

‘Good Practices’ about Equal Opportunities in enterprises

The ‘Good practises’ that follow give a wide panorama of the problems, culture and practice for Equal Opportunities at the workplace, inside and outside enterprises. There are a lot of issues proposed as each partner has described the ‘Good Practises’ in its field of interest and from its point of view: the employers’ association, the trade union, the research centre for Equal Opportunities, the association for adult women training, the Chamber of Commerce, the Institute for Managing Diversity, the Human Resources management and Quality Systems consulting companies.

The many ideas, solutions and suggestions in the grids, can be developed or proposed in other contexts, both in the public and the private environments.

There are a lot of internet sites where the full texts can be downloaded but the project partners are at disposal in case you may need any further information.

Grids on 'Good Practises'

1 - Document title: Quality of women's work and employment. Tools for change - Author: European Foundation for the improvement of Living and Working conditions - Publisher, date: Foundation paper n°3 December 2002 - n° pages: 36
- Kind of document: WEB SITE - Kind of work: Research
- It can be found: http://www.eurofound.eu.int/publications/EF02110.htm
- Issues dealt with in the document: European Community milestones on women segregation in employment as underlined in the different Treaties, Summits and Councils. The research points out the strategies and instruments to improve women's quality of life and work.
- Relevant content with reference to Quality-Equality in enterprises: All workplace discriminations are taken into consideration, from pay-gap to work/life balance, with suggestions about strategies to implement improvements.

2 - Document title: The Investors in People Standard - Author: Investors in People UK - Publisher, date: Investors in People UK, 2001
- Kind of document: WEB SITE - Kind of work: Criteria for Quality framework
- It can be found: http://www.iipuk.co.uk/IIP/Internet/InvestorsinPeople/TheStandard/Default.htm
- Issues dealt with in the document: Requirement to prove commitment to Equal Opportunities in order to achieve Standard.
- Relevant issues with reference to Quality-Equality in enterprises: Quality Criteria.

3 - Document title: Total E-Quality - Author: Total-Equality Germany - Publisher, date: Total E-Quality Association, 2002
- Kind of document: WEB SITE - Kind of work: E-quality Accreditation
- It can be found: www.total-e-quality.de

<p>- Issues dealt with in the document: The association Total EQuality Germany (a registered assoc.) was founded in 1996, in Frankfurt and emerged from a conference called "Positive Action" (a European Commission Conference held in Como, Italy, 1994). The Association confers an E-quality accreditation to enterprises and research institutions that apply Equal Opportunities policies.</p>
<p>- Relevant issues with reference to Quality-Equality in enterprises: Equal Opportunities for both genders, male and female, bring advantages to companies competitiveness and therefore, personnel policies reflecting e-quality, are imperative for the future. In order to receive Equal Opportunity accreditation, any organization, which has more than 15 people in the workforce and has a proven and lasting personnel record of Equal Opportunity, can apply. The accreditation is conferred for three years and after that, a new accreditation is granted following a review of the application, confirming progression on the path of Equal Opportunity. The goal of 'Total E-Quality' is mainly to support women in the business world, so that their potential, abilities and qualifications are recognized and rightly placed according to their involvement and level of responsibility, their equal access to the information flow, continuous education and an equal pay system along with other forms of compensation.</p>

<p>4</p> <p>- Document title: Gender, jobs and working conditions in the European Union - Author: Colette Fagan, Brendan Burchell - Publisher, date: European Foundation for the improvement of Living and Working conditions, 2002 - n° pages: 104</p>
<p>- Kind of document: WEB SITE - Kind of work: Research</p>
<p>- It can be found: http://www.eurofound.eu.int/publications/files/EF0277EN.pdf</p>
<p>- Issues dealt with in the document: Results on working conditions as regards gender that come out of the third research on working conditions in Europe 2000.</p> <ul style="list-style-type: none"> - study on differences and similarities about men/women working conditions in Europe; description of the persisting discrimination situation and recommendations in order to improve women's conditions on the work market; description of the situation in the member states
<p>- Relevant issues with reference to Quality-Equality in enterprises: A full panorama, with details of the different environments and working situation of women in Europe.</p>

<p>5</p> <p>- Document title: Profession and family Audit (An initiative of the HERTIE Foundation) - Author: Beruf und Familie gGmbH - Publisher, date: 2003 - n° pages: 16</p>

<p>- Kind of document: WEB SITE/booklet</p> <p>- Kind of work: Report</p>
<p>- It can be found: http://www.beruf-und-familie.de/index.php?c=audit.audit</p>
<p>- Issues dealt with in the document:</p> <p>More and more companies are looking for structure designs of productive human resource politics that support family obligations. For this purpose the initiative of the Hertie foundation was called into being, that is an audit regarding work/life balance, which developed into a recognized instrument of management in the past few years.</p> <p>The audit assesses not only measures which have been put into practice, but also goes further by identifying more potential development and assistance to set up future targets.</p> <p>Moreover, solutions pertaining to specific company structures are developed, because the idea is not only to bring forth solutions to satisfy legal obligations, but also to establish measures, which are practical and satisfy the real needs. In that way, the audit is not there just for isolated measures, but to find comprehensive strategies.</p>
<p>- Relevant issues with reference to Quality-Equality in enterprises:</p> <ul style="list-style-type: none"> - work time; measures for flexible work hours - work procedures and work contents - blocks and methods (ex. shared workload or teamwork) of flexible ways of distributing work - possibilities of having a flexible workplace (ex. home, office, or mobile) and its ties to the company - information and communications strategies - internal flow of information and public relations about family supporting activities of the company - leadership competence - family conscious attitudes within the management, active support towards family agreements - personnel development - continuous education for workers with families - details of payments and Financial Performance - financial and social support for workers with families - services for families - provisional arrangements for children and elderly family members in need of assistance

