



5th Anniversary

OPPORTUNITY 2000

TOWARDS A BALANCED WORKFORCE

Fifth Year Review

BUSINESS *in the*

COMMUNITY

BACKGROUND TO OPPORTUNITY 2000

What is Opportunity 2000?

Opportunity 2000 is a business-led campaign with one clear objective - to improve the quantity and quality of women's employment at all levels, based on ability, in both private and public sector organisations.

The campaign was launched in October 1991 by Business in the Community. It was shaped and developed by a 'Target Team' of senior and influential business leaders chaired by Lady Howe. Chief Executives join Opportunity 2000 because they believe that organisations which fail to fully utilise the nation's female resource are putting a brake on performance and compromising their competitiveness. Opportunity 2000 is therefore business-driven as well as business-led and is financed entirely by its members, whose willingness to fund the campaign is a clear demonstration of their continued commitment and support. The campaign is non-political and receives support from across the political spectrum.

Opportunity 2000 supports its members in two major ways. First, it provides employers with a vehicle for sharing best practice and learning with their peers. The campaign, with its seven regional offices, holds regular seminars, workshops and conferences to analyse and provide practical help on pressing issues as well as conducting an annual review of members' progress towards their campaign goals. Secondly, it works to raise the public profile of the issues blocking women's progress in employment through its work with the media, parliament, women's groups, employers' organisations and trade unions.

The Opportunity 2000 Approach

Opportunity 2000 is a long-term campaign with the overall objective of changing the culture of organisations. Removing the barriers which inhibit women's progression at work requires not only a revision of policy and practices but also changes in behaviour and attitudes. Prior to its launch, the campaign commissioned Ashridge Management Research Group to research the lessons learnt by organisations worldwide about implementing successful cultural change programmes. It is this research, honed by senior business leaders, which underpins the Opportunity 2000 approach for the creation of a balanced workforce.

According to the research, the four key factors dictating the success or failure of cultural change programmes are: the strength and consistency of top level commitment to change; the organisation's ability to look at and tackle its behaviour; its ability to build ownership of change throughout the organisation; and its willingness to resource and invest in the management of change.

These findings have formed the basis of the Opportunity 2000 model. Each member of the campaign is therefore required to:

- *Make a top level public commitment to the Opportunity 2000 mission*
- *Set goals and put in place measurable programmes of action to improve women's representation in line with the organisation's business environment, strategy and culture*
- *Undertake a periodic review of progress against goals and participate in the campaign's annual review of members' progress.*

Achievements during the early years

When Opportunity 2000 was launched in autumn 1991, the campaign was greeted with enthusiasm in some quarters, scepticism in

others. Fears that the initiative was merely the latest in a long line of failed attempts to improve the lot of women at work, and suspicions that employers only joined to bask in the limelight of the campaign's high profile launch, were openly expressed.

Yet despite challenging economic conditions, and notwithstanding the breakneck pace of change encountered by organisations in both the public and private sectors, Opportunity 2000 not only maintained the support of existing members but went on to sign up new recruits. By 1993 the original membership of 61 had grown to 188 and by the following year 275 organisations had pledged their support to the campaign. Today Opportunity 2000 has 305 members representing employers in the public and private sectors, in large, medium and small organisations located throughout the country.

So how has Opportunity 2000 helped keep women's employment issues on the mainstream business agenda, even during a recession? A major reason is the assiduity with which the business case has been kept at the heart of the campaign, and the resulting bottom line benefits to companies.

Right from the start, Opportunity 2000 has emphasised that the rationale for joining the campaign is not rooted in a moral or social imperative but in hard commercial facts.

Women are playing an increasingly important role in the economy - the economic activity rate for women is set to rise up to 2006 while that for men is expected to fall. Women are also increasingly better skilled and educated, accounting for nearly half of university graduates and half of newly qualified lawyers and accountants. In addition, organisations which achieve a better gender balance can also hope to improve service to their customers and benefit from the greater creativity and innovation that comes from a diverse workforce embracing people from different backgrounds and experience. Employers who fail to attract,

retain and develop talented women are therefore missing out on a valuable resource.

