of Aberdeen District Council).
- Women are employed in scientific posts and as engineers; 35% of graduates recruited are women (Esso, UK).
- Women are encouraged to embark on careers in science, engineering and management (British Petroleum).
- We encourage women computer students by developing links with colleges and a brochure "Women at ICL".
- We have sponsored women engineering students (The Electricity Council).
- 55% of the graduates taken on in 1987 were women (Post Office).
- Women have been encouraged to apply for jobs, including for those as blue-collar workers, and the recruitment ratio must be in line with the ratio of women among the applicants (Ford Motor).



The recruitment of women to professional posts at the companies responding to our questionnaire attained the following percentages in 1987:

RECRUITMENT OF FEMALE STAFF			
CTRY	ORGANIZATION	% WOMEN	GRADUATES RECRUITED (W+M)
A	IBM Deutschland	24 %	110
B	European Commission	16 %	323
	Armed Forces	4 %	2 064
	Ministry of Defence	33 %	9
	Générale de Banque	33 %	113
	Motorest	45 %	40
DK	Department of Labour	30 %	26
	Danish Rail	5,5%	491
E	IBM España	32 %	25
	Rank Xerox España	42 %	16
F	Aérospatiale	17,5%	405
	EDF-GDF	30 %	522
	Banque Paribas	25 %	45
	COGEMA	30 %	54
NL	University of Amsterdam	37 %	622
UK	Civil Service	35 %	3 800
	Inland Revenue (T.P.)	44 %	369
	Post Office	55 %	-
	British Rail	12,5%	16
	Aberdeen D.C.	69 %	36
	Harlow D.C.	50 %	-
	Nat. Westminster Bank	44 %	154
	Royal Insurance	36,5%	96
	Boots	60 %	306
	Tesco Stores	66 %	45
	Halifax Building Society	42 %	31
	ICL	46 %	-
	British Petroleum	26 %	151
	Esso	35 %	28
	Austin Rover	9 %	-
	Ford Motors	18 %	175

## TRAINING MEASURES

Training concerns the established personnel of the enterprise; training programmes are therefore essential to the development of the grades of personnel needing either further knowledge of either the basics or the trade, or to adapt to a new trade or a new technology. Through examples given, we have also identified specific training for women to give them the self-confidence essential to the assumption of new responsibilities.

### . At the Commission of the European Communities:

- Training measures are taken for women managers and to improve the efficiency of women and men together at work; training is also provided for recruitment officers and instructors.

**. In Germany:**

- Special training for women, entitled "Women at work" has been devised, as well as training for career development of secretaries (Hewlett-Packard).

**. In Belgium:**

- Self-assertiveness courses and seminars are organized for women; women are also integrated into the management courses (RTT).

**. In Denmark:**

- The trade union calls on employers to organize training during working hours (KAD union).  
- A course is open to women wishing to enter management; they register for it themselves (Danish Broadcasting).

**. In France:**

- A supplementary quota of training hours has been allotted to the female personnel (Aérospatiale).  
- The professional equality plan signed between the management and the union delegates includes quotas of women to be respected in training up to the level of the Certificate of Professional Aptitude (CAP); numerical targets are desired beyond this level (Bull).  
- A training course in economics was followed by 194 women, training courses in personal development by 95 women; 10 women were selected to follow a 3-year "management promotion" course and 5 women to follow a similar 18-month course (Banque Sofinco).

**. In Greece:**

- In 3 years, more than 2 000 women typists and switchboard operators were trained for administrative work (Telecommunications).

**. In Ireland:**

- Each year, the training courses brochure is given to men and women and everyone is free to sign up (Shannon development).  
- Women take part in an "Executive Development programme" (Aer Rianta).  
- A course unit devoted to equal opportunities exists in all the seminars and external consultants are informed of our policy (FAS - Training & Employment Authority).

**. In Italy:**

- Management courses are given to women managers of secretarial colleges; courses on equality are given to trade unions (Province of Milan).

**. In the Netherlands:**

- A special apprenticeship exists for women to become fitters and to take technical and computer jobs (PTT).  
- Special computer courses are given to women in administration, as well as self-assurance courses and career planning courses (Ministry of Internal Affairs).  
- A training programme was organized for 12 women with special conditions of part-time work, childcare, flexitime; but only 4 of these women are still with the firm now (Vicon Polyester).

- Grants were offered to girls in secondary education to pursue technical studies (IBM Nederland).

**. In the United Kingdom:**

- The training requirements for women managers have been analysed (ICL).
- Equal opportunities is an independent subject in the management courses (Board of Inland Revenue).
- Compensation for dependents has been given in the case of training outside working hours (Aberdeen D.C.).
- A 3-day seminar on relational skills for women managers and equal opportunities has been integrated into certain courses (Strathclyde Regional Council).
- Management development seminars for women only are organized (The Civil Service).
- Managers are trained in equal opportunities and all members of staff are informed about this policy on recruitment; employees are encouraged to follow seminars and courses with the objective of equal opportunities (British Council).
- Internal self-assurance and presentation courses are offered (Post Office).

## MEASURES CONCERNING CHANGES IN OCCUPATION

Most of these measures consist in courses and training schemes. In view of job segregation, leaving certain typically female occupations is often the only way for women to obtain a higher grade and a better salary. It is also a means of entering career paths "with potential", such as sales and management, and of enriching their professional experience with a view to promotion.

**. In Germany:**

- Conversion to computing jobs involves a high proportion of women (IBM Deutschland).

**. In Belgium:**

- Male cooks have been replaced by women (Motocest).
- Women were able to have access to 10 new jobs created for them, after having followed advanced technical training (Sabena).
- Accountants turned towards production (Levi Strauss).
- Women were integrated into the sales sector (RTT).

**. In Denmark:**

- Vocational training is offered to unemployed women by the KAD women's union.
- Women are offered managerial training (Danish Directorate of Labour).

**. In France:**

- Programmes enabled secretaries to speed up their careers by being transferred to administrative posts. There were 21% women among the staff "redeployed" to sales jobs (IBM France).
- Training schemes generated job enrichment and greater versatility in manufacturing (Bull).
- Women workers were promoted in the mailing departments (Superba).

**. In Greece:**

- Secretaries, typists and switchboard operators can change trade and take on greater responsibilities (Telecommunications).

