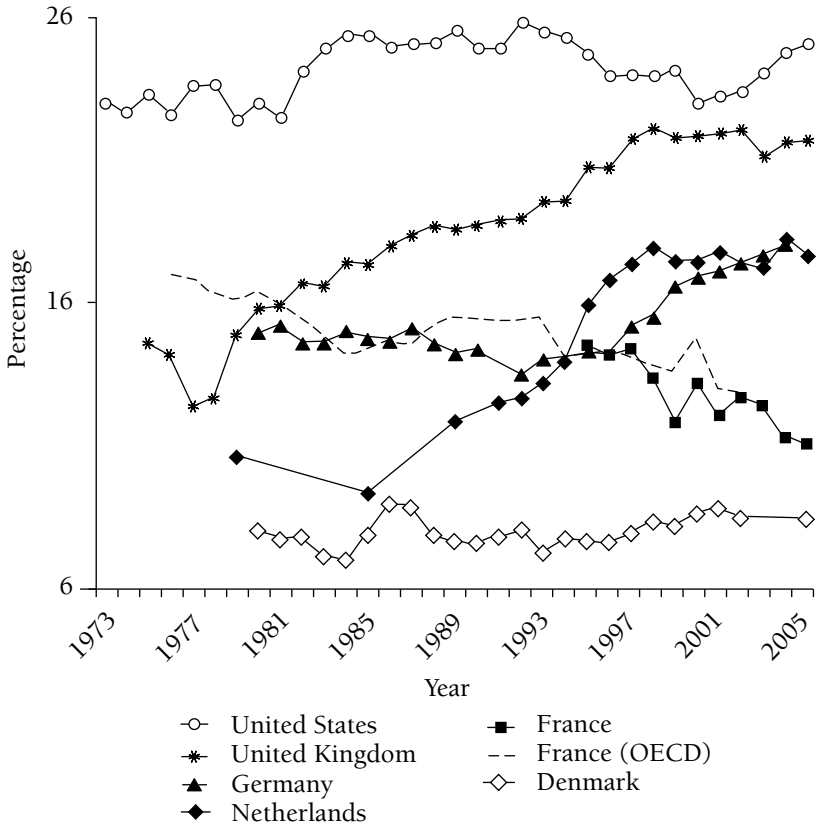


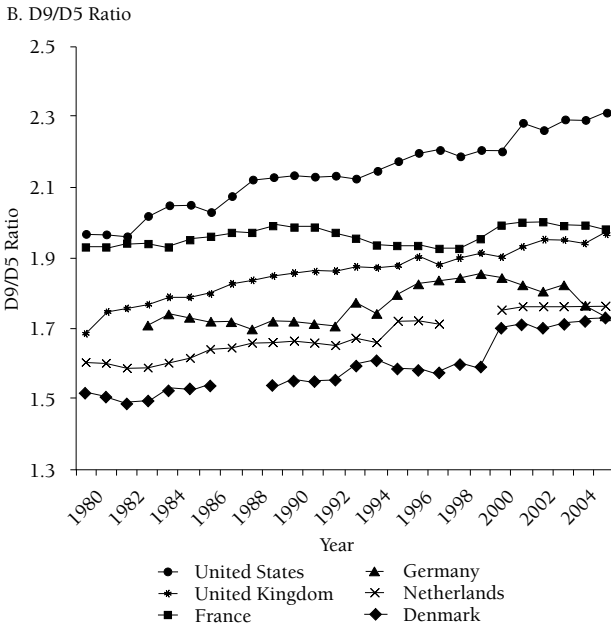
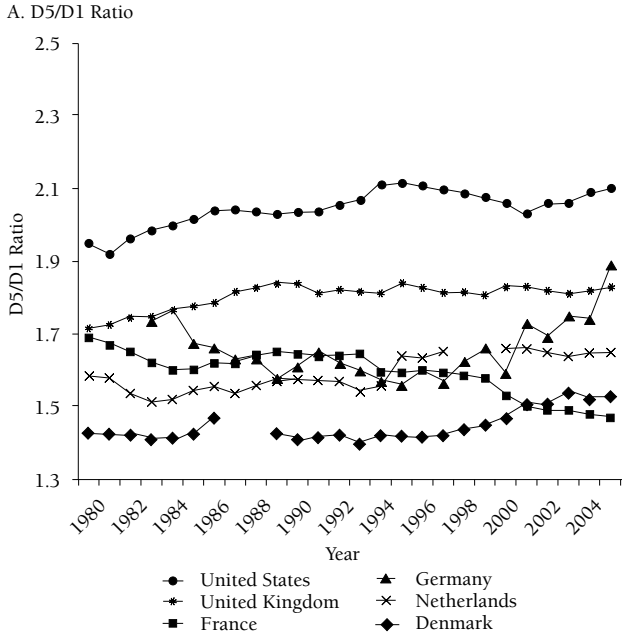
Figure 2.1 Evolution of Rate of Low-Wage Employment, 1973 to 2005

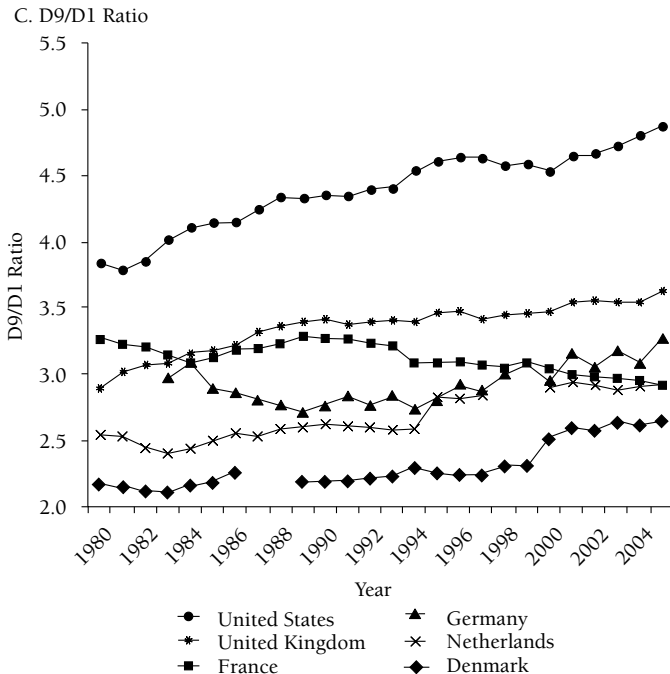


Sources: See table 2.1 for Denmark, the Netherlands, and the United Kingdom; for France—see same table and authors, estimation from OECD, Earnings by decile limits database (courtesy OECD; for Germany)—Institut für Arbeitsmarkt- und Berufsforschung (IAB) and Bundesagentur für Arbeit (BA) (various years); for United States—authors' estimation from Mishel, Bernstein, and Allegretto (2007).

Notes: For some countries these data are not directly comparable with the estimated shares of low-paid employment in table 2.1, which cover part-time as well as full-time workers. In this chart the data for France (dotted line) are roughly estimated from OECD data on the earnings distribution of full-time workers only. For Germany the data refer only to full-time workers, excluding civil servants; the calculations were derived from the IAB regional sample (IABS-R01) and the BA employee panel by Thorsten Kalina. Similar data for the United States are not available. For the United States, the incidence was approximated by linear interpolation within the decile of the earnings distribution where the low-pay threshold is found (data from Mishel, Bernstein, and Allegretto (2007, table 3.4).

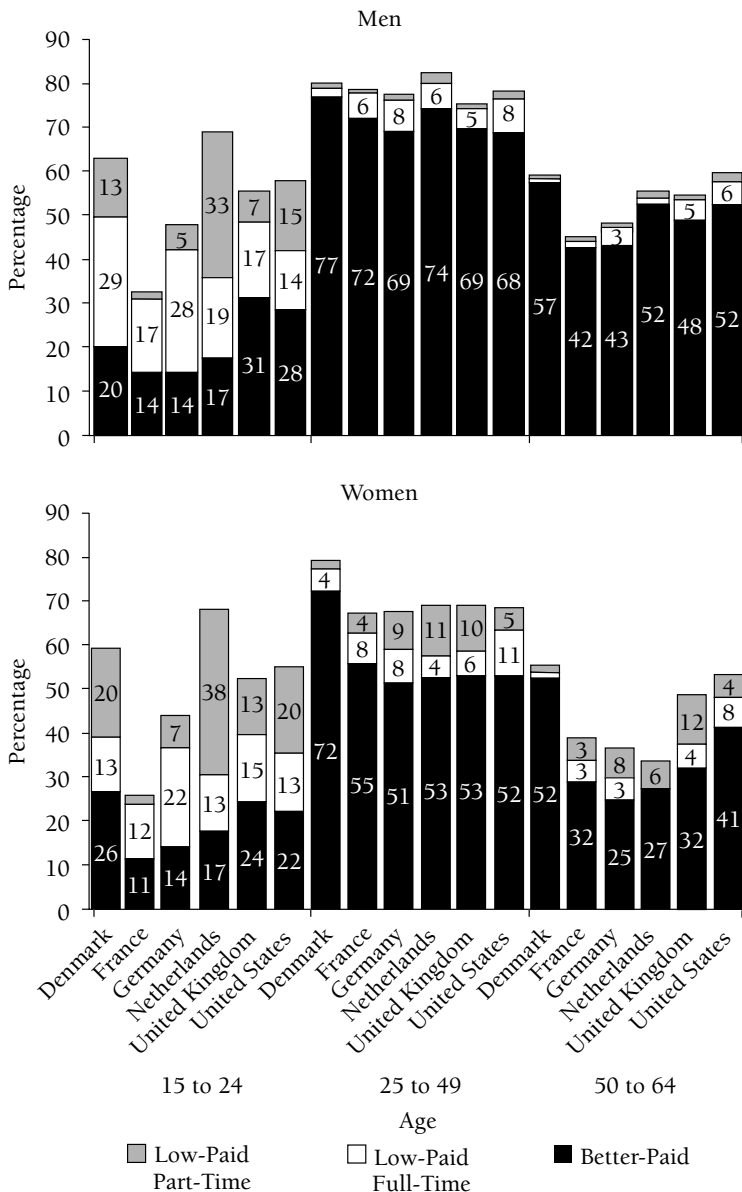
Figure 2.2 Gross Earnings of Full-Time Employees, Decile Ratios, 1980 to 2005





Sources: Authors' estimates based on OECD earnings database and statistical supplements to OECD (1996, 2007a, 2009) for all countries except Denmark. Danish estimates are based on Statistics Denmark IDA (Integrated Database for Labour Market Research), courtesy of Niels Westergaard-Nielsen.

Figure 2.3 Employment Rates by Level of Pay and Working Hours, 2001



Sources: Authors' calculations from European Community Household Panel (ECHP) and CPS-ORG (U.S. BLS).

Table 2.1 Rate of Low Pay Among Employees^a and Working-Age Population, 2003 to 2005

	Denmark	France	Germany	Netherlands	United Kingdom	United States
Percentage of employees below low pay threshold, head count	8.5%	11.1%	22.7% ^b	17.6%	21.7%	25.0%
Percentage of population below low pay threshold, head count	6.2	6.4	11.8	11.2	13.6	16.3
Year	2005	2005	2005	2005	2005	2003 to 2005 ^c

Source: Authors' compilation based on, for Denmark—Centre for Corporate Performance (CCP): Integrated Database for Labor Market Research; for France—l'Institut National de la Statistique et des Études Économiques (INSEE): Enquête Emploi; for Germany—Deutsches Institut für Wirtschaftsforschung (DIW): German Socio-Economic Panel; for Netherlands—Centraal Bureau voor de Statistiek (CBS), Loonstructuuronderzoek; for UK—Office of National Statistics (ONS): Annual Survey of Hours and Earnings; for United States—Bureau of Labor Statistics (BLS) Current Population Survey, Ongoing Rotation Groups.

a. Excluding apprentices in Denmark and Germany.

b. 22.0 percent if low-pay thresholds are determined separately for East and West.

c. Data were pooled to generate a sufficient number of cases to support the estimate.

Table 2.2 National Low-Wage Incidence, by Personal Characteristics, 2001

	Denmark	France	Germany	Netherlands	United Kingdom	United States
Incidence: The low-paid as a percentage of all employees in the category						
Total	12%	15%	23%	23%	22%	24%
Young women ^a	56	57	68	75	54	61
Young men ^a	68	56	71	75	44	51
Adult women ^a	7	17	26	22	26	21
Adult men ^a	3	8	10	8	8	12
Primary education ^b	38	19	48	48	33	60
Secondary education	9	—	21	27	26	25
Tertiary education	2	8	10	11	13	6
Nationals	12	15	23	22	22	22
Other EU	24	15	28	23	NA	NA
Non-EU or unknown ^c	36	23	25	33	19	33
Composition: Percentage of all employees in low-wage employment						
Total	100	100	100	100	100	100
Young women ^a	25	12	17	22	19	21
Young men ^a	37	18	18	22	15	19
Adult women ^a	24	46	43	37	51	38
Adult men ^a	13	24	22	18	15	22
Primary education ^b	56	84	37	9	46	28
Secondary education	40	—	52	75	25	64
Tertiary education	4	16	10	16	29	7
Nationals	97	96	91	99	98	82
Other EU	1	2	3	0	NA	NA
Non-EU or unknown ^c	2	2	5	1	2	18

(Table continues on p. 44.)