The increasing recognition of the business benefits to be gained from a balanced workforce and the adoption of the Opportunity 2000 approach for its implementation, appear to have been a spur to action for members. Evidence from the campaign's annual progress reviews shows that members have made considerable progress in their bid to improve employment opportunities for women. Since the campaign was launched, data collection and monitoring techniques have improved significantly amongst the membership. This has allowed employers to pinpoint where the barriers lie for women in their organisations and provides a mechanism for measuring the effectiveness of new policies and practices.

A wide variety of programmes of action have been undertaken by members. Flexible working and family friendly initiatives, which help all employees, but especially women, to balance work and family responsibilities have become much more widespread. Many organisations have made their recruitment, selection and promotion procedures more objective, others have increased their range of development opportunities for women. As a result, since the campaign was launched, the members can show they employ more women in top jobs, more women in so-called "men's jobs" and more women have begun to move up the management ladder.

A major challenge for members, however, has been to change the cultural values and attitudes within organisations and, in particular, to persuade line managers as well as the general workforce that improving women's employment opportunities is a business issue. However, as we look at the findings from Opportunity 2000's fifth annual progress review, there are now signs that progress is being made even in this area. Overall support for Opportunity 2000 at all levels in member organisations is getting stronger and stronger.

Findings from the Fifth Annual Review

- *The climate for the campaign has improved significantly as attitudes and cultural values in organisations shift and support for Opportunity 2000 grows at all levels*

Members report a significant shift in the attitudes and values held in their organisations over the last 12 months with more senior managers, more line managers and more women employees demonstrating greater support and commitment to the campaign. Accountability for equal opportunities progress has also increased and more top managers ask for evidence of progress.

- *Members report women employees hold onto last year's significant management gains*

Opportunity 2000 organisations report that women employees have maintained their share of management jobs this year, despite ongoing restructuring and layering programmes. Once again, the proportion of women at all management levels in Opportunity 2000 organisations is considerably higher than figures provided by the Institute of Management.

- *Length of membership has a significant and positive effect on the range of initiatives organisations provide*

The longer an organisation is a member of Opportunity 2000, the more family friendly practices and training and career development options it is likely to offer to its entire staff. This relationship holds true regardless of the size of the organisation and suggests that joining the campaign is a real spur to action and is yet another indication that commitment amongst members is holding firm. Established members are also likely to use a greater range of monitoring techniques indicating that campaign membership helps bring increased rigour and professionalism to equal opportunities programmes.

- *Nearly 90% of Opportunity 2000 members train part-time staff*

Some 88% of Opportunity 2000 members now provide ongoing training for part-time staff, many of whom are women. Opportunity 2000 members have also increased their overall range of training and development opportunities and have created new benchmarks in this area.

- *New data is compiled for the universities sector*

For the first time, new data has been compiled which sheds light on the performance of women in universities which have signed up to Opportunity 2000 and reveals that women hold 22.6% of Chancellor and Vice Chancellor positions. Women are disproportionately represented, however, at junior lecturer level and below.

- *Private and public sector members use different tools to further women's progress, providing opportunities for shared learning*

This year's research reveals that while private sector organisations appear to focus on training and development initiatives which help women to develop their careers and move further up the organisation, public sector members are focusing on family-friendly and other initiatives which help employees strike a better balance between work and home.

Survey Method

Every year Opportunity 2000 undertakes a review of progress with member organisations. In summer 1996, questionnaires were sent out to all Opportunity 2000 members and returned to researchers at Roffey Park Management Institute for an independent analysis.

Some 63% of the campaign's 305 members returned the questionnaire within the deadline. The respondents cover a wide range of industry sectors and represent large, medium and small organisations located throughout the country. Together they employ 1.5 million employees in the UK.

The objective of the survey is to provide an indication of the broad trends which are emerging within the membership rather than make precise year-on-year comparisons of data.

"By meeting and working with others, we have been better able to focus on the issues, and tailor what we have learned, to our organisation's needs."

Valerie Strachan, Chairman of the Board of HM Customs & Excise

The questionnaire attempts to assess members' progress during the year against three main criteria. First, evidence that the culture of an organisation is changing, and that members are working to ensure support and commitment to Opportunity 2000 and women's development throughout the organisation. Secondly, quantifiable evidence that women are progressing and that the members campaign goals are being met. Thirdly, evidence of progress in key areas of policy and practice, such as working arrangements, pay and conditions, training and career development and family friendliness.

This year's findings are examined against these three criteria.