<p>6</p> <p>- Document title: Positive actions for work/life balance in SMEs</p> <p>- Author: CONFAPI – CGIL – CISL - UIL</p> <p>- Publisher, date: 2001</p>
<p>- Kind of document: Paper</p> <p>- Kind of work: Framework Agreement</p>
<p>- It can be found: at APID's</p>
<p>- Issues dealt with in the document:</p> <p>On 5 December 2001 CONFAPI (confederation of SMEs employers' associations) and CGIL, CISL e UIL (trade unions) have undersigned an agreement about art. 9 of the Italian law 53/2000 in order</p>

to promote:

- the Ministry of Labour initiatives to make clear of how to get to Employment Funds
- information services on all the different kind of positive actions
- a common agreement of second level aimed at meeting specific local needs
- the creation of an observatory in order to monitor the implementation of collective agreements and to start possible pilot projects

CONFAPI has been the first confederation, and until now the only one, to make an agreement of this kind.

- Relevant issues with reference to Quality-Equality in enterprises:

- the agreement provides for a different work organization, where necessary, in order to get a better quality-equality, both from the point of view of work/life balance and of the enterprise's needs

There has been a great interest for the beginning of the experimental initiatives in some North and Centre Regions in Italy as for instance Piemonte, Emilia-Romagna, Toscana e Veneto. It would be interesting to ask CONFAPI for the list of the enterprises that have applied the agreement.

7

- Document title: GENDER-INSTITUTE Sachsen-Anhalt (The Competence Centre for Gender Mainstreaming)

- Author: G/I/S/A Gender Institut Sachsen-Anhalt

- Publisher, date: 2003

- Kind of document: WEB SITE

- Kind of work: Information site on women and men relationships

- It can be found: www.g-i-s-a.de

- Issues dealt with in the document:

It is the purpose of G/I/SA to form and develop relationships between women and men in all areas of life within the society, for their equivalent advantages.

In order to successfully apply the concept of gender mainstreaming, G/I/S/A focuses its attention on:

- gathering, cataloguing, analysing and evaluating distinct gender specific information
- distributing and applying gender information in all aspects of life

- Relevant issues with reference to Quality-Equality in enterprises:

Research:

- preparation, execution and evaluation of empirical studies
- analysis and evaluations
- evaluations (effectiveness and efficiency)
- development, coordination and pilot projects follow-up
- individual preparation and gender related research
- public information about the results of gender research in education

Education and training:

- organizing and running workshops for gender mainstreaming
- arranging educational trainers to come to companies and organizations
- developing specific methods and curricula for gender education
- organizational development of structural implementation concerning the gender mainstreaming concepts

- developing and evaluating quality standards for gender education
- research and pilot projects for gender education

8

- Document title: A net in common with the local Council: flexibility and work/life balance. Experimental labs: Electrolux Zanussi, Cooperative Acquarello, Social Cooperative CAD, Consortium of Solidarity in Forlì (from the promotion of gender mainstreaming to the building of a local policy system for work/life balance)

- Author: Efeso, Forlì, Italy

- Publisher, date: regional partnership, 2003

- Kind of document: Booklet

- Kind of work: Project report

- It can be found: Efeso, Forlì, Italy, ncasadei@efeso.it

- Issues dealt with in the document:

Report on the project activities and results. The project aimed at promoting work/life balance by means of the development of actions centred on flexibility, parental leave, dependent people multiple support services, in order to satisfy family needs.

General objectives:

- to develop a common methodology to allow the management of local work/life balance policies

Five enterprises of different kind of activity, are involved in the project (industry, social cooperation, self-employed workers) and they set-up a permanent 'table' with local institutions, trade unions, employers associations.

Activities:

- investigation on the work/life balance needs of self-employed women in maternity leave; information on the supports already in place (Italian law n° 53/2000); report on the experiment made in order to favour the maternity leave with the recruitment of a substitute part-time worker who receives a financial contribution from the local Council
- report on the work/life balance needs inside a large enterprise (Zanussi) that has involved 639 employees and has ended with the experiment of an educational home service "Il portagioie" supplied by the co-operative "L'acquarello" (that has received a financial contribution from Emilia-Romagna Region); inside the enterprise, moreover, a 'help desk' will be started for advice and support on work/life balance needs
- report on the difficulties met by women workers of the Co-operative Acquarello for work/life balance problems; organisational analysis and study of more flexible kind of services like 'Home educator', so as to meet the women's needs
- experimentation of telework for the women operators of Consorzio di Solidarietà Sociale in the medium-high levels positions that will be evaluated in order to introduce telework as a routine practice; instruments used: internal contract agreements, analysis of organisational changes in the group and working-out of organizational improvements, preparation of guidelines on telework; it has involved 5 women employees who, after the experiment, have decided to go on with telework
- investigation on work/life balance needs of the women in the Co-operative CAD that has supported the introduction of changes based on the Italian law n: 53/00 and the job-sharing work organization

- Relevant issues with reference to Quality-Equality in enterprises:

What is interesting is the integrated approach - in the different experimentation phases - to which

employees and self-employed women of a large enterprise, women workers in two social co-operative (educational and elderly care service), of the different inter-correlated sectors, have taken part.

Certainly, such a complex project, developed thanks to ESF, with so many actors, will have a great impact on the local environment and the medium-size town in the Emilia-Romagna Region that has become the experimental lab.

9

- **Document title:** Work based learning. 14 areas for inspection (see esp. Area 14 – Foundation Learning)

- **Author:** Adult Learning Inspectorate

- **Publisher, date:** UK Department for Education and Skills, 2001

- **Kind of document:** WEB SITE

- **Kind of work:** Common Inspection Framework for schools, training providers and employers delivering training under National Initiatives

- **It can be found:** www.ali.gov.uk

- **Issues dealt with in the document:**

Foundation training programmes dealing with academic, vocational, social and cultural issues influencing social inclusion.

