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# **Equal opportunities and collective bargaining in the European Union**

Selected Agreements from the United Kingdom  
Phase II

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WP/97/25/EN



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# **Equal opportunities and collective bargaining in the European Union**

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Phase II

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## I. INTRODUCTION

1. Phase 2 of the Project on Collective Bargaining and Equal Opportunities (EO) in Europe is concerned with the collection and analysis of equal opportunities agreements.
2. Guidelines were developed to assist national rapporteurs in the collection and analysis of agreements.
3. Equal opportunity agreements posit an objective to be achieved. The agreements selected demonstrate different methods of achieving equal opportunities, across different subjects and sectors. The assumption is that good equal opportunities agreements can be applied more widely.
4. The analysis of the agreements attempts to elucidate the features which could allow for equal opportunities to be potentially transposed outside the specific national, sectoral or subject context.

## II. SOURCES AND MATERIALS

5. There is no systematic archive of collective agreements in Great Britain, which could be the source of material for identifying collective agreements on equal opportunities. Neither the government nor the social partners have undertaken to organise such an archive. Collective agreements for the purposes of this report had to be sought and obtained from a variety of sources.
6. The academic and research literature provided some indications of agreements potentially useful for the purposes of this Report.<sup>1</sup>
7. The public body charged with promoting equality for women in the UK, *the Equal opportunities Commission*, based in Manchester, maintains a large library containing a wealth of literature on the subject of industrial relations and collective bargaining as it affects women. However, a detailed search revealed no attempt to assemble the texts of collective agreements, even those pertinent to equal opportunities.
8. Trade unions often publish literature relevant to collective bargaining, and those with large female memberships might be expected to publish information about collective agreements on equal opportunities. A number of such journals were surveyed, but the information on equal opportunities and collective bargaining was relatively sparse and texts of collective agreement were extremely rare.<sup>2</sup>

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<sup>1</sup> For an account of sources in the academic literature, see the UK National Report for Phase 1 of this project. An example would be the article on the job evaluation exercise for manual workers undertaken in the National Joint Council for Local Authorities Services in [1996] *Policy Studies*, or the account of the negotiations on pay in the electricity supply industry in [1995] *British Journal of Industrial Relations*.

<sup>2</sup> Examples of such journals included those from the largest unions (some with high levels of female membership (for further details, see the UK National Report for Phase 1 of the project): UNISON (*Focus*), TGWU (*Record*), AEEU, USDAW, NUT (*The Teacher*), BIFU (*Report*), MSF and the *Nursing Times*. For example, the February-March 1996 issue of *BIFU Report* describes an "Equality Audit" conducted by the union's National Equal Rights Committee during 1995 (pp. 9-10). The *Nursing Times* of 26 June 1996 (vol. 92, no. 26), describes the progress (or lack of it) of women in the management of the NHS (p. 27).

9. Employers in sectors employing large number of women might also be a potential source. However, while there were a number of publications on equal opportunities, these focused on management initiatives and usually comprised survey evidence and analysis, rather than texts of collective agreements.<sup>3</sup>
10. On the other hand, the personnel departments of employers and their organisations, and the research departments and, where they existed, the equal opportunities units of trade unions were a much more fruitful source of information. Though rarely maintaining systematic collections, they were often aware of relevant collective agreements, and occasionally were able to supply copies of texts, particularly where it was possible to request specific agreements identified from other sources.
11. The most fruitful sources, however, were private organisations specialising in the publication of information, analysis and advice on industrial relations and collective bargaining or equal opportunities. Those found most useful were:<sup>4</sup>
  - *Bargaining Report*, published by the Labour Research Department (LRD). LRD has occasionally undertaken comprehensive surveys of collective bargaining on equal opportunities and published analytical tables summarising the contents of collective agreements. They are often accompanied by extracts from the texts of the agreements.<sup>5</sup>
  - *Equal Opportunities Review*, published by Industrial Relations Services, specialises in the reporting and analysis of developments in the equal opportunities field. This will occasionally include comprehensive surveys of employers' practices, including information on collective agreements.<sup>6</sup>
  - *IDS Studies*, published by Incomes Data Services, periodically surveys practice in specific areas of concern to equal opportunities. The information is produced first in analytical form, but is followed by detailed descriptions, including the text of collective agreements where these are relevant.<sup>7</sup>
12. By drawing on these sources of information, it was possible to identify collective agreements on equal opportunities which represented, in the view of the social partners and those specialising in the field, the more innovative, important and advanced developments.

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<sup>3</sup> See e.g. the Local Government Management Board publication, *Equal Opportunities in Local Government*, 1993.

<sup>4</sup> In alphabetical order. Other sources were useful: e.g. Industrial Relations Services, *IRS Employment Trends*; for example, No. 606 of April 1996 on "Flexibility in practice: the gender impact", at pp. 11 -16 which summarised the findings of 30 case studies of organisations in the retail and finance sectors.

<sup>5</sup> See, e.g. "Equal Opportunities in Practice", *Bargaining Report* No. 136 (February 1994), pp. 6-11.

<sup>6</sup> See, e.g. the surveys on maternity arrangements in 240 organisations, "Maternity arrangements '95", parts 1 and 2, *Equal Opportunities Review*, nos. 63 (September/October 1995), PP 9-23 and 64 (November/December 1995), pp. 11-23.

<sup>7</sup> An example is *IDS Study* 574 of March 1995 on Childcare arrangements (33 pages), which updated earlier surveys (*IDS Study* 521 of January 1993 (27 pages), and *IDS Study* 472 of December 1990 (28 pages)).

### III. SELECTION AND ANALYSIS OF AGREEMENTS

13. The Concept Report proposed a classification of "good" collective agreements/provisions:

- (i) agreements which of themselves may appear to be good agreements:
  - (a) self declared EO agreements;
  - (b) agreements which explicitly attempt to address discriminatory practice;
- (ii) agreements which appear good once they are considered in context.

#### A. Agreements which of themselves appear to be Good

##### i. Agreements "Good" through self-declared intent

14. As to subjects/topics, the Concept Report emphasised the *sociological* dimension of "good" equal opportunities agreements: those which aim at pay inequity, the gender hierarchy, the gender distribution of paid and unpaid work and organisational structures.

15. The Guidelines to Phase 2 National Reports suggested, where good agreements of this type can be found, to concentrate on the *family/work interface*, particularly relevant at the moment following the European Framework Agreement on Parental Leave of 7 November 1995. At a superficial level this would include agreements on:

- maternity (adoption) leave
- paternity leave
- family leave, including for eldercare and dependants
- career breaks
- childcare and eldercare facilities
- other family/work reconciliation issues.

16. Agreements may simply build on national legislation already covering these issues. The Guidelines advised looking for *innovative* agreements.

17. The Guidelines also advised on other subjects on which agreements should be sought:

- job access/sex segregation
- working time.

#### Family/work interface

18. A number of agreements involving the family-work interface have been identified in the literature on equal opportunities and collective bargaining as worthy of particular attention.

19. Different degrees of detailed description will be provided, highlighting mainly those features of the agreement which are of exceptional interest.

## **1. Maternity**

20. New maternity rights came into effect in the UK from October 1994. Women are entitled to at least 14, and up to 40 weeks' maternity leave. In February 1995, the hours qualification which excluded women working less than 16 hours a week (unless they had worked 5 years before) was abolished. Most employers simply implemented the required regulations. But some had introduced much greater changes.
21. Three organisations in the public sector (present or former) have been selected to illustrate: British Gas, the Open University and Oxfordshire County Council.
22. British Gas and the Open University granted up to 40 weeks' leave to employees with one year's, rather than 2 years' service. Oxfordshire County Council grants maternity rights after 6 months' local government service. Oxfordshire County Council applies a minimum leave entitlement of 18 weeks to all employees. The Open University grants up to 52 weeks maternity leave, and Oxfordshire County Council, up to 63 weeks.
23. Eligible women are entitled by law to 18 weeks' statutory maternity pay (first 6 weeks at 90% of normal weekly earnings; remaining 12 weeks at £62.50 a week). British Gas provides 7 weeks at 100% plus 15 weeks at 50%, but not offset for lower rate statutory maternity pay. The Open University provides 18 weeks at 100%. Oxfordshire County Council provides 6 weeks at 100% plus 12 weeks at 50% but not offset for lower rate statutory maternity pay.
24. To qualify for these enhanced payments, however, these organisations require minimum periods of service: British Gas requires 3 months or the first year, depending on payment; the Open University and Oxfordshire County Council each require 3 months.
25. British Gas makes a payment or grants days in lieu of all public holidays missed while on maternity leave. The Open University restricts the accrual of these days to the first 18 weeks of paid leave.
26. Normally employees would not qualify for an essential car users' allowance while on maternity leave, but Oxfordshire County Council pays this allowance on the same basis as maternity pay.
27. National collective agreements cover local authority administrative, professional, technical and clerical staff (APT&C) and manual workers. In November 1993 the local authority trade unions, for the first time, put forward a joint manual workers and APT&C claim for improved maternity provisions. Oxfordshire County Council is one of a number of particular local authorities which adapt the maternity provisions set out in the national agreements.<sup>8</sup>

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<sup>8</sup> For examples, see *IDS Study 550*, March 1994, *Maternity Leave*, at pp. 28-30.