Table 2.2 (Continued)

	Denmark	France	Germany	Netherlands	United Kingdom	United States
Concentration: Incidence of low pay in the category as percentage of overall incidence						
Total	100	100	100	100	100	100
Young women ^a	474	369	296	331	247	258
Young men ^a	576	366	305	332	198	216
Adult women ^a	57	108	111	100	119	96
Adult men ^a	28	49	44	37	36	51
Primary education ^b	325	123 ^a	204	213	151	254
Secondary education	77	—	90	118	120	105
Tertiary education	14	51	44	50	59	27
Nationals	98	100	99	100	100	94
Other EU	206	96	125	101	NA	NA
Non-EU or unknown ^c	303	148	107	146	88	141

Sources: Authors' analysis of European Community Household Panel Survey (ECHP) and Current Population Survey (U.S. BLS); see also Mason and Salverda (2008).

Notes: All employees, including apprentices and those working less than fifteen hours per week. See table 2A.2 for more detail.

a. Young men and women age fifteen to twenty-four; adult men and women age twenty-five to sixty-four.

b. Educational level was imperfectly observed for France. Similar data for 1995 indicate higher incidence of low pay among the least educated, as in other countries.

c. Non-nationals for the United Kingdom and foreign-born for the United States.

Table 2.3 Employment-Population Ratios, 2005

Employed Persons in Population	Denmark	France	Germany	Nether- lands	United Kingdom	United States
All persons age 15 to 64	75%	63%	66%	71%	73%	72%
Men age 15 to 24	66	33	45	62	60	55
Men age 25 to 49	88	88	84	88	88	88
Men age 50 to 64	73	58	64	66	73	74
Women age 15 to 24	58	26	40	62	57	53
Women age 25 to 49	80	74	71	76	75	72
Women age 50 to 64	61	50	49	46	57	62

Source: Authors' compilation based on OECD (2009).

Table 2.4 Predicted Year-on-Year Transition Rates Between Low-Wage and Better-Wage Employment and Non-Employment, 1995 to 2001

	Transition			
	Low Pay to Low Pay	Better Pay to Low Pay	Low Pay to Better Pay	Not Employed to Low Pay
Denmark				
Total	0.487	0.030	0.294	0.080
Females	0.502	0.035	0.265	0.081
Part-timers	0.484	0.081	0.227	
France				
Total	0.492	0.048	0.344	0.068
Females	0.505	0.055	0.289	0.060
Part-timers	0.492	0.054	0.227	
Germany				
Total	0.601	0.035	0.256	0.102
Females	0.615	0.048	0.220	0.099
Part-timers	0.592	0.051	0.227	
Netherlands				
Total	0.618	0.042	0.250	0.137
Females	0.623	0.060	0.215	0.120
Part-timers	0.638	0.071	0.200	
United Kingdom				
Total	0.580	0.061	0.276	0.112
Females	0.605	0.083	0.231	0.117
Part-timers	0.626	0.122	0.196	
United States				
Total	0.532	0.081	0.411	0.113
Females	0.568	0.100	0.354	0.120
Part-timers	0.556	0.098	0.360	

Sources: Authors' analyses of ECHP, as reported in Blázquez Cuesta and Salverda (2009), and authors' estimations on Panel Study of Income Dynamics (PSID) (Institute for Social Research).

Notes: Data are pooled over the period; "all employees" includes those working less than fifteen hours per week, except for France (where such employees represented 0.4 percent of all employees in 2001); "not employed" comprises self-employment, unemployment, and inactivity.

Transition

Not Employed to Better Pay	Not Employed to Not Employed	Low Pay to Not Employed	Better Pay to Not Employed
0.214	0.800	0.229	0.083
0.203	0.788	0.248	0.099
		0.295	0.115
0.109	0.872	0.171	0.082
0.092	0.887	0.213	0.101
		0.227	0.102
0.122	0.842	0.145	0.070
0.106	0.851	0.168	0.086
		0.185	0.094
0.129	0.829	0.136	0.055
0.113	0.841	0.166	0.070
		0.164	0.077
0.166	0.791	0.148	0.069
0.137	0.800	0.169	0.083
		0.180	0.094
0.201	0.738	0.079	0.050
0.192	0.754	0.082	0.066
		0.079	0.054

Table 2.5 Indicators of Work Intensity, Analyzed by Occupational Group, Denmark, France, Germany, the Netherlands, and the United Kingdom, 2005

	Professionals	Technicians and Associate Professionals	Clerks	Service and Sales Workers	Craft and Related Trades Workers	Plant and Machine Operators and Assemblers	Elementary Occupations
Percentage of employees (weighted) ^a who . . .							
Work at very high speed for half of the time or more	41%	45%	47%	46%	60%	55%	47%
Rarely or almost never have enough time to get the job done	21	16	12	13	12	10	8
Work in tiring or painful positions for half of the time or more	13	19	16	22	44	27	36
Carry or move heavy loads for half of the time or more	5	8	8	19	41	25	31
Stand or walk for half of the time or more	42	47	26	72	84	57	82
Engage in repetitive hand or arm movements for half of the time or more	38	37	51	48	66	61	65
Consider their health or safety to be at risk because of work (percentage yes)	18	16	13	21	34	36	23
Believe their work affects their health (percentage yes)	26	26	21	25	38	39	26

(Table continues on p. 56.)

Table 2.5 (Continued)

	Professionals	Technicians and Associate Professionals	Clerks	Service and Sales Workers	Craft and Related Trades Workers	Plant and Machine Operators and Assemblers	Elementary Occupations
How are working time arrangements set?							
They are set by the company with no possibility of changes	35	45	50	55	62	72	59
Workers can choose between several fixed working schedules	10	10	13	13	8	7	12
Workers can adapt their working hours within certain limits	36	32	28	18	12	14	19
Working hours are entirely determined by workers	20	13	9	14	18	7	10
Number of observations	686	972	733	821	615	217	630

Source: Authors' compilation based on Fourth European Working Conditions Survey, 2005 (European Foundation for the Improvement of Living and Working Conditions 2005).

a. Estimates are based on weighted data taking account of nonresponse rates in light of European Labor Force Survey data; weights also incorporate selection probability weighting that adjusts for the size of households.

Table 2.6 Measures of Labor Productivity, Living Standards, and Average Labor Costs

	Denmark	France	Germany	Netherlands	United Kingdom	United States
Productivity and living standards: PPP exchange rates: whole economy and population, 2006						
GDP per hour worked (U.S. = 100)	85	99	93	102	82	100
Employment/population ratio— all ages (U.S. = 100) ^a	108	83	99	106	99	100
Average annual hours worked per person in employment (U.S. = 100)	87	87	80	77	92	100
GDP per head of population (U.S. = 100)	80	71	73	83	75	100
Purchasing power at low pay thresholds: PPP exchange rates						
Year	2005	2005	2004	2005	2005	2003 to 2005
Low-pay threshold in U.S. dollars at PPP exchange rates (U.S. = 100)— gross hourly wages ^b	125	83	105/77 ^c	112	94	100
Low-pay threshold in U.S. dollars at PPP exchange rates (U.S. = 100)— estimated hourly wages net of taxes and employee social contributions ^d	94	78	83/60 ^c	96	93	100

Average labor costs at low-pay thresholds:
current exchange rates

Estimated labor costs at low-pay threshold in U.S. dollars at current exchange rates (U.S. = 100)—gross hourly wages ^e	190	97	119/86 ^c	127	113	100
Estimated labor costs at low-pay threshold in U.S. dollars at current exchange rates (U.S. = 100)—gross hourly wages plus payroll taxes and employers' social contributions ^f	177	127	133/96 ^c	137	114	100

Sources: Authors' compilation based on OECD, "Breakdown of GDP per Capita in Its Components," available at: <http://stats.oecd.org/WBOS/Default.aspx?DatasetCode=DECOMP>; and national labor force surveys in European countries (as reported in the national monographs) and Current Population Survey (U.S. BLS) in the United States. Exchange rates: OECD, "PPPs and Exchange Rates," available at: http://stats.oecd.org/wbos/Index.aspx?datasetcode=SNA_TABLE4.

a. Note that this refers to employment-population ratios for the entire population, not just the fifteen- to sixty-four-year-old population of working age.

b. PPP exchange rates for private consumption, domestic currencies (U.S. dollar = 1.00): Denmark kroner 9.09, France euro 0.94, Germany euro 0.91, Netherlands euro 0.91, U.K. pound 0.66.

c. Refers to West and East Germany, respectively.

d. Based on average tax rates at 67 percent of average wage for full-time workers, including employee social contributions in 2000 (Immer-voll 2007; see also table 2A.6).

e. Market exchange rates, domestic currencies (U.S. dollar = 1.00): Denmark 6.00, France 0.80, Germany 0.81, the Netherlands 0.80, the United Kingdom 0.55.

f. Based on average payroll tax rates and employer contributions for full-time employees earning 67 percent of average wage, 2000 (Immer-voll 2007; see also table 2A.6).

Table 2.7 Proportion of the Population in Poor Households, 1984 to 2001

	With at Least One Worker ^a			All Households	
	1987 ^b	1994	2001 ^c	1994	2001
Denmark	—	1.9%	2.6%	3.8%	5.3%
France	1.1%	3.4	2.8	7.5	7.0
Germany	4.0	3.3	4.3	9.4	9.8
Netherlands	2.8	4.1	8.5	6.4	7.9
United Kingdom	6.9	3.5	4.7	10.5	10.7
United States	10.0	9.7	13.2	18.4	16.9

Source: Authors' compilation based on OECD (2006b) (statistical data underlying figures 2.9 and 2.10).

Note: "Poor" is defined as having income below 50 percent of the current median household income.

a. No minimum of hours and months worked in previous year.

b. France and Germany 1984; the United Kingdom and the United States 1986.

c. United Kingdom 1999, the Netherlands and the United States 2000.

Table 2A.1 Determinants of the Probability of Being Low-Paid, Age Fifteen to Sixty-Four, 1995 to 2001

	Denmark	France	Germany	Netherlands	United Kingdom	United States ^a
Female	0.195	0.458	0.475	0.430	0.412	0.456
Age thirty to forty-four	-0.619	-0.552	-0.308	-0.584	-0.313	-0.250
Age forty-five to sixty-five	-0.731	-0.422	0.005	-0.345	-0.186	-0.329
Secondary	-0.421	-0.090	-0.364	-0.402	-0.244	-0.342
Tertiary	-0.699	-0.389	-0.665	-0.835	-0.320	-0.629
Part-time job	-0.030	-0.017	0.077	0.220	0.170	0.130
Temporary contract	0.015	0.348	0.008	0.318	0.169	NA
Seniority of five years or more	-0.045	-0.223	-0.135	-0.035	0.002	NA
Legislators, senior officials ^a	-0.081	-0.090	-0.040	-0.053	-0.186	-0.181
Professionals	-0.171	-0.267	-0.126	-0.150	-0.356	-0.166
Technicians and associates	-0.069	-0.114	-0.008	-0.153	-0.180	-0.049

Service, shop, and market	0.450	0.455	0.307	0.283	0.529	0.319
Craft and related trades	0.219	0.246	0.239	0.130	0.211	0.202
Plant and machine operators	0.236	0.342	0.162	0.246	0.494	NA
Elementary occupations	0.360	0.527	0.310	0.334	0.620	NA
Trade, hotels, and restaurants	0.150	0.147	0.214	0.125	0.453	0.389
Transport, finance, and business services	0.081	0.015	0.058	0.098	0.061	-0.015
Public and personal services	0.140	-0.014	0.035	-0.003	0.041	0.110
Low pay in previous year	1.326	1.303	1.367	1.706	1.617	1.242
Constant	-0.313	-0.729	-0.769	-0.575	-1.379	-1.043

Sources: Analysis of European Community Household Panel (Blázquez Cuesta and Salverda 2009) and the Panel Study of Income Dynamics (Institute for Social Research).

Notes: Following Cappellari and Jenkins (2004), a multivariate five-equation probit model with endogenous selection and endogenous switching is estimated that corrects for selection bias, initial conditions, (nonrandom) panel attrition, and genuine state dependence (as visible in the large effect of low pay in the previous year). See also Blázquez Cuesta and Salverda (2009).

Data are pooled over the period; “all employees” include those working less than fifteen hours, except for France (where such employees represented 0.4 percent of all employees in 2001); bold values are significant at the 5 percent level; occupations are one-digit ISCO in ECHP and selected likewise in PSID as much as possible; temporary contracts and seniority not available for PSID; on-the-job training included in estimation but not available for France, the United Kingdom, and the United States.

Reference categories for dummy variables are: age under thirty; primary education; in full-time employment; permanent contract; seniority less than five years; clerical occupations (administrative for the United States); manufacturing, utilities, and construction.

a. The U.S. occupational classification differs strongly from EU countries; the CNEF classification was aggregated to its first digits, pooling 0 with 1 (because of similarities), and 6 with 9 and 7 with 8, respectively (because of small numbers of observations).