- **Relevant issues with reference to Quality-Equality in enterprises:**

Consideration of Equal Opportunities and social inclusion issues is a contract compliance - and quality assurance - for all providers of national educational and training programmes.

10

- **Document title:** Do companies in Spain value Diversity and work/life practices?

- **Author:** Ben Capell, Research Manager

- **Publisher, date:** European Institute for Managing Diversity

- **Kind of document:** Paper

- **Kind of work:** Research

- **It can be found:** European Institute for Managing Diversity

- **Issues dealt with in the document:**

The research aims at monitoring the awareness and attitude toward Diversity policies and Work/Life practices of companies in Europe and particularly in Spain and at the same time to analyse:

- the Work/Life policies implemented by companies based in and outside Spain
- the demand for external service support that companies are using to implement Work/Life programs to give support to their Human Capital
- the offer from national and international advisors that is presently available both in Europe and particularly in Spain

The research considers a universe of private companies, both foreign based companies that operate at international level and Spanish based companies (whether local or international): 300 companies

and organisations that cover all sectors of activities such as financial services, software, industry, automobiles, consulting, telecommunication, as well as advisors and suppliers of Diversity and work/life services.

- Relevant issues with reference to Quality-Equality in enterprises:

Of the companies that participated in the project:

- 37.5% of the leading Spanish companies replied that work/life balance is actually not a priority
- 80% of the international enterprises offer a work/life set of 15 /20 different services to their employees
- 25% of the Spanish companies in the research offer between 15/25 work/life schemes to their employees
- the priorities in the design and implementation of work/life schemes vary: while international companies offer more social and family care support, Spanish companies implement more education and information services to their Human Capital
- international companies measure work/life schemes by their contribution to corporate profits while Spanish companies value more employees' relationships and the attitude of employees towards the company

Companies in Spain are only recently implementing work/life balance policies as a corporate strategy rather than as a problem solving tool.

Globalisation is challenging the sustainable development of institutions and their people all over the world. As Diversity becomes the true nature of the global and local scenarios, companies turn to their Human Capital as their critical resource to increase innovation and creativity; to reduce structural and operational costs; to improve corporate profits. Today and in the future, Managing Diversity is a corporate commitment and a strategy that organisations must develop to achieve results through the integration and satisfaction of their Human Capital to leverage their contribution to corporate objectives. Work/life programs are therefore a cornerstone of the new way of managing companies and their people. Integrating diverse employees to successfully approach and service diverse clients, diverse suppliers, diverse shareholder, diverse stakeholders in the different parts of the world/markets/sectors, becomes a business imperative.

On April 4th 2003, the Spanish Administration established a "certificate for companies that offer work/life schemes that help employees to balance personal and profession life".

11

- **Document title:** Equality Exchange
- **Author:** Equal Opportunities Commission
- **Publisher, date:** UK Government

- **Kind of document:** WEB SITE
- **Kind of work:** Discussion area for employers, trainers and consultants

- It can be found:

http://www.eoc.org.uk/EOCeng/EOCs/AboutEOC/equality_exchange_england.asp

- Issues dealt with in the document:

Any social inclusion and Equal Opportunities issues in the training and employment area are discussed by 600 member organisations.

- Relevant issues with reference to Quality-Equality in enterprises:

Not yet considered fully.

<p>12</p> <ul style="list-style-type: none"> - Document title: UK Government Code of Practice Ageism - Author: European Industrial Relations Observatory (EIRO) - Publisher, date: EIRO, 2002
<ul style="list-style-type: none"> - Kind of document: WEB SITE - Kind of work: Voluntary code of practice
<ul style="list-style-type: none"> - It can be found: www.eiro.eurofound.ie
<ul style="list-style-type: none"> - Issues dealt with in the document: Ageism (and other aspect of Equal Opportunities).
<ul style="list-style-type: none"> - Relevant issues with reference to Quality-Equality in enterprises: Many case studies and press releases relating to Equal Opportunities.

<p>13</p> <ul style="list-style-type: none"> - Document title: Axel Springer publishing house (Total E-Quality recipient of Accreditation) - Author: Axel Springer publishing house - Publisher, date: 2002
<ul style="list-style-type: none"> - Kind of document: WEB SITE - Kind of work: Press report
<ul style="list-style-type: none"> - It can be found: http://www.axelspringer.de/inhalte/pressese/inhalte/presse/unternehmen/325.html
<ul style="list-style-type: none"> - Issues dealt with in the document: At a convention of Total E-Quality in Bonn, Equal Opportunity accreditation was conferred to Axel Springer publishing house for a second time after 1999. Accreditation was given for the dynamic progression and the continuous commitment to Equal Opportunity on the job. In 1999, the publishing house received accreditation for establishing a study group, which was balanced in gender, for Equal Opportunity, specialized training sessions with the topic "backing women and Equal Opportunity " for the management and for their work in the human resources department, where norms of Equal Opportunity were firmly established.
<ul style="list-style-type: none"> - Relevant issues with reference to Quality-Equality in enterprises: The Axel Springer publishing house started a pilot project in 2001, for a childcare programme at their facility in Hamburg. The family service runs independently from the company and functions as a counselling and agency centre, where staff workers are helped to find child care arrangements and sometimes, immediately assisted in urgent cases. Since the beginning of 2002, the day care facility "Company Kids" added a programme for emergencies. Possible scenarios such as immediate business trips, sicknesses of the care providers and day care or school holidays would mean heavy burdens for the parents. Through the supplement of "Company Kids", quick help is given to the parents in situations of emergencies.

