



EQUALLY DIVERSE

Good practices in the public services

Published as part of a CEEP project to celebrate 2007: European Year of Equal Opportunities for All



2007 — European Year of Equal Opportunities for All



Project partners

EUROPEAN CENTRE OF ENTERPRISES WITH PUBLIC PARTICIPATION AND OF ENTERPRISES OF GENERAL ECONOMIC INTEREST



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Introduction

CEEP, the cross-sectoral organisation representing public service employers and providers of Services of General Interest (SGIs), strongly supports the objectives and priorities of the European Year of Equal Opportunities for All. The European Union has much to be proud of regarding its track record on equality opportunity and diversity policy. But recent expansions of the Union and research findings, which demonstrate that although the situation in relation to equal opportunities is improving, much yet remains to be done, mean that the European Year 2007 is timely, not only to remind all actors of their rights and obligations, but also to share good practice and to celebrate our diversity.

CEEP sees its role in the European Year as being twofold. Public service employers have an excellent track record of implementing innovative anti-discrimination and equal opportunities measures and are indeed often looked to by policy makers to take a lead in these areas. In relation to gender equality, for example, public service employers employ proportionately more women than their private sector counterparts and have proportionately more female senior managers and a narrower overall pay gap. Similarly, as servants of the public interest, it is critical that we represent and take full account of the needs of the communities we serve. These factors give CEEP a strong claim to take a leading role in the debate over equality and diversity, although we clearly acknowledge that we must improve our performance still further. CEEP members are particularly concerned to address the causes and effects of disadvantage in society as services of general interest have a particular role to play in preventing social exclusion.

CEEP therefore decided to showcase the contribution of public service employers and SGIs to the achievement of the goals of the European Year by preparing this compendium of good practices and to organise a European conference to allow policy makers, employers, trade unions and other stakeholder to share and learn from each other's experiences.

In addition, our national affiliates have worked with the national implementing agencies to ensure their full involvement in the activities of the Year.

It is our hope that 2007 will raise awareness in relation to existing rights to non-discrimination, the business and societal benefits of diversity, as well as allowing mutual learning through the sharing of experiences.



Rainer Plassmann

Rainer Plassmann
General Secretary, CEEP

Background

The principle of equal treatment between men and women has been enshrined in the EC Treaties since the establishment of European Economic Community in 1957. Indeed, the promotion of equality between men and women is one of the fundamental tasks of the European Union, laid down in Article 2 of the EC Treaty. A legislative basis for actions to tackle other forms of discrimination at EU level was added by the Amsterdam Treaty in 1997. Article 13 of this Treaty gave the Community new powers to combat discrimination on the grounds of sex, racial or ethnic origin, region or belief, disability, age or sexual orientation.

Over the years, the European Union has developed an extensive framework of anti-discrimination legislation. As a result, it is illegal to deny someone a job or access to training for any of these six grounds of discrimination. The rules on gender and racial discrimination go further and additionally cover access to health care, education, goods, services and housing.

Despite this legislation and whilst acknowledging significant improvements in recent years, the evidence shows that men are still more likely than women to hold senior managerial positions and positions of power in public life. In addition, there is a persistent pay gap between men and women, largely as a result of vertical and horizontal segregation in the labour market. Disabled individuals, ethnic minorities and older workers still have lower participation rates than the general average (although there are of course significant differences between countries, different ethnic groups and so on). Discrimination on the basis of religion and belief is a topic which has unfortunately come increasingly to the fore in the current geo-political context. Although more difficult to demonstrate, there is some evidence of a gap in the level and ease of access to services between different groups, which is a cause for concern not only from an equity perspective but also in the context of our ability to reach the ambitious goals of the Lisbon strategy.

Despite what has been called a ‘first class system of legal safeguards’ in the European Union, a recent Eurobarometer survey published by the European Commission in advance of the launch of the European Year shows that 64% of Europeans feel that discrimination is widespread, although results differ from country to country. 51% of Europeans think that not enough is being done in their country to combat discrimination. A broad majority of European citizens believe that being disabled (79%), being a Roma (77%), being over 50 (69%) or having a different ethnic origin (62%) is a disadvantage in their society. The survey also shows that awareness of the existence of anti-discrimination laws remains low. Disability is the only type of discrimination which more than half of the European public knows is prohibited by law when hiring employees. Only around 30% were aware of legislation prohibiting discrimination on the basis of age or sexual orientation. One of the goals of the European Year is to raise awareness of these rights. Speaking at the launch conference in Berlin on 30 January 2007, European Social Affairs Commissioner Vladimir Špidla said “Equality of opportunities is a fundamental right and getting everyone to contribute is essential if Europe is to compete on the world stage”.

CEEP is keen to play its role in ensuring equality and diversity as an employer as well as a provider of Services of General Interest. The preparation of this compendium of good practices is part of a European funded project to showcase the contribution of CEEP members in relation to these important issues:

- Equality and diversity in employment including promoting a better balance between work and family life
- Equal representation in decision making
- Eradicating all forms of violence and harassment
- Eliminating stereotypes in society
- Equal access to services

Equality and diversity in employment including promoting a better balance between work and private life

Access to good quality employment remains the best way of combating social exclusion in our societies. The establishment of the best possible framework conditions for the creation and sustainable, high quality employment is at the core of the Lisbon strategy. Part of this strategy is to ensure that all individuals who are able to work are properly equipped to do so through a good balance of flexible employment protection legislation, strong active labour market policy, a sustained commitment to high quality education and lifelong learning and modern social protection systems. Discrimination on whatever basis undermines not only the broader equity and human rights goals of any decent society, but also impedes the proper operation of the labour market.

As a result an increasing number of businesses and service providers are adopting equality and diversity strategies not only for ethical and legal reasons but also because of the clear business benefits they deliver. As demonstrated in the European Commission's report on the "Business case for diversity"¹, these benefits include enhanced employee recruitment and retention from a wider pool of high quality workers, improved corporate image and reputation, greater innovation, enhanced marketing opportunities and the ability to better reflect the community served.

However, despite these benefits, available evidence shows the following picture:

- Despite significant improvements, female employment rates, continue to lag behind those of their male counterparts at 71.3% and 56.3% respectively in 2005. Women also continue to be underrepresented in higher managerial positions, although the position is significant better in the public than in the private sector. Persistent vertical and horizontal labour market segregation along gender lines significant contributes to an average 15% pay gap between men and women.

¹ http://ec.europa.eu/employment_social/fundamental_rights/pdf/events/busicase_en.pdf

- Over 14% of the adult working population in the EU have some form of disability. Figures from Eurostat show that the employment rate of disabled people stands at an average of 40% in the Member States, but are significantly lower in some countries. While little comparable data is available on the employment rate of ethnic minorities (ethnic minority monitoring is forbidden in a number of Member States), data on the labour market participation of immigrants shows a participation rate of around 50%.
- Although employment rates among older individuals have improved in recent years, in many countries they are still far below the target rate of 50% set for 2010. When looking at these figures it must be remembered that individuals and groups affected by discrimination in society often suffer from multiple disadvantage, including poor housing, poor health and poor education leading to social exclusion and perpetuating labour market disadvantage.

With regard to the unequal distribution of labour market opportunities for men and women, it is undeniable that the continuing unequal distribution of roles, particularly in relation to caring in the private sphere has a significant impact on the career and earnings potential of women. It has been shown that better work life balance arrangements can enhance employee satisfaction, promote workplace equality, contributes to an organisation's reputation as an employer of choice, and benefit employers as well as workers. This is why the promotion of work life balance policies is one of the priorities of the *Framework of Actions on Gender Equality* agreed by CEEP, ETUC, UNICE and UEAPME in 2005. Experience demonstrates that successful policies to support work-life balance need to be tailored to the needs of individuals, bearing in mind that these needs can vary throughout the life course. However, it is equally important that account is taken of the needs of different companies, bearing in mind that these can also vary depending on the production cycle and customer needs. Although the needs of workers and companies do not always necessarily coincide, the best results are achieved through dialogue in the framework of a win-win process. It should be borne in mind that designing work-life balance policies is not only about providing access to flexible forms of working, but also about encouraging a more equitable take-up of such arrangements.

For public services, the interest in work life balance policies is twofold. Firstly, many public service employers already recognise the value of implementing such policies not only for workforce recruitment and retention and to boost employee satisfaction, but importantly also to improve the quality and accessibility of their services, for example by speeding up response times or offering services at different or for longer hours. Secondly, public authorities and services have an important role to play in addressing the wider societal aspects of the work-life balance equation, for example through access to affordable and high quality care and other services.

The good practices presented here can be roughly divided into the following types of initiatives:

- Projects to assess the causes of exclusion in the labour market and measures to integrate disadvantaged groups;
- General company equality and diversity policies to cover everything from recruitment, training, promotion, access to flexible working, information and communication and other issues;
- Work-life balance policies;
- Policies to manage and age diverse workforce;
- Company policies aimed at the integration of disabled individuals.



Knowledge Plus 2

Employers' Organization of Polska Miedź; ASM Market Research & Analysis Centre Ltd and Wroclaw University of Economics (Poland)

The project entitled "Comprehensive Monitoring of Workforce Potential and Barriers to Entry into the Regional Labour Market" started in September 2005 and concluded in May 2007. Its goal was to generate a more complete picture of the regional labour market, including the factors which inhibit the better exploitation of its workforce potential. In doing so, it looked in particular at factors contributing towards social – and as a result – labour market exclusion. These factors could include disability, gender, age or other elements of discrimination. The projects was aimed at social partner organisations, public employment services, careers advice centres, representative organisations of the unemployment and other NGOs to help raise awareness of the causes of exclusion and how to overcome them (for example through anti-discrimination or retraining measures). More precisely, this part-European funded project aimed to:

- Create a more complete picture of the labour market in the region
- Define the most important barriers to social development
- Evaluate the quality of education and training currently on offer
- Prevent social exclusion
- Assess the present and future requirements of the labour market

Eight workshops and four seminars were organised with a total of more than 1000 participants from all districts of Lower Silesia.