**. In Italy:**

- The number of women in sales increased (Societa Italiana per il Gas).

**. In Ireland:**

- Programmes were introduced to help secretaries to become administrators (Shannon Development).
- Women have developed towards managerial posts (Nuvotem Teo).

**. In the Netherlands:**

- We train women for managerial posts (Vroom en Dreesman).
- Special training was developed for administrative staff in order to direct them towards technical and computing jobs (PTT).
- Proposals are made to secretaries wishing to change career (Philips International).

**. In Portugal:**

- A group of women administrators was trained in technical trades (Radio TV).

**. In the United Kingdom:**

- The path from secretarial and administrative careers to other posts was studied and women have been encouraged to change trade (ICL).
- Women are encouraged to take examinations and acquire experience (National Westminster Bank).

## **PROMOTION MEASURES**

These measures presuppose that women are already in career paths "with prospects".

**. At the Commission of the European Communities:**

- With equal qualifications and experience, priority is given to women.

**. In Belgium:**

- Thanks to a larger number of women having access to training, they have taken jobs with greater responsibility and changed department (Générale de Banque).
- Women are encouraged to take part in examinations and in examination boards (RTT).

**. In Denmark:**

- Women who have followed management courses obtain a job as soon as one falls vacant (Danish Broadcasting).
- There is a career programme for men and women whereby they must say if they want promotion, after which they take a test and follow training (Copenhagen Town Hall).

- In 1987, there were 41% women in the "leaders" programmes for which they can sign themselves up and 22% women following the management courses (Railways).

**. In France:**

- Women each year account for about 40% of the promotions (i.e. 7% to 8% of the female staff) (Banque Paribas).

**. In Italy:**

- Career plans are drawn up for sufficiently well qualified women (Italtel).

**. In Luxembourg:**

- Promotions are based either on seniority or by applying specific percentages. Sex discrimination is out of the question (Luxembourg State).

**. In the Netherlands:**

- Career plans are drawn up for women executives (Shell Nederland).

**. In the United Kingdom:**

- A study was conducted on women's careers and an attempt made to define the percentages of women at each level (Board of Inland Revenue).

- Several courses have been organized to promote women, for example "Women and Management" (Cambridgeshire County Council).

- A census of women with potential allows appointments to be made to confirmed operations posts (Esso).

- Information has been given to everyone on the jobs available; an assessment of potential and development needs has been made (Halifax Building Society).

## **AWARENESS CAMPAIGNS**

These are essential so that the various parties involved in an equality programme cooperate in the success of the objectives.

**. In Germany:**

- The Economic Development Centre organizes seminars for the families of working women in order to help them to form a more positive attitude towards them; a seminar is then offered to the women.

- Articles are published in the company magazine, discussion workshops are organized (Hewlett-Packard).

- Self-assurance courses are organized for women and awareness courses for everyone (IBM Deutschland).

**. In Belgium:**

- An article was published in an internal monthly magazine on the breakdown of female staff within the various ranks and specialized areas (Ministry of Defence).

- Poster campaigns, the publication of mini-posters, a regular section in the company magazine, seminars, local groups, prepare women to embark on careers (RTT).

**. In Denmark:**

- Meetings for employees on equality and awareness courses for managers are organized (Danish Broadcasting).
- The regular publication of articles on women's employment in the in-house magazine facilitates awareness among staff (Copenhagen Town Hall).

**. In France:**

- Every year, a brochure presenting the training courses on offer is distributed to all members of staff (Bull).
- Videos communicate the results of the sociological survey carried out in 1985 and inform women about technical jobs (EDF-GDF).

**. In Italy:**

- The first objective of the Equality Commission is to change mentalities (ENEL).
- A book has been published by the Commission: "Women in contrast: from subordinates to protagonists" (ENEL).
- Actions have been taken with regard to management, but there is no need for this now in view of the change in attitudes and values (IBM Italia).
- A programme has been set up to encourage diversity of attitudes in opposition to stereotype behaviour (Province of Milan).

**. In Ireland:**

- A half-day awareness course is offered to all female staff (Shannon Development).
- Public discussion of the problem is the starting point for improvement: the change in attitudes of men and women (Aer Rianta).
- An awareness programme has been put in place to encourage the personal development of all employees, to develop professional ambition and to change expectations (Nuvotem Teo).

**. In the Netherlands:**

- Internal press articles are written on women, videos have been made, women's meetings are organized (Amro Bank).
- Special training is given to recruitment officers and managers; a brochure is circulated to women as well as a magazine: "Women and Work"; meetings are organized on this subject; a film has also contributed to changing attitudes (PTT).

**. In the United Kingdom:**

- The fight against stereotypes is included in the management courses (Board of Inland Revenue).
- Training in equal opportunities is carried out by computer-assisted learning; 2-day seminars for managers are organized as well as regional seminars (National Westminster Bank).
- Courses on equal opportunities lead to awareness of the stereotypes and how to overcome them; managers at all levels have been encouraged to follow these courses (Cambridgeshire County Council).

- A week of awareness of equal opportunities was organized when the Council's equal opportunities programme was adopted. Open meetings and discussions are held; articles and reports on the committee meetings are circulated to all staff (British Council).

## **SETTING UP OF WOMEN'S NETWORKS**

These are relatively thin on the ground and even non-existent in some countries. They are nevertheless undeniably useful in supporting the motivation of women in a changing situation and in proposing positive models to women able to progress in their careers.

### **. In Germany:**

- Meetings of mothers working full-time or part-time and meetings of secretaries are organized (Hewlett-Packard).

### **. In Belgium:**

- Business lunches are organized for women following training courses; solidarity networks are being established during training, as well as local emancipation networks in the districts (RTT).

### **. In Denmark:**

- A group of women managers has formed a network (Danish Broadcasting).
- A Women's Network meets regularly (Copenhagen Town Hall).
- Meetings take place every month in the Copenhagen region (a group of 75 women) (DSB).

### **. In Ireland:**

- The Women's Liaison Committee meets the managing director regularly (Radio Telefis Eireann).

### **. In the Netherlands:**

- A support group is encouraged by the management to back up women's efforts (GTI Holding).
- Networks exist in the emancipation committees of the various university departments (University of Amsterdam).
- The creation of networks is encouraged by meetings (PTT).