Table 2A.2 Concentration of Low Pay, by Job Characteristics, 2001

	Denmark	France	Germany	Netherlands	United Kingdom	United States
Total	100%	100%	100%	100%	100%	100%
Working hours						
Thirty-five hours or more	81	94	83	62	69	74
Fifteen to Thirty-five hours	83	132	121	110	173	224
Less than fifteen hours ^a	514		263	274	234	254
Seniority on job ^b						
More than two years	53	60	74	62	78	63
Two years or less	207	239	193	202	124	159
Type of contract ^b						
Permanent	70	77	85	81	96	
Short-term or fixed-term	488	311	26	335	179	
Casual	416		189	463		NA
Other	357			214		

Occupations						
Professionals, managers	26	33	51	51	29	32
Clerks	57	88	96	118	99	98
Personal services workers	164	214	197	181	211	216
Salespersons, sales and services	384	231	204	236	267	156
Building and craft	214	153	116	111	86	69
Metal workers and operators	117	93	100	106	81	80
Agriculture workers	130	211	194	191	174	216

Sources: Authors' analysis of European Community Household Panel Survey (ECHP) and Current Population Survey-Outgoing Rotation Groups (U.S. BLS), and Center for Economic Policy Research (CEPR); see Mason and Salverda (2008) for more.

Notes: "All employees" include those working less than fifteen hours per week.

a. The smallest jobs are a tiny fraction in France.

b. Excluding those working less than fifteen hours; U.S. data refer to 2002.

Table 2A.3 Students and Apprentices Among Young (Age Fifteen to Twenty-Four) Workers, by Length of Working Week, 2005

	Denmark	France	Germany	Netherlands	United Kingdom	United States
All hours	64%	20%	53%	60%	36%	37%
Less than fifteen hours	96	60	80	94	82	83
Fifteen to thirty-five hours	60	37	31	58	55	62
Thirty-five hours or more	39	16	52	23	15	15

Sources: Authors' calculations based on European Labour Force Survey (ELFS) and CPS (U.S. BLS).

Table 2A.4 Low-Wage Employment by Selected Job Characteristics, 2001

	Denmark	France	Germany	Netherlands	United Kingdom	United States
Incidence						
Total	12%	15%	23%	23%	22%	24%
Low-paying occupations						
Personal services workers	19	33	46	41	46	51
Salespersons, sales and services	45	36	47	53	59	37
Building and craft	25	24	27	25	20	16
Agriculture workers and laborers	15	32	45	43	38	51
Low-paying industries						
Agriculture	12	37	54	38	38	51
Trade	18	20	36	40	42	36
Hotels and restaurants	42	40	60	54	65	58
Personal services	23	32	37	38	28	39

(Table continues on p. 76.)

Table 2A.4 (Continued)

	Denmark	France	Germany	Netherlands	United Kingdom	United States
Concentration						
Total	100	100	100	100	100	100
Low-paying occupations						
Personal services workers	164	214	197	181	211	216
Salespersons, sales and services	384	231	204	236	267	156
Building and craft	214	153	116	111	86	69
Agriculture workers and laborers	130	211	194	191	174	216
Low-paying industries						
Agriculture	100	237	235	169	173	218
Trade	150	120	156	177	189	153
Hotels and restaurants	353	258	255	241	298	249
Personal services	198	205	158	160	126	168
Three broad sectors of the economy						
Goods production	81	92	81	83	69	72
Market services	135	114	138	134	133	126
Public services	80	90	79	70	73	71

Source: Authors' calculation of ECHP and CPS-ORG (U.S. BLS).

Note: Hours count (FTE) is based on hourly wages.

Table 2A.5 Low-Wage Employment Gaps Compared with the United States: Shift-Share Decomposition by Industries, 2001

	Total Difference	Due to Different Incidence	Due to Other Sectoral Structure	Interaction
Denmark	-11.7%	-10.4%	-2.4%	+1.1%
France	-8.1	-6.4	-3.2	+1.5
Germany	-0.3	+3.3	-3.6	-0.1
Netherlands	-1.0	+1.4	-2.5	+0.1
United Kingdom	-1.5	+0.3	-2.1	+0.3

Sources: Authors' analysis of ECHP and CPS-ORG; see Mason and Salverda (2008).
Notes: "All employees" include those working less than fifteen hours per week, except France, where no detail is available for this category, which is also a tiny fraction of employees.

Table 2A.6 Tax Rates at Different Wage Levels for Full-Time Workers, 2000 and 2006

	Percentage of Gross Wage, 2000			Percentage of Gross Wage, 2006		
	MW	67% AW	AW	MW	67% AW	AW
Average tax rates, including employee social contributions						
Denmark	NA	40.8%	44.1%	NA		
France	21.0%	25.7	28.8	16.7%	26.1%	29.1%
Germany	NA	38.1	44.5	NA		
Netherlands ^a	26.6	32.6	33.2	22.6	31.2	36.1
United Kingdom	11.7	22.2	25.5	12.7	23.7	26.8
United States	16.3	21.1	23.9	14.5	20.6	23.4
Payroll taxes and employer contributions						
Denmark	NA	0.7	0.5	NA		
France	23.0	41.2	41.2	17.6	33.3	42.3
Germany	NA	20.5	20.5	NA		
Netherlands ^a	15.0	16.1	10.7	14.7	15.8	15.0
United Kingdom	5.2	8.8	9.9	6.8	9.7	10.7
United States	8.2	8.0	7.9	8.2	7.9	7.8

Source: Private communication from the author. See Immervoll (2007), table 3.

Notes:

MW = minimum wage

AW = average wage

a. Minimum-wage amounts mentioned for the Netherlands were wrong, and in private communication we have obtained from the author an adapted data set that is used here.

Table 2A.7 Annual Leave and Public Holidays, Circa 2001

Country	Statutory Minimum Annual Leave Entitlement	Average Annual Leave Entitlement ^a	Statutory Paid Holidays per Year	Public Holidays per Year
Denmark	25	30.0	9	9.5
France	30	30.0 ^b	1	11.0
Germany	24	29.1	10	10.5
Netherlands	20	31.5	0	8.0
United Kingdom	20	24.5	0	8.0
United States—employees in medium-sized and large private-sector firms	0	16.9 ^c	0	10.0
United States—all workers	0	9.0	0	6.0

Sources: Authors' compilation. Columns 1 and 3 and estimates in columns 2 and 4 of row 7: Ray and Schmitt (2007); columns 2 and 4 excluding row 7: European Industrial Relations Observatory (2001).

a. Average collectively agreed entitlement for EU countries; average vacation days in medium-sized and large private-sector firms for United States.

b. Source as in column 1 for France.

c. After ten years' service in medium-sized and large private-sector firms.

Table 2A.8 Average Annual Hours Worked per Worker, Part-Time Employment Rates, and Usual Weekly Hours of Work, Various Years

	Average Annual Hours Worked per Worker			Part-Time Employees as Percentage of Total Employment, 2004		Usual Weekly Hours of Work Most Frequently Reported ^a : Male Employees in Their Main Job, 2002			
	1984	1994	2004	Males	Females	Major Peak-Hours	Working Those Hours	Minor Peak-Hours	Working Those Hours
Denmark	1,502	1,495	1,454	12%	25%	37	53%	45	7%
France	1,651	1,582	1,441	5	23	35	42	39	14
Germany	—	1,536	1,443	7	39	40	37	38	19
Netherlands	—	1,362	1,357	15	61	40	40	38	17
United Kingdom	1,729	1,736	1,669	10	39	40	14	38	8
United States	1,869	1,864	1,824	8	18	40	63	50–54	9

Sources: Authors' compilation based on, for hours worked: OECD (2006a); part-time employment and usual weekly hours of work: OECD (2006b), including statistical supplement.

a. For example, for Denmark in 2002, the data show that the most commonly reported level of hours per week was 37 and that 53 percent of male employees reported working that number of hours.

Table 2A.9 Indicators of Job Quality and Security, 1984, 1994, and 2004

	Average Job Tenure ^a		Temporary Employment ^b			Involuntary Part-Time Employment ^c		
	1994	2004	1984 ^d	1994 ^e	2004 ^f	1984 ^d	1994	2004
Denmark	8.5	8.7	12.5%	12.0%	9.8%	12.7%	16.4%	13.4%
France	10.8	11.5	3.3	11.0	12.3	NA	31.5	24.2
Germany	10.1	10.8	10.0	10.3	12.2	5.7	7.0	13.8
Netherlands	9.1	10.6	7.5	10.9	14.6	11.2	5.2	3.9
United Kingdom	8.3	8.4	6.2	6.5	5.7	8.6	12.0	6.0
United States	NA	NA	NA	5.1	4.0	12.5	14.2	13.9

Source: Authors' compilation based on OECD statistical supplement (2006b), and, for U.S. involuntary part-time employment, Mishel, Bernstein, and Allegretto (2007), table underlying figure 4V.

Notes:

NA = Data not available

a. Data on average job tenure in current job with the same employer are expressed in numbers of years.

b. Temporary employment (including temporary agency workers) as a percentage of total employment.

c. Share of involuntary part-time employment among part-time employment.

d. Netherlands, 1985.

e. United States, 1995.

f. Germany, 2003; United States, 2001.

Table 2A.10 Types of Pension Provision and Formal Gross Replacement Rates from Mandatory Pensions, Recent Years

	First Tier: Universal Coverage, Redistributive ^a (Type of Scheme)	Second Tier: Mandatory Insurance	Gross Replacement Rates from Mandatory Pensions ^b (Percentage of Earnings for Average Earner)	Main Types of Private Pension ^c (Type of Scheme— Coverage: Percentage of Workforce)	Coverage by Private Pensions (Percentage of Workforce)
Denmark	Resource-tested + basic	Private	76%	Mandatory personal (more than ninety), quasi-mandatory occupational (more than eighty)	More than 90%
France	Resource-tested + minimum	Public	51%	Voluntary occupa- tional (10%), voluntary personal (8%)	18%
Germany	Resource-tested	Public	40%	Voluntary occupa- tional (57%), voluntary personal (13%)	63%

(Table continues on p. 82.)

Table 2A.10 (Continued)

	First Tier: Universal Coverage, Redistributive ^a (Type of Scheme)	Second Tier: Mandatory Insurance	Gross Replacement Rates from Mandatory Pensions ^b (Percentage of Earnings for Average Earner)	Main Types of Private Pension ^c (Type of Scheme— Coverage: Percentage of Workforce)	Coverage by Private Pensions (Percentage of Workforce)
Netherlands	Basic	Private	82% ^d	Quasi-mandatory occupational (more than ninety)	More than 90%
United Kingdom	Resource-tested + basic + minimum	Public	31%	Voluntary occupa- tional (43%), volun- tary personal (16%)	51%
United States	Resource-tested	Public	41%	Voluntary occupa- tional (47%), volun- tary personal (17%)	56%

Source: Authors' compilation based on OECD, *Pensions at a Glance*, 2007, table I.1, "Retirement-Income Indicators" (p. 33), table II.2.1, and figure II.2.2.

a. Resource-tested pension schemes pay higher benefits to poorer pensioners than to better-off ones. Minimum pensions have a similar redistributive purpose but do not take account of any other income apart from pension income.

b. The gross replacement rate is defined as gross pension entitlement divided by gross preretirement earnings.

c. Occupational pension schemes are employer-based. Personal schemes are individual-based. Quasi-mandatory schemes are typically based on collective agreements. For the United Kingdom, voluntary private schemes refer to schemes whose members are contracted out of the state second pension.

d. This figure needs to be treated with caution. The maximum entitlement from the first and second pillars is 70 percent of earnings, but usually only after forty years of contributions. However, many employees do not achieve this level of entitlement.