## **British Gas**<sup>9</sup>

28. The agreement was negotiated by the National Joint Council for Gas Staffs and Senior Officers (GSSO), comprising the employer, British Gas, and the trade unions (NALGO, now UNISON, in the majority).
29. There are two schemes:
  1. the basic statutory entitlement
  2. the company's enhanced provision for staff with a year's service.
30. The advantages offered by the company can be seen by comparing these two schemes:
31. Eligibility for pay and leave:
  1. statutory qualification, ie continues to be employed until immediately before the beginning of the 11th week before the expected date of confinement.
  2. 12 months' continuous service as at the beginning of the 11th week before the expected date of confinement.
32. Duration:
  1. 14 weeks
  2. up to 40 weeks after the actual week of childbirth.
33. Payment:
  1. statutory maternity pay (first 6 weeks at 90% of normal earnings; 12 weeks at £52.50 per week).
  2. 7 weeks at 100% of pay, followed by 15 weeks at 50% of pay. Statutory maternity pay is offset against the 7 weeks at 100% of pay, but no statutory maternity pay is offset against the 15 weeks at 50% of pay, unless the combined payments would exceed 100% of pay. In this event the amount payable is reduced by the excess over 100%.
34. Returner's payment: 2. 12 weeks at half pay are paid at the next appropriate pay date following the employee's return to work provided that she undertakes to return to work for at least 12 months.

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<sup>9</sup> *IDS Study 578, May 1995, Maternity and Parental Leave*, at p. 17.

35. Repayment: If an employee fails to return for at least 3 months she will be liable to repay the 15 weeks of half pay paid during maternity leave. The liability to repay the additional 12 weeks of half pay paid on return is based on a sliding scale depending on the duration of subsequent service, so at the end of 12 months' service, all additional pay ceases to be repayable.
36. Benefits: Holiday entitlement, including statutory days, accrues during the maternity leave period. Membership of both profit-sharing and sharesave schemes continues. Pensionable service continues during maternity leave, and, where applicable, the employee continues to be covered by private medical insurance. Employees retain company cars during maternity leave. Any company loans are retained and, where applicable, professional subscriptions would be paid.
37. Return to work: Job sharing, flexible hours or shorter contractual hours options are available and these would normally be granted subject to operational requirements. Both permanent and temporary arrangements are considered. Employees who consider a return to work in the same capacity as before maternity leave (or a suitable alternative) to be impracticable, may consider the following options: a return to work on an alternative contract, a career break or registration with the company's "reservist scheme" for former employees.

#### **The Open University<sup>10</sup>**

38. Eligibility for leave/pay: 12 months' service.
39. Duration: 41 weeks after the birth.
40. Payment: 18 weeks at full pay.
41. Repayment: An employee must return for a minimum of 3 months or has to repay all company maternity pay less statutory maternity pay.
42. Benefits: During paid maternity leave, employees accrue annual holiday entitlement, and the public holidays which fall in that period. Superannuation contributions are suspended during the unpaid maternity leave, unless the employee wishes to maintain contributions. Employees retain company cars during maternity leave.
43. Return to work: At the University's discretion, an employee may return on a part-time basis for an agreed period. She may also request job-sharing or permanent part-time work.

#### **Oxfordshire County Councils<sup>11</sup>**

44. Eligibility for leave/pay: Six months' continuous local government service as at the 11th week before the expected week of confinement.

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<sup>10</sup> *IDS Study 578, May 1995, Maternity and Parental Leave* at p. 24.

<sup>11</sup> *IDS Study 578, May 1995, Maternity and Parental Leave*, at pp. 24-25.

45. Duration: Up to 63 weeks' leave starting from the 11th week before the expected week of confinement. Employees who stop work after the 11th week have their leave reduced accordingly. (Employees with less than 6 months' service have a right to 18 weeks' leave.)
46. Payment: Six weeks at 90% of pay plus 12 weeks at half pay plus lower-rate statutory maternity pay.
47. Repayment: Employees must return for 3 months or repay the 12 weeks of half pay.
48. Benefits: Annual leave is accrued during maternity leave, however, carry-over is not normally allowed and it should be taken during the leave year in which it is earned. The essential user car allowance continues at the full rate for 3 months, and then at 50% for a further 3 months during maternity leave. It is paid in instalments over the first 3 months after the employee's return to work. Employer's and employees' contributions to the Local Government Superannuation Scheme are continued during paid maternity leave. Contributions during the unpaid part of maternity leave are optional.
49. Return to work: The proportion returning is more than 80%. The 12 weeks at half pay can be paid during the maternity leave or as a lump sum upon the employee's return if the employee prefers. Employees who are returning within 29 weeks of the birth are asked to give 21 days' notice of their return. Women who take extended leave and return later than 29 weeks should give 6 weeks notice. Returning on reduced hours is common, if not the norm. The County Council has a job-sharing scheme, a career break scheme, flexitime and "flexiplace" arrangements. The Council also has a number of nurseries and provides childcare information to staff.
50. Family care leave: Under the Council's compassionate leave scheme, up to 10 days' paid leave may be granted at the chief officer's discretion, provided no other arrangements can reasonably be made.

## **2. Childcare**

51. Nearly 50% of all women with children under 5 years old were in paid employment by 1989. But in 1991 it was estimated that there were only around 200 employer-subsidised workplace nurseries in Britain. At that time, the Midland Bank was involved in the operation of 84 nurseries. The scale of the programme makes it exceptional and worthy of attention.
52. The other examples (Health and Safety Executive, Rhone-Poulenc Rorer, Dagenham, and the Ordnance survey holiday play-scheme) illustrate different features of how childcare arrangements can be established and operate:
  - the rationale for providing employer childcare: demographics and cost/benefit analysis of recruitment and retention of skilled and experienced employees;
  - the advantages of joint ventures or partnerships among employers;

- the operation of childcare facilities (direct employees; contracted out to independent contractors; reserved places in existing nurseries); and
- financial arrangements (premises, subsidised fees, oneoff payments/loans, underwriting costs).

### **Midland Bank**<sup>12</sup>

53. Childcare began to be investigated in 1987 as part of the bank's equal opportunities initiatives. The banking unions were involved in discussions which led to the planning of 3 pilot nursery schemes. Only in 1989, however, was a major commitment made, and the rationale included not only equal opportunities, but also demographic changes and the cost of losing trained staff.
54. Demographic changes led to predictions of labour shortages in the 1990s (not borne out as the industry is now in retraction). Childcare was seen as a means of attracting, and now increasingly also retaining women employees. At the time, some 56% of Midlands 60,000 employees were women.
55. Cost benefit estimates demonstrated that providing care for a child from birth to 4 years only cost about 40-50% of the cost of losing an experienced member of staff; childcare was a commercially profitable proposition.
56. Any employee, male or female, who has a satisfactory performance rating may apply for a nursery place. Where there are not enough places, selection criteria operate, which look primarily to the business needs of the bank, and the personal circumstances of the individual. Fees for the places are subsidised by the bank on a sliding scale according to income and a flat rate for everyone.
57. The vast majority of nurseries are operated in partnership with other organisations: e.g. mostly joint ventures with local education authorities, or health authorities, or private nurseries. This enables costs and risks to be shared, and widens opportunities for finding suitable premises, e.g. with organisations which have premises not being fully utilised.
58. An example is the nursery resulting from a partnership arrangement between the bank and a hospital (the Royal Berkshire Hospital in Reading). The hospital provided premises, and the bank paid for the conversion and equipment. It has space for 50 children, 17 reserved by Midland employees' children, with quotas for different age groups. It is open from 7-19 h., Monday to Friday, throughout the year. Staff are employees of the hospital.
59. The analysis of female users demonstrated a general correspondence between nursery users and the profile of employees who earlier had not returned from maternity leave. The bank's project manager commented: "We were losing people with 10 years' valuable experience and now many of them are staying". The national trade union officer of the Banking and Finance Union (BIFU) responsible for negotiations with the Bank said the union was very positive about and proud of the nursery programme.

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<sup>12</sup> "Midland Bank: investing in childcare", in *Equal Opportunities Review*, No. 36 (March/April 1991), p. 14.

### **Civil Service - Bootle**<sup>13</sup>

60. In 1984, when it was in the process of being relocated to Bootle, Merseyside, the Health and Safety Executive (HSE), the body responsible for policing health and safety legislation in the UK, began a project on setting up a nursery. It had good industrial relations and the unions were keen to do something more on childcare. The project was undertaken together with other Government Departments: some 12,000 civil servants are employed in the area; the HSE employs 1,200 staff.
61. Beginning in November 1990, the nursery began to operate in a telephone exchange formerly used by the Inland Revenue, but made redundant by computerisation, Conversion costs were shared among the Departments. The nursery is run on a 3-year contract by an independent contractor who was successful in a competitive tender.
62. There are places for 40 children, allocated among the Departments in relation to the proportion of initial cost borne. Priority for initial places in the HSE was given on the basis of hardship criteria: domestic, health or economic. The nursery is open from 8.30-17.30 h. and the charge to parents is subsidised by about 50%.
63. There is a nursery liaison committee including representatives from the Departments, parents, trade unions and nursery staff.

### **Rhone-Poulenc Rorer - Dagenham**<sup>14</sup>

64. The company manufactures pharmaceuticals and chemicals. About half the workforce of some 1,300 staff are women, many employed in technical and professional capacities. As part of its annual pay negotiations, in 1990 the company agreed to provide childcare.
65. The company, in partnership with other local employers, has reserved 12 places for at least 5 years in a nursery being set up locally to take around 50 children. The company has underwritten its 12 places by undertaking to fund the nursery at a cost of E25, 000. Places are allocated on a first come, first served basis. Fees are not subsidised and parents pay them directly to the nursery.