<p>14</p> <ul style="list-style-type: none"> - Document title: Economic and Social Rights of Women in Bulgaria - Author: Irina Muleshkova, Plamenka Markova
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<p>- Publisher, date: Bulgarian Gender Research Foundation, Sofia 2001</p> <p>- n° pages: 33</p>
<p>- Kind of document: WEB SITE</p> <p>- Kind of work: Handbook</p>
<p>- It can be found: www.bgrf.org</p>
<p>- Issues dealt with in the document:</p> <ul style="list-style-type: none"> - Equal Opportunities in Bulgaria – policies and institutional measures - measures towards gender equality in employment - the right of equal payment for equal work - social security, maternity protection, women into power and the processes of decision-making - administrative control towards gender inequality in employment
<p>- Relevant issues with reference to Quality-Equality in enterprises:</p> <ul style="list-style-type: none"> - implementation and promotion of the employment practices in compliance with the government policy to guarantee equal gender opportunities - delivery of gender equality policy should be emphasised in all stages of staff recruitment - women are often unequally treated by employers in vacant jobs advertising, due to the preferences related to gender, age and marital status of applicants - training of employers in areas related to the legislation and Equal Opportunities policies for the employment of staff - sanctions for employers who refuse to withdraw their discriminatory demands - unequal payment is mostly due to the fact that women take jobs that allow them to balance their obligations to the family with work and for which men have no interest <p>Employers and labour inspection bodies should guarantee the non-existence of contract clauses against the gender equality principles. Employed women and those willing to find jobs should be aware of the relevant legislation in Bulgaria in order to be able to defend their social insurance rights.</p>

<p>15</p> <p>- Document title: The geography of times (analysis of work and time organisational models in the National Health Service)</p> <p>- Author: AECA, Bologna, Italy</p> <p>- Publisher, date: 2003</p>
<p>- Kind of document: Booklet</p> <p>- Kind of work: Project report</p>
<p>- It can be found: AECA, Bologna, Italy, orlandi@aeca.emr.it</p>
<p>- Issues dealt with in the document:</p> <p>Objectives:</p> <ul style="list-style-type: none"> - to get detailed information on problems of work/life balance in the health sector (it has a high percentage of women workers) - to find support systems for the work/life balance problems of women employees of Modena National Health Service - to carry out a feasibility study for the integrated services to be taken into consideration for

the new hospital in Modena

Actions:

- a report on the work organisation and the specific contest (shifts, kind of services supplied, means of transports): documentation and focus groups
- the monitoring of active services for women and identification of good practices at local, regional, national and international level, with experts contribution and validation of Local Health Service
- a feasibility study on the needs of the integrated services that should be realized in the new hospital, with the help of the hospital managers and the women who will use the services

Results:

- a report on work/life balance good practices, in particular on organisational changes, work flexibility, long-life learning training courses to value and improve the professional development of women workers after long leaves
- the possible work organization instruments: job-sharing, the bank of hours, baby-sitting also for patients' children, nurseries for employees, commercial services, guest-quarters at disposal for temporary needs, elderly care services for employees, self-rostering
- preliminary study to prepare proposals of integrated services in the functional lay-out of the new hospital in order to integrate hospital services and other local services
- assessment report on opportunities and constraints: the efficiency of the instruments designed according to the starting point of the organisational contest

Possible criticality:

- an organisational model considered to be too technical and that could 'close into a cage' the positive results of the adopted solutions

- Relevant issues with reference to Quality-Equality in enterprises:

It is interesting the environment in which this project on work/life balance is developed: in fact it is rather unusual to discuss these issues in the health service environment.

It is also interesting the report on the workers' request about more flexibility and 'humanized' services and this from both employees and patients.

16

- Document title: Bulgarian Women in the Period of Transition: Inequalities, Risks and Social Costs

- Author: Rumiana Stoilova, Georgi Fotev, Valentina Zlatanova and Nikolai Tilkidjiev

- Publisher, date: SOCO (Social Costs of Economic Transformation in Central Europe) Project Paper No. 78, Vienna 2000

- n° pages: 16

- Kind of document: Paper and internet

- Kind of work: Research

- It can be found: <http://www.iwm.at/publ-spp/soco78pp.pdf>

- Issues dealt with in the document:

Political, economic and socio-cultural change in Bulgaria in terms of the values, group status and participation of women:

- analysis of Bulgarian women's position of social inequality with regard to power, income and education
- economic, social and political needs of groups of Bulgarian women during the post-totalitarian transition period

- opportunities for Bulgarian women through the development of active labour market policies

- Relevant issues with reference to Quality-Equality in enterprises:

Women and employment:

- the majority of women in Bulgaria perceive themselves to be unequal to men
- existence of social and (in particular) economic inequalities between women and men
- gender-based inequalities of income – recent years have put women at a disadvantage compared with men

Unemployment – higher proportion of women compared to men:

- gender influences the nature of work – men predominate in skilled labour (58%), women predominate among the unemployed and those performing low-skilled and unskilled labour
- ratio of the average monthly salary – the average salary of women amounts to 69% of the average monthly salary of men

Women and power:

- female ministers and deputy ministers amount to only about 14% of those occupying such positions
- participation of women in the National Assembly – decreasing and in 1999 women were fewer than 11% of all deputies
- public opinion demands high standards of competence from women politicians, while requiring less of men

Women's entrepreneurship:

- male employers are twice as numerous as women employers – 2.5% and 1% respectively
- majority of men registered as self-employed – 12.2% over women 8.4%
- middle and large businesses are men's territory, while women predominate in smaller firms

National culture related to women's entrepreneurship:

- 'when a man undertakes business he does it for his family and when a woman enters business it is at the expense of her family and for her own selfish interests'
- women have fewer chances of achieving success than men do – a fact recognized by both genders

Policy recommendations:

- to establish collaboration between institutions in order to provide Equal Opportunities for women
- to re-examine the relevant laws and administrative practices in order to provide equal rights for women and equal access to economic resources
- to facilitate and promote women's participation in the fields of enterprise and private business through teaching of management skills, promoting the development of women's networks, etc...
- to provide subsidies and credit programmes focused on women-entrepreneurs; mechanisms for assuring gender-neutral criteria for election to positions of leadership must be put in place

17

- **Document title:** ASPASIA Project – To increase the equality culture inside institutions, the labour market and training bodies

- **Author:** Centro Internazionale di Formazione dell'OIL

- **Publisher, date:** Piemonte Provinces

<p>- Kind of document: Book</p> <p>- Kind of work: Research</p>
<p>- It can be found: at APID's</p>
<p>- Issues dealt with in the document: Aspasia project, promoted by the Regional Counsellor for Equal Opportunities and Equal Opportunities Counsellor network, has the aim to promote gender culture inside institutions through the consideration and value of experiences and competence women have acquired on the field of Equal Opportunities. The project has identified persons - as privileged witnesses - who have been working in the field of employment, training, guidance, and Equal Opportunities. This choice aimed at implementing mainstreaming by detecting the ways, where and how gender culture is integrated with other policies.</p>
<p>- Relevant issues with reference to Quality-Equality in enterprises: In this context Aspasia project has created the pre-requisites that allow the recognition of the persons competence in Equal Opportunities sector and the description of the basic elements for the Equal Opportunities expert person. A training path has been identified and a second project will experiment it.</p>

<p>18</p> <p>- Document title: Réconciliation de la vie familiale et du travail dans le micros et petites entreprises</p> <p>- Author: M.Merelli, P.Nava, M.G.Ruggerini</p> <p>- Publisher, date: 2002</p> <p>- n° pages: 112</p>
<p>- Kind of document: WEB SITE</p> <p>- Kind of work: Research</p>
<p>- It can be found: http://europa.eu.int/comm/employment_social/equ_opp/reconcil/etude_conciliation_pme.pdf</p>
<p>- Issues dealt with in the document: Women work/life balance inside SMEs. The most interesting issues are:</p> <ul style="list-style-type: none"> - work/life balance is one of the main issues on women's work and therefore it has to take a relevant place inside any research about Equal Opportunities in enterprises - the research concentrates inside SMEs and micro organizations where women's balance problems are seldom discussed
<p>- Relevant issues with reference to Quality-Equality in enterprises:</p> <ul style="list-style-type: none"> - problem analysis and solutions adopted as regards work/life balance - good practices examples in different environments as for instance in professional offices and SMEs; the research points out that it is possible to find good solutions in work/life balance also in small and micro organizations

<p>19</p> <ul style="list-style-type: none"> - Document title: Electoral Solitaire - Author: Zlatka Pandeva - Publisher, date: FAIR PLAY Magazine, 1997 - n° pages: 1
<ul style="list-style-type: none"> - Kind of document: Paper and WEB SITE - Kind of work: Article
<p>- It can be found: www.geocities.com/woalde/fairplay_97_1.html</p>
<p>- Issues dealt with in the document:</p> <ul style="list-style-type: none"> - analysis of the low number of women politicians in Bulgaria and their political activities - inequality between male and female participants in the leading élite and the presence of women in the electoral lists
<p>- Relevant issues with reference to Quality-Equality in enterprises:</p> <ul style="list-style-type: none"> - most of the women have set duties during the election campaigns – taking the minutes, working at the registration desk or preparing lists, disseminating promotional materials, organising meetings and answering routine questions - male opinion is that their female opponents are among the pre-destined losers - women are politically aware but most of them are supporters of a party movement, only few of them choose a political career - women have to do a lot of work to prove they deserve power as much as men do

<p>20</p> <ul style="list-style-type: none"> - Document title: For a better quality of work - Author: Conference of the European Union Presidency - Publisher, date: 20-21 September 2001, Brussels - n° pages: 37
<ul style="list-style-type: none"> - Kind of document: WEB SITE - Kind of work: Conference report
<p>- It can be found: http://www.eurofound.eu.int/ewco/employment/quality/conference01.htm</p>
<p>- Issues dealt with in the document:</p> <p>The issues discussed in the Conference refer to the quality of work and in particular three themes are discussed: time, work and personal life; labour market flexibility and quality of work; the quality of work indicators.</p> <p>Equal Opportunities are included among the factors that influence quality of work in enterprises.</p>
<p>- Relevant issues with reference to Quality-Equality in enterprises:</p> <p>Trends on work organization.</p>

<p>21</p> <ul style="list-style-type: none"> - Document title: Equality – the Bone of Content between Sexes - Author: Rozalina Docheva - Publisher, date: Pari Newspaper No 257/ 05.11.1997
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- n° pages: 1
- Kind of document: WEB SITE/paper - Kind of work: Article
- It can be found: http://www.news.pari.bg/cgi-bin/pari-eng.home.cgi
- Issues dealt with in the document: <ul style="list-style-type: none"> - analysis of the major aspects of emancipation in different countries - comment on the place Bulgarian women have within the European trends as regards their role in the family and community
- Relevant issues with reference to Quality-Equality in enterprises: <ul style="list-style-type: none"> - art. 119 of the Rome Treaty obliges the EU member states to guarantee equal payment to men and women for equal work - special directives forbid gender discrimination as well as unequal treatment based on marital status - maternity leave for the Bulgarian women is among the longest in Europe (two years for the first child and 6 months on top for each of the following children); unfortunately the most natural process turns into a barrier to women's career and makes it difficult for them to find a job after the maternity leave - women with health problems in Bulgaria are 38,3% compared to 27,8% men with health problems - the number of unemployed women is growing - women are paid 30% less than men <p>The right to work and be equally paid is one of the major rights of women in the society and in order to turn good wishes for equality into reality, it is necessary for the governments to establish relevant policies.</p>