Table 2A.11 Gross and Net Replacement Rates from Mandatory Pensions, Recent Years

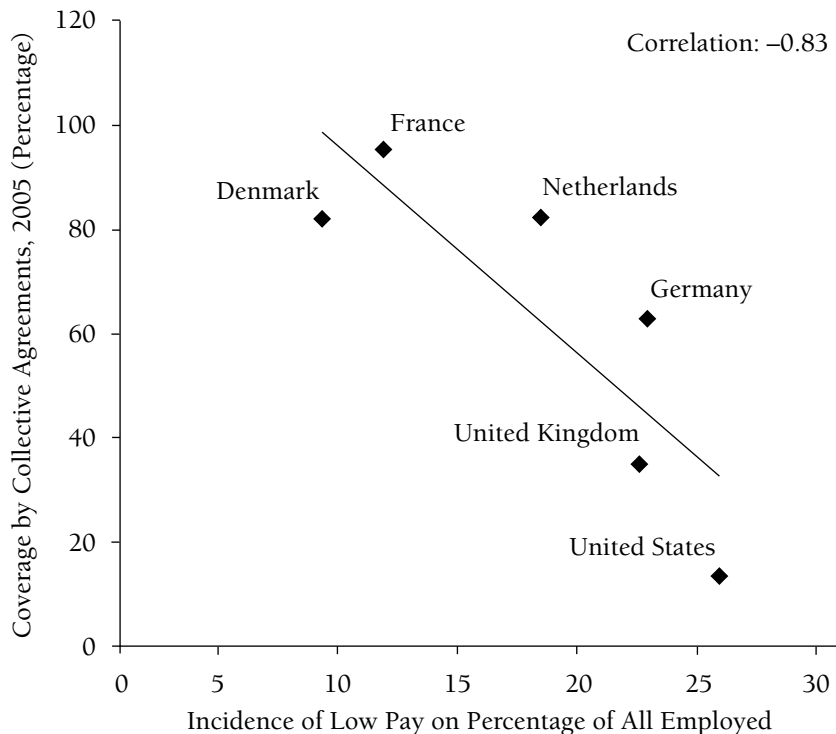
	Gross Replacement Rates from Mandatory Pensions: Percentage of Gross Preretirement Earnings ^a			Net Replacement Rates from Mandatory Pensions: Percentage of Net Preretirement Earnings ^b		
	For Persons on 50 Percent of Average Earnings	For Persons on 75 Percent of Average Earnings	For Average Earner	For Persons on 50 Percent of Average Earnings	For Persons on 75 Percent of Average Earnings	For Average Earner
Denmark	120%	90%	76%	133%	102%	87%
France	64	51	51	78	65	63
Germany	40	40	40	53	57	58
Netherlands	81	82	82	97	104	97
United Kingdom	34	38	31	66	49	41
United States	44	46	41	67	58	52

Source: Authors' compilation based on OECD, *Pensions at a Glance*, 2007, "Retirement-Income Indicators," pp. 33, 35.

a. The gross replacement rate is defined as gross pension entitlement divided by gross preretirement earnings.

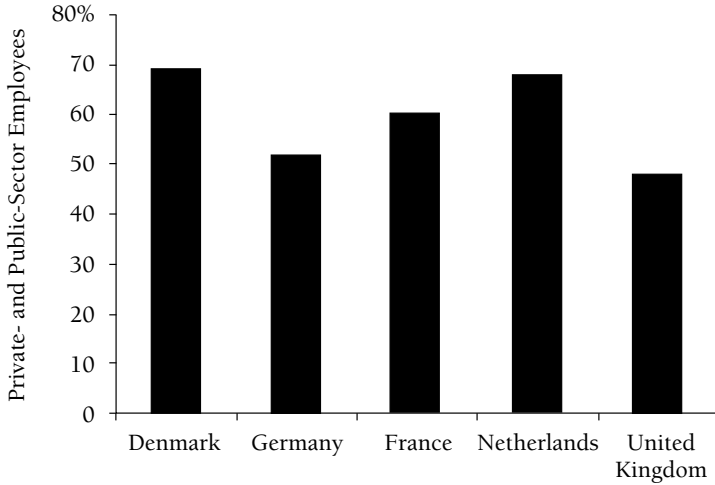
b. The net replacement rate is defined as the individual net pension entitlement divided by net preretirement earnings, taking account of personal income taxes and social security contributions paid by workers and pensioners.

Figure 3.1 Incidence of Low Pay and Coverage by Collective Agreements, 2005



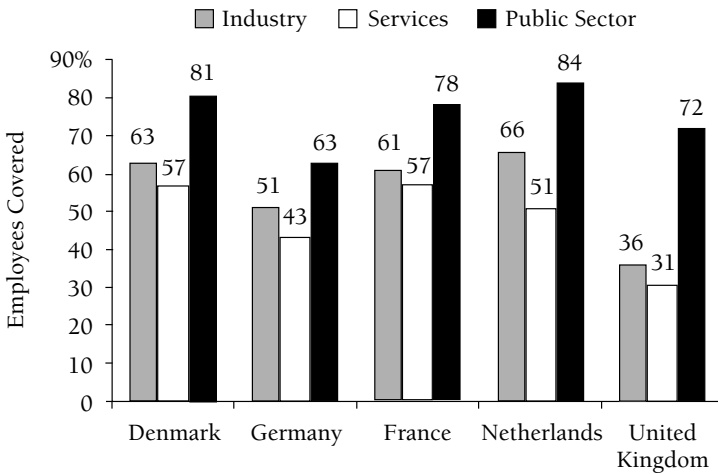
Sources: Low-pay incidence: Mason and Salverda (this volume); coverage: Visser (2008, 27).

Figure 3.2 Trade Union or Similar Presence at the Workplace



Source: Authors' compilation based on European Commission (2006, 71), which uses data from the 2002–2003 European Social Survey.

Figure 3.3 Workplace Representation by Sector and Country



Source: Authors' compilation based on European Commission (2006, 72), which uses data from the 2002–2003 European Social Survey.

Table 3.1 Collective Bargaining Coverage, 1980, 1990, and 2007

	1980	1990	2007	Change 1980 to 2007
United States	26	18	14	-12
United Kingdom	70	54	35	-35
Germany	78	72	63	-15
France	85	92	95	+10
Netherlands	76	82	82	+6
Denmark	69	69	82	+13

Sources: Authors' compilation. The Netherlands 1980 and Denmark 1980 and 1990: OECD (1997, 71), other data: Visser (2008).

Notes: The figures in this table are from the most reliable comparative data source available. National statistical sources may produce slightly different numbers. In France, the figure is only for workers covered by a branch collective agreement. If workers covered by a firm collective agreement, or benefiting from special status (mainly in publicly owned firms in utilities and transportation) are added, the coverage rate amounts to almost 98 percent in 2004.

Table 3.2 Collective Bargaining Coverage, Employers' Organizations, and Union Density, 2007

	Percentage									
	1 to 10	11 to 20	21 to 30	31 to 40	41 to 50	51 to 60	61 to 70	71 to 80	81 to 90	91 to 100
France	U							E		Cov
Netherlands			U					E	Cov	
Denmark						E		U	Cov	
Germany			U				E Cov			
United Kingdom			U	Cov, E						
United States	E	U, Cov								

Sources: Authors' compilation based on Visser (2008); European Commission (2006).

Notes:

Cov = bargaining coverage (nonstandardized)

E = employers' density: share in percentage of employers who are members of an employers' organization (private sector)

U = union density: share in percentage of employees who are union members

Table 3.3 Union Density, Employer Density, and Extension of Agreements

	Trade Union Density, 1980	Trade Union Density, 1990	Trade Union Density, 2007	Change 1980 to 2007	Employer Density, 1994 to 1996 ^a	Employer Density, 2000 ^a	Change 1994–1996 to 2000	Extension of Agreements by the State
United States	22%	16%	12%	–10%	0%	0%	—	No
United Kingdom	51	39	29	–22	54	40	–14	No
Germany	35	31	20	–15	72	63	–9	Few and decreasing
France	18	10	8	–10	74	74	—	Very high and stable
Netherlands	35	26	26	–9	79	85	+6	Very high and stable
Denmark	76	71	68	–7	39	52	+13	No

Sources: Authors' compilation. Trade union density: OECD (1997, 71), and Visser (2008); employer density: data for 1996 to 1997, Traxler (2004), and for 2000, European Commission (2004).

Note: The table measures net union density: trade union membership minus inactive members (retired, students, etc.).

a. Measured as employees covered by employer peak organizations.

Table 3.4 Centralization and Coordination of Collective Bargaining

	Centralization				Coordination			
	1970 to 1974	1985 to 1989	1995 to 2000	2007	1970 to 1974	1985 to 1989	1995 to 2000	2007
United States	1	1	1	1	1	1	1	1
United Kingdom	2	1	1	1	3	1	1	1
Germany	3	3	3	2	4	4	4	2
France	3.5	3.5	3.5	3.5	4	4	4	4
Netherlands	3	3	3	3	3	4	4	4
Denmark	5	3	3	3	5	4	4	4

Sources: Authors' compilation. For row 4 and columns 4 and 8, Russell Sage Foundation country studies (Bosch and Weinkopf 2008; Caroli and Gautié 2008; Lloyd, Mason, and Mayhew 2008; Salverda, van Klaveren, and van der Meer 2008; Westergaard-Nielsen 2008); for all other data, OECD (2006, 81).

Notes: Based on the country studies, in the case of France we corrected the values of both the OECD indicators. In France, the predominance of industrywide collective bargaining and the existence of tripartite national agreements point to a value of 3.5 instead of 2 for all three periods, while the high level of industry bargaining and its extension by the state points to a value of 3.5 instead of 2 for coordination.

Table 3.5 Minimum-Wage Legislation

Does a legal NMW exist?

Denmark	Germany	France
No, but there is a national wage floor set by a collective agreement between unions and employers.	No, but there is a legal minimum wage in some industries (for example, construction). Collective agreements at the industry level set wage floors in industries with strong unions.	Yes. Introduced in 1950 and reformed in 1970 (with the introduction of the current SMIC), the NMW is indexed to consumer prices and must be raised annually—at least half the increase in the hourly wage rate of all blue-collar jobs. Minimum pay rates are set by industry collective agreements. Most industry agreements are declared generally binding.

Coverage

Denmark	Germany	France
Some firms do not implement the national wage floor, especially in low-wage sectors.	An increasing number of firms are withdrawing from industry collective agreements.	All sectors (except public services) are covered by SMIC. A special rate of 80 percent or 90 percent of NMW for, respectively, sixteen- and seventeen-year-olds can be paid, if

Netherlands	United Kingdom	United States
<p>Yes. Introduced in 1968, the NMW is for adults only (over age twenty-four; later over age twenty-three) and linked to the average growth rate of collectively negotiated wages, but indexation has often been suspended by special legal measures. Since 1992, it can be suspended by the government if the ratio of welfare recipients to employment rises above a threshold level. Minimum pay rates are set by industry collective agreements. Most industry agreements are declared generally binding.</p>	<p>Yes. The NMW was introduced in 1999. The Low Pay Commission (which includes employer and union representatives) makes annual recommendations to the government regarding uprating. There is no automatic indexation. However, between 2000 and 2006, the NMW was updated above increases in the average earnings index.</p>	<p>Yes. Introduced in 1938, the NMW is not automatically indexed to prices or wages. About thirty states have state minimum wages above the federal NMW.</p>
Netherlands	United Kingdom	United States
<p>All sectors are covered by NMW. Special rates for youth were introduced in 1974, starting at 30 percent of the adult minimum for age fifteen; up to 1993, it was not applicable to jobs</p>	<p>All sectors are covered with separate, lower “development rates” for sixteen- and seventeen-year-olds and for eighteen- and nineteen-year-olds. Enforcement is quite strict, although some</p>	<p>Applies to all firms with more than \$500,000 annual business activity and to all employees, with very few exceptions. During the first ninety calendar days of</p>

(Table continues on p. 108.)

Table 3.5 (Continued)

Coverage (continued)

Denmark	Germany	France
		they have less than six months' tenure. Apprentices and some trainees are not covered.

Percentage of employees at NMW (2005)^a

Denmark	Germany	France
—	—	16.3%

NMW as a percentage of low-wage threshold (early to mid-2000s)

Denmark	Germany	France
88% (wage floor agreed to by the social partners)	—	95%

Gross (adult) NMW as a percentage of gross average wage (2006)^b

Denmark	Germany	France
—	—	47%

NMW, at purchasing power parity, net of income tax and employee social contributions, U.S. dollars, 2006

Denmark	Germany	France
—	—	\$7.68

Labor cost at NMW as percentage of average labor cost, 2006

Denmark	Germany	France
—	—	39%

Sources: Authors' compilation based on Eurostat (Allen and Regnard 2007); and Immervoll (2007), updated by the author.

^a. The figures are not directly comparable between the different countries; in France,

Netherlands	United Kingdom	United States
of less than about thirteen hours per week.	agencies that employ migrant labor find ways of evading NMW legislation.	their employment, youths under the age of twenty must be paid no less than \$4.25 per hour (the federal minimum wage was \$5.85 per hour at the end of 2007). Some state-level minimum wages are above the federal level.

Netherlands	United Kingdom	United States
2.2%	1.8%	1.3%

Netherlands	United Kingdom	United States
84% (adult minimum wage)	79%	54%

Netherlands	United Kingdom	United States
43% (46% for full-time workers age 23 or older)	35%	33%

Netherlands	United Kingdom	United States
\$7.05	\$7.66	\$4.40

Netherlands	United Kingdom	United States
43%	34%	33%

a worker is considered a minimum-wage earner if his or her basic wage (that is, with none of the premiums taken into account) is the minimum wage.

b. For the United States, average wage does not include supervisory and managerial workers. If included, the ratio would be even lower.

Table 3.6 The Strictness of Employment Protection Legislation for Regular and Temporary Employment, 2003

EPL Strictness	Denmark	France	Germany	Netherlands	United Kingdom	United States
For regular ^a workers	1.5	2.5	2.7	3.1	1.1	0.2
For temporary ^a workers	1.4	3.6	1.8 ^b	1.2	0.4	0.3
Protection gap	-0.1	+1.1	-1.0	-1.9	-0.6	+0.1

Source: Authors' compilation based on OECD (2004).

a. Regular means not on a temporary contract.

b. This value of the EPL indicator for temporary work in Germany is notably overestimated since 2004 (when temporary agency work was deregulated by the Hartz laws). The real value must be nearer to 0.9 since then.