### **Ordnance Survey**<sup>15</sup>

66. Following representations by the unions and parents for assistance with childcare, the Ordnance Survey, which produces maps, established a holiday playscheme in 1984.
67. The Ordnance Survey provides premises on-site and made a one-off loan of £600. Otherwise, the scheme is self-financing, with charges to parents, but also benefits from donations and fund-raising activities.

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<sup>13</sup> *IDS Study 472* (December 1990), *Childcare*, p. 11. For details of a holiday play-scheme run by the same organisation, see p. 24.

<sup>14</sup> *IDS Study 472* (December 1990), *Childcare*, p. 13.

<sup>15</sup> *IDS Study 472* (December 1990), *Childcare*, pp. 26-27.

68. The playscheme functions during holiday periods, from 8-17 h., for two different age groups. The number of children who use it varies from holiday to holiday, but can reach as many as 27. Parents pay by the day or half-day, with charges related to the number of their children participating. Staff are recruited locally.

### 3. Career Breaks

69. A report in 1991<sup>16</sup> already indicated that career breaks schemes, an extended period of unpaid leave from work to care for young children, or, in some cases other dependent relatives, were becoming more common, particularly in the finance sector. The motivation is a commitment to equal opportunities, but also a desire to attract and retain valuable staff.
70. A survey indicated that firms believed that career breaks measures were the most cost-effective of all the measures taken to retain women with young children. Although the schemes are generally open to men and women, in practice most applicants are women. Whether an employee's application for a career break will be accepted is largely at management's discretion, and in some cases they are restricted to more senior or skilled grades.
71. To sustain the assumption that the break is a temporary one, arrangements are usually made to ensure that contact is maintained between the employee and the firm, and employees may be required to undertake occasional training, and often also regular stints of work. Examples of such "keep-in-touch" schemes are the policies adopted in the following two organisations:<sup>17</sup>

72. **Abbey National:**

"The manager should ensure that staff on MLP (maternity leave period) or MAP (maternity absence period) are included on distribution lists for all relevant circulars... They should always be included in any mailings for staff promotions... or social functions. It is the manager's responsibility to ensure that women receive details of vacancies and promotional opportunities which arise in their absence if they request that they are kept informed of opportunities.

Managers are responsible for ensuring that women on MLP and MAP are invited to staff social functions, e.g. the Christmas party, for which they are entitled to the company contributions towards the function. They should also be invited to training and development programmes so they are not disadvantaged by period of absence. Attendance is not, however, compulsory".

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<sup>16</sup> *IDS Study 476*, February 1991, *Maternity Leave and Career Breaks*.

<sup>17</sup> "Maternity arrangements '95: Part 1", *Equal Opportunities Review* No. 63, September/October 1995, p. 9 at p. 23.

### **Guardian Royal Exchange Group:**

“... we will, with the employee's agreement, arrange for the departmental administrator to keep in regular contact.

In addition, it is the line manager's responsibility to ensure that their staff on maternity leave who have expressed a desire to return receive the following:

- invitations to attend departmental briefing meetings;
- internal circulars relevant to the employees and/or the department;
- details of any new products/systems or policies to be introduced;
- information relevant to changes in work practices;
- promotions and leavers within the department;
- Newswire;
- details of vacancies.

We recommend some of the above information is part of a briefing by the line manager (or nominated deputy in the larger units or departments where practical difficulties could be encountered) on a monthly basis, either by telephone or by arranging a short meeting in the office if convenient for both parties or at the individual's home.

This meeting can also accommodate any questions or queries that they may have about either their maternity terms and conditions, or issues and developments within the department and the company”.

74. Provisions in collective agreements may be assessed in light of these policies adopted by organisations.

### **British Gas**

75. This 1991 agreement is entitled "Review of terms and conditions for Gas Staffs and Senior Officers (GSSO)". It was negotiated in the National Joint Council for Gas Staffs and Senior Officers (GSSO), comprising the employer, British Gas, and the trade unions, (then) the National and Local Government Officers Association (NALGO) (majority). Trade union membership in the industry is 94%; within GSSO, the 81%; the majority of these are in NALGO (64%).
76. It is a national agreement, affecting a private enterprise (privatised industry), in the sector concerned with gas production, supply and services, and covering occupations in the clerical and senior administrative grades. The company provides over 90% of all gas sold in the UK and all gas sold to domestic consumers. The agreement covers all employees within the scope of the NJC-GSSO.

77. The sector concerned is energy: gas production, supply and services. It includes 27% women in a workforce of 81,442 employees. The agreement covers approximately 60% of the company's workforce and 95% of the women. It follows a review of existing Terms and Conditions of GSSO, amends some existing agreements, introduces some new ones and abolishes others.
78. The agreement (p. 85): "incorporates a range of provisions designed to assist employees with family or domestic responsibilities to continue to develop their skills and further their careers". It covers: (p. 85): maternity period and assistance for employees with young children after the maternity period". Also other "domestic or family responsibilities, such as dealing with a sick child or elderly relative, either as pressing, short term circumstances or as longer-term situations, which are particularly serious or exceptional in their nature".
79. The Agreement's aim is (p 92): "to enable those employees who choose to leave the Company to care for their child, either at the end of their Maternity Leave or, in the case of male employees, at the end of their partner's maternity leave, to maintain contact with the Company for a period of up to 5 years". Excluded are employees with less than 12 months' continuous service; or where the child is more than 5 years of age.
80. The special features of the agreement regard the *career break*. The arrangement as regards career breaks is as follows: i. the employee resigns from employment; ii. the duration is a minimum 3 months, maximum 2 years, to be agreed; iii. the agreed date of return may be changed, either brought forward or delayed; iv. where both partners work for British Gas, they can share period of career break; v. a maximum two career breaks are allowed.
81. As regards contact during the career break: employees i. receive company communications and briefings; ii. they may continue education or training; iii. they may take temporary employment.
82. As regards their return to work: i. they will be offered an appropriate post at the same level and at the same or a different location; ii. on appropriate terms and conditions; iii. with the same salary as prior to the career break unless they are offered a higher graded job, or a lower graded job is requested by employee; iv. there will be continuous service with the period prior to the break.
83. The agreement also includes a "Reservist Scheme". This is open to employees from the date of resignation for up to 5 years. Former employees are "kept in touch"; they receive company communications. Former employees may request to see vacancy notices (internal and external). They will receive such notices for 6 months from date of their request. If they apply for suitable jobs during a 5 year period, they will be given preference over other external applicants. But there is no guarantee of an offer of a job. Former employees may be offered occasional temporary work by the company.



84. The career break scheme is one section of a formal printed agreement 106 pages long. The relevant section: "Career Support Scheme", is 9 pages long (pp. 85-93). It is not legally binding between the company and unions, in accordance with British practice, but it forms part of the contractual terms of employment of employees. As regards articulation with other agreements, there are regional bargaining structures, but bargaining is limited at that level.

### **Co-operative Banks**<sup>18</sup>

85. In consultation with the Banking and Finance Union (BIFU), a career break scheme has been agreed to offer two options to employees satisfying certain performance criteria. One scheme allows for short-term breaks to cover paternity, adoption or family care. Employees must have one year's continuous service to be eligible. A second scheme allows for long-term breaks to cover family and care responsibilities, and also education and voluntary work. Employees need two years' continuous service.
86. The scheme allows for a maximum of 5 years consisting of no more than 3 breaks. The employee will be required to work for 10 days a year during a break. On returning to work, the employee is employed on terms not less favourable than prior to absence. Continuity of service is maintained, but pension contributions recommence upon return.

### **Imperial Chemical Industries (ICI)**<sup>19</sup>

87. The Manufacturing, Science and Finance Union engages in annual wage negotiations with ICI. For instance, the pay claim made in April 1995, included a demand for 10 days' paternity leave.<sup>20</sup>
88. In February 1989, ICI introduced a career break scheme for men and women who wish to care for dependent children or elderly relatives. Management has discretion over eligibility, but minimum conditions are two years' service and satisfactory performance with potential for further development.
89. The break is normally from two to a maximum of five years, including maternity leave. Employees resign and are not permitted to take up full-time employment with another employer during the break.
90. A nominated manager is responsible for maintaining contact with the employee, who receives company newsletters and communications, and is encouraged and supported to undertake further training and professional qualifications. Persons on career break are required to do at least 2 weeks' paid work per year, often holiday cover, full- or part-time.

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<sup>18</sup> *IDS Study 578, May 1995, Maternity and Parental Leave*, p. 28.

<sup>19</sup> *IDS Study 476, February 1991, Maternity Leave and Career Breaks*, p. 20.

<sup>20</sup> *IDS Study 578, May 1995, Maternity and Parental Leave*, p. 11.

91. There is a guarantee of return to a job on the same grade, and all efforts are made for the job to be of the same nature and in same department as before the break, to avoid unduly disrupting the career. A period of re-induction, part-time work or job-sharing may be considered.
92. Benefits, including share options and long service awards, take previous service into account on return. From January 1991, employees were able to participate in the pension scheme during the break.
93. Where eligibility is denied on grounds of the company not being able to guarantee a job on return, arrangements may be made for such employees to apply for internal vacancies.