Evidence of Cultural Change

When employers join Opportunity 2000 they commit to a long term programme of cultural change. Introducing new policies is not enough. Attitudes and behaviour also have to change if women are to get better access to "men's jobs" or persuade their managers to support, say, homeworking arrangements. As the campaign learnt from its early research, successful cultural change occurs when organisations demonstrate a commitment to change at the very top, when there is line management and employee ownership of the issue, when behaviour changes throughout the organisation and the change process is adequately resourced. So what evidence do we have that Opportunity 2000 members are breaking down the cultural barriers which impede women's progress?

- *Support grows at the top and more chief executives ask for progress reports*

Time and time again over the last five years Opportunity 2000 managers have commented that support from top management is one of the most powerful forces for changing attitudes and perceptions towards women at work - not least because senior support ensures Opportunity 2000 issues find "airtime" on a crowded business agenda.

"GlaxoWellcome strongly supports

Opportunity 2000 and shares its goal of achieving a more balanced workforce. We believe this is the way to ensure that all employees can realise their potential and in so doing, best support the achievement of business goals."

Sir Richard Sykes, Deputy Chairman & Chief Executive, Glaxo Wellcome

This year's research reveals that a fifth of the membership have detected a significant rise in support for Opportunity 2000 at senior levels and nearly a third of members report an increase in overall organisational commitment

to Opportunity 2000 over the last year. Chief Executives, in particular, are taking an increasing interest in campaign progress with almost 60% of top managers asking for reports on Opportunity 2000, up from 52% last year.

- *Line management commitment strengthens as does support from women employees*

Securing the commitment of overworked, performance-oriented line managers to progressing women's development has been one of the greatest challenges facing member organisations. As one Opportunity 2000 manager once commented, line management is the "chewing gum" in an organisation. "It's where all the policy sticks".

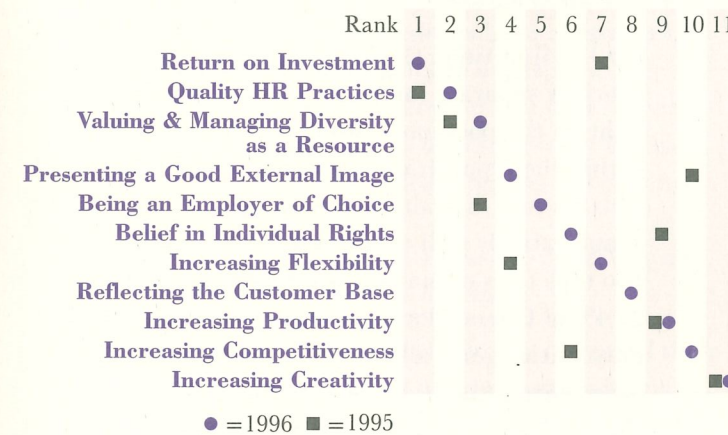
It is therefore particularly encouraging that over a fifth of members report that support from line management has improved over the last 12 months and members also report increased support from women employees and networks.

Overall, therefore, support for Opportunity 2000 appears to have taken a leap forward this year with more members reporting that the climate and environment for Opportunity 2000 work has improved significantly. It also appears that attitudes and cultural values are changing in favour of Opportunity 2000. But why?

- *Members rework the business case for Opportunity 2000*

Perhaps the most important factor in securing line management commitment to Opportunity 2000 is the success with which organisations can present a cast-iron business case. This year's research finds that members continually rework the business case to ensure it is always focused on current organisational goals. Over the last 12 months, members say that the most important business reason for participating in Opportunity 2000 is to maximise the return on the investment they make in recruiting and developing the most talented people. Last year members ranked this argument only seventh in importance. But, as we shall see later,

Opportunity 2000 members have increased their focus on training and development over the past 12 months making the "return on investment" case all the more pressing in business terms. Also growing in importance is the need to present "a good external image". Last year this was ranked only tenth in importance by members, now it appears in the number four slot. It is worth noting however that members believe all the business cases listed below are of some relevance to their organisations.



- *Members step up efforts to communicate Opportunity 2000 goals to their workforce*

Cultural change occurs when it is pushed from two directions. Top managers have to drive change down but those at the bottom also have to drive change up. If women don't know they can jobshare or that there are schemes to help them develop their careers, the pace of change slows down considerably. Communicating with the workforce about changed policies and practices, or the business case for a balanced workforce is therefore very important.