Table 3.7 Formal Regulation and Protection of Nonstandard Employment

Regulation and protection of part-time workers

Denmark	France	Germany
<p>There are no restrictions on the use of part-time work, but there are incentives encouraging the use of full-time work. The EU Directive on Equal Treatment for Part-Time Workers applies.</p>	<p>There are no restrictions on the use of part-time work. The EU Directive on Equal Treatment for Part-Time Workers applies.</p>	<p>Many part-timers are employed under mini-job status. This applies to jobs paid €400 a month or less; workers do not pay social contributions or income tax and are not entitled to social insurance. Mini-jobbers are supposed to benefit from equal treatment (EU directive applies), but often this is not implemented at the workplace level.</p>

Regulation and protection of temporary agency workers

Denmark	France	Germany
<p>There are no particular restrictions. The EU Directive on Equal Treatment for Fixed-Term Workers applies.</p>	<p>There are major restrictions on the use of agency work. Equal treatment is imposed by the EU, and by law before the EU directive, in terms of pay (except seniority premiums, profit-sharing, and health plans specific to the firm) and other employment and work conditions, but it is not always implemented at the workplace level. There is a “precariousness employment bonus” of 10 percent of the wage.</p>	<p>Since 2004, restrictions on the use of temporary agency work have been abolished. Equal pay is enforced only as required by EU directive and by law, but deviation by collective agreement is possible. In practice, deviations predominate since Christian trade unions concluded agreements with lower pay rates.</p>

Netherlands	United Kingdom	United States
The EU Directive on Equal Treatment for Part-Time Workers applies.	The EU Directive on Equal Treatment for Part-Time Workers applies.	There are no restrictions on the use of part-time work. Firms may legally discriminate against part-time workers with respect to pay and benefits.

Netherlands	United Kingdom	United States
The EU Directive on Equal Treatment for Fixed-Term Workers applies.	Restrictions on the use of agency work are very low. Equal treatment is now imposed by EU directive.	There are very few restrictions on the use of temporary workers. No equal treatment is imposed by law.

(Table continues on p. 120.)

Table 3.7 (Continued)

Regulation and protection of workers on fixed-term contracts

Denmark	France	Germany
The EU Directive on Equal Treatment for Fixed-Term Workers applies.	The “standard” fixed-term contract is highly regulated and well protected, providing equal treatment beyond the EU directive requirements. A “precariousness premium” (10 percent of the wage) is paid if the fixed-term contract is not transformed into an open-ended contract. There are many derogatory fixed-term contracts, which are less regulated and less protected.	The EU Directive on Equal Treatment for Fixed-Term Workers applies.

Source: Authors' compilation.

Netherlands	United Kingdom	United States
The EU Directive on Equal Treatment for Fixed-Term Workers applies.	The EU Directive on Equal Treatment for Fixed-Term Workers applies.	Very little restriction on the use of temporary workers. No equal treatment imposed by law.

Table 3.8 Overall Indicator of Product Market Regulation for Six Countries, 1998 and 2003 (6 = High, 0 = Low)

	1998	2003
United States	1.3	1.0
United Kingdom	1.1	0.9
Denmark	1.5	1.0
Germany	1.9	1.4
Netherlands	1.8	1.4
France	2.5	1.7

Source: Authors' compilation based on Conway, Janod, and Nicoletti (2005, 59).

Table 3.9 Product Market Deregulation and Labor Standards

United States	Fragmentation or disappearance of collective bargaining in deregulated industries. Lower threshold (minimum wage).
United Kingdom	Disappearance of industrywide bargaining in affected industries. Fragmentation or disappearance of collective bargaining in deregulated industries. Since 1999, lower threshold (legal minimum wage).
Germany	Threat to, fragmentation of, or disappearance of industrywide bargaining. No lower threshold. High percentages of low wages in newly privatized industries (postal services, etc.).
France	Low impact because of extension of industrywide collective agreements and legal minimum wage.
Denmark	Low impact because of high trade union density and high coverage by collective agreements and the national minimum wage set by the social partners.
Netherlands	Low impact because of extension of industrywide collective agreements and legal minimum wage.

Source: Authors' compilation.

Table 3.10 Freedom to Provide Services and Its Potential Impact on Labor Standards in the EU

United States	Does not apply.
United Kingdom	Minimum wage has to be paid to posted workers.
Germany	Legally binding minimum wages were introduced following the Posted Workers Directive in only a few industries (construction, cleaning, postal services). In some other industries since 2004, with the entry of the new EU member states, there has been substantial undercutting of local rates, especially in the food industry. Germany is a major target country for foreign providers since it does not have a statutory legal minimum wage.
France	Social dumping based on posted workers is limited by the legal extension of industrywide collective agreements and a statutory national minimum wage. There have probably been some problems with enforcement in some industries.
Denmark	Social dumping based on posted workers has been limited so far owing to high trade union density and high coverage by collective agreements.
Netherlands	Social dumping based on posted workers is limited by the legal extension of industrywide collective agreements and a statutory national minimum wage.

Source: Authors' compilation.

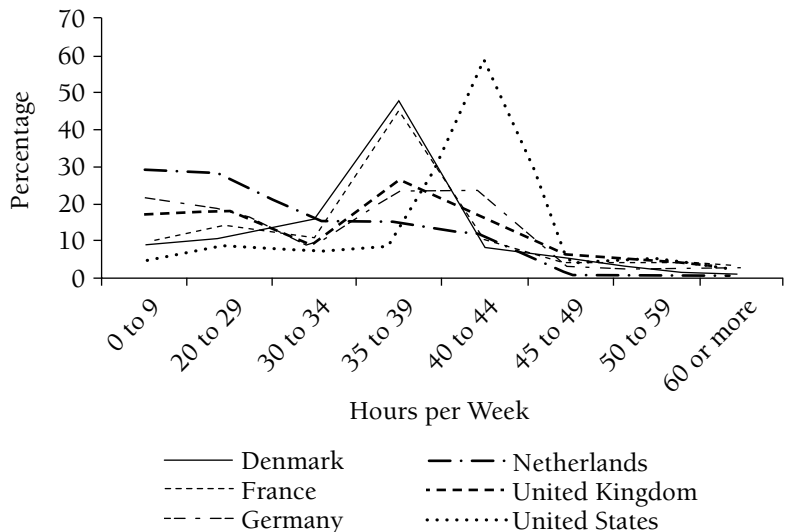
Table 3.11 Workplace Representation

	Workplace Representation	Scope of Participation of Workplace Representation	Representation at Firm Level
United States	Shop stewards—contractual rights.	Low	No representation.
United Kingdom	Shop stewards—contractual rights. New law: employee representation can also be non-union.	Low (mainly information and consultation)	No employee representation on the company board.
Germany	Works councils—strong rights in enforcing labor laws, collective agreements, and rights of co-determination. Shop stewards in big companies.	High (information, consultation, and codetermination)	In firms with 500 or more employees, employees elect one-third of supervisory board members; in companies with 2,000 or more employees, employees elect half of the board members.
France	Employee delegates (legally required in all firms with more than 10 employees) and works councils (legally required in all firms with more than fifty) who have information and consultation rights. Trade union delegates, but unions often weak and divided at firm level.	Medium (mainly information and consultation, some co-determination)	In private companies, up to one-third of board members can be elected by employees, but there is no legal obligation to do so. In privatized and public companies, employee representation on the board is legally required.
Netherlands	Works councils—strong rights in enforcing labor laws and collective agreements.	Medium (mainly information and consultation, some co-determination)	Works council nominates board members (up to one-third). Very low threshold (companies with 100 or more employees and a turnover of €13 million or more)
Denmark	Shop stewards with strong rights.	High (information, consultation, and codetermination)	Employees elect one-third of board members in companies with more than 35 employees

Sources: Authors' compilation based on European Commission (2004, 2006); for employee representation on boards in Europe, database of Hans-Böckler Foundation, available at: <http://www.boeckler-boxen.de/cps/rde/xchg/boxen/hs.xsl/2444.htm>.

Note: All European countries are covered by European works councils.

Figure 4.1 Number of Hours Worked by Women per Week



Source: OECD (2007b).

Table 4.1 Years of Schooling and Educational Attainment, 2004

	Average Years in Formal Schooling	Tertiary Qualifications	Upper Secondary Education	Below Upper Secondary Education	Total
Denmark	13.4	32%	49%	19%	100%
France	11.6	24	41	35	100
Germany	13.4	25	59	16	100
Netherlands	11.2	29	41	29	100
United Kingdom	12.6	29	36	35	100
United States	13.3	39	49	12	100

Source: OECD (2006).

Table 4.2 Share of Foreign-Born Population in Total Population and in Employment

	Share of Foreign-Born Population in Total Population		Growth in Share of Foreign-Born	Share of Employed Foreign-Born in Total Employment		Increase in Foreign-Born Compared to Native-Born
	1995 ^a	2005 ^b		1995 to 2005 ^{a,b}	1995	
Denmark	4.8%	6.5%	35.4%	3.1%	5.8%	87%
France ^a	7.3	8.1	11.1	10.7	10.5	-1
Germany ^b	11.5	12.9	12.2	11.6	13.7	18
Netherlands	9.1	10.6	16.5	7.4	10.9	46
United Kingdom	6.9	9.7	40.6	7.0	9.8	41
United States	9.3	12.9	38.7	10.1	15.3	51

Source: OECD (2007a).

a. France, 1999.

b. Germany, 2003.

Table 4.3 Labor Force Participation in the Six Countries
Among Sixteen- to Sixty-Four-Year-Olds

	Women			Men		
	1990	2006	1990 to 2006	1990	2006	1990 to 2006
Denmark	72%	74%	2%	83%	82%	-1%
France	51	57	7	70	68	-3
Germany	53	62	9	76	74	-2
Netherlands	47	66	19	76	80	4
United Kingdom	64	68	4	84	80	-3
United States	66	68	3	83	81	-2

Source: OECD (2007a).

Table 4.4 Tax Incidence on Women's Wages

	Women Earning 67 Percent of APW, 2001			Women Earning 100 Percent of APW, 2000		
	Second Earner	Single	Ratio	Second Earner	Single	Ratio
Denmark	50%	41%	1.2	51%	44%	1.2
France	26	21	1.2	26	27	1.0
Germany	50	34	1.5	53	42	1.3
Netherlands	33	27	1.2	41	36	1.1
United Kingdom	24	19	1.3	26	24	1.1
United States	29	22	1.3	30	26	1.2

Source: OECD (2001).

Table 4.5 Unemployment Insurance (UI): Duration and Replacement Rates During the First Year, 2006

	Maximum Duration of UI (in Months)	Gross Replacement Rate of UI as Percentage of Previous Wage ^a	Gross Replacement Rate of UI as Percentage of Previous Wage ^b
Denmark	48	82.8%	69.9%
France	23	64.3	57.4
Germany	12	40.1	37.7
Netherlands	24	70.0	70.0
United Kingdom	6	18.8	12.5
United States	6	53.3	53.3

Source: Antoine Math's compilation from OECD data; see *Chronique Internationale de l'IRES*, 115 (2008, 28), available at: <http://www.ires-fr.org/Chronique-de-l-IRES-No115-numero>.

Note: Gross replacement rate = gross UI benefit during the first year/gross yearly wage.

a. For a forty-year-old single person with no children, earning 50 percent of the average full-time wage.

b. For a forty-year-old single person with no children, earning 75 percent of the average full-time wage.

Table 4.6 Active Labor Market Policy Expenditures, 2005

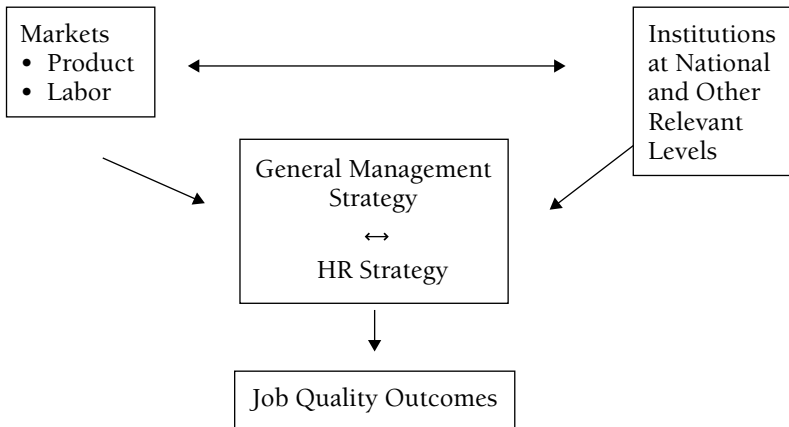
	Total Expenditure (Percentage GDP)	Unemployment Rate (Percentage of Labor Force)	Total Expenditure/ Unemployment Rate
Denmark	1.85 ^a	5.5 ^a	0.34
France	0.90	9.3	0.10
Germany	0.97	10.6	0.09
Netherlands	1.32	4.7	0.28
United Kingdom	0.45 ^b	4.8	0.09
United States	0.14 ^b	5.1	0.03

Source: OECD (2008), appendix, table J.

a. 2004.

b. 2005 to 2006.