**British Broadcasting Corporation (BBC)<sup>21</sup>**

94. All employees are eligible for the career break scheme after 1 year's service: "In particular, it is appropriate for staff who resign for 'domestic reasons', such as looking after children... and who intend to resume their career at a later date".
95. Permission for a career break, and status within it, are decided by head of department. There are 3 categories:
  - i. The post is held open until return, though it may be filled temporarily. It is unlikely to be for more than 2 years.
  - ii. The post is filled permanently, but either:
    - (a) employee will be reinstated in similar post on return as soon as vacancy occurs after reengagement; until then, the employee is supernumerary;
    - (b) employee will be re-engaged in a similar capacity on a 3-month fixed term contract, additional to normal complement; during this time encouragement and help is given to achieve resettlement.
  - iii. Employee can compete for internally advertised vacancies for a period of time. There is no commitment to re-engagement.
96. A requirement of at least 2 weeks' work per year may be required, normally for sickness or holiday cover, or training and refresher courses.
97. Contact will be maintained through communications, newsletters, etc. Special identity cards will enable them to gain access to BBC premises. They must notify any relevant change of circumstances.

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<sup>21</sup> "Maternity arrangements '95: part 2", *Equal Opportunities Review* No. 64, (November/December 1995), p. 11 at p. 14.

98. Career breaks do not count as service, but continuity with previous service is preserved upon re-engagement. Career break means resignation, and hence ineligibility for the BBC pensions scheme. But they can rejoin on re-engagement, and may purchase years to make good any short-fall.

#### **4. Paternity leave**

99. A recent report indicates a gradual improvement in paternity leave, which increasingly features as an item in annual wage negotiations. For instance, the pay claim made to Imperial Chemical Industries by the Manufacturing, Science and Finance UNION (MSF) in April 1995 included a demand for 10 days' paternity leave.<sup>22</sup> A 1992 survey indicated that 28% of companies in the manufacturing sector gave paternity leave and 38% in the service sector and a 1994 survey indicated 42% of companies with formal policies and a further 20% allowing paternity leave on a discretionary basis.
100. The most common entitlement is only 3-5 days paid paternity leave. In 1994, the national agreement for Local Authorities introduced maternity support leave of 5 days with pay for the child's father or the nominated carer of an expectant mother at or around the time of the birth. However, at Oxfordshire County Council, male employees may request up to 45 weeks unpaid leave.

#### **Rover Group**<sup>23</sup>

101. Improvements in maternity provision in collective agreements have been negotiated in the motor industry, which is not generally regarded as a large employer of women.<sup>24</sup>
102. As a result of trade union negotiations, there is 5 days' paid paternity leave. There are no service or hours of work eligibility criteria (cf. eligibility for maternity leave and pay (26 weeks)).

#### **Civil Service**

103. Permanent employees and fixed term appointees are entitled to 2 days' paid leave during the weeks following the birth of their child. There are no service or minimum hours per week eligibility requirements (cf. eligibility for maternity leave and pay of one year's service (2 years for fixed-term appointments)).

#### **National Health Service**

104. The provisions for the NHS are set by the General Whitley Council, which covers all NES employees. In addition, many individual health authorities have local agreements and NHS Trusts are free to set their own terms and conditions.

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<sup>22</sup> *IDS Study 578*, May 1995, *Maternity and Parental Leave*, p. 11.

<sup>23</sup> *IDS Study 550*, March 1994, *Maternity Leave*, p. 25.

<sup>24</sup> *Ibid.*, p. 12.

105. The national agreement provides that a health authority may make paternity leave available at the time of birth, or, if more helpful to the family, in the weeks following the birth.

## **5. Flexible working hours**

106. A number of trade unions (particularly ASTMS, now MSF (Manufacturing, Science and Finance Union), and NALGO, now part of UNISON) during the 1970s saw flexible hours as a real benefit to their members and promoted it in negotiating collective agreements in sectors such as local government and finance. These agreements have been retained during the years that followed. Not all trade unions welcomed flexitime, fearing that it would obstruct claims for shorter working weeks, and lead to greater employer control.<sup>25</sup>
107. One of the first employers to promote flexible working hours was the Civil Service. Following a 1971 Report (Kemp-Jones Report) entitled "Employment of Women in the Civil Service", a number of government departments undertook experiments, and, in 1971, a Code of Practice was drawn up by the official and staff sides of the national collective bargaining machinery, the National Whitley Council, which authorised the introduction of flexible working arrangements. By the early 1980s, it was estimated that over half of non-industrial civil servants worked flexible hours.<sup>26</sup>

### **Scottish Office**

108. Flexible working hours were introduced by the Scottish Office in 1978 for nearly 3,600 workers. Since it began, two significant changes in the direction of greater flexibility were made at the request of the trade unions. The first was to eliminate any limit on credit carry-over to the present unlimited amount, and the second was to widen the lunch-break from 2 to the present 3 hours.
109. Core-time runs from 10 h. to 16 h. each day, with overall bandwidth from 7.45 h. to 18.15 h. and a maximum lunch-break from 11.30 h. to 14.30 h. The accounting period is 4 weeks. The total debit which can be carried over to the next accounting period is 1.5 days (11 hours and 6 minutes), but there is no limit on the amount of credit which can be carried over.
110. The number of part-time workers has dramatically increased in the Scottish Office, particularly women-returners, and flexitime was progressively extended to part-timers, though adjusted to their circumstances. Most part-time workers have contracted hours which vary from week to week and they record their attendance manually.

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<sup>25</sup> *IDS Study 477*, March 1991, *Flexitime*, p. 4.

<sup>26</sup> *Ibid.*, p. 12.

## **6. Job access/sex segregation**

111. On the issues of job access and sex segregation, a number of developments have occurred in industries where access to jobs for women has traditionally been difficult (construction) or there has been strict segregation between male and female occupations (transport).

### **The transport industry**<sup>27</sup>

112. Although women comprise 23% of all employees in the transport and communications industry, they are concentrated in traditionally female clerical and administrative jobs. The following highlights some of the more interesting developments.

### **Railways**

113. Women made up 10% of a workforce of 136,000 in 1992, highly concentrated in clerical, supervisory and managerial staff (22% women), but less than 5% in manual staff, and these are mostly cleaners or platform staff.
114. The Equal Opportunities Commission (EOC) report in 1986 on women employed in the railways highlighted sex segregation, and the under-representation of women in traditionally male jobs: drivers, signal staff, shunters, traction maintenance staff and operating managers. The EOC report highlighted the absence of a formal recruitment policy, with reliance on work-of-mouth recruitment, managerial and employee prejudice and lack of training and promotion opportunities.
115. Following the EOC report, actions were taken to implement an equal opportunities strategy, so that while the report found no women in a number of occupations, women are today present in all grades of work, even if in small numbers (0.7% (113) of 16,000 train drivers are women). The initiatives taken to overcome the barriers to women's entry to traditionally male jobs included:

116. Recruitment initiatives:

- gender recruitment targets were set to include that women should comprise 50% of those recruited to clerical, supervisory and managerial jobs, and 25% of those recruited to manual work;
- recruitment training for all involved in the selection process;
- establishment of recruitment centres, staffed by staff trained in equal opportunities;
- recruitment advertising ensuring that images and text are "gender and culture fair";
- recruitment of all-women teams for certain jobs: e.g. track-workers;
- recruitment drives staffed by women technicians as role models.

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<sup>27</sup> "Women in men's jobs": the transport industry", *Equal Opportunities Review*, No. 46, November/December 1992, pp. 15-22.

117. Working environment (regarding train drivers):

- increased flexibility of working hours;
- availability of childcare, maternity provision, return-to-work and career break schemes;
- women's support networks;
- facilities for women;
- policy on sexual harassment.

118. Most of these measures were supported by the rail unions. The National Union of Rail, Maritime and Transport Workers (RMT), with 6,000 women members (5%) out of a total of 111,943, established a National Women's Advisory Committee in 1989. The Associated Society of Locomotive Engineers and Firemen (ASLEF), with 144 women members (0.8% of 17,000), appointed an equal opportunities adviser in June 1990. Exceptionally, however, the union did not support the introduction of flexible working arrangements, as they believed this was not an equal opportunities initiative, but a means of cutting costs and increasing productivity.

### **Buses**

119. Bus transport also reflects sex segregation. It was estimated in 1992 that of 18,000 employed in London, some 13,000 (72%) work as drivers or conductors, with less than 1,000 in management and administration. Around 8% of the workforce are women, but only 5% of drivers (c. 500) are women.

120. Initiatives were undertaken by individual companies. In 1991, one such (London Northern) undertook a positive action initiative to recruit more women drivers, inviting local women to an information session, with follow-up sessions. In particular, there are have policies adopted against sexual harassment at work. In July 1992, London Buses Limited issued a workplace harassment policy covering all forms of harassment, with the full support of the trade unions, including the largest union, the Transport and General Workers' Union (TGWU).

121. The TGWU is seeking to increase female union representatives and is negotiating recognition of a women's representative in every workplace to work alongside the shop steward to deal, in particular, with sexual harassment and women's health issues.

122. Also in 1992, one subsidiary (Centrewest) reached agreement with the trade unions on a statement on flexible working arrangements aimed at women returners, and also to all those, men and women, with childcare and other caring responsibilities.

### **Underground (Metro)**

123. Of 20,000 employees of London Underground Limited, 9% are women, heavily concentrated in clerical and administrative occupations (67%), but only 1.3% of train staff (drivers and guards), and less than 1% of maintenance and craft jobs. An equal opportunities unit was established only in 1989.

124. To tackle this, some attempts have been made to improve through positive action recruitment advertising (advertising for drivers to include photographs of women) and sending women employees in non-traditional jobs to go into schools to talk about their experience. In early 1992, detailed guidance on workplace harassment was issued, identifying sources of advice and assistance include trade union contacts. The approach received the full support and backing of the trade unions.