### **. In the United Kingdom:**

- An informal network of women managers meets regularly (ICL).
- A "Female Business Club" has been formed (Tesco Stores).
- The creation of networks is encouraged during women's seminars (The Civil Service).
- A women's group was founded and supported by the company; in 1987, together with the company, it produced a series of opinions concerning maternity (British Petroleum Company).

Mention of networks was also made at the Commission of the European Communities, Motorest, Lévi-Strauss, the Danish Department of Labour, Shannon Development, FAS, the Bremen Office for women, the National Westminster Bank, the Prudential Building Society, in Harlow, the BBC, the British Council, the Electricity Council, Cambridgeshire County Council.

## ADJUSTMENT MEASURES

Few adjustments have been made as regards pay, since salaries are generally linked to the job and protected by a law on equal wages. Nevertheless:

- 257 women received increases at the Banque Sofinco in France, as a result of the survey carried out.
- "Under-rated" women were promoted at Aérospatiale in France, following the comparative study of the careers of administrative management and non-management personnel; catching-up by individuals was ensured where unexplained discrepancy was found.
- A reassessment of home assistance duties was conducted within Birmingham City Council.



## 5. SOCIAL BENEFITS

### From the protection of women to the protection of children

Here, we present the various social benefits which the organizations make available to parents in addition to those provided for by law, to allow better **compatibility between work and children**, professional life and family life.

Although, in the majority of European countries, the working world has long "protected" maternity by guaranteeing women a few weeks of leave to give birth and recover from childbirth, without losing their jobs and receiving some of their pay (rights affirmed in the Directive of the Council of the European Communities of 19 October 1992,<sup>1</sup>) the place given to children and their education in the sphere of employme

nt is far more recent and depends more on the willingness of the individual trade association or company management.

It is with the laws on equality that fathers too have started to be able to benefit from these measures, in the name of equal rights in exercising private and public roles for both sexes .... which leads, in another field, to authorizing night work for women, in the same way as for men.

The following table provides a summary of the social benefits associated with children provided for by law in each of the 12 Member States (position in 1993).

(13) Council Directive 92/85/EEC of 19 October 1992 on the introduction of measures to encourage improvements in the safety and health at work of pregnant workers and workers who have recently given birth or are breast-feeding, OJ No L 348, 28.11.1992.

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## SOCIAL BENEFITS ASSOCIATED WITH CHILDREN

State	Maternity leave and remuneration	Breaks and breast-feeding	Paternity leave and remuneration	Parental leave and allowance	Leave to care for sick children and remuneration
B	15 weeks at 82% in the 1st month, 75% subsequently (subject to maximum)		3 days at 100% postnatal leave for father if mother is unavoidably absent <sup>(a)</sup> (draft)	6-12 months without pay <sup>(b)</sup> 1/2-5 years at half-time with basic allowance	10 days/year unpaid (private sector) 4 days/year paid (public sector) <sup>(c)</sup>
D	14 weeks + at 100%			36 months with possible sharing between father and mother. Basic allowance for 6 months+	10-25 days/year for each parent depending on number of children under 12. x2 for lone parent. 100% pay
DK	18 weeks + basic allowance (= unemployment benefit)		10 days with basic allowance	10 weeks with basic allowance 6+6 months <sup>(b)</sup> for each parent (non-transferable) with basic allowance	
E	16 weeks + at 75%	1 hour paid absence/day for father or mother (9 months)	2 days at 100% 4 weeks postnatal leave for father or mother	12 months + 2 years without guarantee of re-employment, without pay. Part-time without compensation for loss of pay	2 days for each parent for serious illness. 100% pay
F	16-26 weeks + at 84% tax-free	2x30 min/day for breast-feeding (1 year)	3 days	36 months with sharing possible <sup>(b)</sup> . Part-time possible. Allowance for 3rd (or+) child	
G	14 weeks at 100%			3 months for each parent, non-transferable, without pay <sup>(b)</sup> . 6 months for lone parent	6-10 days/year depending on number of children under 16. Unpaid.
IRL	14 weeks+ at 70% tax-free				
I	5 months at 80%	2 hours/day paid break or absence (1 year)	postnatal leave transferred to father if mother unavoidably absent <sup>(a)</sup> . Allowance for 2 hours absence/day	6 months partially transferable to father, remunerated at 30%	possible for child under 3 years of age, unpaid

L	16 weeks+ at 100%				
NL	16 weeks at 100% (subject to maximum)			6 months for each parent part-time, non-transferable, without compensation for loss of pay	
P	90 days at 100%	2x1 hour/day for breast-feeding (1 year)	postnatal leave for father if mother unavoidably absent(a)	6-24 months and half-time possible without compensation for loss of pay	30 days/year for child <10 years, paid in the public sector
UK	40 weeks: 6 at 90%, then minimum allowance for the following 12 then nothing				

Ref.: Documents of the Childcare Network, Equal Opportunities Unit, DG V, European Commission 1993.

- (a) dead or ill, also valid in Portugal for mother with a residential post.
- (b) subject to employer's agreement. In the case of France, this restriction refers to enterprises with fewer than 100 employees.
- (c) absence possible for other reasons (sickness of partner or close relation).

## Measures relating to maternity

The social benefits offered to mothers only are first and foremost linked to pregnancy, childbirth and breast-feeding and, in certain cases, to adoption:

### . In Belgium:

- 7 weeks are given as home leave in the event of adoption (Générale de Banque).

### . In France:

- One hour less per day for pregnant women (Aérospatiale).
- 4 months are given prior to giving birth; absence is authorized to follow courses to prepare for childbirth; pregnant women may start half an hour later in the morning and finish half an hour earlier in the evening (cumulation possible) (Association Nationale pour la Formation Professionnelle des Adultes (AFPA)).

### . In the United Kingdom:

- Time off is given to prepare for childbirth (BBC).

## Specific measures for women, apart from maternity

Women also benefit in certain countries and certain organizations from other advantages associated with their status of mother and the will to re-employ them or to keep them on the active staff of the enterprise. This is the case:

### . In Germany:

- During parental leave, women may follow training, take part in "social" meetings and works committee meetings (Hewlett-Packard GmbH).

### . In France:

- half a day per month is given to mothers. Retirement with immediate effect is possible after 15 years of seniority and 3 children (EDF-GDF).
- One day of leave per year is given to all single or divorced mothers or fathers (IBM France).