*For further information contact www.wiedzaplus2.ac.wroc.pl; **tel.** +48 76 84 78 585 ; **fax** +48 76 84 78 588 ; prywatni@pracodawcy.pl; Employers Organization of Polska Miedź; Marii Skłodowskiej-Curie Street 90; 59-301 Lubin Poland*



Positive Action through Health (PATH)

Portsmouth Hospitals NHS Trust

The PATH project is a scheme that enables members of minority communities to undertake training placements within Portsmouth Hospitals NHS Trust. The placements are open to interested individual who are disadvantaged and not employed by the Trust, however, particular encouragements are given to minority groups i.e people with a disability and those from ethnic minority groups.

The project is run in partnership with the 'New Deal Unit' at the Portsmouth City Council. Members are those who have been unemployed and are actively seeking employment. The programme has a period of induction facilitated by the Portsmouth city Council who also arranges funding for travel and other support system.

Individuals on training placements are encouraged to apply for full time jobs in and outside the Trust. Individuals receive support from the Trust Minority Ethnic Staff Network. The particular benefit of the scheme is that it provides a link between the Trust and minority groups within Portsmouth and is intended to aid recruitment.

The scheme address some of the strategic aims of Single equality scheme:

- To eliminate unlawful discrimination and to promote equality of opportunity and good relation.
- To ensure that Portsmouth Hospitals uses its influence and resources as an employer to make a difference to the life opportunities and the health of the local community especially those who are disadvantaged
- To recruit and retain a workforce that is able to deliver high quality service.
- To ensure that the Portsmouth Hospitals is a fair employer achieving equality of opportunity

Participants in the scheme attend an arranged period of placements, lasting up to 6 weeks. They are supervised and arrangements are in place to ensure that they have access to resources that would facilitate their placements. Participants is given time to also attend the job search training provided by the City Council.

The outcome has been positive, several areas have been targeted for placements and the most successful has been in administration. Participants have found employment in several areas in and outside of the Trust. Others have been encouraged to take further education.

The obstacles in some areas have been that there is not enough staff to supervise the participants. Participants' time on placement has been reduced if their time on the New Deal has expired.

Portsmouth Hospitals is expanding the project and will be offering work experience opportunity to other groups.

For further information contact Florise Elliott, Diversity Advisor; Portsmouth Hospitals NHS Trust; Email: Florise.elliott@porthosp.nhs.uk



Handicap and incapacity policy

La Poste

In order to better integrate disabled employees, La Poste has carried out important communication actions and initiatives to improve the understanding of disabilities. The mobilisation enabled La Poste to recruit 100 disabled persons in 2006 and increase its division specific purchases 10%.

A partner of the 10th week for the employment of disabled persons, La Poste participated in more than 20 regional events. Local entities met applicants as well as professionals for the integration of disabled persons, local missions and employment Professional Ability Certificate representatives. Managers were made aware of handicaps and received a behaviour guide and division-specific purchasing guide. La Poste also conducted a study on its incapacitated and disabled agents. This study shows that there was no discrimination, especially in terms of rating but also revealed lower rates of promotion and mobility. These results, shared with the trade unions and the management provided input for an action plan in 2007. A new agreement in favour of disabled persons and agents with limited capacity will be prepared and negotiated and measures concerning the accessibility to premises, products and services will be strengthened.

La Poste also participates in the "Handimanagement" initiatives aiming to sensitize future employees in management positions on disabilities issues. Together with other enterprises and an ONG, La Poste accompanies projects of business and engineer student teams that raise awareness of managers and develop human resource management instruments favouring the integration of disabled people.

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Bradford & Airedale Health Professions Pathway Project

Bradford and Airedale teaching Primary Care Trust

The Business environment of today is ever changing, the NHS has to be ready and prepared to harness the opportunities this bring. Recent evidence suggests that the UK workforce will increase by a million in the next 10 years and that ethnic minorities will account for more than half that increase. The PCT took active steps to engage and promote opportunities available in the NHS to segments of the local population where social disadvantage and unemployment is high as it stands to reason that employers that reflect the local demographics in their workforce have a better understanding of the customer needs.

A dedicated traineeship programme has been developed in three clinical areas to provide a window of opportunity to young people from minority ethnic communities who may have aspirations to work in the NHS. This project will also provide the service delivery mechanism within the organisation an opportunity to work with young people from disadvantaged communities, and to reflect on their ability to deliver culturally competent services.

The areas that will be accommodating the trainee role comprise of General Nursing, Podiatry and Mental Health Nursing/Counselling. Three trainees have been appointed on a fixed term contract for twelve months to gain work experience and acquire practical skills that will increase their chance of employability within the NHS. The trainees will also attend the Access to Health Professions Course at Bradford College, which provides entry to those who may wish to pursue professional training once the traineeship programme has concluded.

For more information contact Sabiya Khan, Workforce Development Facilitator – Positive Action; Sabiya.khan@bradford.nhs.uk



Collective agreement on the integration of migrant workers and ethnic minorities into the labour market

Danish social partners in the local government and state sector

On 1 April 2006, the Danish social partners in the local government sector signed an agreement aimed at the integration of individuals into the labour market who lack a basic understanding of the Danish language and/or lack professional competences and qualifications to obtain employment.

The skills and education programme is to combine formal education with at least 80% of time spent in work experience. In the state sector, a similar scheme of “integration jobs” was operational between 2005 and 2006.



Equal at Work in the public sector

Local government Ireland

This project reviewed how local authorities in Ireland recruited new staff. Particular emphasis was placed on assessing the respective job requirements stated, as rigid entry-level requirements often appear as a bar to individuals with fewer formal qualifications. The aim of the action was to develop a more competence-based recruitment system.

The project was considered to be highly successful in removing obstacles to the recruitment of older workers. For example, the mandatory requirement for applicants to have completed at least their secondary education has been removed. Instead the skills and abilities of candidates are now assessed through a newly devised ‘competence framework’. This makes it much easier to have their informal knowledge and skills taken into account in the recruitment process.

For further information contact poconnor@dublinpact.ie



Mentoring through a consortium approach

University of Liverpool, Liverpool John Moores University, Liverpool Hope University and Edge Hill University

The Merseyside Diversity Mentoring Programme aims to support and enhance the employability of students from the Merseyside Higher Education Institutions who are from groups that are at a proven disadvantage in the graduate recruitment process and labour market. These groups are:

- Black and Asian students
- Disabled students
- Mature students
- Students who are the first generation in their family to enter Higher Education

The Programme supports these students through direct links with employers through workshops and one-to-one mentoring. The Programme helps students to gain the necessary contacts and networks of support that otherwise may not be available to them and the skills and confidence to help them compete on a more equal footing. Raising awareness of diversity and equality issues is a very important objective of the Programme and so it also provides training to students and employers on race/cultural diversity, disability issues, age diversity and also issues affecting students who are the first generation in their family to enter higher education. A large proportion of the students involved in the Outlook Programme come from more than one background. With this in mind the Programme recognises the multiple disadvantages they may face e.g. if they are ethnic minority, disabled and a mature student. With more and more organisations demonstrating an interest in diversity and recognising the business benefits of a diverse workforce, the Programme is helping to meet the needs of businesses.

For further information: <http://www.ecu.ac.uk/downloads/Imp%20in%20Prac%20-%20Liverpool.pdf>



Diversity Charter

Adoma

By signing the Diversity Charter in November 2006, Adoma confirmed its long standing commitment to fight against discrimination and to promote diversity. The Charter aims to support pluralism and to seek diversity through recruitment and the effective management of careers. Supplementing the goals of its existing CSR policy, Adoma committed itself to respecting the 8 undertakings defined by the Charter, which are centred around:

- Sensitising and training leaders and partners with the goals of equality and diversity policy;
- Respecting and promoting the principle of non-discrimination
- Working towards greater diversity in employment at all levels of the organisation;
- Ongoing communications with staff regarding the outcomes and progress of diversity policies;
- Development and implementation of diversity policies in dialogue with staff representatives;
- External communication through annual reports with regards to the results of actions undertaken.

Because of its long-standing commitment to these goals, Adoma was quickly able to sensitise and training staff in charge of management and recruitment to the goals of the Diversity Charter, as well as organising training among its subsidiaries abroad. Adoma thus joined the list of company signatories of the Charter managed by the Secretariat of the Charter.

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http://www.afaq.org/web/Espace_clients.nsf?opendatabase&URL=/web/afaqinstit.nsf/volfr/serlab*



Equality and diversity policy **Caixa Geral de Depósitos**

Caixa Geral de Depósitos was set up in 1876 with the purpose of collecting and managing obligatory deposits and receiving private savings. In 1969, these objectives were widened to include Capital and Money Market regulatory interventions, selective granting of loans, interest rate discipline, support to solving the housing problem and administration of the civil service welfare services. Following accession to the European Union (1986) and the financial deregulation CGD became a Universal Credit Institution. In 1993, CGD became a Sociedade Anónima (SA) – public limited company – comparable to other banks as concerns the business permitted to be carried out.