### **The construction industry**<sup>28</sup>

125. A report in 1989 indicated that only 12% of the over one million workers employed in the construction industry are women (albeit this is an increase on 1981, when the proportion was 8%). Within the industry, there is heavy sex segregation into specific occupations: one survey suggested that 71% were in secretarial or clerical occupations, 11% in personal service or sales, but only 3% in craft occupations, 2.5% were operatives, and 1.3% were technicians. An industry survey of 1988 portrayed the industry as having an image problem, with women perceiving entry barriers and anticipating sexual harassment. Widespread use of informal word-of-mouth recruitment led to indirect discrimination.

126. In 1982, a working party of the Union of Construction, Allied Trades and Technicians (UCATT) was set up to examine the problem both within the industry and within the union. In 1984, the Women in Construction Advisory Group (WICAG) was established by, among others, trade union officials with the aim of improving "the employment and training position of women in craft and technician areas in the construction industry in Greater London, in consultation with the industry, the women working within it and the trade unions".

127. Specific initiatives have been undertaken by some organisations. These include:

- in 1989, to encourage its negotiators to give a higher profile on these issues, UCATT produced a booklet with practical guidance on dealing with cases of sexual harassment, and a model equal opportunity agreement;
- in response to requests from employers, WICAG produced a guide on "Recruiting and employing women";
- the London Borough of Southwark set up training workshops to cater for women only;
- the London Borough of Lambeth has adopted a range of positive action measures to increase equal opportunities, including:
  - a trainee surveyors scheme for women;
  - flexible working aimed at enabling people to balance their working lives with domestic commitments (e.g. term-time working);
  - childcare provision, including opening hours designed to fit in with the shifts of those on construction sites.

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<sup>28</sup> "Women in the construction industry", *Equal Opportunities Review*, No. 30, March/April 1990, pp. 16-22.

(ii) Agreements explicitly addressing discrimination

128. A second category of agreements explicitly addresses processes which lead to discrimination. The Concept Report listed a number of illustrations:
- removing present discrimination
  - redressing past discrimination
  - equality-proofed: assessing outcomes
  - monitoring enforcement.
129. These agreements aim to tackle "invisible" discrimination in the implementation of apparently neutral agreements.
130. The Guidelines to Phase 2 suggested, where good agreements of this type can be found, to concentrate on the following subjects:
- pay discrimination:
  - organisational cultures/structures, specifically, relating to sexual harassment and job-sharing arrangements.

**1. Pay discrimination**

**Local government**

131. Probably the best known and most comprehensive agreement which attempted to redress pay discrimination was a job evaluation exercise for local authority manual workers agreed in 1986.<sup>29</sup> The agreement affected about one million workers, three-quarters of whom were women. Basic wage rates were negotiated nationally in the National Joint Council comprising the organisation of local authority employers and the 3 major trade unions.
132. The previous grading structure was the result of a job evaluation exercise carried out at the end of the 1960s. The result was that the majority of the women, working part-time, were in the lower grade jobs with lower basic rates, whereas workers in the higher grades with higher basic rates were mainly men, who also had greater opportunities to increase their basic rate through overtime payments and various bonuses.
133. By 1985 the scheme was criticised as discriminatory and the new Equal Value Regulations allowed for individual complaints, the results of which were unpredictable, and could undermine the collective bargaining machinery. Rather than support individual claims by dissatisfied members, therefore, the unions undertook to achieve equal pay for work of equal value through the negotiating machinery. The job evaluation scheme was agreed at the beginning of 1986.
134. A team was engaged and drew up 540 job descriptions based on a breakdown into six factors: skill, responsibility, initiative, mental and physical effort, and working conditions. Care was taken to ensure that these factors were not skewed so as to reflect considerations which favoured one sex.

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<sup>29</sup> A detailed account, from which the following is derived, is in *Equal Opportunities Review*, No. 13, May/June 1987, pp. 21-24.



135. For example, the factor of skill took account not only of traditional formal training and qualifications but also informal training, acquired experience, caring as well as communicative skills and literacy and numeracy. The factor of responsibility took account of women's jobs having more responsibility for people and men's having more responsibility for resources. So this factor was divided into 3 sub-factors: responsibility for people, for resources and for supervision. Physical effort was not limited to heavy lifting, which unduly favours men's jobs, but also included bending and kneeling and continuity of effort, which ensured that jobs frequently undertaken by women were not undervalued. Similarly, working conditions was defined so that they include not only traditionally considered unfavourable working conditions, such as noise and dirt, but also noise and people, and that working conditions inside could be as unpleasant as working outside.
136. The analytical breakdown of different jobs having been completed, the task of evaluating the jobs involved allocating values to them. This was undertaken by panels representing equally employers and unions, and with equal numbers of men and women. The panels evaluated 40 major occupations, covering approximately 90% of the labour force. Each was analysed in terms of the factor headings, with each factor having 4 or 5 possible levels. For example, a job might be allocated to level 3 for skill and level 2 for responsibility and level 4 for working conditions, and so on.
137. A co-ordinating panel, comprising 7 employer and 6 union representatives, and including five women, then applied weights to the different factor levels, so as to reach a potential overall total of 1000 points. Not all factors were deemed to be worth an equal number of points, nor, within each factor, an equal number of points at different levels. Each manual workers job had to be allocated factor weights and points with a view to satisfying the requirements of equal value considerations. This meant that traditional emphasis on physical effort and formal training had to be balanced out.
138. The co-ordinating panel decided that the major factors in local government manual jobs were skill and responsibility, and awarded each a factor weighting of 36%. Responsibility was sub-divided into responsibility for people, resources and supervision, with 12% each. Initiative, considered to overlap with responsibility, was allocated 6%, as was working conditions. To balance out, mental and physical effort were each allocated 8%. The outcome of the exercise could be represented in the following table.<sup>30</sup>

Weighting by level and factor

Factor	Evaluation level					Factor weighting
	1	2	3	4	5	
Skill	26	72	108	306	360	36%
Responsibility:						
for people	12	30	90	120		
for resources	12	30	90	120		36%
for supervision	6	12	54	108		
Initiative	6	18	36	60		6%
Mental effort	8	24	48	80		8%
Physical effort	8	24	48	80		8%
Working conditions	6	18	36	60		6%

<sup>30</sup> *Ibid.*, Table 2 on p. 23.

139. Each job was allocated its quota of points according to the factors it was deemed to comprise and their weighting. This produced a rank order of jobs for local authority manual workers as in the following table:<sup>31</sup>

The Job Evaluation Results

Rank/occupation	Score
1. School caretaker 2	690
2. Home help	630
3. School caretaker 1	612
4. Cook 4	606
5. Social services driver/attendant	600
6. Refuse driver	588
7. Roadworker 3	582
8. Gardener 4	570
9. Care assistant	558
10. Waste disposal operative	546
11. Driver 2	540
12. Roadworker 2	486
13. Gardener 3	468
14. Cook 3	462
15. Sewer operative	438
16. Housing caretaker	432
17. School cleaner in charge	426
18. Leisure attendant 2	414
19. Assistant school caretaker	396
20. Driver 1	384
21. Security attendant/porter	378
22. Roadworker 1	374
23. Grave digger	374
24. Gardener 2	336
25. Leisure attendant 1	330
26. Cook 2	330
27. Domestic assistant 2	294
28. School crossing patrol	284
29. Refuse collector	272
30. Supervisory assistant	272
31. Cook 1	210
32. Dining room assistant	210
33. General cleaner	200
34. Road sweeper	198
35. Gardener 1	176
36. School cleaner	176
37. Domestic assistant 1	158

<sup>31</sup> *Ibid.*, Table 1 on p. 22.

140. Of the outcome it was stated that some caring" jobs, such as home helps, predominantly female, had been evaluated more highly than was the case in the previous job evaluation, whereas other jobs, such as refuse collectors, predominantly male, had moved down. But there remained difficult negotiating tasks involving the drawing up of pay grade boundaries and consequent allocation of jobs to different grades, and, not least, the negotiating of pay rates for each new grade. A major problem regarded the bonus earning schemes so important to the predominantly male jobs.

## **2. Organisational cultures/structures**

141. In a number of organisations, employers and trade unions have collaborated on procedures aiming to change patterns of sex discrimination in work organisation and enterprise culture. The following are examples of procedures adopted in different sectors.

### **London Fire and Civil Defence Authority (LFCDA)**<sup>32</sup>

142. The LFCDA, a local authority formed in 1986, provides fire and emergency planning services to Greater London. It employs around 6,100 operational staff, mostly based in 114 fire stations, and about 900 support staff. Just under 1% of the operational workforce is female. Support staff includes a more representative proportion, but mainly in lower graded jobs; women are in the majority in the lowest administrative grades, but of 38 principal officers, 8 are women, and the corporate management board is all male, though two women sit on the board as advisors.
143. The focus of the "equality audit" was the operational or "uniformed" service, the "organisational culture" of which was said to have a significant impact on the organisation as a whole. One of the defining features of this culture is the relation of male and female labour.
144. Specifically, "equality" was perceived as positive discrimination, an optional extra; it was associated with lowering standards; and equal opportunities units were considered to exist solely to protect the interests of minorities in the workplace. The widespread belief was that "being a man is a genuine occupational qualification for a fire-fighter". This led to hostility, wariness and/or lack of concern towards the policies and women in the service. In the words of the LFCDA's equality manager<sup>33</sup>:

"The management task in relation to equalities and diversity management, is to identify those elements of the culture which are positive and productive and to strengthen them; whilst undermining and ultimately seeking to eradicate those which are negative and destructive".

145. The audit and the strategy were intended to demonstrate (1) that the value of equality to the organisation is identifiable and measurable, and, hence, (2) that equality was a mainstream concern, and not marginalised.