Figure 6.1 Analytical Map of Determinants of Job Quality



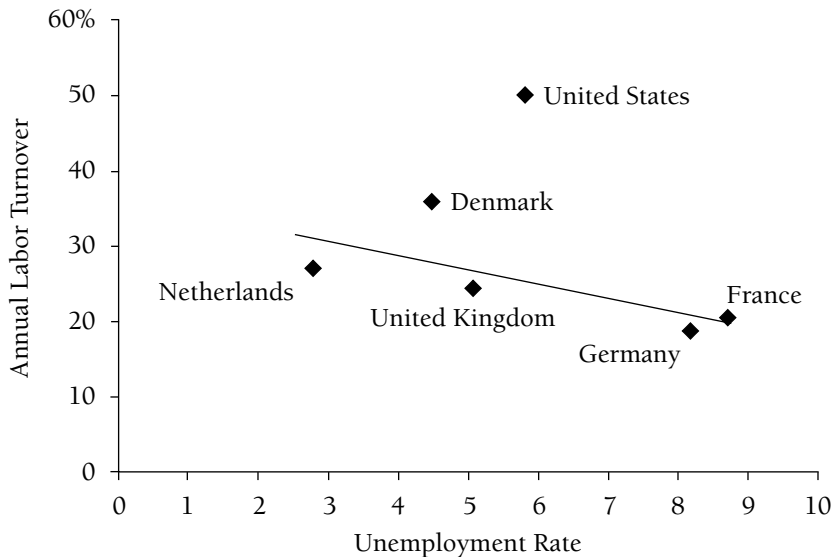
Source: Authors' illustration.

Figure 6.2 Pattern of Work Organization

Type of work organization	Task-centered work organization	↔	Function-centered work organization
Position of country	United States United Kingdom	France	Netherlands Denmark Germany
Type of training system	No retail-specific training institutions	↔	Retail-specific training institutions

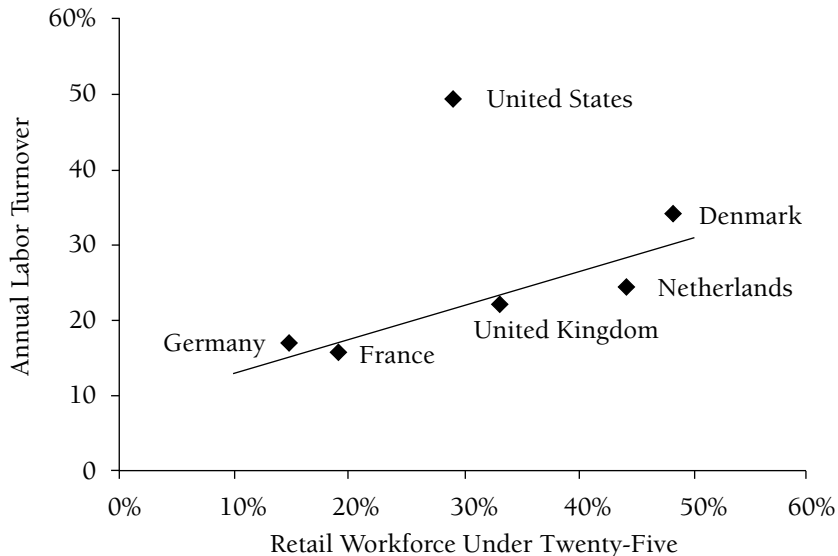
Source: Authors' analysis based on Marsden (1999).

Figure 6.3 Scatter Plot of Labor Turnover and Unemployment Rate, with Fitted Line from the Five European Countries



Sources: Authors' compilation. Comparable unemployment rates (2002) from OECD (2003). Turnover rates (2002): see table 6.1.

Figure 6.4 Scatter Plot of Labor Turnover and Percentage of Young Workers, with Fitted Line from the Five European Countries



Sources: Percentage under twenty-five (2006) from European Union Labour Force Survey (Eurostat, various years) and Current Population Survey (U.S. BLS 2008b). Turnover rates: see table 6.1.

Table 6.1 Cross-National Variation in Selected Retail Job Characteristics

	Percentage of Retail Workers with Hourly Wage Falling Below Two-Thirds of Economy-Wide Median, 2003	Annual Labor Turnover, 2002	Percentage of Part-Timers Among Retail Workers, 2006
Denmark ^a	23%	36%	50%
France	18	20	28
Germany	42	20	47
Netherlands ^a	46	27	70
United Kingdom ^a	49	26	51
United States ^{ab}	42	50	28

Sources: Authors' compilation based on, for percentage falling below two-thirds of the median: Denmark—Westergaard-Nielsen (2008, 72); France—Askenazy, Berry, and Prunier-Poulmaire (2008, 220); Germany—Voss-Dahm (2008, 258); Netherlands—van Klaveren (2009); United Kingdom—U.K. Office of National Statistics, Annual Survey of Hours and Earnings (2005); United States—authors' calculation from March Current Population Survey (U.S. BLS 2005a). Turnover in European Union countries: Eurostat calculation on EU Labour Force Survey on behalf of IAQ (Eurostat, various years), Germany from BA-Beschaeftigtenstatistik; Turnover in United States: Job Openings and Labor Turnover Survey (U.S. BLS 2005b). Percentage part-timers in European Union: Eurostat (various years); in United States: Current Population Survey, March (U.S. BLS 2007a).

a. The percentage falling below two-thirds of the threshold is calculated in 2002 for Denmark and the Netherlands, and 2005 for the United Kingdom and United States.

b. The percentage of part-timers among U.S. retail workers is calculated for 2007.

Table 6.2 Various Industry Characteristics by Country

Variable	Yardstick	Denmark ^a	France ^b	Germany	Netherlands	United Kingdom	United States
Value-added per hour worked	Euros, 2005 (PPP conversion)	21.94	29.55	26.36	23.43	24.59	25.41
Establishment size (frequency distribution by number of employees)	Lower quartile, 2002	3	3	6–19	3	4	3
	Median, 2002	5	8	20+	6	7	6
	Upper quartile, 2002	10	21	20+	10+	116	12
Food							
Percentage of retail jobs	2003	26	34	29	32	36	16
Average store size	Employees per establishment, 2003	14	95	27	36	39	26
Share of top five firms in sales	Percentage of sales, 2005 to 2006	95	85	69	88 ^c	75	31

Electronics

Percentage of retail jobs	2003	2.9	3.5	3.0	3.4	3.0	3.4
Average store size	Employees per establishment, 2003	6	5	NA	8	14	11
Share of top five firms	Percentage of sales, 2005 to 2006	71	42	47	51	44	44

Sources: Authors' compilation. Value-added from from EU KLEMS (2005). Establishment size from: Denmark—Danmark Statistik (2002); France—INSEE (2003); Germany—Statistisches Bundesamt (2001); Netherlands—CBS (2002a); United Kingdom—Annual Business Inquiry (U.K. ONS 2002); United States—Economic Census (U.S. Bureau of the Census 2002). Percentage of retail jobs and average store size calculated from: national case study chapters and Eurostat (2003); United States—2003 Current Employment Statistics (U.S. Bureau of Labor Statistics, various years) and County Business Patterns (U.S. Bureau of the Census 2003). Share of top-five in food: Denmark—Esbjerg et al. (2008, 143); France—Askenazy et al. (2008, 214); Germany—Metro-Group (2006, 16); Netherlands—van Klaveren (2009); United Kingdom—Burt and Sparks (2006); United States—Economic Census (U.S. Bureau of the Census 2002) (figure for top four firms only). Share of top-five in electronics: Denmark—figure for 2003, Esbjerg et al. (2008, 146); France, Germany, and United Kingdom—figures for 2007: MNE Database (AIAS 2007); Netherlands—van Klaveren (2009); United States—Economic Census (U.S. Bureau of the Census 2002) (figure for top four firms only).

a. Number of Danish food establishments from 2006.

b. French electronics sales and number of food establishments from 2004.

c. Superunie buying group is counted as one; if Superunie is broken up, the top five share is 71.

Table 6.3 Sample Structure of Retail Case Studies in the Six Countries

	Food Retail Cases	Consumer Electronics Cases	Comments
Denmark	5	3	Three food retail cases also sold electronics.
France	6	2	Two food retail cases also sold electronics
Germany	4	4	
Netherlands	4	4	
United Kingdom	4	4	
United States	10	6	Two food retail cases also sold electronics.

Sources: Authors' compilation based on: Denmark—Esbjerg et al. (2008); France—Askenazy, Berry, and Prunier-Poulmaire (2008); Germany—Voss-Dahm (2008); Netherlands—van Klaveren (2008a); United Kingdom—Mason and Osborne (2008); United States—Carré and Tilly with Holgate (2007).

Table 6.4 Part-Time Employment in Retail Trade by Country (Headcount), 2006 (Denmark, the Netherlands, and the United Kingdom) and 2007 (France, Germany, and the United States)

	Denmark	France	Germany	Netherlands	United Kingdom	United States
Part-time in retail employment	49.7%	27.7%	52.0%	69.8%	50.2%	27.9%
Part-time in total employment	23.6	17.2	25.8	46.2	25.5	18.6
Ratio: retail part-time percentage to total part-time percentage	2.1	1.6	1.8	1.5	2.0	1.5
Ratio: food part-time percentage to retail part-time percentage ^a	NA	1.8	1.3	1.1	1.3	1.4
Ratio: electronics part-time percentage to retail part-time percentage ^a	NA	0.6	0.4	0.5	0.6	0.8

Sources: Authors' compilation based on: European Union: part-time in total employment from European Commission (2007); part-time in retail from authors' calculation of European Union Labour Force Survey (Eurostat, various years); retail subsectors from Danmark Statistik (2002) and Askenazy, Berry, and Prunier-Poulmaire (2008, 220); Annual Survey of Hours and Earnings (U.K. ONS 2006); van Klaveren (2008b). All of Germany's statistics from BA Beschäftigtenstatistik (BA 2007). United States: part-time in retail from Current Population Survey microdata (U.S. BLS 2007b); subsector part-time imputed by combining Current Population Survey data for 2004 (U.S. Bureau of the Census 2004) with 2007 Current Employment Statistics data (U.S. BLS, various years); part-time in total employment from Employment and Earnings Online, Table A-18 (U.S. BLS 2008b).

a. Ratios of food and consumer electronics retail part-time percentages from 2004 data, except France (2003) and the Netherlands and the United Kingdom (2005).

Table 6.5 Women and Younger Workers Employed in Retail, by Country, 2006 (Headcount)

	Denmark	France	Germany	Netherlands	United Kingdom	United States
Share of females in retail	57.0%	63.3%	70.6%	60.9%	61.5%	49.4%
Share of females in total	46.4	46.3	45.4	44.9	46.7	48.1
Ratio: retail percentage female to total percentage female	1.2	1.4	1.6	1.4	1.3	1.0
Share under age twenty-five in retail	48.5	19.3	15.6	44.7	34.0	28.6
Share under age twenty-five in total	13.6	8.9	10.7	15.3	14.0	13.6
Ratio: retail percentage under twenty-five to total percentage under twenty-five	3.6	2.2	1.5	2.9	2.4	2.1

Sources: Authors' compilation based on: European Union: shares in retail from authors' calculations of European Union Labour Force Survey (Eurostat, various years); shares in total from European Commission (2007). United States: female shares from Current Employment Statistics (U.S. BLS, various years); young workers from Current Population Survey, March (U.S. BLS 2006).

Table 6.6 Retail Workers with Wages Below Each National Low-Wage Threshold, by Subsector, 2003

	Denmark	France	Germany	Netherlands	United Kingdom	United States
All retail workers	23%	18%	42% ^a	46%	49%	42%
Food retail	29	26	29 ^b	57	64	35
Consumer electronics retail	15	3	27 ^b	19	—	18

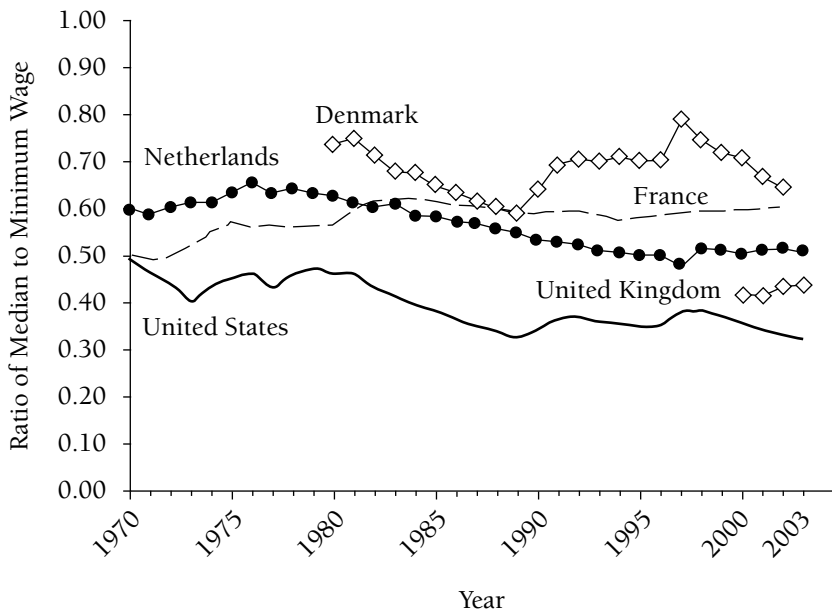
Sources: Authors' compilation based on: Denmark—Esbjerg et al. (2008, 141); France—Askenazy, Berry, and Prunier-Poulmaire (2008, 220); Germany—Voss-Dahm (2008, 258); Netherlands—Structure of Earnings Survey (CBS 2002c); United Kingdom—Annual Survey of Hours and Earnings (U.K. ONS 2005); United States—Current Population Survey microdata (U.S. BLS 2005a).