CGD has more than 11,000 employees in Portugal and is present in 27 countries as part of the internationalisation drive that has support of Portuguese emigrants worldwide as one of the objectives.

CGD endeavours to attain the principles of equality and diversity through routine daily management. Human resources management at CGD strives to match the allocation of employees to their physical and psychological conditions, to adjust working hours and to equip workplaces in accordance with the “differences” some employees might show.

Performance assessment includes an interview (assessor/assessed) allowing for a dialogue with management and an analysis of the adequateness of the objectives of the company with the expectations of the employee.

Access to professional training is also available to all with no discrimination of gender, race, ethnicity, religion and/or sexual orientation while, as with all human

resources practices, diversity is also respected. Accordingly, the employees of CGD are encouraged towards life-long training through a programme that also includes an e-Learning platform.

At CGD, all employees have access to a range of services that assure their Well-Being in terms of health and in terms of sports and cultural activities. To this end CGD provides a set of exemplary infrastructures that are intensively used by employees.

CGD has set up a credit line with more favourable conditions to facilitate access to certain goods and services including housing, thereby contributing to a better quality of life for employees and an effective conciliation between work and family.

An employee assistance programme, also available to family members, has been established with a counselling service that intervenes from a prevention point of view. This programme also endeavours to contribute to a balance in the equality of opportunities and always uses the motto "Different but equal".

This employee assistance programme, also covers the prevention of illnesses such as addictions (alcohol, drugs, gambling and consumption) under the safeguard of professional confidentiality. When necessary, treatment (co-financed by CGD), monitoring of the recovery and reinsertion of the employee is assured after the primary prevention of these maladies. This reinsertion is done through an after-care system during 6 months until full recovery.

Employees with illnesses or severe limitations are relocated to jobs more adequate to their state of health with flexible working hours and periodical monitoring by an interdisciplinary team.

For further information contact ceep@cgd.pt



Equality and diversity initiatives

SNCF, France

SNCF has a very strong commitment to equality and diversity policies. Here we present the companies initiatives aimed at parents, women (into sectors where they are underrepresented) and disadvantaged young people.

Creation of an information space for parents

Taking account of the difficulties facing young parents in finding affordable and reliable childcare, SNCF has carried out a needs analysis. In 2007, SNCF opened up a service dedicated to advising young parents on the availability and type of childcare arrangements which would suit them best in the area of the „Ile de France“. The professional counselling services provides them with addresses of individuals and organisations which would best meet their childcare requirements.

For more information contact josie.caussin@sncf.fr

Neutralising the effect of motherhood on the careers and salaries of young managerial staff

The company has signed an agreement with its trade unions setting out compensation and leave schemes for maternity and paternity leave for young management staff to seek to reduce the impact of leave on their career development and salaries.

For more information contact: yanick.cavaling@sncf.fr

Diversity and recruitment

Equal treatment in recruitment is the first goal of SNCF's diversity charter. A steering group has been created to:

- Provide equal opportunities training for all individuals involved in recruitment processes, particularly in relation to their legal obligations;

- Ensuring that all recruitment literature and documents relating to recruitment processes correspond to the requirements of equalities legislation;
- Creating of practical tools to ensure equal opportunities in the recruitment process;
- Co-operation with local actors in the area of equal opportunities.

External communication on the benefits of diversity in the workplace

SNCF has developed a communications strategy targeted at individuals, careers services and training institutions which elaborates the benefits of a diversity policy for companies. It also seeks to disseminate positive images about the involvement of women in jobs which are traditionally male dominated to encourage more female applicants into these jobs.

For more information contact annick.about@sncf.fr

Equal opportunities fair

Since 2006, SNCF has organised a series of recruitment fairs in disadvantaged areas with the goals of attracting more young people from disadvantaged backgrounds into employment in the railways sector. These fairs have been organised in co-operation with local employment agencies and other relevant NGOs. This has been critical to the success of these events, which have so far attracted between 300-450 young people. The goal of the fairs is to present the many different jobs and occupations available at SNCF and to present the respective recruitment processes. Young people are encouraged to register their CVs on line. Over the last two years, SNCF has held 24 such recruitment events, which has enabled SNCF to double their recruitment amongst young people from these areas.

For more information contact karim.zerbi@sncf.fr

Internet site „Itineraire Metiers“ (jobs itinerary)

The internet site „Itineraire Metiers“ is aimed at pupils at 3rd and 4th grade, as well as their teachers. It aims to present the full range of occupations available in the railways sector in a fun and informative way and particularly seeks to attract girls into the occupations where they are currently less represented.

For more information contact didier.javazzo@sncf.fr

Diversity and the integration of young people

For the school year 2006-2007, SNCF signed a public service employers charter on equal opportunities in education with the French government. The aim of the charter is to create a better partnership between the state education systems and public service employers to ensure particular assistance for young people from areas with special educational needs to allow their education and careers orientation. Similarly, around 600 young people from education priority action zones on the outskirts of Paris participated in a pilot scheme aimed at offering work experience and targeted careers guidance „round tables“. A further 1000 young people from disadvantaged backgrounds at BEP or BAC PRO level benefited for pilot actions aimed at providing job search assistance and work placements.

In addition, an apprenticeship charter has been signed on 9 June 2005 with the commitment to increase the number of apprenticeship placements by 20% over two years and to pay further attention to the cultural and ethnic diversity of recruits.

For further information contact Marie-Dominique.Bidault@sncf.fr



Human Resources Reinstatement after a leave period

Poste Italiane/Trade Unions

Over the last few years, Poste Italiane has developed a particular sensibility for issues with a social impact on the workplace. With the awareness of the growing importance of combining work and private life, a number of initiatives have been undertaken as regards training.

Poste Italiane, through its Equal Opportunities Joint Committee and the Bilateral Body for Training and Professional Requalification, has been implementing, since 2004, a project addressed to personnel reinstatement after parental leave. This has been done in accordance with the concept of flexibility introduced by national law and European agreements.

The project, financed by the Ministry of Public Works and Social Policies, has been aimed at front office operators, reinstated after a minimum 60 days parental leave, in order to make possible for them to cover the training gap due to a long absence from work. The experimental phase lasted until June 2007. Starting from that date the project has been implemented on a permanent basis with the objective of addressing it also to other categories of employees.

The training is carried out in two phases:

- The first one consists of training on the job accompanied by a tutor and carried out in the employees' own offices.
- The second part regards organisational/behavioural refresher courses on some issues through participation in virtual training classrooms.

There have been 16 courses taught as part of this project, 163 people took part, with an average of 10 people per class.

The outcome of the project has been that reinstated personnel have improving their expertise to allow them to have the same opportunities, and enabling them to experience a more suitable and comfortable reintegration into the workplace.

By means of this initiative, Poste Italiane would like to contribute to promote equal opportunities in the workplace, especially for women, after maternity leave.

For more information contact Mr. Barbaro Francesco COSTA

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Return to work to same job following parental leave

Berliner Verkehrsbetriebe (BVG) AöR

Berlin Transport Company (Berliner Verkehrsbetriebe – BVG) is Germany's largest local public transport enterprise with approximately 11,000 employees. It provides all local transport services for Berlin including busses, trams and the underground thus ensuring the mobility of around 900 million passengers per year.

In Germany it is possible for mothers or fathers to take parental leave for up to three years. The law currently allows the employer to decide how to cover the "vacant" position during an employee's absence. Unfortunately, this often means that when an employee returns to work following parental leave, they have to start again in the new position. The fear of not being able to return to the same position and colleagues and being moved to a lower qualified position means that many employees are reluctant to take up their parental leave entitlement.

As a socially responsible company, BVG was keen to remedy this situation in order to ensure that valued and motivated employees were able to fulfil their childcare obligations and return to work to the same job. The board felt that such a measure would increase staff satisfaction, company loyalty and retention. As well as going beyond the legal requirements to guarantee return to work to the same post, the measure also requires departmental managers to maintain contact with employees on parental leave, to keep them informed of significant developments and to invite them to events. BVG hopes that this will allow employees to avail themselves of their right to parental leave while ensuring retention within the company.

For more information contact Dr Ralf RESCH, BVG, telephone +49 30 256 27910; email ralf.resch@bvg.de



Improving Working Lives Standard/Practice Plus **NHS Employers**

“Improving Working Lives” was a policy document issued by the UK Department of Health in 2000 as part of the wider NHS Plan. Its aim was to modernise human resources management and encourage recruitment and retention in the health service by offering more flexible forms of working allowing staff to combine work and family life, while at the same time meeting the operational priorities of the service. NHS Trusts were rated according to their attainment of the IWL standard and are now offered the opportunity of “Practice Plus” accreditation, which can act as an indicator of good practice in offering flexible working opportunities. For IWL Practice Plus accreditation, NHS organisations are required to give evidence that:

- flexible working is making a difference to service delivery through greater access to services and improvements in staffing levels
- career progression is not hindered by work/life balance choices and flexible working patterns
- managers at all levels enable their staff, including doctors, to work in ways that meet their personal needs, and the needs of the service, at different times of their careers, and structures are in place to support flexible working practices
- attitudes and behaviour of managers and staff, as individuals and as teams, promote and support flexible working
- flexible careers are established across all staff grades, including GPs, to support service delivery
- staff approaching retirement age are informed about the options to take up flexible working patterns/flexible retirement and are encouraged and supported.

Some flexible working options offered by many trusts are listed below:

Part-time working - there is no set pattern to part-time working. It may involve a

later start and earlier finish time than a full-time position, working mornings or afternoons only, fewer working days in the week or any other arrangement of working time whereby the employee is contracted to work less than normal basic full-time hours.