### . In Greece:

- 4 days of absence per year are granted to settle children's education problems (Greek Radio, Television and Telecommunications).
- Early retirement is granted to women who have brought up children (Telecommunications).

## **Parental leave arrangements**

### **. In Germany:**

- One year may be taken in addition to the parental leave allowed by law (IBM Deutschland GmbH).

### **. In Denmark:**

- Women may take 24 weeks of maternity leave in two instalments and 14 days of leave are offered to fathers (collective agreement for the banking sector) (Andelsbanken).
- Of the 24 weeks, the last 10 weeks may be taken by the father; parental leave may be applied for, but the employer is not forced to agree (Danish Broadcasting).

### **. In France:**

- The two-year parental leave granted by law may be prolonged by one year in the form of leave without pay, up to the child's 3rd birthday, to allow the mother or father to bring up the child until he/she starts nursery school (IBM France and EDF-GDF).

### **. In Italy:**

- 2 months before and 3 months after the birth are granted with 80% pay and the possibility of applying for six months of parental leave with 30% pay (ENEL).

### **. In Luxembourg:**

- The law offers advantages to female staff to enable them to reconcile professional life with family life: the possibility of unpaid leave or half-time until the child is 15 years of age; up to 6 years of age, this possibility is a right which cannot be refused (Luxembourg State).

### **. In the Netherlands:**

- 6 months of unpaid leave may be taken by the father or mother or part-time work without any particular time limit (PTT).
- 9 weeks of paid leave then unpaid leave or part-time work are offered (IBM Nederland BV).
- 12 weeks of maternity leave are granted (Ministry of Internal Affairs).

### **. In the United Kingdom:**

- Up to 52 weeks for women, 19 of which are paid, and 2 days for men (London Weekend Television).
- Up to 52 weeks of maternity or adoption leave (the Civil Service).
- Unpaid leave for a maximum of 5 years can be obtained (BBC).

## **Adaptation of working time**

### **. At the Commission of the European Communities:**

- Part-time work is possible for the father or mother (3/4-time or half-time).

**. In Germany:**

- Job-sharing, part-time work, evening shift and out-work are possible (Hewlett-Packard GmbH).

**. In France:**

- A credit of 4 hours per year is given to parents to settle education problems (Aérospatiale).
- Half-time work, as a job-share, is possible; an agreement between the two sides of industry has been negotiated (Bull SA).
- The adjustment of working time, in particular so as not to work on Wednesdays, when schools are closed, is possible (AFPA).
- Flexitime, part-time work and intermittent work are possible (Superba).
- Eight schemes for part-time work are possible (Banque Paribas).

**. In Greece:**

- Reduced hours for mothers or fathers of children under four (Greek Radio and Television).

**. In Ireland:**

- Part-time work and job-sharing are practised (Shannon Development).

**. In the Netherlands:**

- Before the child reaches 4 years of age, for four months, part-time work is obtainable at a minimum of 20 hours per week (Philips International BV).

**. In the United Kingdom:**

- Flexitime, job-sharing and part-time work are possible (Leicester City Council, The Civil Service, Harlow D.C., BBC).

### **Childcare facilities**

**. At the Commission of the European Communities:**

- Crèche with places for 200 children, after-school childminding centre, outdoor play centres during holidays and holiday camps.

**. In Germany:**

- Care is provided for children from 6 months to 3 years of age (Hewlett-Packard GmbH).

**. In Belgium:**

- Childcare facilities have been opened in Alost (RTT).

**. In Denmark:**

- A crèche is run at headquarters (Danish Broadcasting).
- A crèche is available for the children (Copenhagen Town Hall).

**. In France:**

- A crèche exists in certain establishments (Aérospatiale).
- An allowance of FF 500 per month is paid, depending on the family situation, to cover the cost of childcare up to 6 years of age (Banque Sofinco).
- An allowance for childcare is given (EDF-GDF and Banque Paribas).
- An allowance for childcare is given to lone-parent families in the case of travel for professional reasons and residential seminars. The works committees of certain enterprises organize activities during the Wednesday school holidays and all organize holiday camps, in France and abroad as language holidays for the older children (IBM France).

**. In Greece:**

- A holiday camp allowance is granted (Radio and Television).

**. In Ireland:**

- Places are reserved in crèches (FAS).

**. In the Netherlands:**

- Crèches have places for 70 children (University of Amsterdam).

**. In the United Kingdom:**

- A 50-place crèche has been set up (Leicester City Council).
- A childcare allowance is granted during training after recruitment (Birmingham City Council).
- Support is provided for leisure activities for children during the school holidays (Board of Inland Revenue).
- Activities are organized for children during the summer holidays (British Council).
- Holiday camps have been organized at 8 venues, 3 programmes have been devised to assist parents to find full-time childminders (the Civil Service).

### **Solutions for the care of sick children**

**. At the Commission of the European Communities:**

- Leave is granted to care for sick children under certain conditions (2 days of special leave per illness); the Commission contributes to the cost of looking after the sick child.

**. In Germany:**

- The parents of sick children can work flexitime (Hewlett-Packard).

**. In Denmark:**

- The first day of absence is remunerated for either father or mother (Danish Broadcasting, Copenhagen Town Hall, Andelsbanken and DSB).

**. In France:**

- 3 to 4 days of paid absence per year for parents and 8 months of unpaid leave in cases of serious illness (Aérospatiale).
- 3 days of paid absence per year (IBM France and Serli Informatique).
- 6 days of paid absence during the calendar year for each parent (AFPA).
- 6 days of paid absence per year for 1 child, 9 days for 2 and 12 days for 3 children and more (Banque Sofinco and Paribas).
- Unpaid leave is granted in cases of serious illness (Banque Paribas).
- Leave is granted when a child is hospitalized for more than 5 days; 3 months of unpaid leave is granted to care for a sick child (Redoute Catalogue).
- The extension to the father is accepted if he has sole custody of the child and if he is not assisted; in the case of couples of employees, father and mother have the same rights (EDF-GDF).

**. In Italy:**

- Unpaid leave is granted when a child is sick (ENEL).

**. In the Netherlands:**

- At the manager's discretion (University of Amsterdam).
- 3 days unpaid per year (with medical certificate) (PTT).
- Unpaid leave with the agreement of the immediate superior (Ministry of Internal Affairs).