This year's review finds that members have increased the range of methods used to communicate with staff about Opportunity 2000 over the last year. The most widely endorsed methods of communication are meetings, conferences and newsletters. In the private sector line managers are more frequently involved in communicating Opportunity 2000 issues than those in the public sector. Networks are another important communication channel.

Quantifiable Evidence of Progress

When Opportunity 2000 was launched five years ago, only a handful of employers collected data which gave an accurate portrayal of women's position in the workplace. Questions such as "what proportion of junior or middle managers are women? Is the number of women in management rising or falling? Do women get promoted at the same rate as men?" were seldom asked and even more rarely answered in many organisations.

One of the major achievements of the campaign membership to date has been the progress it has made in assessing the relative position of women in the workforce and identifying those points in the recruitment and selection process where women begin to fall behind men in disproportionate numbers. Throughout the campaign, members have made growing and more sophisticated use of numerical measures which apart from helping diagnose where the barriers for women lie in organisations, also provide a means for assessing the effectiveness of the Opportunity 2000 work.

- *In 1996, the average member now uses three or four numerical yardsticks for measuring progress*

According to this year's review, the most popular ways in which members assess the effectiveness of their policies and practices are by monitoring:

- *The changing proportion of women at specific levels in organisations, used by 85% of members*
- *Women's comparative promotion rates, used by 55% of members*
- *The proportion of women in specific (usually non-traditional) occupations, used by 55% of members*
- *The proportion of external female job applicants, used by 49% of members*

As most members now monitor the changing proportion of women at specific levels in the organisation, it is also possible to see how women's share of management jobs is changing.

Last year, the campaign reported that women in Opportunity 2000 organisations had increased their representation at all management levels. This year:

- *Members report that women employees have held onto last year's sizable management gains*

In 1996, women in Opportunity 2000 organisations account for:

31% of all managers

17% of senior managers

31% of middle managers

41% of junior managers

Women in Opportunity 2000 organisations therefore appear to have consolidated their gains at a time when, according to some analysts, delayering and restructuring have contributed to a reduction in women's share of middle management jobs. Once again the proportion of women at all management levels in Opportunity 2000 organisations is considerably better than estimates from the Institute of Management. According to the Institute of Management, women accounted for a mere 12.3% of managers in 1996 against a figure of 31% for women employed by campaign members.

Members have therefore achieved considerable success with efforts to open up junior and middle management positions to women, but their ability to break the glass ceiling at the top of organisations has yet to be proven. The proportion of women directors in Opportunity 2000 organisations fell to 11% in 1996 having doubled to 16% over the 12 months to October 1995.

This figure reflects the continuing low number of women holding top positions in UK organisations. The proportion of women on Boards of Opportunity 2000 members continues to be well ahead of the figure given by the Institute of Management for the UK as a whole. These

show that women hold only 3.3% of Board positions in UK organisations. However this year's research finding emphasises the need for more work to be done on how organisations can open up more boardroom positions to the increasing number of able women. As a consequence, Opportunity 2000, in conjunction with Ashridge Management Research Group, is currently carrying out research into women in decision making and the results will be published in 1997.

- *New data for women in universities*

For the first time, this year's review also provides separate information which sheds light on the position of women in universities within the Opportunity 2000 membership. This reveals that although women are comparatively well represented in the first two tops tiers of management, accounting for 22.4% of Chancellors and Deputies, women in universities generally fare the same to those in other employment sectors. As the table below shows, the majority of women are concentrated in the first-level lecturer grade and below.

Women in member universities account for:

	%
Chancellors/Vice Chancellors	15.0
Deputy Vice Chancellors/Deans	17.6
Heads of Departments	11.0
Professors	10.8
Lecturers - Highest level	12.1
Lecturers - Mid-level	26.0
Lecturers - First level	40.2
Research Fellow	32.0
Research Assistant	38.6
Other professional, technical and computing	37.4
Clerical and Administration	83.2
Manual	63.6
Other	48.8
Total employees	47.5

Comparative figures for UK universities indicate that women hold only 6% of Chancellor and Vice Chancellor positions and comprise 8% of all Professors.