Flexi-time - allows employees to choose, within agreed limits, when to begin and end work, and may be planned to enable individuals to attend to domestic or other responsibilities. Employees may be required to work during some essential periods (known as core times) and must work an agreed number of hours within an 'accounting period', which is typically four weeks. Outside core times are flexible bands when employees may choose whether to be at work or not. This enables employees to vary their start, finish and lunch times. Usually, within agreed limits, employees can carry over any excess or deficit in the number of hours they are required to work to the next accounting period.

Staggered hours - this is where employees in the same workplace have different start, finish and break times and can be an effective means of covering longer opening hours.

Compressed hours - allows employees to work their total number of agreed hours over fewer working days. Often, a five-day working week is compressed into four days.

Job sharing - involves two people carrying out the work that would normally be done by one person. The work is not split but shared. There is no set model for managing time, which may involve working a set number of hours each day, each week or alternate weeks.

Shift working - this is the pattern of work in which one employee replaces another on the same job within a 24 hour period. Shift workers normally work in crews, which operate as separate shift teams. Shift systems typically operate over morning, afternoon and night shift periods and may provide continuous cover 24 hours a day, seven days a week.

Shift swapping - enables employees to negotiate their working times by re-arranging shifts among themselves with the proviso that the required shifts are covered.

Self-rostering - allows employees to nominate the shifts they would like to work, leaving employers to compile shift patterns that match the preferences of individual

staff to agreed staffing levels.

Time off in lieu or banked hours - this allows employees to take time off to compensate for extra hours worked.

Term-time working - enables an employee to remain on a permanent contract but also to take paid or unpaid leave during school holidays.

Annualised hours - this is a system whereby the hours which an employee is contracted to work are calculated over a whole year. Usually the annual hours are split into two parts. The larger part consists of set shifts with the remaining shifts unallocated. Usually the employee is paid for unallocated shifts and owes time to the employer. The employer keeps these hours in reserve and can call on the employee to work at short notice as demand dictates.

V-time working - this is a voluntary arrangement whereby an employee reduces the number of hours worked for an agreed period with a guarantee that full-time employment will be available again at the end of this time.

Career breaks or sabbaticals - some employers offer unpaid breaks to their employees with a guarantee that they will be able to return to work at the end of the agreed period. This can be used to cover carer responsibilities, to take up full time education, travel or do voluntary work for example.

Other initiatives include:

Flexible careers & returners scheme - The scheme, among other things, supports healthy and productive balance between work and life employers to retain senior, experienced doctors.

Flexible retirement and 'keep in touch' schemes - a large proportion of healthcare staff are over 50 years old and are approaching retirement. Many experience good health and have a lot to offer the NHS by way of experience and maturity. This is why we are actively questioning the notion of the perceived retirement ages and encouraging staff and managers alike to consider alternatives to retirement. These include reducing workloads, reducing hours, moving into part time work in a way that doesn't reduce pension benefits, and joining winter registers so they can return to the NHS at times of crisis.

For further information see www.nhsemployers.org/excellence/excellence-342.cfm



Family awareness in the personnel policies of Nürnberg hospital

Klinikum Nürnberg

Klinikum Nürnberg is a city owned company situated in two locations, with around 400 million Euro annual turnover. At 28 clinics, some 83,000 patients are hospitalised each years and 53,000 treated as outpatients. Of the 6138 employees at the clinic, 71% are women. 38% of them, mostly women (49.5%) work on a part-time basis. About 700 people are currently on parental leave or suspension from duty; the number of fathers this involves is on the increase. In line with the population structure of Nürnberg, many of the employees have a migration background. The major issues and areas of conflict relate to the high proportion of female staff with caring responsibilities in combination with working shifts, a high proportion of single parents, the desire for part-time and flexible working with appropriate flexibility in child care. These measures have been taken to reduce turnover and retain highly skilled staff. The clinic aims to adjust working hours and organisation to the needs of employees with family responsibilities, as far as patient care allows. The extension of childcare facilities for children up to 12 years of age with appropriate hours of care as required and all round communication to employees of the measures that exist. The employer aims to provide family friendly management at all levels. Work life balance policies are anchored into the mission statement of the hospital and work life balance is part of the content of management seminars. This also includes measures to encourage the reintegration of staff after leave periods. The clinic offers a number of different full time and part-time working models and supports fathers during parenting leave.

The main measures taken include:

A contact and re-induction programme enabling staff on leave to re-engage and reintegrate into hospital life by means of regular contact with their superiors, mentor contacts and the right to take part in continuing education courses.

Certain sites offer child care facilities (including in summer holidays) and Granny/Granddad placement exchanges.



Negotiating a better work life balance

Leeds City Council

The policy started as a pilot project set up in Leeds City Council to improve work-life balance in order to retain and recruit staff in the context of demographic change and recruitment difficulties in occupations such as accountancy. The Council also sought to deal with high staff absence rates. The pilot phase lasted 6 months and initially involved 60 employees in two units of the Finance Department. The scheme was extended to other teams within the Department and is now being developed across the whole of the City Council.

The work-life balance pilot scheme looked at the potential for a more flexible service. Staff across the council were already operating on flexi-time but the existing flexitime system was available to staff but not managers. The new scheme involved all employees, including the managers. Moreover, it offered a broader range of "options", giving staff greater influence on long term planning of working hours and leave.

The UK Employment Act 2002 provides for a 'right to request' but not for a 'right to actually get' a change in work patterns and only covers those with parental responsibility for specified children. The new scheme however was introduced for all employees and all employees could benefit from it, if they chose to.

Careful consideration was given to the process of involvement of the staff and trade unions in implementing the scheme. For example the Trade Union Committee was briefed regularly by management about the scheme and trade unions participated directly as members of the Work-Life Balance Steering Group.

Work-Life Balance co-ordinators were appointed within each team to provide advice to staff about the practical application of the new system.

Each member of staff participating in the scheme had to prepare an individual “business case” stating why they were taking part, and what the benefits would be both for them individually and for the service (discussed collectively by the service staff). It was stressed from the outset that flexible working was not an entitlement and that employees had to demonstrate how their changed pattern of working would benefit the service.

A mix of options was made available and included: annualised hours; term-time working; part-time and reduced hours; compressed week; staggered hours; job-sharing; career breaks; time-off and ad hoc home working instead of part-time.

There have been a number of positive benefits for management, staff and for the service as a whole, in particular: personal life and work life balance improved; a significant reduction in sickness absence was achieved (and maintained over time); due to the hours that staff wished to work, the Council is able to extend the times that telephone services are available to the public by 2 hours..

For more information see :

<http://www.ceep.org/en/documents/Social%20Partners/2005/framework%20of%20actions%20gender%20equality%20010305%20EN-ANNEXE.doc>



Flexible working **Poste Italiane/Trade unions**

In order to create “better jobs of better quality” for all employees Poste Italiane pays particular attention to measures required to improve the balance between work and private life. In the recent National Collective Agreement of Poste Italiane, the social partners have agreed the introduction of more flexible work patterns. In this way, Poste Italiane seeks to contribute to the implementation of the priorities of the European social partners’ framework of actions on gender equality. To goal is to allow employees to develop their competences while seeking to balance work and private life.

Two forms of flexible working (already included in the previous Agreement) will be implemented in the near future. The first one relates to working time and provides the opportunity to change from full time to part time work while preserving the employees role and activities (the part-time employee can agree on his working performance, choosing between horizontal, vertical and mixed part time).

The second one refers to teleworking. This agreement has been orientated to meet the requirements of the European social partner agreement on telework, as well as the agreement on such matters signed by the national social partners.

In order to introduce such a flexibility system in Poste Italiane, an experimental phase should start in September 2007.

The pilot phase of the Teleworking project, meant to last 6 months, will be introduced for Contact Centre’s personnel. In the initial phase it will be addressed to specific personnel (people living distant from office, people benefiting from a pregnancy leave, people assisting handicapped relatives, etc).

The outcome of this initiative should be the introduction of a Flexibility Work performance’s System in the company on a permanent basis.

For more information contact Mr. Barbaro Francesco COSTA

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Extending working lives
South Downs NHS Trust, UK

This is a Community and Mental Health Trust employing over 2,000 staff including a substantial number of older workers. The Trust recently reviewed its approach to the management and employment of older workers. The Occupational Health team interviewed all staff referred to them who were over 65. The key result was that the Trust decided that there was no good reason to have a policy to treat staff over 65 differently. The Chair and Board approved the removal of the compulsory retirement age. A new policy was subsequently developed and publicised. This asserts that staff have the right to continue working. Managers are actively encouraged to discuss potential retirement plans at an early stage. Both parties, managers and employees, are encouraged to discuss how they will manage any difficulties such as health, carer's needs, performance issues. Emphasis was also given to ensuring equal access to training on behalf of all staff. A range of options for retirement or partial retirement have been introduced. All staff over 50 have been personally notified of these options.

The Trust runs pensions seminars so that staff can openly discuss concerns about pension entitlements. These have proved to be very popular.

The outcome is an increase in the number of staff staying beyond 65. Use of occupational health has also decreased. There is now a greater acceptance of flexible working and good understanding of work-life balance issues and support.

For more information see

<http://www.agepositive.gov.uk/researchdetail.cfm?sectionID=42&cid=118>



Improving health and safety measures and job remodelling to retain older workers

Bremer Strassenbahnen, Germany

A public transport company servicing the city of Bremen and surrounding area, Bremer Strassenbahnen faces a number of issues associated with the ageing of its workforce. Cutbacks in public sector budgets have imposed a virtual freeze on recruitment. Consequently, the ageing of the workforce (currently an average age of 45) continues to progress.