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<sup>32</sup> "Auditing for equality: The LFCDA experience", *Equal Opportunities Review*, No. 68, July/August 1996, pp. 19-25.

<sup>33</sup> *Ibid.*, p. 20.

146. The value of equality to the organisation can be contrasted with the more easily quantifiable costs involved in developing, implementing and reviewing an equal opportunities policy. Against these must be set the direct and indirect costs of non-compliance with an equal opportunities policy: loss of management credibility, lowered morale and productivity and loss of public confidence. Health and safety hazards caused by harassment have potential for personal damage and distress, and lower productivity through stress, sickness and absenteeism. Apart from lowered performance, there are potential claims for damages and diversion of management time into dealing with outcomes. Finally, the losses resulting from failures to recruit and retain the best personnel can be considerable. This exercise is important to ensure that equality is moved from the margins to the mainstream of the organisation's main goals and priorities.
147. The approach adopted for the audit was modelled on the principle applied in health and safety: risk assessment. This involves identifying the areas of risk, assessing the degree of risk, and taking appropriate action.
148. The implementation of the audit involved an investigation of:
- the facts: existing policies and procedures, their consistency and coherence; information on patterns and trends in recruitment and selection, retention, promotion, grievance and discipline, training and development, promotion and career development; structures and functional relationships;
  - opinions: a survey of workforce opinions in the form of a questionnaire sent to 25% of the workforce (75% of female fire-fighters); trade unions were involved and consulted;
  - analysis: focused on corporate issues, organisational change, cultural change, personal conduct, and the management of equality.
149. The implementation of the audit revealed some deficiencies: it tended to be regarded as a peripheral activity, not linked into broader planning processes, and the questionnaire was too long and unwieldy.
150. It was found to be critical to keep the workforce involved and informed, and to involve the trade unions at all stages, preferably not as passive recipients of information but as active partners.
151. The outcome of the audit was the formal adoption of an agreement aimed at embedding the programme for equality in a broader programme aimed at widespread cultural change: "Action for Quality", in partnership with the trade unions representing staff.<sup>34</sup>

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<sup>34</sup> *Ibid.*, p. 24.

## London Borough of Camden

152. An equal opportunities in employment policy was first adopted by Camden Council in 1980. In 1994, it was decided that the strategy should be reviewed. The new approach was to move beyond "tolerating difference" into "valuing diversity": that<sup>35</sup>
- differences in the workforce can actually add value to an organisation making it stronger, more flexible and ultimately more competitive...;
  - "it makes an explicit connection between the kind of people an organisation employs, their level of skill and understanding and the organisation's ability to deliver different services to different people".
153. Although the targets set in the mid-eighties were even exceeded as regards women (target: 53% of workforce; as of October 1994: 62.55%), the target groups were shown to be concentrated in the lower salary bands. The new target was, therefore, to make senior grades more representative. The specific mechanisms to achieve this objective included:
- recruitment and selection procedures were revised "to introduce flexibility into the process whilst setting standards to ensure that good practice and awareness around valuing diversity are built in";
  - a secondment scheme to address the training needs of and provide opportunities for individuals in underrepresented groups who have demonstrated the potential to progress to a higher grade but have been prevented from doing so due to lack of promotional opportunities, and/or have been assessed as requiring wider experience and/or additional skills in order to be able to meet the requirements for higher graded posts;
  - a mentoring scheme to provide a career path and guidance to non-managerial employees by accessing the knowledge, skills and experience of more senior officers;
  - work place experience schemes: to reach out to young people in schools;
  - trainee schemes to take on staff from target groups under-represented in departments or sections; to be lawful under British law, this requires that data be collected regarding under-representation;
  - monitoring existing training initiatives to provide evidence whether there is equitable distribution of career development opportunities across target groups;
  - review of monitoring mechanisms to ensure data is being collected which is relevant to evaluation of the policy.

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<sup>35</sup> Camden Council, *Valuing Diversity Policy*, Report by K. Sarda, Head of Equalities, paragraphs 5.4, 6.1 and 7.1 on page 3.

154. The Council's policy declares that the power of "valuing diversity" is "the way in which it offers the victims of discrimination dignity rather than charity..."<sup>36</sup>

### **Open University**

155. Many universities were relatively detached from debates about equal opportunities until the late 1980s. But a number of reports galvanised the situation. The process began with the 1990 "Report of the Hansard Society Commission on Women at the Top", which drew attention to moments under-representation at senior levels of the academic structure, and continued with the February 1991 report of the Committee of Vice-Chancellors and Principals on "Equal Opportunities in employment in universities". There was simultaneously activity by the trade unions in the higher education sector: the Association of University Teachers (AUT) and the National Association of Teachers in Further and Higher Education (NATFEE). The AUT's 1992 report, "Sex discrimination in universities" drew attention to defects in promotions procedures and practices and, in particular, the position of part-time staff.

156. The consequence of this activity, and following continuing pressure from the trade unions, was the establishment of the Commission on University Career Opportunity in 1993.<sup>37</sup> Its mission statement was "To encourage and help universities to realise the educational, economic and cultural value of diversity by employing at every level of responsibility, people drawn from all the varied communities which universities serve and influence".<sup>38</sup>

157. The Open University's experience exemplifies the process. It resulted from pressure by university unions and demonstrates a logical progression through:

- a major review of existing procedures,
- the creation of an equal opportunities infra-structure,
- adoption of an action plan, and
- establishment of clear written policies and procedures on a wide range of issues.

158. The Open University employs 3,400 full-time staff, of whom 800 are academics, and has around 8,000 part-time tutors and counsellors. It was one of the first universities to adopt a policy on equal opportunities in employment. This happened in 1988 and followed pressure from the university unions to take action on equal opportunities. A team was set up to conduct a review of policies and practices and reported in 1990.

159. The report identified that, despite university guidelines for recruitment and selection procedures, there were widely different practices in operation. Also, that while part-time arrangements and flexible working were available, they were not widely known and there was an assumption that only full-time staff were suitable for career progression.

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<sup>36</sup> *Ibid.*, paragraph 6.1 on page 3.

<sup>37</sup> "University academics: the equality agenda", *Equal Opportunities Review*, No. S9, January/February 1995, pp. 20-30.

<sup>38</sup> *Ibid.*, p. 20

160. As a result of the report, and after a consultation process, a 5-year action plan was agreed in December 1990. The created an infrastructure headed by an Equal Opportunities Unit "to develop and monitor equal opportunities within the university' and headed by a director at senior management level. There was established also an equal opportunities steering group, including the director of personnel and representatives of equal opportunities groups, to which the Unit reported and which advised the vice-chancellor on strategic policy developments and their implementation.
161. The Unit focuses on developing policies and procedures and assists groups in individual academic units to formulate and implement their own action plans. By December 1992, almost every academic unit had such a group or identified an individual with responsibility for equal opportunities. Each group is headed by a convenor and the convenors' group meets on a twice-yearly basis and communicates regularly.
162. The outcome was a number of policies revised and new ones adopted, including on sexual harassment, a job share policy, paid paternity leave, and reimbursement of childcare expenses incurred in out-of-hours working. By the end of 1993, the annual report stated that information was now available on "participation and progress of previously under-represented groups" and progress could now be charted. However, there was still "patchy implementation".

### **Civil Service**

163. In 1992, the office of the Minister for the Civil Service issued a "Programme for action to achieve equality of opportunity for women in the Civil Service". The programme has the support of the Council of Civil Service Unions (CCSU), though the unions expressed concern at the hasty launch of the programme when negotiations with the unions had only just started, and criticised the lack of resources allocated to implement the programme.<sup>39</sup>
164. The programme aims "to provide a revised and up-to-date framework to help departments and agencies to recruit, retain and promote the best available people regardless of gender, marital status or domestic responsibilities". Under a number of headings are checklists for actions to be undertaken, some of which are mandatory on departments and agencies. The programme begins with the requirement that each department or agency develop an equal opportunity strategy and stipulates: "Consult trade union sides as appropriate". The following are illustrations of some of the more innovative requirements (many others are not recorded here, but may be found in the text of the programme).
165. Framework:
- (g) Ensure line managers are aware of the contribution they are expected to make to implementing the policy and where appropriate build measurable objectives into their annual plans to make them accountable for getting results;

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<sup>39</sup> "Civil service equality programme", *Equal Opportunities Review*, No. 43, May/June 1992, pp. 32-35.