Evidence of Improved Policies & Practices

Opportunity 2000 members have made considerable improvements since the campaign was launched to the range of policies and practices which help dismantle some of the obstacles in the workplace that face women employees in particular. Flexible working arrangements and family friendly initiatives helping working parents to balance home and work responsibilities, and initiatives which improve access to training and career development opportunities have all grown in number and become more widespread over the last five years. According to this year's review however a major area of activity over the last 12 months has been training and development.

- *Members increase activity in the area of training and development creating new benchmark*

Opportunity 2000 members have increased their range of training and development initiatives over the last year and it is not only full-time staff who have reaped the benefits. Today some 88% of Opportunity 2000 members provide on-going training to their part-time staff, many of whom are women. In 1992 only 56% of members trained part-timers. There has also been a rise in the proportion of members training contract or on-call staff with 44% of organisations now providing ongoing training as opposed to 39% last year. In 1996, 21% of members also provide family care support for employees attending training programmes (up from 5% in 1992). The typical Opportunity 2000 member now provides a package of between 10 and 11 training and development initiatives explaining perhaps why "return on investment" is now the most important business reason for undertaking campaign work. Initiatives which have risen in popularity over the last year include:

- *training which helps employees transfer from staff to line appointments (up from 38% in 1995 to 54% in 1996),*
- *self-development programmes (up from 55% in 1995 to 59% in 1996)*

- *employee counselling services (up from 65% in 1995 to 74% in 1996)*

- *workshadowing (up from 23% in 1995 to 28% in 1996)*

- *developing paths to help those in non career jobs e.g. secretaries and clerical workers to progress (up from 32% in 1995 to 34% in 1996)*

- *training to counter sexual harassment (up from 38% in 1995 to 41% in 1996)*

In contrast, women-only training has become less widespread among the membership over the last year. 22% of members now provide this type of training in comparison to 38% last year

- *Members maintain range of family friendly initiatives*

The average Opportunity 2000 member provides a package of eight measures to help employees balance their work and home lives. These typically include:

- *Paid leave in special circumstances, offered by 86% of members*

- *Paternity leave, offered by 70% of members*

- *Maternity arrangements beyond the statutory minimum, offered by 65% of members*

- *Adoptive parents leave, offered by 64% of members*

- *Leave for care of family including the elderly or disabled, offered by 57% of members*

- *Advice on childcare facilities, offered by 56% of members*

- *Career breaks, offered by 46% of members*

- *Parental leave, offered by 35% of members.*

In addition, 30% of members now provide holiday playschemes. Three years ago, only 16% of organisations helped employees with childcare during school holidays.

Interestingly, the longer a member has been a member of Opportunity 2000, the more initiatives they are likely to offer suggesting that membership is a spur to action.

- *Public and private sector members use different tools to further women's progress*

This year's research reveals some significant differences between the way public and private sector members are working to further women's progress which may provide opportunities for shared learning. Private sector members appear to focus on career development and other enabling measures which help women advance their careers and move up through their organisations. In the private sector, therefore, initiatives designed to, say, develop the careers of secretaries or prepare staff for line management appointments are more widely used. Public sector members, by contrast, appear to focus more on eliminating the barriers which impede women's progress by launching initiatives which help employees strike a better balance between work and home. Hence, family friendly facilities and sabbaticals are more widely offered in the public sector.

Priority Action Areas

This year's review identifies three areas requiring priority action by members over the coming year.

- *Breaking the glass ceiling*

The absolute number and proportion of women at director level in Opportunity 2000 organisations remains low. More work needs to be done to examine how the boardroom can be opened up to the growing number of qualified and experienced women.

- *Employment data about women from ethnic minorities*

Data on the proportion of ethnic minority women at various levels within organisations is still poor. Improved monitoring is needed to explain what happens to ethnic minority women in organisations. Indications from this year's survey suggest that ethnic minority women account for 4% of managerial positions held by women and 1.6% of managerial positions overall.

- *Communication*

Communicating with the workforce about Opportunity 2000 and in particular how both the business and individuals are benefitting, continues to be a key issue.

- *Keeping Gender Equality on the Agenda*

As more organisations recognise the business benefits of a diverse workforce, it is vital that the focus on women is not lost.

- *Sharing Ownership*

Gaining the commitment of line managers remains a vital component in achieving Opportunity 2000 goals.