There a particular concern about the health of drivers and their ability to continue in employment up to retirement age. The company has already introduced a flexible partial retirement scheme, but is keen to take other measures to maintain the work ability of its workforce. The company already operates “health circles” and “back clinics” to address the most common causes of ill health related absence. In addition, trials are under way to enable workers to share their time between their driving job and an administrative or maintenance job, thus enabling them to stay in work for longer. There are efforts to assess the experience of those workers who remain healthy to evaluate how they have been able to achieve this, thus learning from good practice.

For more information contact angelocaragiuli@bsag.de



Pay and Workforce Strategy

Local Government Employers

The Pay and Workforce Strategy has been developed and is being implemented jointly by the Employers' Organisation for Local Government and the UK Office of the Deputy Prime Minister in consultation with local authorities, local authority employers and trade unions. It provides a framework to help local authorities with organisation transformation and workforce reforms required to deliver improved services, greater efficiencies and customer focus in frontline services.

The strategy identifies the need for workforce development to gather the people and skills necessary to deliver effective services in the context of a tight labour market, emerging skill shortages and an ageing workforce. The Pay and Workforce Strategy required all local authorities to produce a Workforce Development Plan by 2005. These plans should be based on sound analysis identifying current and future skills and numbers of employees needed to deliver new and improved services; compare the present workforce and the desired future workforce to highlight shortages, surpluses and competence gaps. In doing so, diversity considerations were also to be taken into account.

In order to assist local authorities in the process, the Local Government Employers' Organisation has developed a three-stage tool helping authorities to establish where they are trying to get to; where they are now and what they need to do to get to where they want to be.

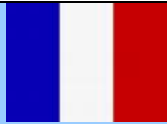
Step 1 - In order to assist with future planning, a number of tools have been developed to assist with workforce planning; a demographic trends and projections report; a tool to marry workforce planning with strategic business/services planning; and assistance in understanding how existing and potential future legislation can affect workforce planning.

Step 2 - Tools are provided to chart the existing workforce in terms of their age, skills and diversity profile – including in different business/service units and on different sites. Advice is also provided on how to use national and local labour market trends reports and projects to inform decisions on potential future skills gaps.

Step 3 - As a result of this analysis, a workforce development plan is produced covering the following issues:

- Introduction – setting out senior level commitment to workforce planning
- Establishing the strategic context – setting out the organisation’s goals and aspirations
- Skills and development planning – elaborating on workforce development
- Recruitment and retention planning – setting out new workforce requirements; how any skill shortages will be overcome; how the authority seeks to ensure it retains highly valued staff, diversity planning
- Using and working with key partners – setting out strategic partnerships at local and national level
- Action planning – a step by step description of how these goals will be achieved.

For further information see http://www.lg-employers.gov.uk/pay_and_workforce/planning/



Add together our differences, multiply our successes

Air France

Air France is committed to fostering access to jobs for people hampered by disability via a corporate agreement. This covers hiring, occupational integration, job continuity and promotion.

In Air France today 1,320 disabled employees contribute towards the future of the company. In, 2006, 26 new members of staff with different disabilities were recruited and a target of 32 has been set for 2007. Around €2.2 million have been devoted to integration policies and to financing initiatives to maintain employees with disabilities in their jobs.

The proportion of staff with disabilities amounted to 2.6% of the workforce in 2006 whereas the figure stood at 6.6% in 2005. The fall was the outcome of applying the provisions of the new 2005 Act, which changed the method of calculating the legal obligation to employ a proportion of staff with disabilities. Flight crew must now be factored into the equation, for example, and the calculation no longer takes the degree of disability, age, affiliation (CAT or AP sheltered employment system) or seniority etc. into account. The fall constitutes a new challenge for the Company, which has set itself the target of reaching the regulatory 6% objective. Air France has restated its socially responsible commitment in this area by continuing to deploy initiatives to help workers with disabilities. Special efforts are made to raise staff awareness of the contribution made by their disabled colleagues to company operations. An in-house campaign was organized featuring the first exhibition of photos translated into tactile surfaces, entitled "Add together our differences, multiply our successes". The technique of "tactile gravography" was invented by an artist from Lyon who wants to set up a school for blind people in order to teach them to "read" a gravographed picture. A partnership between this artist and Air France led to the company's being invited to the launch of the Year of Equal

Opportunities for All in Berlin in January 2007 and to the European Parliament in Brussels (3 – 6 July 2007). The awareness-raising campaign is to travel for several months to nearly two dozen company sites in the French Regions and overseas departments. The pictures are available on the Air France web site : http://developpement-durable.airfrance.com/FR/en/local/social/N4_diversite_pershand_en.htm

In addition to this campaign a three-year agreement (2006-2008) for "the social and professional integration of disabled staff" was approved by a substantial majority of trade unions and the DDTEFP (a local government employment and training body) for the sixth time in March 2006.

It covers both professional and social measures:

- A constant recruitment effort
- Workplace adaptations to suit individual ability levels
- Funding skills assessment, training and mentoring where a disability occurs mid-career
- Grants for disabled children of Air France employees to help schooling and improve housing conditions
- Creating a support fund that assists two employee projects each year focussed on the social and occupational integration of disabled people

For further information, contact Emmanuel Jahan, Avenue Louise, 149, 1050 Brussels, emjahan@airfrance.fr



Computer Literacy for Hearing Impaired Employees of Poste Italiane **Poste Italiane/Trade Unions**

Poste Italiane has developed a particular attention through the years towards disabled employees, in order to offer them tools for equal opportunities in the workplace. For this reason, in 2003, "European Year of Disabled", the company started to implement a project on Computer Literacy for the Hearing Impaired People. This project has been initially addressed at hearing impaired Poste Italiane personnel in the Italian region Campania.

The pilot phase of the project started in 2004 with 5 courses and the participation of 30 people. The success of this initiative encouraged the company to extend it to staff in other regions. So, between 2005 and 2006, 10 more programmes were run for 78 staff. In 2007, 10 courses have been scheduled.

A didactical methodology has been developed which can be tailored to specific participants. A number of numerical and time restrictions have been introduced, affecting the contents distribution and the total length of the training path. The path consists of three modules amounting to 65 total teaching hours. Personnel are trained in IT fundamentals, as well as the application of the most common software packages.

This programme has allowed IT companies to be spread to hearing impaired staff of Poste Italiane. By means of this project Poste Italiane contributes to the extension of career and employment opportunities as well as better working conditions for all staff.

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Equal representation in decision making

The challenge of ensuring equal representation in decision making is often solely seen from the perspective of the representation of women in senior decision making roles in the various spheres of public life. Based on the recognition that although the number of female managers is growing, it is still only 30% of managers, 10% of members of boards of directors and 3% of CEOs, this was included as a priority for action in the *Framework of Actions on Gender Equality* agreed by the European cross sectoral social partners in 2005. Similar to measures aimed at improving work-life balance, it is the understanding that breaking through the glass ceiling benefits enterprises in terms of their representativeness and performance and opens up an additional pool of talent, which has led many organisations to introduce non-discriminatory measures, such as competence based forms of recruitment and promotion, as well as special training and networking facilities.

However, the question of equal representation is not only one of gender equality. Entrenched forms of direct or indirect discrimination can also act to block access to senior decision making functions for other groups in society. Better statistical evidence is required in these areas to demonstrate the scale of the challenge involved.



Framework agreement on professional gender equality

La Poste

A framework agreement on professional gender equality was signed at La Poste in April 2005. The agreement commits La Poste to develop action in support of women, in order to better value their skills and at the same time to improve work life balance. The agreement was negotiated in response to two annual reports on gender equality in the company. Through the agreement, La Poste has committed itself to ensuring equal pay and to increase the number of women in managerial jobs and other positions of responsibility. Despite a 2% increase in the number of women in senior positions (from 36% in 2004 to 38% in 2006), it is felt that more needs to be done to allow women to access these positions. In order to do so, it must be ensured that promotion procedures do not penalise those taking career breaks for family commitments or those working flexible hours to reconcile work and family life. In order to address potentially negative attitudes towards women in managerial positions, a survey of managers was carried out in order to assess the need for equality and diversity training.

A strategic committee composed of employer and trade union representatives meets twice a year to follow up on the implementation of the agreement. A regular report on the qualitative and quantitative state of play is prepared and an action plan is agreed to address any persisting policy shortcomings and obstacles to greater equality and diversity.

The agreement also led to the establishment of a regular regional forum (Forum de la Mixité) promoting diversity within the La Poste Group. The objectives of the diversity forum are:

- To promote diversity in the company, particularly in senior positions
- To generate career path models
- To develop and enhance work life balance policies

- To promote the framework agreement on professional equality
- To promote the “Equity label” issued by the French Ministry for Employment and Social Affairs, obtained in December 2006 and thus enhance the company’s image as an employer of choice. 3 regional forums have been organised since 2006 with the participation of more than 500 employees in management positions.

For more information contact Mrs Sylvie SAVIGNAC, + 33 1 55 44 25 00, sylvie.savignac@laposte.fr



Training and flexible working offers

Vienna Hospital Association

The Vienna Hospital Association (Wiener Krankenanstaltenverbund - KAV - www.wienkav.at) administers 20 hospitals, nursing homes and geriatric centres in Vienna and has its own plan for the progression of female employees (roughly 74% of the workforce are women, 26% men). In 2005 most offers for continuing education were taken up by women: the majority of the participants were found in the relevant professional training seminars, followed by personality skills training and management seminars. It is important to note that in all three categories female participants exceeded male participation.