**. In the United Kingdom:**

- Only on a case-by-case basis (City of Aberdeen Council, Leicester City Council).
- Up to 5 days of paid leave per year to meet any domestic crisis (Civil Service).
- 5 days of paid leave per year for "domestic reasons" and unpaid leave beyond this (British Council).



## 6. THE OBJECTIVES OF THE EQUAL OPPORTUNITIES PROGRAMMES

In our sample, 60 organizations have set up a continuous action programme in favour of women's employment and 11 a temporary programme, running for between 1 and 7 years and in most cases for 3 years.

In addition, the programme is run by setting objectives in 47 organizations, of which 28 are private and 19 public.

The objectives are usually set for 1 year, but sometimes for 6 months to 10 years depending on the organizations and types of objectives. In certain cases, there is no time limit on their attainment (Générale de Banque, B).

### Quantitative objectives

The quantitative objectives are essentially recruitment objectives, with the setting of a ratio or a range for women to be recruited, generally during the year (target of 40% for Danish Broadcasting; 70% Amro Bank NL).

Ratios are also set for particular categories in which there is a shortage of women: executives (30 to 50% A grades at the European Commission, 35% of university graduates at Esso UK, 40% to 50% of university graduates at Royal Insurance, UK).

The target for the recruitment of women is often determined by the percentage of women graduates in the areas of interest to the enterprise (Philips B, EDF-GDF F). Priority may be given to the recruitment of women in the case of applicants of equal value (Andelsbanken DK and Aérospatiale F) and the final recruitment ratio for women must be in line in certain cases with the ratio of women among the applicants (Ford Motor UK). In the Land of Hesse in Germany, with equal qualifications, preference is given to the recruitment of women until the ratio reaches 50%.

Other examples of targets:

- one woman in each management team (Esso, UK),
- 40% women in all types of jobs, sectors and levels in 1993 (Danish Broadcasting),
- the training and promotion of 100 women (Amora, F),
- 10 more women managers (Holec NL),
- A 0.5% increase in women per year, the long-term overall objective being 38% (Ministry of Internal Affairs, NL).

Without stating precise figures, certain organizations set as objectives;

- more women in sectors where they are under-represented (RTT, B),
- the recruitment of staff of the minority sex in the job in question (Danish State Railways, DK),
- the opening-up of new jobs to women (Leicester City Council, UK),
- the increase in the number of women in all branches and categories and in technical jobs, in the new technologies and in positions of responsibility (Telecommunications, GR),
- a progressive increase in women in the high grades (Italgas, I),
- stepping up the representation of women in management (Lévi Strauss, B),
- increasing the number of women in management jobs (Danish Department of Labour, ENEL, I),

- the obtention of the same rate of promotion for men and women (Civil Service, UK).

### **Qualitative objectives**

Certain companies and authorities also set qualitative objectives in various fields:

#### **Communications:**

- acceleration of the process of awareness of the management and the top echelon of the hierarchy (Générale de Banque, B),
- awareness on the part of all personnel (IBM Deutschland),
- change in attitudes through a film, a magazine "Women at work", meetings (PTT, NL),
- awareness among women students to direct them towards the car industry (Austin Rover, UK),
- better representation of women in television and radio programmes (Danish Broadcasting, DK).

#### **Training:**

- setting up a training programme to develop professional skills (Italgas, I),
- the preparation of women to embark on careers (RTT, B),
- the development of self-confidence of women through appropriate courses (IBM Deutschland),
- the training of women managers (Danish Department of Labour, DK).

#### **Compatibility of work and children:**

- monitoring of staff on maternity leave (Aérospatiale, F),
- taking account of time spent on maternity leave prior to recruitment in seniority and the non-loss of bonuses or promotion during the year of maternity leave (Cogema, F).

#### **Working conditions:**

- supervision, quality, social climate, the confirmation of achievements, the interest of the work (Superba, F),
- improvement of working conditions (Amora, F),
- review of flexitime (Treasury, UK),
- improvement of the mobility of women (Ministry of Internal Affairs, NL).

#### **Organization of the equality programme:**

- continuation of the dialogue with the trade unions,
- review of the role of those responsible for equal opportunities (Treasury, UK),
- extension of the participation of women in the definition of the programmes (Leicester City Council, UK),
- setting up all the aspects of the action programme (Civil Service, UK).

## **7. FOLLOW-UP AND MONITORING**

We finally wished to know how the equal opportunities programmes were run and monitored in the organizations.

### **Running the programme**

In 50% of cases, a programme manager is responsible for the coordination of the action (37% of them have other responsibilities in addition to the equal opportunities programme). This manager is a woman in 67% of cases.

In some relatively recent cases, in Denmark, the United Kingdom and the Netherlands, the manager is an equal opportunities expert recruited on account of his/her qualifications (5 cases) or a trade unionist (Telecommunications, GR). Their specific skills were acquired as a member of a Minister's private office or in a government commission, at a trade union or as an independent expert or university graduate.

The post of manager is usually within the personnel department or the administration department and, more recently, in the sales department (as is the case at the Régie Belge des Télégraphes et Téléphones - RTT, where the manager reports to the general manager of the sales and public relations department), production or quality control department.

In 85% of cases, the equal opportunities programme managers belong to the personnel department. They report to the personnel manager or to the manager responsible for employment, staff relations, training, management training, recruitment, planning and resources, remuneration and social benefits, industrial relations, where the size of the company justifies an intermediate level in the hierarchy between the programme manager and the personnel department. In three cases found in the United Kingdom, the programme manager reports to an equal opportunities manager who, apart from the occupational equal opportunities programmes for women, supervises equal opportunities programmes in favour of other groups, such as ethnic minorities, disabled people and older employees.

In smaller organizations or in a preliminary phase of the programme, it is frequent for the manager to report to the general manager.

In the local authorities, the programme manager often reports to an elected representative - the Mayor or President of the regional government. In the civil service, the programme manager sometimes reports to the Head of the private office of the Minister responsible for women's employment.

### **Evaluation of the results**

Evaluation of the results is undertaken at general management level in 54% of cases (27 of the 50 reported). It is carried out at personnel department level or another intermediate management or division level in 26% of cases.