List of Members

3M United Kingdom plc	East Sussex County Council	Marks & Spencer plc	Smithkline Beecham
Abbey National plc	ELTEC	MaST International	Smiths Industries plc
Allied Domecq Retailing Ltd	Engineering Council	Organisation plc	Somerset TEC
Allied Dunbar Assurance	Equal Opportunities Commission	McDonald's Restaurants Ltd	Sony United Kingdom Ltd
Angela Mortimer plc	NI	Medical Research Council	South & East Belfast Trust
Anglia Polytechnic University	Ernst & Young	Mercantile & General	South Glamorgan TEC
Argos plc	ESSO Petroleum Company Ltd	Reinsurance	South Yorkshire Police
Arthur Andersen	European Components Corp.	Metropolitan Police Service	Southern Electric
Arts Council of England	First Data Resources	MFI	Southwark Borough Council
Ashridge Management College	First Trust Bank	Mgmt Exec of Health & Personal Services	Sperrin Lakeland H & SS Trust
Avon Cosmetics Ltd	Focus Housing Group	Mid Glamorgan TEC Ltd	Staffordshire County Council
AVX Limited	Ford Motor Company (N. Ireland)	Midland Bank plc	Staffordshire University
Bank of England	Foreign and Commonwealth Office	Midlands Electricity plc	Sthrn Derbyshire Chamber of Commerce TEC
Bank of Ireland	Foyle Health Trust	Ministry of Defence	Storey Sons & Parker
Bank of Scotland	GHN Limited	Montupet UK Ltd	Sunderland City TEC
Barclays Bank plc	Gilpen Black Management Consultants	Motorola Ltd	Surrey County Council
Baxter Healthcare Ltd	Glaxo Wellcome plc	Moy Park Ltd	SWALEC
Bayer Diagnostics	Go-Ahead Group Ltd	National Power Plc	Swansea County Council
Manufacturing Ltd	Grand Metropolitan plc	Nationwide Building Society	TARGED NW Wales TEC Ltd
BBC	Guidance Enterprises Group	NatWest Group	Tate & Lyle plc
BBC Northern Ireland	Gwent TEC	Newcastle City Council	Teesside TEC
BDO Stoy Hayward	Halifax Building Society	Newham Council	Tesco Stores
Belfast City Hospital	Harlow Council	NHS - Wales	Texaco Ltd
H & SS Trust	harman-motive Ltd	NHS Executive HQ	Torfaen County Borough Council
Benefits Agency	Hartlepool College of FE	NI Cncl for the Curriculum Exams & Assess	Training & Employment Agency HQ
BICC Group	Hay Management Consultants Ltd	North Down Borough Council	Triple A Animal Hotel & Care Centre
Biotechnology & Biological Sci. Res. Cncl	Health Education Board for Scotland	North East Wales TEC Ltd	Tyne & Wear Metropolitan Fire Brigade
Bishop Auckland College	Hertfordshire County Council	North London TEC	Tyneside TEC Ltd
Boots the Chemist	HM Customs and Excise	North Tyneside Council	Ulster Bank Ltd
BP Oil	HM Prison Service	Northamptonshire C.C	Ulster Carpet Mills Holdings Ltd
Bradford & Bingley Bldg Society	HM Treasury	Northern Arts	Ulster Television plc
Bradford & District TEC	Home Office	Northern Bank	Ulsterbus Ltd
Braintree District Council	Honeywell Control Systems Ltd	Northern Electric plc	Unilever plc
Bridgend College of Technology	HTV Group plc	Northern Ireland Civil Service	Unipart DCM
British Airways plc	Hyder plc	Northern Ireland Electricity PLC	United Biscuits (Holdings) Plc
British Gas	IBM (UK) Ltd	Northern Ireland Housing Exec.	United Utilities plc
Bryson House	Iceland Frozen Foods plc	Northern Telecom	University College London
BT	ICI plc	Northumbria Police	University of Bradford
BUPA Ltd	ICTU	Nottingham City Council	University of Bristol
Busy Bees Consultancy Ltd	Inland Revenue	Nottingham Trent University	University of Cambridge
Cabinet Office (OPS)	Inland Revenue Wales & Midlands	ODA	University of Huddersfield
Cara Irish Housing Association	Inst. Chrtd Acctnts Eng./Wls.	Ogilvy & Mather	University of Leeds
Carlton UK Television Limited	Institute of Management	Omagh District Council	University of Leicester
Cawoods Oils	Ipswich Borough Council	Open University	University of Liverpool