166. Demonstrating commitment;

- (f) Encourage women to set up and participate in conferences, seminars etc. arranged to consider issues of particular relevance to them;
- (l) appoint and train sexual harassment contact officers (SHCOs), both men and women, to advise staff;

167. Attracting suitable applicants:

- (e) Advertise flexibility's in working patterns and childcare facilities where they are available;
- (g) Involve women staff in careers liaison work with schools, universities and other educational or voluntary groups;
- (h) Ensure women have equal opportunity to access and benefit from training schemes, job-shadowing and other work experience initiatives;
- (i) Consider developing and advertising availability of positive action training for women returners or for attracting women to work in areas in which they are under-represented, for example science and engineering;

168. Recruitment:

- (d) Ensure that recruitment boards contain at least one member of each sex wherever possible;
- (h) Monitor each stage of the recruitment process. Examine reasons for any significant disparities in the success rates of men and women. Review selection criteria or procedures as necessary;

169. Career development and training:

***Training:***

- (e) Provide training courses to meet the needs of part-time staff and those with domestic responsibilities who are unable to stay away from home overnight. Where appropriate pay for additional childcare costs incurred by those who have to work additional hours or be away from home overnight;
- (h) develop positive action women-only training where appropriate, for example management development, confidence building and assertiveness;



***Development:***

- (b) Monitor job allocation for all staff whether full-time or part-time to ensure equality of opportunities. This will include one-off tasks, substitution and work in specialist sections;

***Personnel review:***

- (d) Examine the annual reports of staff working part-time to ensure performance and promotability are fairly assessed;
- (e) Monitor awards of performance-related pay (PRP), including in particular where these are discretionary, to ensure that decisions on PRP are neither directly nor indirectly discriminatory. Identify reasons for any significant disparities between men and women and take appropriate action;

***Promotion:***

- (a) Ensure those involved in the promotion process have had appropriate training in equal opportunities;
- (c) Consider ways of encouraging applications from women where they are under-represented at the higher grade, but make clear that selection will be on merit;
- (i) Monitor promotion procedures stage by stage, examine reasons for, and deal appropriately with, any significant disparities in application and success rates between men and women and between part-time and full-time staff;
- (j) Wherever possible avoid acceptance of mobility obligations as a sift criterion for promotion;

170. Retention:

- (a) Advertise the availability of and encourage the use of flexible working patterns throughout departments and agencies including part-time working, jobsharing, career breaks and newer patterns such as term-time working and recurring temporary appointments;
- (g) Consider subsidising childcare where it would be cost effective, for example in terms of recruitment and retention of experienced staff;
- (h) Consider other childcare initiatives as appropriate, where relevant with other departments, agencies or non-civil service employers. Options may include: setting up a register of all childcare provision in certain areas; using resources and/or information already provided by local authorities, charitable or other groups; setting up childcare minding agency/brokering arrangements; organising after-school childcare facilities;

171. Monitoring:

Monitor the following at least on a sample basis:

- (b) Staff in post by grade - identify any grades or types of work in departments or agencies where women are significantly under-represented, compared to the Civil Service as a whole;
- (c) Allocation to duties/job allocation;

Where significant disparities exist between men and women, or between staff who work full time and those working part time, or for women at a potential double disadvantage (whether because they are of ethnic minority origin, or disabled or for some other reason), examine possible reasons, review procedures and take appropriate remedial action.

**Ford Motor Company**

172. In 1988, the Ford Motor Company, a major private sector company, employed around 44,000 people. At the end of 1988, a joint statement of equal opportunity was signed by the company and its trade unions representing salaried and hourly-paid employees. It contained a number of innovative provisions.
173. Commitment: The company and the trade unions are committed to the principle of equal opportunities in employment. The company and trade unions declare their opposition to any form of less favourable treatment, whether through direct or indirect discrimination accorded to employees and applicants for employment on the grounds of... marital/parental status or sex.
174. Employment practices: The company will ensure that individuals are recruited and selected, promoted and treated on objective criteria... In particular, no applicant or employee will be placed at a disadvantage by requirements or conditions which are not necessary to the performance of the job or which constitute indirect unfair discrimination.
175. Monitoring and review arrangements: The successful implementation of this joint statement is dependent on the regular examination of progress towards equal opportunity and the development of local initiatives. To this end, local management and trade unions are expected to set up appropriate joint bodies at plant or equivalent level.
176. Grievance and disciplinary procedures: In addition, both the company and the trade unions will ensure that any employees making a complaint of unfair discrimination will be protected from victimisation.

177. Training and advertising: The company will provide in agreement with the trade unions, suitable and relevant equal opportunities training, as necessary and on a jointly agreed syllabus, for employees and trade union representatives. The trade unions agree to support and participate in such training programmes and to encourage their representatives to attend where appropriate.
178. Communications: The company and the trade unions undertake to bring the principles set out above to the attention of all employees and trade union representatives.

### **Braintree District Councils**<sup>40</sup>

179. Braintree District Council employs 850 staff. Since 1984 it had introduced a number of equal opportunity policies: on job-sharing, flexible working, paternity leave, adoption leave and childcare allowances. In February 1992, the Council affiliated to the Opportunities 2000 campaign.<sup>41</sup>
180. This was a joint initiative run with the white-collar union, NALGO (which became part of UNISON in July 1993). NALGO membership was about 60% of the workforce.
181. The campaign is run by a Working Group composed of the head of training, the group personnel adviser and two NALGO officials. No differentiation is made between manual and non-manual workers; hence, the campaign covers all employees. A number of innovative measures have been undertaken.
182. Recruitment and selection:
- Psychometric testing and recruitment analysis arrangements have been reviewed in an attempt to reduce bias.
  - All vacant posts at higher grades will be advertised internally" in the first instance and existing women employees will be encouraged to apply for higher graded jobs.
183. Training and career development: The council has developed two courses ("Insight Into Management" and "Making Things Happen" to help staff recognise and build on their potential. A majority of those who have attended the courses have been women.
184. Childcare policies: The council has completed a survey of all staff to ascertain their childcare and carer needs. It intends to review its existing arrangements for flexible working in the light of the survey.
185. Organisational culture: The council plans to identify aspects of the organisation's culture which may inhibit women in developing their careers and to introduce measures to redress the balance, These reviews will be carried out annually.

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<sup>40</sup> IDS Study 535, August 1993, *Opportunity 2000*, pp. 7-9.

<sup>41</sup> This is a national campaign organisation aiming to improve women's opportunities in employment. By July 1993, some 190 organisations had joined the campaign.

186. Targets: three targets have been set: to increase the proportion of women managers, of women in senior management grades, and to minimise the differential in promotion and career progression patterns between men and women.

### **3. Sexual Harassment<sup>42</sup>**

187. Specific aspects of work organisation and enterprise culture inimical to equal opportunities are the target of the following agreements. These are from a variety of contexts: the public sector (the BBC, Royal Mail), a national sectoral agreement (printing industry), a privatised former public sector enterprise (British Gas), and a private sector enterprise (Royal Bank of Scotland).

#### **British Broadcasting Corporation**

188. The trade unions at the BBC were unhappy with the existing disciplinary and grievance procedures as they applied to harassment issues. As part of the annual pay negotiations in 1990, they requested that the issue be reviewed. A BBC working party had already begun to look at the possibility of a separate policy and procedure on harassment. As a consequence of the unions claim, they developed a draft policy which was discussed with union representatives and the result was the final policy adopted in 1991: special procedures for employees subjected to any form of harassment.
189. The approach adopted was corrective rather than punitive. The aim was to create a climate in which the employee would have no concern about making a complaint - as it was thought that in the past complaints had been deterred by fear of damage to career. However, since it would be necessary to confront the harasser, with the potential stigma of accusation, it was important to protect also the procedural rights of the individual concerned.
190. Another innovative feature of the policy was that it applied not only to BBC staff employees, but, because freelance workers are so often employed alongside staff, complaints involving freelances would be investigated also.
191. The definition of harassment aimed to cover any threat to "dignity", including non-verbal conduct such as pictures or written material. It was a management responsibility to respond to complaints and to be aware of behaviour which could cause offence. Awareness training was introduced in management courses and covered in the induction process for new staff. In January 1992 an explanatory booklet was distributed to all the BBC's 27,000 direct employees and it was publicised further: in the staff newspaper and raised at management briefings.

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<sup>42</sup> *IDS Study 513, September 1992, Combating Harassment at Work.*

192. There is an initial informal process whereby the complainant can contact either the direct superior, but also, if the employee feels unable to do this, others: equal opportunities officers, nursing or medical staff, or specially-appointed harassment advisors. The advisors are mainly people employed in personnel and are briefed on the harassment procedures and, where appropriate, also receive training in counselling skills. They may be from outside the employee's department or from a different location. The complainant can talk to the harassment advisor in total confidence. The advisor will not approach the harasser. If contact is necessary, the chief personnel officer is to decide how the matter should be handled.
193. Formal complaint involves disciplinary procedures including an investigation and opportunity to respond and may lead to disciplinary action against the offender. If the outcome is considered unsatisfactory, either party may lodge a grievance.
194. Monitoring complaints presented problems of confidentiality, particularly as regards informal approaches' and how to record the precise nature of the complaint and the outcome.

### **Printing industry**

195. The British Printing Industries Federation and the Graphical, Printing and Media Union (GPMU) agreed guidelines on the handling of sexual harassment cases in 1991; they were revised in 1992. The guidelines apply to all member companies of the Federation and to all levels of employee.
196. Sexual harassment is defined as "unwanted conduct of a sexual nature, or other conduct based on sex, affecting the dignity of women and men at work... behaviour which is unsolicited, repeated and personally offensive to the recipient". All employees have a duty to ensure there is no sexual harassment, but management are particularly responsible to prevent it.
197. The guidelines encourage complainants to seek advice, support and counselling in total confidence, and complaint does not necessitate recourse to formal disciplinary or grievance procedures. However, the first step suggested is to make it clear to the harasser that the behaviour is unwelcome. If this fails, the grievance procedure may be used, allowing for representation and handled with sensitivity and due respect for the rights of both parties. If the complaint is upheld, action should be taken to stop the harassment and prevent its re-occurrence, without detriment to the harassed person.

### **British Gas**

198. In consultation with trade unions, the company introduced a policy on employee harassment in 1991 and provides a network of harassment counsellors for its 80,000 employees.