In addition flexible working hour models were introduced in 2004 to further the compatibility of vocational and family life: the various models of flexible work time and part-time work are widely used, and telecommuting as well as job-sharing models have been accepted.



Certification "Professional equality between men and women

Adoma

By the means of this certification, the company aims to obtain recognition of its commitment to equal opportunities between men and women. Its policy is centred around:

- Signature of an internal agreement with the trade unions regarding the company's commitments in this field;
- Ensuring equal opportunities for training and progression;
- Ensuring equal opportunities in recruitment, pay, promotion, training and working conditions;
- Fight against bullying and harassment;
- Ensuring ongoing information on progress in relation to these policies;
- Equal opportunities training for manager.

An action plan initiated in 2006 worked towards achieving the requirements of the equalities certification, which was given by AFAQ in February 2007. A second evaluation is planned at the end of 18 months.

Achieving the certification also allows the company to sensitise its clients and collaborators on the need for introducing an equalities policy.

For further information contact Didier Bermudez – Responsable Qualité

didier.bermudez@adoma.fr; +33 (0) 1 40 61 44 38

AFAQ: http://www.afaq.org/web/Espace_clients.nsf?opendatabase&URL=/web/afaqinstit.nsf/volfr/serlab



Agreement on Gender Equality **Electricité de France**

An agreement was signed by the social partners of EDF in 2004 for 3 years on Gender Equality at work (signed by all the representative trade unions).

This agreement includes some measures to improve Women's representation at the management level :

- measures to incite company's female employees to prepare themselves, through trainings and skills' checking, in order to apply for a job as managers
- measures to insure equity within careers management committees thanks to balancing male and female members
- measures to increase Women's rate within executive teams.

Three examples demonstrate the improvement reached in that field :

- Top management women's rate is 9 % today, against 5 % five years ago
- 21.3 % of the High Potentials are Women, against 15 % in 2001
- One Woman appointed to the Executive Committee in 2007 (from 0 to 16 %...).

Over the last three Years, the gender pay gap has been reduced from 5 % to 1.7%.

2.3 million euros spent each year to reduce the gender pay.


A new negotiation has started to bridge further the gender pay gap, including bonuses, and to tackle the "Glass ceiling" issue.

*For further information contact Nathalie Chadeyron - + 33 1 40 42 73 71
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Eradicating all forms of harassment and violence

Violence and harassment in the workplace, whether perpetrated by other members of staff or by customers or users, is unacceptable. CEEP therefore welcomed the successful completion of cross-sectoral social partner negotiations on this issue in December 2006 and is working with its members at national level towards a successful implementation of this agreement. Many public sector employers already have detailed policies to deal both with staff internal, but also with third party violence, which is unfortunately a significant concern in the public services (and in other sectors of the economy and) and should not be tolerated.

In addition, many of our member organisations are also responsible for formulating and implementing wider public policies aimed at combating violence and harassment at home or in the public sphere.



Charter for Preventing Harassment at Work
Air France

The Charter for Preventing Harassment at Work was signed by management and trade unions and came into force in April 2004. It provides advisory and mediation processes to resolve situations as soon as possible through internal procedures, using local committees or (where appeals are necessary) a central committee. Awareness and training initiatives aimed at Company personnel have also been organized.

For more information, see <http://developpement-durable.airfrance.com/FR/fr/local/accueil/accueil.htm>



Introduction of Harassment Support Workers
Barnsley NHS Foundation Trust, UK

The Harassment Support Workers are a group of 10 individuals who have received special training for the role in the organisation.

The role of the Harassment Support Worker is to:

- provide empathetic assistance to employees with complaints of harassment and bullying
- explain how the procedures for making a complaint operate both informally and formally
- help establish and support both alleged harassers and complainants through the process.

The role is supported by both unions and management and they are allowed up to three and a half hours per month to undertake their role if called upon. The initial training was funded through a Department and Trade & Industry (DTI) Partnership at Work award between UNISON and Barnsley Hospital. Focussing upon communication skills and case scenarios and simulations, the three-day training was delivered by the Consultant in Workplace Wellbeing.

A supporting protocol of ethics has been developed and regular supervision and updates will be provided to keep the Harassment Support Workers up to date with issues such as the new legislation on sexuality and religion.

The support workers are representative of all levels in the organisation and their appointment followed a rigorous selection process designed to ensure a thorough understanding of the role and the boundaries within which it operates and that management and union roles were not undermined.



Bullying and Harassment Voluntary Advisory Service
Chelsea and Westminster Hospital NHS Foundation Trust

Chelsea and Westminster Hospital NHS Foundation Trust have undertaken a major review and investment in their staff Bullying and Harassment service. The number of individuals who contacted the service has dramatically increased in the last year (105% increase) from a total of 17 service users who contacted the service between August 2005 and July 2006, to a total of 35 between August 2006 and July 2007 highlighting the need for a service improvement and expansion.

The review led to outcomes of recruiting a more varied population of Harassment Advisors to better reflect the diversity of the employees, giving all members of staff the opportunity to discuss their situation confidentially with someone who is impartial, empathetic and trained in issues of equality, and developing a team which aims to provide a professional, yet informal service which staff can use with confidence, and which is independent of line management systems and HR.

While the service is independent of trade unions, human resources and management, it is supported by all in the collective agreement that it promotes a working environment free from any form of hostility, which enables all staff to achieve their full potential, contribute more effectively to organisational success and achieve higher levels of job satisfaction.

The service now has 10 harassment advisors who help assist and empower staff in tackling harassment on a voluntary basis. The new advisors come from a wide cross section of backgrounds and roles within the Trust, including men and women, younger and older staff and those from BME backgrounds. Also, they come from different areas of the Trust and the full range of roles and seniority ranging from Volunteer, to Receptionist, to Service Co-ordinator, to Assistant Director. The aim of pursuing such diversity is to make sure staff at all levels feels comfortable with the

advisor they are allocated.

All advisors are recruited through a rigorous selection procedure, are provided with full training, ongoing support through a designated, appropriately qualified supervisor external to the Trust, and regular team support meetings.

The Harassment Advisory Service is well publicised within the Trust with presentations at the Corporate Induction for all new staff. Over the last two years the service was presented at various team meetings and events around the Trust, reaching in excess of 700 staff per year.

For further information contact Maxine.foster@chelwest.nhs.uk

Eliminating stereotypes in society

Stereotypes continue to have a strong influence on the way individuals are perceived and treated and on the role they fulfil in society. In terms of gender roles this is true of the division of labour at home, in the workplace and in society at large. This and other cultural and discriminatory stereotypes can have a significant impact on individual's economic, political and social opportunities and standing. It is the role of social partners to work towards the eradication of such stereotypes in the workplace. As providers of SGIs, many CEEP members also play an important role in the formulation and implementation of wider anti-discrimination policies.

As social partners, public service employers can work towards eradicating stereotypes in the education system by providing information and positive role models. Together with different education institutions they can work towards encouraging certain groups into sectors and occupations where they are currently under-represented. Furthermore, they can work with managers to encourage more positive, non-stereotypical attitudes in the workplace and to ensure that existing systems are free from direct and indirect discrimination to allow everyone equal access to career progression and advancement.

As public authorities, education providers, careers services and so on, CEEP members also have a role to play in ensuring the implementation of non-stereotypical systems and approaches and to set an example for the wider community.



All Clear – Lesbians, Gays and Bisexuals at Work

Swedish Local Authorities and County Councils and the Swedish Ombudsman Against Discrimination on the Grounds of Sexual Orientation

All Clear is both a partnership and a tool that aims to create open workplaces where everyone can feel at home. A toolkit has been produced by the partnership which aims to ensure that every individual can be open about their sexual orientation at work. It consists of a handbook and a set of film scenes and interviews on a CD Rom. It addresses employers, employees and trade unionists. An English version of the toolkit originally produced in Swedish will be prepared in 2007. The all clear project is co-funded through the EQUAL initiative.

For more information is www.frittfram.se



Eliminating stereotypes

Collective agreements in the Finnish state and municipal sector

Collective agreements in both the state and municipal sector in Finland require social partners to analyse the text of all their agreements to find out whether they contain any stereotypical descriptions which need to be eliminated. In addition, at the national level, the Government and the social partners have decided on an equal pay programme for the years 2005-2015. One of the main objectives of the programme is to reduce the gender pay gap by 5% from the current gap of approximately 20% by 2015. The programme aims at eliminating unjustified pay differentials and promoting a pay policy which treats men and women equally. One of the aims is to reduce segregation in education and employment.



Training in diversity management and integration

City of Vienna

The City of Vienna offers in its own training academy various courses on integration and diversity management for its staff. Among them are:

- "migration and integration" (immigration in the global context; integration in Vienna, including history, background, and facts; legal basis for habitation, labour market and citizenship, etc.)
- "the politics of diversity of the City of Vienna" (introduction to the topic 'diversity', different ideas and perceptions; facts & figures on migration; countries of origin; naturalisation; populations in the districts; living conditions and income; conflict management; international models and the 'Viennese Model' of diversity management; intercultural competencies; explanatory models for social and cultural actions),
- "diversity management for senior management staff" (implementation of diversity in the City of Vienna; introduction of a specific department to deal with diversity; all the topics under "the politics of diversity .." above; models for social and cultural behaviour),
- "my contact with clients with migration background" (different ways of looking at the client, own perception and his/her perception; to be able to cope better with conflicts while holding a conversation; positive sides of a conflict etc.),
- seminar on "immigration from Turkey" (history and present of immigrants from Turkey, e.g.: reasons for migration; population groups in Turkey; family, religion, society, employment; in general: specific knowledge about Turkey and Turkish immigrants).