Notes: Low-wage threshold is two-thirds of the national median gross hourly wage. All Danish and Dutch figures are for 2002. U.S. figures and U.K. figure are all for 2005; the U.K. food figure is for 2001.

a. Full-time and part-time workers.

b. Full-time workers only.

Figure 7.1 Ratio of Median to Minimum Wage in Five Countries, 1970 to 2003



Source: Mason and Salverda (2007).

Note: "Minimum tariff" shown for Denmark.

Table 7.1 Overview of European and U.S. Hotel Industry Studies

Country	Number of Case Study Hotels	Total Number of Interviews Conducted	Primary Source of Analysis
Denmark	8	44	Eriksson and Li (2008)
France	8	65	Guégnard and Mériot (2008b)
Germany	8	52	Vanselow (2008)
Netherlands	8	49	Hermanussen (2008)
United Kingdom	8	81	Dutton et al. (2008)
United States	8	111 ^a	Bernhardt, Dresser, and Hatton (2003)

Source: Authors' compilation.

a. The initial U.S. research focused on a broader set of frontline workers, including food and beverage workers in hotels. The research reported in this chapter draws exclusively on room attendant interviews, of which there were 111.

Table 7.2 Room Attendant Wages

	Denmark	France	Germany	Netherlands	United Kingdom	United States
Low-wage workers nationally	9%	11%	23%	18%	22%	25%
Low-wage workers in the hotel industry ^a	25% in hotels with restaurants, 19% in hotels without restaurants	20%	71%	26%	59%	45%
Wages for room attendants	Set at €15.08 (\$18.92, 2006 dollars) per hour by CLA in 2006; wages for non-union workers pegged to the national “minimum tariff” of €13.26 (\$16.64, 2006 dollars) per hour.	Largely pegged to the national minimum wage (€8.27 per hour in 2005) (\$10.29, 2005 dollars).	CLA wages differ by region; €7.38 (\$9.26, 2006 dollars) per hour in the North Rhine–Westphalia CLA in 2005–2006). ^b Most (86 percent) earn below low-wage threshold.	Set at national minimum wage (€7.73 per hour in 2006) (\$9.70, 2006 dollars) by hotel CLA.	Largely pegged to the national minimum wage (£5.05 per hour in 2005) (\$9.18, 2005 dollars). Most (89 percent) earn below low-wage threshold.	\$8.21 per hour in 2005 (national minimum wage was \$5.15 per hour in 2005). Most (72 percent) earn below low-wage threshold.

Evidence of employers paying below minimum wage or CLA wage	Yes	Yes	Yes, especially for mini-jobbers and for cleaning contractors	Yes, for cleaning companies in Amsterdam	Yes	Yes, in lower-end, non-union hotels
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Sources: Authors' compilation based on Bernhardt, Dresser, and Hatton (2003); Dutton et al. (2008); Eriksson and Li (2008); Guégnard and Mériot (2008b); Hermanussen (2008); Vanselow (2008); and unpublished material, especially industry reports, from the international low-wage work project by the Russell Sage Foundation.

a. Percentage figures for Denmark in the first and second rows are drawn from 2005; from 2005 for France in the first row and 2002 for the second row; from 2005 for Germany in the first row and 2003 in the second row; from 2002 for the Netherlands in the first row and 2005 in the second row; from 2005 for the United Kingdom, and from 2003 for the United States in the first row and 2005 in the second row.

b. A Land (or regional state) of Germany.

Table 7.3 Industrial Relations in the Hotel Industry

	Denmark	France	Germany	Netherlands	United Kingdom	United States
Union density nationally	71%	6%	23%	26%	29%	12%
Union density in the hotel industry	30	2	5	16	4	12
CLA coverage in the hotel industry	72	100	55	93	7	NA
Bargaining trends in the industry	Employer-driven attempt to decentralize to firm level.	No trend, but a “historical” CLA was reached in 2005, introducing the 39-hour work-week and other changes.	Some decentralization to firm. Employers can be members of employers’ association without being part of CLA.	New hospitality CLA was reached in 2005, with worsening of wage and job security	No change—already decentralized and fragmented.	No change—already decentralized and fragmented.

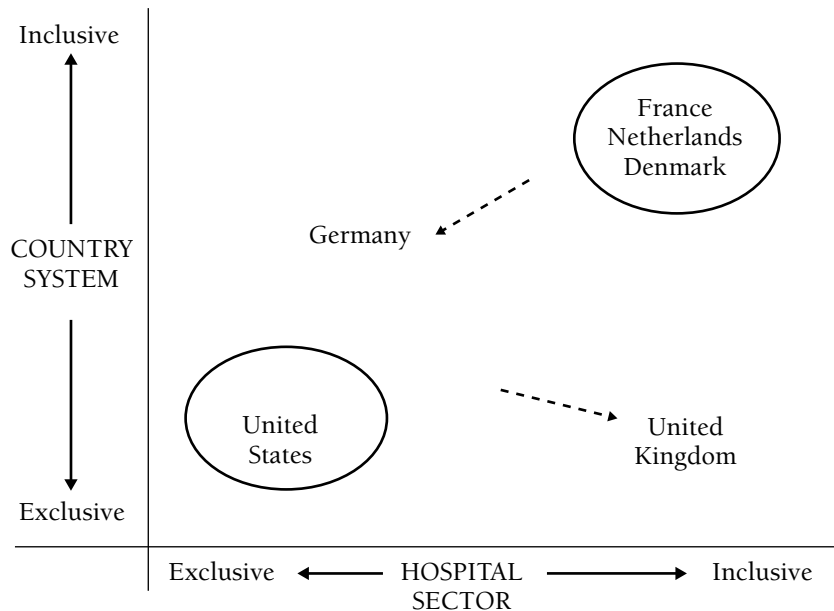
Sources: Authors’ compilation based on EC (2004b), Tijdens and van Klaveren (2007); London Economics (2003). Data for union density relate to 2003 and for CLA coverage to September 2004 to September 2006. The trends are those identified from our own research.

Table 7.4 Trends in Room Attendant Jobs in the Six Countries, Early 2000s

	Denmark	France	Germany	Netherlands	United Kingdom	United States
Work content	Low-skill, routinized, demanding jobs with minimal access to training or career ladders. Growing standardization and especially intensification of work.					
Employment trends	Some use of outsourcing, strong use of part-time workers	Some use of outsourcing, strong use of part-time and other contingent workers	Strong use of outsourcing, strong use of part-time and other contingent workers	Strong use of outsourcing, strong use of part-time and other contingent workers	Strong use of part-time work, some use of temp workers, limited use of outsourcing	Strong use of part-time work, no use of outsourcing
Room attendant wages	Largely pegged to the national minimum tariff	Largely pegged to the national minimum wage	Largely set at the national wage floor through regional CLAs	Largely pegged to the national minimum wage	Largely pegged to the national minimum wage	Largely set at the wage floor
Hotel industry collective bargaining	Strong collective bargaining, but under pressure recently	Strong CLA coverage, but weak in practice	Weak regional collective bargaining	Strong CLA coverage, but weak in practice	Collective bargaining fragmented and weak	Collective bargaining fragmented and weak, except in large metropolitan areas with high density
Minimum-wage regulation	High minimum tariff, set by the social partners, has kept value over time	High minimum wage has kept value over time	No minimum wage regulation	Moderately strong national minimum wage, but has lost value over time	National minimum wage only recently introduced, no trend yet discernible	Weak national minimum wage has lost value over time

Sources: Authors' compilation based on Bernhardt, Dresser, and Hatton (2003); Dutton et al. (2008); Eriksson and Li (2008); Guégnard and Mériot (2008b); Hermanussen (2008); and Vanselow (2008).

Figure 8.1 Inclusive and Exclusive Systems of Wage-Setting at the Country and Hospital Sector Levels



Sources: Authors' illustration based on Bosch, Mayhew, and Gautié (this volume) and Grimshaw et al. (2007).

Table 8.1 The Financing and Organization of Hospital Services in the Six Countries, Mid-2000s

	Denmark	France	Germany	Netherlands	United Kingdom	United States
Main system of financing	General taxation	Social insurance	Social insurance	Social insurance and private insurance	General taxation	Private insurance and social insurance
Public- or private-sector funding	Public-sector (96 percent)	Public-sector (94 percent)	Public-sector (88 percent)	Public-sector (77 percent)	Public-sector (96 percent ^a)	Public-private mix (57 percent and 43 percent)
Increase in hospital expenditures per head of population, 1998 to 2005 ^b	6.9%	6.0%	6.7%	29.5%	NA	29.4%
Ownership of hospitals: ^c						
Public	100	65	37	100	NA	23
Private non-profit		9	38			51
Private for-profit		26	25			26
Number of beds per 1,000 people and trend 1995 to 2005	3.8 beds, ^d decline from 4.9	7.5 beds, decline from 8.9	8.5 beds, decline from 9.7	5.1 beds, ^e decline from 5.3	3.9 beds, decline from 4.8	3.2 beds, ^c decline from 4.1

Sources: OECD Health Data (various years; www.sourceoecd.org) and World Health Organization (various years; <http://data.euro.who.int>). U.S. ownership data: American Hospital Association (2006).

a. 1999 data (latest available data from OECD for the United Kingdom).

b. Authors' calculations using expenditures per head of population on hospital services in national currency units at 2000 GDP price level.

c. National sources of data for France (2004 data from Méhaut et al. 2008), Germany (Jaehrling 2008), and the United States (Cutler 2000).

d. 2004 data.

e. 2003 data.

Table 8.2 Occupational Groups Among Nursing Staff in Hospitals, Mid-2000s

	Netherlands ^a (2007)	Germany (2005)	Denmark (2004)	France ^b (2002)	United States (2006)	United Kingdom (England, 2006) ^c
Qualified nurses	76,000	355,000	27,000	228,000	1,374,000	299,000
Nurse assistants	4,300	38,000	8,000	210,000	554,000	129,000
Second portal	4,300	18,000	5,000	200,000 ^b	171,000	9,000
Third portal	Not relevant	20,000	3,000	10,000	383,000	120,000
Ratio of nurses to nursing assistants	17:7	9:4	3:3	1:1	2:5	2:3

Sources: Authors' compilation based on: Netherlands—Netherlands Centre of Excellence in Nursing, available at: www.lev.nl; United Kingdom—Department of Health, NHS hospital and community health services nonmedical staff in England, 1996 to 2006 (table 1a, 2), full-time-equivalents (FTEs); Germany—Statistisches Bundesamt (2008), Grunddaten der Krankenhäuser, vol. 2006, headcounts; France—Drees, statistique annuelle des établissements de santé, headcounts; United States—U.S. Bureau of Labor Statistics (2006), headcounts; Denmark—Eskildsen and Løkke-Nielsen (2008), FTEs.

a. General hospitals only.

b. Estimation by the authors.

c. Figures include staff working for the National Health Service (NHS) in ambulatory health services outside hospitals.

Table 8.3 The Incidence of Low-Wage Work in the Hospital Sector, Mid-2000s

	United States	United Kingdom	Germany	Netherlands ^a	France	Denmark
Cleaners	50.4%	55%	19.6%	10%	3.2% (public) 4.4 (private)	11.7%
Nurse assistants	38.2	21	8.8	None	0.9 (public) 4.6 (private)	2.2
Labor market conditions	Tight	Tight	Soft	Tight	Soft	Tight

Source: Authors' calculations using national data (see note 1 at end of this chapter).

a. In general hospitals.

Table 8.4 Case Study Evidence of Outsourcing Practices in the Six Countries

	Number of Hospitals Outsourcing Cleaning	Factors Constraining or Encouraging Outsourcing	Implications of Outsourcing for Employment Conditions
Denmark	0 of 9 hospitals	Expanded role of cleaner (hospital service assistant) limits possibilities for outsourcing jobs. Solidaristic and inclusive collective bargaining between sectors.	NA
France	1 of 8 hospitals	Examples of agreements with unions to exchange job cuts for services in-house. Example of outsourcing rationalized as measure to simplify hospital management structure.	Pay protected for transferred staff but loss of benefits. Possible emergence of two-tier conditions in subcontracting firm with lower pay for new recruits.
Germany	7 of 8 hospitals	Outsourcing to exploit lower costs of private cleaning sector collective agreement. Hospitals in less prosperous regions more likely to outsource. Division of job into narrow tasks facilitates outsourcing.	Not clear that pay is protected for transferring staff under TUPE. Pay in private cleaning up to 40 percent less than in public sector and problems of compliance. Outsourcing hinders career paths to better-paid jobs (for example, nurse assistants) in the hospital.