22
- Document title: Promoting gender equality in the work place - Author: J.Shapiro, E.Olgiati - Publisher, date: European Foundation for the improvement of Living and Working conditions, 2002 - n° pages: 129
- Kind of document: WEB SITE - Kind of work: Research
- It can be found: http://www.eurofound.eu.int/publications/files/EF0161EN.pdf
- Issues dealt with in the document: <ul style="list-style-type: none"> - gender issues inside enterprises - description of good practices in large enterprises, in some European countries, that have implemented Equal Opportunities policies - Human Resources management problems as regards gender, are pointed out
- Relevant issues with reference to Quality-Equality in enterprises: <ul style="list-style-type: none"> - analysis of key processes as regards Equal Opportunities - description of the impacts of Equal Opportunities policies implemented inside enterprises

23

- **Document title:** The Clean Clothes Campaign in Bulgaria: a challenge to women's social and economic rights in a globalising world
- **Author:** Jivka Marinova, the Bulgarian Gender Research Foundation
- **Publisher, date:** Karat Coalition, 21 May 2002
- **n° pages:** 4

- **Kind of document:** WEB SITE
- **Kind of work:** Research

- **It can be found:** http://www.karat.org/eu_and_economy/jivka_marinova.html

- **Issues dealt with in the document:**

- during the last years of transition in Bulgaria, some unfavourable and conflicting changes in the labour legislation were introduced which led to pressure on the labour market and to lack of safety in the working place
- a sharp increase of unemployment, decline of the living standard and violation of labour rights are typical for the garment industry, which is a matter of research of the Clean Clothes Campaign Programme

- **Relevant issues with reference to Quality-Equality in enterprises:**

- according to data from the National Institute of Statistics in 2000 some 8.795 enterprises are registered in the garment industry in Bulgaria, with 3.065 of them really producing; more than 102.000 people have been employed in these and 90.000 (88%) of them are women
- low qualified labour (mostly female) is used; job insecurity and fragmented production units are the reasons for the low level of organization and refusal to protest against labour rights violations
- it is typical for Bulgaria that the level of legal protection of women in the legislation in force is insufficient
- the chances for women above 35-40 years, for women having small children, single mothers, women from minority groups, even for the most wanted professions on the labour market, are restrained; women also face the barriers related to their low level of labour mobility
- according to a research of the Institute for Demography of the Bulgarian Academy of Sciences, one of each ten questioned women hired in the private sector says that the employers put conditions for admission to job, such as "not to get married or not to get pregnant for a certain period; if she gets pregnant she has to leave or not to claim for the statutory paid leave, etc..."
- the most frequent acts of the shadow economy regarding women are related to the working time: prolonged working day, overtime and night labour without additional remuneration

Female workers must either be cheaper than comparable male labour, have higher productivity, or some combination of both, the net result being that unit costs of production are lower with female workers. The level of exploitation of female workers has skyrocketed in line with the industry expansion.

24

- **Document title:** Reconciling adaptability and Equal Opportunities in European workplaces
- **Author:** Juliet Webster
- **Publisher, date:** Report for DG-Employment of the European Commission, 2001
- **n° pages:** 51

<p>- Kind of document: WEB SITE</p> <p>- Kind of work: Research</p>
<p>- It can be found: http://europa.eu.int/comm/employment_social/equ_opp/documents/reconcil_webster.pdf</p>
<p>- Issues dealt with in the document:</p> <ul style="list-style-type: none"> - gender issues are described from the organization of work and the time of work point of view; there is attention to the new forms of work organization and their possible impacts on Equal Opportunities; the adaptability Pillar is discussed with reference to Equal Opportunities
<p>- Relevant issues with reference to Quality-Equality in enterprises: It is very specific on gender issues at the workplace and on work organization with description of good practices.</p>

<p>25</p> <p>- Document title: Igualdad Salarial en los convenios colectivos</p> <p>- Author: UGT Spain and Spanish Ministry of Labour, FNV Netherlands; DGB Germany; KETHI Greece; UIL Italy</p> <p>- Publisher, date: The Project partnership, 2002</p> <p>- n° pages:</p>
<p>- Kind of document: Paper and CD Rom</p> <p>- Kind of work: Research</p>
<p>- It can be found: at UIL Coordinamento Pari Opportunità; CNEL Gruppo di Lavoro Pari Opportunità; Comitato Nazionale Pari Opportunità; UGT Spain; FNV Netherlands; DGB Greece; CES.</p>
<p>- Issues dealt with in the document:</p> <ul style="list-style-type: none"> - the gender pay-gap through the analysis of collective bargaining with reference to the norms about equal treatment between men workers and women workers and in general, between men and women - the difficulties about work/life balance - new instruments to value the female resource in the work market - experiences of good practices about Equal Opportunities <p>The economic weakness of Italian women workers, as it comes out of the research, is due to different factors, among which, the changes and the development of their family roles: if, on the one hand, women have been acting more and more often as main independent actors and breadwinner, on the other hand, they are more lonely and less assisted in all the functions they have always performed, that is family care and assistance.</p> <p>Our research has pointed out some elements of weakness that prevent women from reaching full equality in pay, compared to men.</p> <p>Trade unions are working, through bargaining actions, to reach full pay equality.</p> <p>The research has clearly shown that: women workers are active in the production system and their presence, important also in the new economy and the new kind of works, is an essential element for the development of the work market and that they act as main actors of the social and employment changes.</p>

It is necessary to re-think the traditional contract model and the employment relations as the 'agreement' has to be based more and more on the advantages for both employees and the employers and the maintenance of this balance.

The modern enterprise asks its employees for flexibility and continuous changes, competence and skills, participation and involvement in the enterprises plans.

Women workers are fully involved in these changes and they need to take part both in the enterprises goals and programmes and in the changes in which they are directly involved.