CEWTEC Ltd	Irish News	Patent Office	University of Nottingham
Channel Four	J Sainsbury plc	Penn Pharmaceuticals Ltd	University of Oxford
Charity Commission	Jamieson Scott & Prowess	Perfecseal Ltd	University of Sheffield
Charles Barker	Jennifer Griffiths Recruitment	Post Office Counters	University of Southampton
Childcare Vouchers Ltd	John Laing plc	Post Office Training & Development Group	University of Sunderland
Cilintec	Kingfisher Group	Price Waterhouse	University of Teesside
CIMA	Knowsley Community College	Procter & Gamble Ltd	University of Ulster
City of Sunderland College	KPMG	Prudential Corporation	University of Wales College of Cardiff
Civil Service College	Kwik-Fit Holdings plc	Queen Mary & Westfield College	University of Wales-Bangor
Clydesdale Bank	Law Society	Queen's University of Belfast	University of Warwick
CMC Group	Leeds Metropolitan University	Rank Xerox (UK) Ltd	W H Smith Ltd
Co-operative Bank	Legal & General plc	Ranks Hovis McDougall Ltd	Wales Tourist Board
Company Kids Ltd	Listawood Magnetics	RCI UK & Ireland	Wandsworth Borough Council
Contributions Agency	Littlewoods Organisation	Royal Bank of Scotland	Warwickshire County Council
Coopers & Lybrand	Liverpool City Council	Royal Borough of Kingston	Wealden District Council
Corporate Strategy Consultants	Lloyds TSB Group plc	Royal Group of Hospitals	Welsh Office
County Durham TEC	Local Government Mgmt. Board	Royal Institution of Chartered Surveyors	West Midlands Police
Cowie Group plc	Local Government Staff Commission for NI	Royal Mail	West Wales TEC Ltd
Craigavon Borough Council	London & Quadrant Housing Trst	Royal Mail-Northern Ireland	Western Health & Social Services Board
Crown Prosecution Service	London Borough of Brent	Safeway plc	Western Mail & Echo
Customized Training Services	London Borough of Hillingdon	School of Oriental & African Studies	Western Training & Enterprise Council
Dalgaty Agriculture Ltd	London Borough of Tower Hamlets	Scottish Enterprise	Whitbread plc
Deloitte Touche	London Business School	Scottish Office	Woolwich Building Society
Department for Education and Employment	London Electricity	Sears plc	Yorkshire Bank
Department for National Savings	London School of Economics (The)	Seaward Electronics Ltd	Zeneca Group plc
Department of Environment	London Underground Limited	Serious Fraud Office	
Department of Health	London Weekend Television	Shandwick NI	
Department of Social Security	Lord Chancellor's Department	Sheffield Hallam University	
Department of Trade & Industry	Loughborough University	Sheffield TEC	
Department of Transport	Lucas Varity plc	Shell UK Ltd	
Derbyshire County Council	Macro Group	Short Brothers plc	
Desmonds & Sons Ltd	MAFF	Smith & Nephew plc	
Dewsbury College	Magnox Electric plc		
Digital Equipment Company Ltd	Mari Group Limited		
Dixons Group plc			
Dorset TEC			
East Midlands Electricity			

Target Team Members

Lady Howe	The Broadcasting Standards Council
John Birt	British Broadcasting Corporation
Chris Bottomley	NatWest UK
Lady Diana Brittan	Equal Opportunities Commission
Tim Clement-Jones	
Stephen Cronin	Rank Xerox UK Ltd
Peter Davis	Prudential Corporation plc
Baroness Dean	
Joanna Foster	BT Forum
Sir Colin Marshall	British Airways plc
John Monks	Trades Union Congress
Amyas Morse	Coopers & Lybrand
Sir Bryan Nicholson	BUPA
Valerie Strachan	HM Customs & Excise
Sir Richard Sykes	Glaxo Wellcome
Lord Tugendhat	Abbey National plc
J Adair Turner	Confederation of British Industry
Anne Watts OBE	Midland Bank plc
Dr Anne Wright	University of Sunderland

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© Business in the Community, November 1996

*Opportunity 2000 would like to thank
Midland Bank for their support in
producing this report.*