Eliminating stereotypes in volunteering

Chelsea and Westminster Hospital NHS Foundation Trust

In 2005/06 the Trust undertook a project which addressed the need for the voluntary workforce to better reflect the local community and patient population, and to eradicate the belief that only altruistic female retirees could be volunteers. The project included:

- assessing stereotypes and assumptions in relation to volunteering
- applying employment principles of monitoring/benchmarking to the voluntary workforce
- identifying barriers to involvement
- offering more flexible volunteering options
- identifying career pathways
- developing a new marketing strategy

The project has improved the diversity, experience and motivation of applicants; they now better reflect the local population in relation to age, ethnicity and disability.

In 2006/7 half of all the volunteers joining the hospital were from a black and minority ethnic (BME) background, which reflects the local population and the demographic profile of service users (25-44% from a BME background). This benefits patients by improving cultural understanding and ensuring a diversity of views inform decision making about how voluntary services are provided. Many volunteers use a language other than English in the course of their volunteering at the hospital, improving access to pastoral support for patients for whom English is second language.

The support for more flexible volunteering has impacted upon the age demographic of volunteers. In contrast to the stereotype of hospital volunteering being for female retirees only, the largest group (41%) of the new volunteer intake are now aged

under 25. An increase in the range of shifts available, including evenings and weekends attracted a younger and more ethnically diverse pool of candidates who would otherwise not have volunteered, as well as extending the coverage of the service.

The project has supported the Trust objective of attracting staff that better reflect the local community. In a departure from rigid 'altruistic' models of volunteering, the Trust actively welcomes applicants that have personal motivation, e.g. seeking experience to improve employment prospects. This challenges the stereotype that volunteering must be a one way relationship to be 'good' or 'valuable', and recognises that such a view limits the pool of applicants, particularly in relation to socio-economic background.

In 2006/07 nine volunteers, including several who were long-term unemployed, moved into full-time employment within the Trust as a result of the new experience, skills and confidence they had gained.

The Trust has also attracted more disabled volunteers, who now make up 14% of the service. For many disabled volunteers, paid employment history has not been consistent, and some are unable to work full-time. Volunteering provides structure, practical experience and boosts to confidence. The contributions of disabled volunteers are highly valued by patients, many of whom are themselves disabled. Disabled representation is now in line with national demographics, is significantly higher than in previous surveys of volunteers, and for the NHS workforce as a whole.

Volunteers are supported through a structured training programme which encourages personal development, including attendance at in-house courses available to staff.

For further information contact Maxine.foster@chelwest.nhs.uk

Equal access to services for all minority and disadvantaged groups

EU legislation provides for equal access by men and women to goods and services (Directive 2004/113/EC) and the Racial Equality Directive (2000/43/EC) forbids discrimination in areas such as education, social security, housing or healthcare on the grounds of race or ethnic origin.

The services of general interest provided by many of the member organisations of CEEP form one of the cornerstones of Social Europe and are crucial to the achievement of the goal of the Lisbon strategy of making the EU “the most competitive and dynamic knowledge-based economy in the world, capable of sustainable economic growth with more and better jobs and greater social cohesion”.

It is our firm belief that Europe cannot guarantee greater social and territorial cohesion without providing equal access to high quality, affordable services of general interest, whatever their mode of operation and delivery. Many of our member organisations have therefore taken steps to ensure that their services are accessible to all groups in society, regarding of sex, age, race, ethnicity, religion, sexual orientation or ability.

These measures range from instruments aimed at fully implementing legal requirements to innovative measures and tools to assess current levels of access and usage and to determine how resources can be allocated more equitably in future. At the core of this model is the mainstreaming of equality, diversity and equal access considerations throughout the policy process:

- Assessment of the current use of resources and the current form of decision making from an equality perspective;
- Policy planning aimed at eliminating existing inequalities;
- Equitable policy implementation;
- Policy evaluation and where necessary refocusing from a mainstreaming

perspective;

- Involvement of key stakeholders in all aspects of these processes.

The implementation of such policies may require difficult resource decisions and training and development for relevant staff and should, wherever relevant, be democratically accountable.



Health Equity Audit: A Guide for the NHS and Tackling Health Inequalities:

What Works

UK Department of Health

This UK Department of Health guidance is principally aimed at senior health service managers planning the delivery of primary care in the community. The voluntary guidance provides tools and good practice to help health providers to identify how fairly services or other resources are distributed in relation to the health needs of different groups and areas, and the priority actions to take to provide services relative to need. The overall aim is not to distribute resources equally but, rather, relative to health need.

For more information see

www.dh.gov.uk/PolicyAndGuidance/HealthAndSocialCareTopics



Gender mainstreaming and the 3R method in local government
Swedish Association of Local Authority Employers

3R is a method promoted by the Swedish Association of Local Authority employers aimed at ensuring the mainstreaming of gender equality considerations throughout the municipal decision making process. The 3Rs stand for representation, resources and realia (this stands for the generally accepted norms governing policy making activities) and can best be described as a systematic response to the question “who gets what on which terms?”. Experience gained from the use of the 3R method shows that it is successful in making gender patterns visible in an activity or policy. It facilitates objective discussions among politicians and local government officers on the changes that are required to increase equality.

Under the first R “representation”, the focus is on decision makers, executives and the users who exert an influence on, and are influenced by, the problem. It seeks to provide a breakdown of all levels in the decision making process and in activities in relation to both personnel and users of how many men and how many women are represented. Under R2 (resources), information is collected on the relevant resources related to the problem. These include money, time, space and information and assesses how these resources are distributed between men and women.

Under R3 (realia) the information gathered for R1 and R2 is analysed to make the norms and values that govern activities visible. These values are often taken for granted as “natural” and are therefore often difficult to describe. How can gender patterns revealed under the items of representation and resources be explained and are they in line with the policy of gender equality? This assessment must be backed up with a commitment to change and to achieve greater equality of opportunity. A toolkit with examples of the application of this powerful method has been prepared and widely disseminated.

For more information see: www.skl.se



Specialist health provision for men and women
Vienna City Council, Austria

In 1998 the City Council of Vienna adopted the Vienna Women's Health Programme, which has i.a. led to the establishment of specialised information centres for women - called F.E.M. -, whereas since 2000 every year Men's Health Days events are hosted in City Hall, and a health initiative for men - the "Centre for Men, Parents and Boys" M.E.N. - was started in 2002.



Equal access to services—public service obligations under the Finnish Act on Equality and Diversity
Finnish municipalities

The Finnish Act on Equality and Diversity states that the government and municipalities offering services to ethnic minorities have an obligation to formulate an equality plan including an analysis of whether services are equally used by different ethnic groups.

Several municipalities have started equality and diversity projects. For example, the city of Espoo has conducted a survey on how women and men are treated as service users. The city of Kauniainen has carried out similar research to assess whether more money is spent on sporting facilities used predominately by men compared to those facilities more regularly frequented by women.

The city of Helsinki offers free transport on buses, metros trams and trains for families with prams and small children.



Sorted

Chelsea and Westminster Hospital NHS Foundation Trust

'Sorted' is a Hepatitis B vaccination service outreach project, aimed at increasing awareness and take up of vital vaccinations within the London gay male community. The sorted service was set up in 2000 as a direct response to the disparity between identified service users attending clinics and the numbers that were not being entered onto a vaccination programme. Hep B is 100 times more infectious than HIV and the second highest cause of cancer worldwide. One in five gay men has been infected, transmission continues to be high between men who have sex with men (MSM), and it can be caught during 'safer sex'. It is estimated that by the age of 35, one in three gay men in London will have had hepatitis B. Although the vaccine has been available since 1987, only 42% of MSM had been vaccinated. The project has been a nurse led service, including: staff training/awareness, simplified registration and nursing documentation, evening/outreach/walk in clinics and an information campaign targeting MSM. In 2005 it was felt that a large number of MSM were still not accessing the sorted services and so the service was taken into various bars and saunas and places that the target group were to be found socialising. If the venues proved not to have a suitable space the use of a Health Bus was employed and was parked outside the various bars. MSM that had previously not accessed the vaccination programme were now able to get vaccinated. The introduction of this nurse led targeted service correlated with significant increase in up take of the vaccine, and the model has been replicated in other centres to meet the national sexual health strategy targets. The service was a success and quickly became identified as the gold standard for national practice by the DOH in 2001. Sorted accounted for 16% of the total number of vaccinations in MSM, assisted by very well publicised advertising campaigns. Since the launch of the venue services in late 2004 to the end of August 2007 a total of 886 MSM have been vaccinated at 12 different venues, in addition to those using other clinics.

For further information contact Maxine.foster@chelwest.nhs.uk



Orientation System for people with visual disabilities

REFER

A railway station can be a really complex and scaring environment for partially sighted individuals! To answer those rail transport clients specificities, REFER joined a project team for the development of an orientation system, to be applied in railway stations. This team was/is coordinated by the national authority “Secretariado Nacional para a Reabilitação e Integração das Pessoas com Deficiência (SNRIDP)” and involves a private association – ACAPO – as a representative of the target group. Later on, the Metropolitano de Lisboa (subway) also joined this project. The project follows other countries’ experiences and solutions already implemented.