- Relevant issues with reference to Quality-Equality in enterprises:

We think that what is already happening in some large multinational enterprises in relation to the new consideration and centrality of Human Resources (why do not we call them simply 'persons'?) has a strong relationship with the issue of quality: the female resource can be the added value for competitiveness because the evaluation/consideration process takes into consideration not only the professional skills but also the gender specificity that, in this way it is rightly valued.

26

- **Document title:** Between European Directives and social responsibility: seven strategies against discrimination in the labour market

- **Author:** City of Gottingen, Germany

- **Publisher, date:** Stadt Gottingen, 2002

- **n° pages:** 139

- **Kind of document:** WEB SITE/book

- **Kind of work:** Research

- **It can be found:** www.agenda13.net

- Issues dealt with in the document:

It is the final report of HOPI project (Horizontal Project for Integration), developed from December 1999 to December 2001 and funded by the European Commission, Directorate-General for Employment and Social Affairs as part of the initial measures towards the action programme against discrimination (to fight discrimination because of gender, race, ethnic origin, faith or beliefs, disability, age or sexual orientation, according to the new Article 13 of the Amsterdam Treaty).

Strategies to overcome discrimination in the labour market, identification and evaluation of:

- individual support measures like mentoring, anti-discrimination offices and Positive Actions
- training measures, Diversity Management
- ethical rules like internal agreements, codes of conduct and local/regional networks

The strategies represent a selection from the range of efforts to fight discrimination in the labour market. Each strategy includes one or several measures aiming at improving the situation of disadvantaged persons at their place of work or when they try to get into the labour market.

Anti-discrimination strategies for the labour market must:

- promote Equal Opportunities
- see heterogeneity as an opportunity
- promote a "culture of openness"
- be of benefit to those affected by discrimination as well as to employers
- have a realistic chance of successful implementation
- promote integration in all fields of the labour market

- Relevant issues with reference to Quality-Equality in enterprises:

- knowledge improvement of causes and effects of discrimination in the labour market on the base of different grounds: gender, race, ethnic origin, faith or beliefs, disability, age or sexual orientation

27

- **Document title:** Report on SMEs in Bulgaria in 2001
- **Author:** ASME
- **Publisher, date:** ASME
- **n° pages:** 2

- **Kind of document:** WEB SITE/ paper
- **Kind of work:** Research

- **It can be found:** <http://www.asme.bg/en/publications/rep2002/default.htm>

- **Issues dealt with in the document:**

- review of Bulgarian regional planning
- current position of SME
- main barriers to company activities in 2000
- SME owner profile
- women in business

- **Relevant issues with reference to Quality-Equality in enterprises:**

- some 26% of the researched firms are owned by women; they form more than ¼ of the newly established companies; women's entrepreneurship is concentrated in trade and textile industry
- personal savings are the main source for start-up capital of women-entrepreneurs, followed by loans from friends and relatives; only 7% of these firms have received a bank loan for the start of their business and this rate is also valid for firms, owned by men
- establishment of a new business is the single opportunity for professional activity of 59% of women, while other reasons as independence and personal realization are stated by 44% and 36% respectively
- 1/5 of women had been unemployed before they started a new business – twice more than men; the research shows that unemployed women are more inclined to begin their own business than men
- only 18% of the firms, owned by women, report increase of business during 2001 and 59% of them report decline of business; the rates for firms owned by men are 59% and 40% respectively
- research data show that women-entrepreneurs have more modern equipment than men; the equipment in 57% of the firms owned by women is up to 5 years old, while in 45% of the firms owned by men is between 5 and 14 years old
- compared to men, women have had less problems to employ personnel with the required qualifications, most probably due to the size and the profile of their companies
- women state that the main problems for the establishment of new businesses are the licenses and the detection of adequate premises; as far as administrative obstacles are concerned most of the women point out the neglectful attitude of administrative staff
- businesswomen are more inclined to use external services (over 60% of the firms) compared to men (45%)
- as a rule, businesswomen are young and well educated; over 80% of the interviewed are under the age of 49 and 35% are under 40; greater part of women-entrepreneurs have MS degrees – 55% and 1/3 have graduated from professional high schools

- women-entrepreneurs consider that public opinion towards them is negative, rather than positive; almost 40% of the interviewed consider that people would hamper their activity, while some 30% of men share the same opinion; 1/5 of women feel satisfied which is the same with men

28

- **Document title:** Gender pay-gap in Italy
- **Author:** ITER s.r.l. – Research and Service Centre for the National Committee on Equal Opportunities, Ministry of Labour, Italy
- **Publisher, date:** Istituto Poligrafico e Zecca dello Stato, 2001
- **n° pages:** 223

- **Kind of document:** Book
- **Kind of work:** Research

- **It can be found:** National Committee on Equal Opportunities, Ministry of Labour, Italy

- Issues dealt with in the document:

Economic Analysis:

- changes in the last twenty years
- inequalities and discriminations
- Italy and Europe compared on the private sector
- areas at risk: low-paid jobs and pensions
- gender pay-gap in atypical work

Sociological analysis:

- the reference framework
- the research field
- the methodology and the sample
- the biography strategies and identity models
- the discrimination experience
- the discrimination perception
- women, time, money
- women, work and equality: the research results

Problems and proposals:

- more power and new positions to the anti-discrimination machinery
- the friendly flexibility
- gender auditing for public budgets

- Relevant issues with reference to Quality-Equality in enterprises:

- from the data gathered, we can see that in Italy there are still great pay gender gaps even if art. 141 of the Amsterdam Treaty confirms the principle of equality in remunerations

Apart from the pay-gaps, it would be interesting to analyse the ‘vicious circles’ that prevent women from getting to better paid jobs: women discrimination at work is present under many forms, often under indirect forms. It should be valued, also, if there is a risk of the coming back of direct discrimination forms for instance in the atypical work, so common among women today.