199. A network of harassment councillors was established, and names and locations of counsellors posted at every office or site. They are employees who have received training in harassment skills from a British Gas trainer who took a two-day course from an external consultant. They are mainly from personnel, or occupational health and welfare people. Counsellors should match the grade profile of a location, as employees may feel more comfortable talking to people in similar grades.
200. Apart from a definition of harassment, the policy gives examples of inappropriate behaviour under the headings of physical, verbal, non-verbal and other unacceptable conduct that "denigrates or ridicules, or is intimidatory or physically abusive of an employee".
201. The policy was widely distributed as part of a booklet and a separate publication, as well as part of a pack for management briefings on equal opportunities.
202. All employees have responsibility, but managers have particular duties to investigate complaints and communicating the policy. But the company recommends that the first step by the employee should be to directly approach the harasser, if not in person, in writing. The complainant may be accompanied by a colleague or trade union representative. If ineffective or inappropriate, the next stage is to talk to a harassment counsellor to consider options, including formal complaint. If that is decided, the complaint is made to the manager of the accused harasser, who investigates. Appeals may be made through the grievance procedure.

### **Royal Bank of Scotland**

203. Guidelines on dealing with harassment were jointly issued by the Bank and the Banking, Finance and Insurance Union (BIFU), after discussion and consultation with the union, in 1988, to cover about 21,000 employees.
204. The guidelines provide a definition and adds that it can range from comments, looks and jokes to physical contact. The guidelines are included in the staff manual, and it was further publicised in 1992 through the staff newsletter's informing staff that a telephone helpline was set up. This gives callers the names and locations of nine employees who have been trained in counselling skills. In addition, BIFU members have access to the union's national harassment helpline.
205. Managers have the responsibility to investigate complaints, but are required to prevent it from taking place by maintaining professional standards of conduct in the office. The procedure begins informally, and complainants are advised to make it clear to the harasser; if this is difficult the initial approach could be made by a work colleague or-office representative.
206. If harassment continues, management is brought in to investigate under a formal procedure. This can lead to disciplinary action. Appeals are handled through the grievance procedure.

## **Royal Mail**

207. A policy was published in 1991 which has the full support of the Post Office Unions' Council.
208. The policy defines harassment, which includes isolated incidents as well as more persistent harassment and conduct directed towards one or more individuals. It includes "suggestive remarks or gestures, pin-ups, graffiti, offensive comments, jokes and banter based on religious, sex or other personal characteristics'.
209. Management is responsible for dealing with any harassment, whether or not it is formally brought to their attention. They are expected to attend appropriate training. Personal counselling is also available through the Post Office Welfare Service or the occupational health service.
210. The first step in the procedure is for the complainant to ask the harasser to stop. If not possible, or if it continues, the next step is complaint to management. It is possible for the alleged harasser to be transferred to another work area during the investigation, or suspended. The disciplinary action aims to stop harassment recurring, and "every effort would be made to move the harasser and not the person who has been harassed, unless it is his or her desire to do so".

## **4. Job Sharing<sup>43</sup>**

211. The sharing by two people of one full-time post is largely associated with equal opportunities policies. The following is one example of a policy undertaken jointly with trade unions in the health sector.

## **Kingston and District Community Unit (NHS)**

212. The Unit employs around 1,200 permanent employees, of whom about two-thirds are nursing or therapy staff and one third ancillary or clerical staff. There was job-sharing for several years on an informal basis before the formal policy was approved by the management board in 1994. The policy was first taken through the joint consultation committee, and the unit's equal opportunities action group.
213. Formalisation of the policy was undertaken to avoid confusion among different managers, and also to seek to extend it over a wider area, as it had tended to develop in pockets across the organisation. A formal policy provides all staff with equal access to job-sharing arrangements. Almost all employees are eligible, with the exception of some trainees. All advertisements for vacant posts welcome job-sharers "with or without a partner".

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<sup>43</sup> *IDS Study 548, February 1994, Job-Sharing.*

214. In 1994 there were 42 job-sharers, all female, mostly in nursing posts. Hours of work and division of responsibilities are decided jointly by the job-sharers and their manager. Only two people can share one post, and job-sharers cannot hold a part-time position elsewhere in the unit. Shares are mainly on a 50/50 basis, though some uneven shares do exist. The usual patterns are 2.5 days and morning/afternoon splits. Managers have to make sure work patterns allow for a second partner to be recruited fairly easily if one sharer leaves.
215. All practical arrangements are set out in the job-share agreements: patterns of work, responsibilities, length of handover times, supervision arrangements, communication mechanism to be used and terms and conditions for each partner.
216. The policy provides for a job-share register to be set up. Employees submit a request to job-share in writing, with 3 months' notice. The line manager considers its feasibility and gives a response within 10 days. If refused, there may be an appeal. If the request is approved, unless the employee has a partner in mind, the job-register is checked. Failing that, the job-share is advertised. If no partner can be found, the employee is informed that it is not feasible at the present time. The employee can either put themselves on the job-share register, or request a job-share in a different department. Or the manager can reassess the employee's job to see whether it can be split into two parttime posts.
217. If one partner leaves, the full-time position will be offered to the remaining partner. If declined, the register will be consulted, and, if necessary, the post advertised. The Unit guarantees to place two external adverts. If no replacement is found, either the existing sharer can be transferred to a part-time position, or, if possible, re-deployed.
218. Salaries and benefits are offered on a pro-rata basis. But some apply on an individual basis: entitlement to sick pay, long service leave, maternity leave, unforeseen leave and removal expenses. Where posts qualify for a car or car allowance, both partners receive the benefit.
219. Benefits resulting from the policy include increased flexibility in peak periods, greater continuity cover during sickness and annual leave, and reduced levels of absenteeism among employees who job-share.

#### **B. Agreements good in context**

220. The Concept Report proposed to concentrate on agreements "good" in relation to legal regulations, in particular, EC legal regulations. These would be agreements *adopting* the legal requirements, *filling in* gaps in the legal requirements, and *going beyond* them.



## 1. Maternity arrangements

221. Following the Directive, it was acknowledged that the UK might be the most affected.<sup>44</sup> Two examples of agreements are provided from the private sector: Peugeot Talbot Motor Company and Imperial Chemical Industries.

### **Peugeot Talbot Motor Company<sup>45</sup>**

222. The company increased its maternity provisions above the statutory minimum at the conclusion of the 1993 pay negotiations. The proportion of women returning to work after maternity leave was 20% in 1993.
223. Eligibility for leave and pay: 26 weeks' service as at 11th week before the expected week of confinement.
224. Duration: The current statutory entitlement.
225. Payment: 9 weeks at 90% of National Insurance pay followed by 9 weeks at the lower Statutory Maternity Pay rate.
226. Benefits: The employee retains her company car during maternity leave. Holiday entitlement continues to accrue and be paid. The period of maternity leave does not apply to the calculation of profit-related pay. Employee contributions to the occupational pension scheme continue during periods of paid leave, which are treated as pensionable service.

### **Imperial Chemical Industries<sup>46</sup>**

227. ICI employs 50,000, including some 9,000 women. Over the five years from 1986, the number of women in middle and senior management positions trebled until women comprised 11% of middle managers and 3.5% of senior managers.
228. Maternity leave provisions were extended by ICI in February 1989, and improved again in January 1991.
229. Eligibility for leave and pay: All women with 2 years' service.
230. Duration: Up to 51 weeks, depending on how many weeks before the birth the woman stops working.

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<sup>44</sup> Directive 92/85/EEC of 19 October 1992, OJ L348/1 of 28.1.92. E. Ellis concluded: "The directive will require little or no change to the law in any Member State apart from the UK". (1993) 22 *Industrial Law Journal* 63 at 67.

<sup>45</sup> *IDS Study* 550, March 1994, *Maternity Leave*, at p. 24.

<sup>46</sup> *IDS Study* 476, February 1991, *Maternity Leave and Career Breaks*, p. 14.

231. Payment: Statutory maternity pay during the required 18 weeks. But 3 months after returning to work, employees receive a lump sum to bring pay for this 18-week period up to full pay.
232. Benefits: Terms and conditions of employment are reinstated following maternity leave.
233. Return to work: If returning within 29 weeks of the birth, managers make all reasonable efforts to accommodate individual difficulties, subject to the needs of the business. This might involve a phased return to work or part-time working for the first six months.
234. In addition, ICI would consider additional periods of unpaid leave, specifically for childcare purposes, within the first two years after the return to work, up to a maximum of 10 weeks in total.

## IV. CONCLUSION

235. All the policies and agreements produced in this Report were the result of joint efforts by employers and trade unions. The specific inter-action of the social partners varied, ranging from formally agreed documents, through policies reached through processes of joint consultation, to policies initiated by management and approved by trade unions, to those resulting from trade union pressures on employers.
236. The agreements collected and analysed reflect the typology developed in the Concept Report. Agreements "good" through self-declared intent focused on the family/work interface and included subjects which are relatively familiar: maternity, childcare, career breaks, paternity leave and flexible working hours. An attempt was made to identify agreements on these topics which contained particularly innovative features.
237. The problem of job access for women and occupational sex segregation in the workforce was approached through looking at policies adopted in two industries notorious for such segregation: the transport and construction industries. In each case, there emerged a package of measures resulting from agitation producing actions by management and unions in these industries.
238. Agreements explicitly addressing discrimination included some clearly and specifically directed at problem areas: pay discrimination, sexual harassment and job sharing. More amorphous, but equally innovative, were a group of policies which addressed the organisational cultures and structures of a number of employers. These ranged from attempts to address the obstacles posed by traditional masculinist cultures in the fire-fighting service, to promoting diversity as a value in itself in the London Borough of Camden.
239. Other policies were extremely detailed and sophisticated attacks on perceived inadequacies in management structures which had obstructed the achievement of equal opportunities: for example, in the Open University and Civil Service.
240. Finally, there is a brief section on agreements "good in the legal context", where collective bargaining has improved or elaborated upon maternity provisions originating in EC legislation and transposed into UK law.