The solution already being tested is an indoor navigation system, based on coded *guide paths*, at floor level, signalling the main itineraries inside a rail station (leading to the platform and from it to the outside, etc.). The partially sighted person “reads” the markings with his/her feet or walking stick. Through a simple tactile and geometric code, these markings/*guide paths* can also transmit qualitative information (as the person walks over) about the different areas crossed (for instance, when approaching the most dangerous areas, the markings become different). The system is currently under development, in its experimental phase.

In the beginning of 2007, the system Prototype was inaugurated prior to on-site introduction.

Useful Links

www.refer.pt

www.snrmdp.pt

www.acapo.pt

For further information contact João Manuel Godinho Cachola

Email: jgcachola@refer.pt; REFER – Rede Ferroviária Nacional, E.P.

Estação Sta. Apolónia; 1100-105 Lisboa; Portugal; Tel.: +351 21 102 20 00



Engagement with Chinese Elders Project
Plymouth Teaching Primary Care Trust

There was an identified need for the Chinese community to engage more actively with health services as low levels of access. The Engagement of Chinese Elders project developed a range of community engagement activities/projects across the city. The main focus was a housing facility for elderly Chinese residents called Tam Fu House, which was the centre for the project. This is a joint partnership with PDREC and across the Health Community (PHT/PCT). The outcomes were: to assist in strengthening community cohesion, build trust within Black and Minority Ethnic (BME) communities and begin to effect genuine partnership working with BME groups and individuals in the planning and delivery of mental health services.

The project took the form of 7 Health related workshops to the residents of Tam Fu House and their families. The workshops aimed to reduce fear, provide information and raise awareness of health (including mental health) related matters and services. A DVD will be made of the programme and it is intended that the work could be written up and developed into Training programme or workbook for staff to use. The project also links with an innovative CDW's mystery shopper project to test out the quality of services provided to BME communities. This provides an excellent model of communication that other sites within the region can develop further. The Diabetes session held in July, was a brilliant event much appreciated by the participants. The October day about Blood Pressure, provided by Public Health, went well. There were some learning points and a 'toolbox' will be developed with half-day presentations using foods relevant to the community. It was discovered that review and recall for those with diabetes was not happening because the information given was in a format not suitable for Chinese. Consequently they were not recording blood sugar levels. Each of the events is being recorded and will be used to produce a promotional DVD. Consideration is being given to replicate the model in other communities and age groups.

*For further information contact Angela Saxby, Equality & Diversity Lead –
Angela.Saxby@pcs-tr.swest.nhs.uk*



Equal access to services for all minority and disadvantaged groups

Air France

Air France is committed to fostering access to jobs for disabled individuals via a corporate agreement. This covers recruitment, occupational integration, job continuity and promotion. The three-year agreement (2006-2008) for "the social and professional integration of disabled staff" was approved by a substantial majority of trade unions and the DDTEFP (a local government employment and training body) for the sixth time in March 2006. In addition, Air France has a Social and Ethical Charter that was unanimously adopted by the trade unions represented in the Air France European Works Council and the European Confederation of Trade Unions in June 2001. It enshrines the company's wish to foster mutual respect in a climate of trust and in an environment where any form of harassment is banned. A special agreement signed in 2002 by Air France and the trade unions was renewed in April 2006. It reflects a corporate decision to work towards a better gender balance in a sector which is often ridden with stereotypes. There are seven key goals for the agreement on professional equality:

- Guarantee male/female wage equality
- Adapt working conditions
- Develop a better gender balance
- Improve the home/work balance for employees with children
- Promote equal career opportunities
- Improve workplace adaptation
- Change practices and mindsets

Finally, a brochure on "Enhancing the value of people and skills in a multicultural context," produced in partnership between the Human Resources Division and the French Education Ministry, was circulated to 2,500 human resources directors and managers. The goal was to improve the capacity to anticipate and deal with any risk of discrimination in everyday professional behaviour.

For more information see <http://developpement-durable.airfrance.com/FR/fr/local/accueil/accueil.htm>



'FOOD For Thought'
The Red Serviette Initiative
Portsmouth Hospitals NHS Trust

The aim of the Red Serviette Initiative is to promote awareness of the dietary needs of older people whilst in hospital. Research has shown that two thirds of older people in hospital are malnourished and it is a significant source for complaints. It attracts a high media and public profile. Poor nutritional status (including pre admission) is related to the overall health outcome. The scheme has been developed as a result of Portsmouth Hospitals development programme aimed at meeting the needs of the older person. The red serviette placed on a meal tray is a discreet way of identifying any patient who has been assessed as nutritionally compromised, requiring assistance and requiring intake monitoring. The presence of the red serviette clearly signals to staff that a patient requires some assistance with their meals and their intake needs to be monitored. Any patient put on the red serviette scheme do so following discussion with the patient, the nurse in charge, relatives and /or following a nutritional assessment. This ensures that all staff are aware of the patient's needs when distributing and collecting the meal tray.

How does it work?

- a. At risk patient is identified
- b. Assessment recorded and staff are informed at the morning handover
- c. Type of assistance/ monitoring is noted
- d. Red serviette replaces white one
- e. Trays checked on removal
- f. Outcome recorded in nursing document

This simple and effective way of raising awareness of nutritional needs has an 'easy fix' element. The cost of the scheme has been nominal in comparison to the benefit.

For further information please contact Lynn Holloway, Modern Matron, Portsmouth Hospitals NHS Trust; lynn.holloway@porthosp.nhs.uk



Improving services for Traveller Families
North Staffordshire Health Authority

This initiative was started in 1980 in the West Midlands Region at the instigation of the "Save the Children Fund Partnership". The aim was to undertake development work to improve equality of opportunity for Traveller and Gypsy Families. Since 1996 this has been led by the health authorities. There are currently three traveller and gypsy sites in the area, two of which are official, one "tolerated" and a number of smaller unofficial encampments. A smaller number of Traveller and Gypsy families are housed in local authority temporary accommodation. In terms of the specific health needs of children, a Child Paediatrician drew attention to the presence of cases of "missing underlying pathology", psychological effects resulting from medical problems facing adults, and poor connection to other services. Other issues prioritised by members of the group include racial harassment, site needs and conditions, provision of health services and education. Health is considered a primary service, since poor environmental and physical health conditions on sites and lack of (or inappropriate) access to local health services negates access by these families to other services, for example social services, housing, police and education specialists (for Traveller and Gypsy children in particular). The Health Visitors (one full-time and one part-time) provide the key day-to-day link between the Traveller and Gypsy families and the health agencies. As a result of high levels of illiteracy among Traveller and Gypsy families, the Health Visitors often communicate information about health needs on a one-to-one basis, using word of mouth, pictorial representations and through audiotapes. The health services have a long-term aim to mainstream provision of health services to Traveller and Gypsy families. However, the prevailing culture of ignorance, prejudice, stereotyping and sometimes outright hostility, increases the need for continued awareness. The greatest impact made by this project has been the inter-agency nature of the planning and provision of services to Traveller and Gypsy families.

Relevant links and contact for further information

European Commission, EU institutions and related

European Commission site on Action Against Discrimination, Civil Society
http://ec.europa.eu/employment_social/fundamental_rights/index_en.htm

European Commission Stop Discrimination Campaign
<http://www.stop-discrimination.info/>

European Commission site on gender equality
http://ec.europa.eu/employment_social/gender_equality/index_en.html

European Commission general website
http://ec.europa.eu/employment_social/index_en.html

European Parliament Committee on Employment and Social Affairs
http://www.europarl.europa.eu/committees/empl_home_en.htm

European Parliament Committee on Women's Rights and Gender Equality
http://www.europarl.europa.eu/committees/femm_home_en.htm

Committee of the Regions
<http://www.cor.europa.eu/En/index.htm>

Social partners

CEEP
www.ceep.uk

Business Europe
www.buinesseurope.eu/Content/Default.asp?

ETUC
www.etuc.org

UEAPME
www.ueapme.com

National equality organisations

National Equality Bodies
http://ec.europa.eu/employment_social/fundamental_rights/rights/neb_en.htm

National implementing bodies of for the European Year of Equal Opportunities for All
http://ec.europa.eu/employment_social/eyeq/index.cfm?page_id=345&language=EN#nib

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CEEP

European Centre of Enterprises with Public Participation and of Enterprises of General Economic Interest

OUR MISSION

CEEP is in Brussels to speak at the European level for individual enterprises, associations of enterprises and employers working in public services sector. CEEP is one of the cross-sectoral social partner organisations official recognised by the European Commission. CEEP believes that public services serve the attainment of fundamental goals of the EU, its Member States and its regions, such as: stronger social and territorial cohesion, economic and social solidarity, the maintenance and promotion of regional viability and the protection and enhancement of the quality of life of its citizens. CEEP also believes that employer consultations as well as social dialogue are fundamental in order to promote innovation and growth in Europe.

Services of General Economic Interest

SGEI / SGIs have a key role to play in the integration of the EU States into a common economic area and in the enlargement of the EU. CEEP works in order to recognise their particularities, with regard to competition rules, and their contribution to economic, social and territorial cohesion within the EU.

European Social Dialogue

In order to help members meet the Lisbon targets, CEEP focuses mainly on some crucial aspects of the European Employment Strategy (EES) for instance promoting the adaptability to change and to address regional disparities. Another main concern is to build a stronger development of partnerships at regional and local level.

Social, economic and territorial cohesion

To speed up the integration process CEEP offers higher quality public services; to have the importance of SGEI / SGIs in social, economic and territorial cohesion policies and to contribute in achieving the Lisbon targets.

Sustainable Development

CEEP reinforces sustainable development in all decisions implementing EU policies such as transport, energy, water supply, waste disposal and telecommunications.

For more information, see our website www.ceep.eu