<p>29</p> <ul style="list-style-type: none"> - Document title: German Lufthansa AG - Author: German Lufthansa AG, Dr. Wilfried Weiß - Publisher, date: 2002
<ul style="list-style-type: none"> - Kind of document: WEB SITE - Kind of work: Report
<ul style="list-style-type: none"> - It can be found: www.lufthansa.de
<ul style="list-style-type: none"> - Issues dealt with in the document: <p>Because of experiences and multiple competences, the female work force is an important resource for the company. The appreciation of all workers independently from age, gender, skin colour and race, is an important subject for the Lufthansa AG.</p>
<ul style="list-style-type: none"> - Relevant issues with reference to Quality-Equality in enterprises: <p>Supporting Equal Opportunity has been an important tool to attract qualified female workers for the company. Currently, at Lufthansa women occupy 12,2% of all management positions. The percentage of these positions has grown six fold since 1990. For its commitment in the area of equality, Lufthansa was accredited a couple of times with the prestigious prize of Total E-Quality.</p>

<p>30</p> <ul style="list-style-type: none"> - Document title: Project: New women enterprises tutoring - Author: APID and project partners - Publisher, date: APID,1997 - n° pages: 120
<ul style="list-style-type: none"> - Kind of document: Book - Kind of work: Project results
<ul style="list-style-type: none"> - It can be found: at APID's
<ul style="list-style-type: none"> - Issues dealt with in the document: <p>Self-employed women usually have a medium-high cultural level, but they use the existing services too seldom because of lack of reference points or information about them.</p> <p>The project wants to guarantee new women entrepreneurs a reference point, where to find answers to the questions that usually arise at the start-up phase, the one with the highest risks and highest mortality rate.</p> <p>The project deals with:</p> <ul style="list-style-type: none"> - support and assistance to focus the project - guidance at the start-up and strengthening phase - each project partner transfers its experience and decision making competence to the 20 new women entrepreneurs (5 for each project partner), according to a common methodology <p>Women entrepreneurs with great experience have acted as tutors and API in Turin has supplied technical assistance. The new enterprises have been supported for 15 months.</p>
<ul style="list-style-type: none"> - Relevant issues with reference to Quality-Equality in enterprises: - all the new certification norms will apply to enterprises as well as to all the bodies that are interested in being certified <p>Among them the associations of employers that too often forget that a large part of them is female</p>

and there is no question about their entrepreneurship peculiarities; the initiatives and the projects that are started by different bodies, have to consider gender difference and specific activities.

31

- **Document title:** Code of Practice
- **Author:** Chartered Institute of Personnel and Development (CIPD)
- **Publisher, date:** CIPD, 2002

- **Kind of document:** WEB SITE Text
- **Kind of work:** Codes of Practice for Members of the UK HR professional institute

- **It can be found:** <http://www.cipd.co.uk/about/profco.htm>

- **Issues dealt with in the document:**
All issues relating to Equal Opportunities in the workplace and training provider.

- **Relevant issues with reference to Quality-Equality in enterprises:**
Auditable Code of Practice

32

- **Document title:** German Telekom AG Equal Opportunity
- **Author:** German Telekom AG
- **Publisher, date:** 2003

- **Kind of document:** WEB SITE
- **Kind of work:** Report

- **It can be found:** www.telekom.de

- **Issues dealt with in the document:**
Since 1992, there has been a support policy for women which has formed the basis for Equal Opportunity at the German Telekom AG. The first official agreements were done in 2000, including agreements on pay. In the beginning of 2001, a further agreement concerning women support was made, and this concept envisioned Equal Opportunity at all branches of the corporate structure.

- **Relevant issues with reference to Quality-Equality in enterprises:**
Women in Leading Positions:

- in order to increase the percentage at the top management level, Telekom utilizes different tools for support, such as the mentoring programmes for women, cross mentoring in combination with other companies, vocational training as well as leadership seminars for female managers; because of these measures, the percentage of women in management positions has increased in the last few years, although the number of total employment has decreased

Equality and Equal Opportunity as quality factors:

- putting Equal Opportunity into reality, Telekom has created e-quality teams; in these teams there are board members, quality specialists and competent employees; the "Total E-Quality" accreditation was given two times to the German Telekom, because of their excellent equality work. As a form of incentive, the German Telekom will confer - every two years - an international prize for "Equal Opportunity", in order to motivate more equality at the work place

Cooperation between men and women:

- in the near future, gender training will be known under the motto "fair and care", expecting the training seminars to become fairer in cooperation; in order to incorporate professional and family needs together, since January 2001, Telekom has arranged for both parents to get the legally allotted parent time, and part-time work (30 hours); additionally, the German Telekom offers integration seminars for people coming back to the workforce, with benefits for child care

33

- **Document title:** WELL – Women Entrepreneurs Learning for Leadership

- **Author:** European partnership

- **Publisher, date:** 1997

- **Kind of document:** Paper

- **Kind of work:** Project supported by the IV Action Framework Programme for Equal Opportunities

- **It can be found:** at APID's

- **Issues dealt with in the document:**

APID has, inside territorial API, a programme to develop and value women entrepreneurial competence, as a part of a larger design, with the aim to have women entrepreneurs in the leading structures of employers associations at local and national level.

The project has not created direct employment but has reached its aim to have women, with qualifications and competence, inside decision making organs and government of employers organisations, so as to make this male environment, aware of Equal Opportunity issues.

- **Relevant issues with reference to Quality-Equality in enterprises:**

APID experience proves that, when inside the employers' organizations there is a group or movement that wants to value women entrepreneurship competence, the integration process is easier because the environment is already gender conscious and women work and contribution are considered and appreciated.

It is therefore necessary to create more favourable conditions to balance gender decision making in the system so as the organisations themselves can benefit of more balanced relationships through mainstreaming actions and policies.