In 14% of cases, the evaluation is carried out by a special equal opportunities committee and this is usually a joint committee bringing together representatives of staff and management. This committee

generally has an advisory role; in certain cases, it negotiates the objectives with the general management. This is the case of Bull and the Coopérative fruitière in France, of the Greek Telecommunications, where the Equal Opportunities Committee is composed of 2 trade unionists and 3 management representatives, ENEL in Italy, the British Council and the City of Birmingham in the United Kingdom. In the case of the Commission of the European Communities, the Advisory Committee on Equal Opportunities, COPEC, played an active role in the preparation of the plan of campaign for the female staff of the Commission.

In 8% of cases, elected representatives are responsible for evaluation of the results. For example, the members of the Municipal Council of Copenhagen, the central works committee of COGEMA in France, the works committee of Hewlett-Packard in Germany.

The action in relation to the Dutch civil service is evaluated by the Minister of the Interior and the programme undertaken at the Belgian RTT is evaluated by the competent minister and by a joint committee.

### **Dissemination of the results**

33 organizations publish an annual report (2 companies do so every 6 months). French firms with more than 50 employees are in fact legally bound to produce such a report and to submit it to the works committee.

In certain cases, this report is included in the activity report of an extended unit and the columns of the company magazine sometimes contain its conclusions; but it is generally produced separately.

It is addressed, depending on the case, to the staff representatives, the entire personnel of the enterprise, all those in positions of responsibility or it is simply made available to staff.

It may also be more confidential and be presented to the executive committee for information or to determine the objectives for the following year.

### **Decentralized programmes**

In large organizations, the monitoring of the programme is often decentralized to the regional or decision-making personnel departments (City of Copenhagen, IBM France, the cities of Aberdeen and Birmingham, Halifax Building Society and Austin Rover Group in the UK).

Decentralization of the objectives is carried out at the level of heads of department in several cases in the United Kingdom, at Royal Insurance, British Petroleum, Esso, the British Council and in the civil service.

A network of equal opportunities correspondents operates at Aérospatiale in France, the British Treasury (15 regional managers), the British Post Office, the Dutch bank Amro, the Dutch PTT (25 correspondents) and in the Dutch civil service where 13 ministries have an emancipation coordinator.

A joint committee on equal opportunities provides the manager with very regular support in his work at the Commission of the European Communities, the town of Harlow, London Weekend Television, Amora and Bull in France where, in particular, the equality commission defines the action to be taken.

A working group, in some cases joint, may be associated in the work of the manager, especially during the study phase; this is the case of several organizations in Italy: ITALGAS (12 persons), ENEL, ITALTEL, the Province of Milan. These groups may include representatives of divisions and specialists in various fields in which actions will be taken. Certain groups also call on expert consultants.

The centralized equal opportunities department may employ 3 to 5 people in some major British organizations who also manage the ethnic minorities (BBC, Ford Motor, National Westminster Bank). The emancipation department of the Dutch Ministry of Internal Affairs has a staff of two and that of the Dutch Post Office three.



## CONCLUSION

### The conditions for managing women's employment

Analysis of the replies to the questionnaire shows us that the companies which are aware of the need to do "something for women" firstly seek to get to know their female staff better; they therefore usually start with a **statistical survey and an opinion poll**.

At this stage, certain organizations share the information gathered with the union representatives, when they have not themselves initiated the study, with women and with all the personnel.

After producing figures comparing the positions of women and men, some organizations make **adjustments**, such as wage rises or reclassifications. Under the concept of work of "equal value", specifically female jobs may then be recognized as requiring a set of professional skills of a level comparable to men's jobs "weighted" with a higher grade and better paid.

The positive measures most frequently undertaken relate to:

- **Training**. This type of intervention presents the advantage within a relatively short period of solving two of the major problems of women's work: the lack of initial training and the segregation of employment by sex. In this way, women working as typists, secretaries, administrative assistants, cleaning staff, production workers, may, with appropriate training, change branch of employment, apply for promotion, adapt to new technologies, become confident in their own abilities.

- **Recruitment** is another means which allows organizations to introduce women rapidly into all trades and job levels, including those in which they were not previously represented. In certain areas of activity, it is nevertheless difficult to recruit women, which is why certain companies undertake target-oriented actions to find female applicants; they go to schools and universities to meet future women graduates; in certain countries, employers include the words "equal opportunity employer" in their job advertisements to attract women applicants.

The organizations which supplement these measures by **communications activities** to make their staff aware and to facilitate changes in behaviour towards women are often those which embark on a long-term equal opportunities policy. These activities have an indirect effect of facilitating the course of the programme and the attainment of the objectives.

However, equal opportunities are integrated into the personnel management of the enterprise only when **qualitative and quantitative objectives** are set and when a **monitoring structure** is put into place with a system of validation of the actions and the budgets appropriated. It is essentially in these two last areas that a gulf is opening between organizations which are really convinced of the interest of an equal opportunities programme and those simply wishing to settle a problem concerning a specific category or to "follow the trend" by carrying out a survey of female staff without giving responses to the problems arising.

Companies belonging to the first group have understood that development of the skills of all their staff and maintaining motivation at a high level guarantee for them **high productivity and the best chances of adaptation to the changes of the economic and technological environment**. Those of the second group stay at the first stage in the absence of a strategy and a personnel policy for both men and women.

Enterprises not wishing to engage in positive action in favour of women's employment justified their lack of a target-oriented policy by withdrawing behind equal treatment and the individual freedom of women to choose the "bad" career paths. These **"non-interventionist" organizations** do not take account of the indirect discrimination suffered by women during their initial training and during

their career; contrary to the other companies, they do not feel involved in the social change which is now taking place at the end of the 20th century.

Although validation allows the results of each action undertaken to be measured against the objectives set, the justification for an equality policy in terms of the smooth running of the company is perceived in different ways by its managers depending on the degree of sophistication of the management systems in place, the importance assigned to the strategy and the legal and social environment of the company's business.

Apart from the feeling of fairness to which business managers may be sensitive, **the investment made in favour of women's employment** largely depends on the national equal opportunities legislation and the means of control and pressure (fines, for example) introduced by legislation. It also depends on the occupational sector with its greater or lesser degree of feminization and skills (shortage of skilled labour or plethora of job applicants), the economic context (crisis, unemployment), the public or private status of the company, its dependence on the public authorities making it more sensitive to the will of the legislator, the social climate and the pressure exerted by the unions (including employers) and the women's pressure groups inside or outside the company.

This explains the considerable differences encountered in the field of management of women's employment between countries, occupational sectors, regions and even between companies with similar activities.



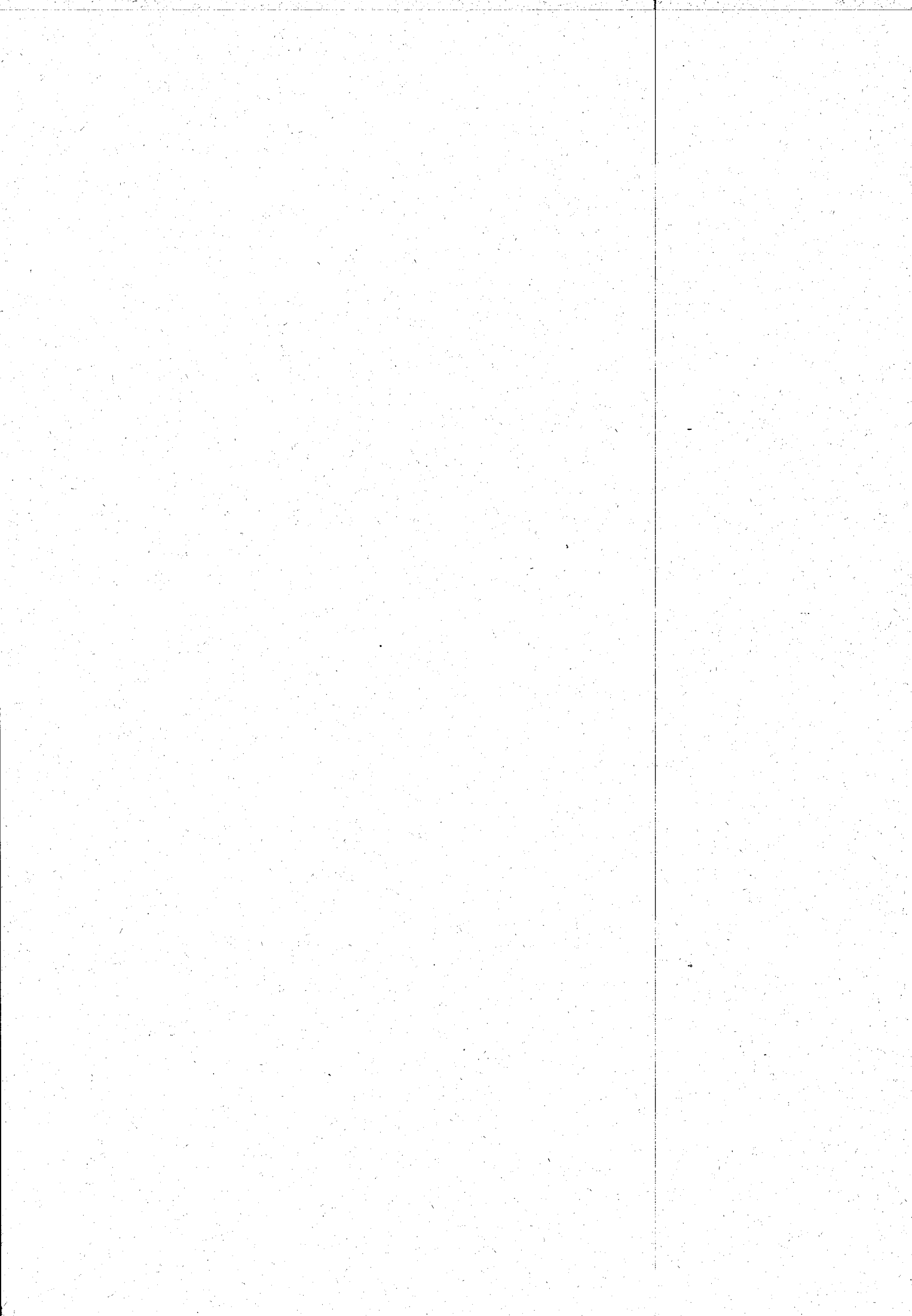
## **ANNEXES**

**Recommendation of 13 December 1984.**

**Questionnaires in French and English.**

**Bibliography.**

**Acknowledgements.**



**RECOMMENDATION OF 13 DECEMBER 1984  
of the Council of Ministers of the European Communities on  
THE PROMOTION OF POSITIVE ACTION FOR WOMEN  
(OJ of 19 December 1984)**

"... Whereas existing legal provisions on equal treatment, which are designed to afford rights to individuals, are inadequate for the elimination of all existing inequalities unless parallel action is taken by governments, both sides of industry and other bodies concerned, to counteract the prejudicial effects on women in employment which arise from social attitudes, behaviour and structures; ... Whereas, in a period of economic crisis, action taken should be not only continued but also intensified at national level and Community level with a view to promoting the achievement of equal opportunities in practice through the implementation of positive actions, more especially in the fields of equal pay and equal treatment as regards access to employment, vocational training and promotion and working conditions; the Council of the European Communities recommends Member States:

1. To adopt a positive action policy designed to eliminate existing inequalities affecting women in working life and to promote a better balance between the sexes in employment, comprising appropriate general and specific measures, within the framework of national policies and practices, while fully respecting the spheres of competence of the two sides of industry, in order:

(a) to eliminate or counteract the prejudicial effects on women in employment or seeking employment which arise from existing attitudes, behaviour and structures based on the idea of a traditional division of roles in society between men and women;

(b) to encourage the participation of women in various occupations in those sectors of working life where they are at present under-represented, particularly in the sectors of the future, and at higher levels of responsibility in order to achieve better use of all human resources.

2. To establish a framework containing appropriate provisions designed to promote and facilitate the introduction and extension of such measures.

3. To take, continue or promote positive action measures in the public and private sectors.

4. To take steps to ensure that positive action includes as far as possible actions having a bearing on the following aspects:

- informing and increasing the awareness of both the general public and the working world of the need to promote equality of opportunity for working women,
- respect for the dignity of women at the workplace,
- qualitative and quantitative studies and analyses of the position of women on the labour market,
- diversification of vocational choice, and more relevant vocational skills, particularly through appropriate vocational training, including the implementation of supporting measures and suitable teaching methods,
- measures necessary to ensure that placement, guidance and counselling services have sufficient skilled personnel to provide a service based on the necessary expertise in the special problems of unemployed women,
- encouraging women candidates and the recruitment and promotion of women in sectors and professions and at levels where they are under-represented, particularly as regards positions of responsibility,
- adapting working conditions; adjusting the organization of work and working time,
- encouraging supporting measures such as those designed to foster greater sharing of occupational and social responsibilities,

- active participation by women in decision-making bodies, including those representing workers, employers and the self-employed.

5. To ensure that the actions and measures described in points 1 to 4 are made known to the public and to the working world, especially to potential beneficiaries, by all appropriate means and as extensively as possible.

6. To enable national equal opportunities committees and organizations to make a significant contribution to the promotion of such measures, which presupposes that these committees and organizations are provided with appropriate means of action.

7. To encourage both sides of industry, wherever possible, to promote positive action within their own organizations and the work place, for example by suggesting guidelines, principles, codes of good conduct or good practice or any other appropriate formula for the implementation of such action.

8. To make efforts also in the public sector to promote equal opportunities which might serve as an example, particularly in those fields where new information technologies are being used or developed.

9. To make appropriate arrangements to gather information on measures taken by public and private bodies, and to follow up and evaluate such measures."

## POSITIVE ACTIONS INVENTORY QUESTIONNAIRE

### COMPANY-ORGANISATION

- 1.1 Name :
- 1.2 Person to be contacted :
- 1.3 Country :
- 1.4 Mailing address :
- 1.5 City and zip code :
- 1.6 Telephone :

### BRANCH

- 2.1 Public or private :
- 2.2 Industry (please specify) :
- 2.3 Service (please specify) :
- 2.4 Number of employees :
- 2.5 Gross revenue (national) :
- 2.6 Number of plants :
- 2.7 Number of locations :

### PRELIMINARY CONTACT WITH THE EUROPEAN COMMISSION

- 3.1 Date of first contact :
- 3.2 Year :
- 3.3 By whom (name) :
- 3.4 Name of contacting organization :

### EQUAL OPPORTUNITY OR POSITIVE ACTION

- 4.1 None :
- 4.2 Study done or planned :
- 4.3 Date of study (year) :
- 4.4 Planned action (yes or no) :
- 4.5 Date of applicability :
- 4.6 In case of implementation of an EO program, what will be its duration (number of years or on-going) :
- 4.7 Date of implementation :

## REASON FOR THE PROJECT

- 5.1 Legal obligation :
- 5.2 Board decision :
- 5.3 Personnel dept. decision :
- 5.4 Female employees demand :
- 5.5 Personnel representatives - unions demand :
- 5.6 Other (specify) :
- 5.7 The decision is to comply with national guidance :
- 5.8 with EEC guidance :
- 5.9 with corporate guidance :
- 5.10 Is it any specific structural employment problem to solve :
- 5.11 In which category :
- 5.12 Due to changing technology :
- 5.13 Market changes :
- 5.14 Reorganisation :
- 5.15 Other reason for project :

## PERSONNEL MANAGEMENT

- 6.1 Is it any existing personnel management program in the firm (yes or no) :
- 6.2 Is it any objectives setting program :
- 6.3 Employee appraisal :
- 6.4 Merit pay :
- 6.5 Personnel development :
- 6.6 Management development :
- 6.7 Skills inventory :

## WOMEN'S EMPLOYMENT STATISTICS

- 7.1 % women among regular employees :
- 7.2 Number of regular employees :
- 7.3 % women working part-time among regular female employees :
- 7.4 % women among managers (1) :
- 7.5 Number of managers :
- 7.6 % women among professionals :
- 7.7 Number of professionals :
- 7.8 Largest female categories (name of jobs and number of women) :
- 7.9 Average training days per year for men :
- 7.10 for women :
- 7.11 Average men's salary per month :
- 7.12 Average women's salary per month :
- 7.13 % graduate women hired last year among graduate hiring :
- 7.14 How many :
- 7.15 Are women and men employed in all jobs (yes or no) :
- 7.16 If not, what are the exceptions :

## **WOMEN'S EMPLOYMENT STUDY**

- 8.1 Has there been a diagnostic ?
- 8.2 Interviews (How many per category) :
- 8.3 Opinion survey (size of samples) :
- 8.4 Workshops (subjects treated) :
- 8.5 Others :

## **POSITIVE ACTIONS**

**Has there been actions taken in the field of**

- 9.1 Recruitment :
- 9.2 Training and retraining :  
Career (2) changes concerning
- 9.3 - production employees :
- 9.4 - administration employees :
- 9.5 - professionals and managers :
- 9.6 - others :
- 9.7 Promotions :
- 9.8 Awareness :
- 9.9 Did you make adjustments for equal pay (yes or no) :
- 9.10 Number of concerned employees (3) :
- 9.11 In which categories :
- 9.12 Other corrections (promotion rates, training days, etc.) :
- 9.13 Benefits opened to men (which) :

## **BENEFITS OFFERED TO PARENTS IN ADDITION TO LEGAL OBLIGATIONS**

**With the exception of maternity, please specify benefits offered to one sex only**

- 10.1 Parental leave :
- 10.2 Working time :
- 10.3 Working conditions :
- 10.4 Child care facilities :
- 10.5 Others :

## **OBJECTIVES**

- 11.1 Have objectives been set (yes or no) :
- 11.2 On a regular basis or punctually :
- 11.3 Objective of women hires (engineers, university graduates, please specify) :
- 11.4 Objective related to training (please specify) :
- 11.5 Women's promotion rate :
- 11.6 Ratio of women among managers :
- 11.7 Other quantitative objectives :
- 11.8 Qualitative objectives (which) :

**POSITIVE ACTIONS FOLLOW UP AND MONITORING**

- 11.1 By a full time Equal Opportunity manager :
- 11.2 By a part-time EO manager :
- 11.3 A man or a woman :
- 11.4 Her/his previous job :
- 11.5 To whom is she/he reporting to :
- 11.6 Other monitoring system :
- 11.7 The evaluation of results is done with which management level:
- 11.8 Is the EO program integrated in the company planning system :
- 11.9 Is a yearly EO report published in the firm :

**PLEASE FEEL FREE TO DETAIL AND COMMENT YOUR ANSWERS**

**NOTES :**

- (1) The managers are having hierarchical responsibilities.
- (2) A change of career implicates a change of skills.
- (3) Employees cover all persons employed.



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