Netherlands	1 of 6 hospitals	Management desire for external flexibility.	Other collective agreements, lower wages, but fewer differences regarding the professional attitude, productivity, and working conditions than in the other countries.
United Kingdom	5 of 7 hospitals	Legal requirement to consider relative costs of external bids for ancillary services. Legal requirement to outsource to acquire new buildings financed by private capital. Public pressure to improve quality standards an obstacle to outsourcing.	Pay protected for transferring staff, but loss of generous public-sector pensions. Until 2005, two-tier conditions in subcontracting firm due to lower pay for new recruits. Outsourcing hinders career paths to better-paid jobs (for example, nurse assistants) in the hospital.
United States	1 of 16 hospitals ^a 0 of 6 hospitals ^b Most hospitals (for example, 5 of 6) ^b out-source the management of food services and housekeeping	Hospital objective to retain control over quality of employees and very limited potential for cost savings. Aim to utilize higher-caliber, specialist management from external firm.	Fewer days of annual leave, higher health insurance copayments. Better career prospects for managers across different hospitals, but no differences for hospital employees.

Source: Authors' calculations using national data (see note 1 at end of this chapter).

a. Appelbaum et al. (2003).

b. Erickcek, Houseman, and Kalleberg (2003). Other countries, see note 1.

Table 8.5 Use of Internal and External Temporary Workers in the Six Countries

	Internal or External Source of Temporary Workers		Issues
	Cleaners	Nurse Assistants	
Denmark	Internal agency	Internal agency	External agencies used only irregularly. Cover also provided by extending hours of incumbent staff.
France	Internal pool (public hospitals) External agency (private hospitals)	Internal pool	Private hospitals use external agencies primarily for qualified nurses and technicians and only rarely for nursing assistants.
Germany	None	Internal pool and external agency in one case	
Netherlands	Limited use	Internal pool	Regular contracts with external temporary staff are not permitted in hospitals (mainly used for specialist health professionals).
United Kingdom	None	Internal agency	Internal agency takes two forms: local pool managed by the hospital and a national agency managed by the NHS.
United States	External agency	External agency	Agencies used to circumvent the slow hiring processes in hospitals, to facilitate screening and quick dismissals, and to respond to recruitment difficulties. Morale problems are caused by pay differentials.

Source: Please refer to note 1 at the end of this chapter.

Table 9.1 Types of Temporary Workers

Country	Type of Temporary Worker in Each Country			
	Type 1	Type 2	Type 3	Type 4
United Kingdom	Temporary work agency (TWA)—predominantly immigrants	Company's temporary workers		
France	TWA—predominantly French	Fixed-term contract	Seasonal workers	Tâcherons (piece workers)—meat processing only; officially posted workers
Germany	TWA—predominantly immigrants	Temporary seasonal workers (mini-jobs)	Foreign posted workers (country-of-origin principle applies)	
Netherlands	TWA—predominantly immigrants	Fixed-term contract		
Denmark	TWA	Temporary contract	Seasonal workers (short-term contracts)	
United States	Immigrant workers employed directly by companies under contracts with no job security protection	Undocumented immigrant workers employed directly by companies under contracts with no job security protection		

Source: Authors' compilation.

Table 9.2 Product Strategy and Automation

Country	Confectionery Companies		
Denmark	Brand Confectionery	Family Chocolate	PL Confectionery
Product strategy 1		Handmade chocolates	No
Product strategy 2		No	Yes
Automation	Highly automated	Automated	Highly automated
Germany	Confect_A	Confect_B	Confect_C
Product strategy 1	Yes	Yes	Yes
Product strategy 2	Yes	Yes	Yes
Automation	Highly automated	Highly automated	Highly automated
France	Chocchris	Chocind	Regsweet
Product strategy 1	Yes	No	Yes
Product strategy 2	Yes	Yes	No
Automation	Highly automated	Automated	Highly automated
Netherlands	CON A	CON B	CON C
Product strategy 1	No	Yes	No
Product strategy 2	Yes	No	Yes
Automation	Automated	Highly automated	Automated
United Kingdom	Chocs	Sweetco	Novelty
Product strategy 1	Yes, some handmade	Yes	No
Product strategy 2		No	Yes
Automation	Automated	Highly automated	Automated

Source: Authors' compilation based on previous volumes in series.

Notes:

Product strategy 1: high-quality, value-added, often branded.

Product strategy 2: supermarket own label, private label, and more basic products.

Meat Companies

	Chicken	Danish Liver	Multi-food	JV-Food
	Yes	Yes	Yes	Yes
	Yes	No	No	Yes
	Highly automated	Highly automated	Highly automated	Highly automated
	Meat_A	Meat_B	Meat_C	Meat_D
	Yes	Yes	Yes	Yes
	No	No	No	No
	Automated	Automated	Highly automated	Highly automated
	Canpat	Hambac	Multiprod	Regsaus
	Yes	No	Yes	Yes
	Yes	Yes	Yes	Yes
	Highly automated	Highly automated	Automated	Highly automated
CON D	MEA A	MEA B	MEA C	MEA D
Yes	Yes	No	Yes	Yes
No	Yes	Yes	No	Yes
Highly automated	Automated	Automated	Increasing automation	Highly automated
	Clucks	Poultryco	Baconco	
	Yes	Yes		
	No	Yes	Yes	
	Highly automated	Automated	Automated	

Highly automated: automated integrated product lines.

Automated: some tasks automated, but manual labor involved to produce parts of the product line and, in some places, to connect the automated aspects of the production lines.

Table 9A.1 Case Information

Country	Confectionery Companies		
Denmark	Brand Confectionery	Family Chocolate	PL Confectionery
Firm size	1,200 to 1,500 employees	Fewer than 50 employees	400 to 500 employees
Annual sales	DKR1.7 billion	DKR186 million	DKR805 million
Business strategy	Manufacturer brands; some private label	High-quality, fresh, handmade	Private label and OEM
Union	Yes—very high	Unknown	Yes—very high
Temps/Agency	Limited	Yes—50 percent during peak season	Yes—recent
Pay (hourly) ^a	DKR98	Basic rate: unskilled, DKR108; skilled, DKR120	DKR98
Germany	Confect_A	Confect_B	Confect_C
Firm size	More than 700 employees	About 400 employees	400 employees
Annual sales	€225 million	€397 million	More than €4 billion
Business strategy	Seasonal product suppliers; enlarging product range	Consolidation, mass orientation, efficiency without seasonal fluctuations	Low and high market segments with high degree of technical and product innovation
Union	Yes—20 to 40 percent	Yes—approximately 34 percent	Yes—60 percent
Temps	Yes	Yes—minimal	Yes—maximum 80
Pay (hourly) ^a	€8.60	€8.60	€8.60

Meat Companies			
Chicken	Danish Liver	Multi-food	JV-Food
More than 1,000 employees DKR1.4 billion Trend toward value-added products	200 to 250 employees DKR28 million Quality and strong brands	More than 3,000 employees DKR4.8 billion Tasty, high-quality products; intense cost focus; on-going rationalization	More than 1,800 employees DKR2.6 billion Trend toward value-added products
Yes—99.9 percent Use students on holidays Approximately DKR112	Yes—100 percent No DKR112, increasing to DKR142 after two years	Yes—100 percent No Approximately DKR224	Yes—very high No Approximately DKR224
Meat_A 200 to 300 employees €39 million	Meat_B Fewer than 100 employees €1 million	Meat_C 800 to 900 employees €250 million	Meat_D 700 to 800 employees Approximately €150 million
Premium products; avoid dependence from market dis-counters	Organic premium products; strong social policy orientation	High-quality, large branded-product range	Production of premium products
Yes—10 to 15 percent	No	Yes—50 percent	Yes—45 percent
No; high number of migrant workers €6.98	No; low number of migrant workers €8.60	Seasonal; migrant workers 20 percent €9.30	No; 16 migrant workers €9.83

(Table continues on p. 414.)

Table 9A.1 (Continued)

Country	Confectionery Companies			
France	Chochris	Chocind	Regsweet	
Firm size	200 to 300 employees	100 to 150 employees	Fewer than 100 employees	
Annual sales	NA	NA	NA	
Business strategy	Medium- and high-quality own-label brand and retail brand products	Mass production of industrial chocolate	High-quality regional, own-label brand and retail brand products	
Union	Yes (recent)—low	Yes—low	No	
Temp agency/ other temporary workers	Almost no temps; many seasonal workers; very few foreign workers	High rate of temps (20 to 25 percent); very few seasonal workers; high share of workers from ethnic minorities	Intensive use of fixed-term contracts and temps during the high season	
Pay ^b	Basic salary + premiums	Basic salary + premiums	Basic salary + premiums	
Netherlands	CON A	CON B	CON C	CON D
Firm size	150 to 200 employees	Fewer than 150 employees	Fewer than 100 employees	100 employees
Annual sales	NA	NA	NA	NA
Business strategy	Specialist private-label family sweet producers	Branded MNC producing one particular line of sweets	Private-label, family-owned chocolate producer	Niche and branded family-owned company
Union	Yes—65 percent (manufacturing 100 percent)	Yes—30 percent	Yes—95 percent (manufacturing 100 percent)	Yes—60 percent
Temps/agency	Yes—average 10 percent; 40 percent immigrants	Yes—10 to 30 percent; immigrants 30 percent	Yes—average 35 percent; 45 percent immigrants	Yes—average 40 percent; 10 percent immigrants
Pay (hourly)	Grade B: €11.34 Grade C: €11.62	Grade B: €11.38 Grade C: €11.63	Grade 1: €11.10 Grade 2: €11.27 Grade 3: €11.58 Grade 4: €12.00	Mostly grade 3: €11.58

Meat Companies

Canpat 150 to 200 employees NA	Hambac 500 to 600 employees NA	Multiprod About 1,000 employees NA	Regsaus Fewer than 100 employees NA
Medium- and high-quality own-label brand and retail brand products	Mass production of retail brand and no-brand products	Medium- and high-quality own-label brand and retail brand products	High-quality own-label brand and retail brand products
Yes—low Almost none	Yes—high Intensive use of tâcherons, temps, fixed-term contracts	Yes—low Use of temps and seasonal work	No Intensive use of fixed-term contracts and temps during the high season
Basic + premiums	Basic + premiums	Basic + premiums	Basic + premiums
MEA A Fewer than 100 employees €32 million Singular meat products for brand and private label Yes—20 percent	MEA B Fewer than 100 employees €24 million Private-label sausage producers Yes—75 percent	MEA C 100 to 150 employees €55 million Private-label, family-owned, bacon products and sausages Yes—20 percent	MEA D Fewer than 100 employees NA MNC branded and private- label sausage products Yes—15 percent
Yes—average 14 percent; 12.5 per- cent immigrants	Yes—average 5 percent NA	Yes—45 percent; 30 to 40 per- cent immigrants	Yes—up to 20 percent; 20 percent immigrants
€8.95	Grade 2: €8.42 Grade 3: €8.98	Grade A: €8.85	€8.95

(Table continues on p. 416.)

Table 9A.1 (*Continued*)

Country		Confectionery Companies	
United Kingdom	Chocs	Sweetco	Novelty
Firm size	150 to 200 employees	More than 500 employees in two plants	100 to 150 employees
Annual sales	£30 million	£48 million	£15 million
Business strategy	New investment, new products in new market, new management	Niche markets, short runs, constant R&D, recent technological investment	Emphasis on cost-cutting, efficiency, and product variations, increasing automation
Union	Yes—very low	No	Yes
Temps/agency	Yes; over 100	Yes; over 300	Yes; increases in high season
Pay (hourly) ^a	2 shifts: €8.23	2 shifts: training starts at €8.03	2 shifts: packers €12.64; operatives €13.29

Source: Authors' compilation based on Carolis, Gautié, and Lamanthe (2008); Czommer (2008); Esbjerg and Grunert (2008); James and Lloyd (2008); and van Halem (2008).

a. Lowest amount paid for an operative (not training rate) in that company.

b. Actual figures for pay rates were not available for French cases.

Meat Companies

Clucks	Poultryco	Baconco
Plant: more than 600 employees	Plant: 500 to 600 employees	Plant: more than 150 employees
£40 million	£210 million in U.K.	£1,952 million (whole company)
Increasing technology to replace manual labor; produce large volumes and cut costs	Expanding into value-added meals and developing new products, recent delayering	Work intensification, new products from another factory
Yes—low	Yes—low	Yes—50 percent
Yes—increasing	Yes	Yes—increasing
2 shifts: €8.80	2 shifts: €9.08	2 shifts: €11.11

Table 10.1 Estimated Call Center Employment, 2004 to 2005

	Employment	Percentage of National Workforce	Percentage Employed by Subcontractors
Denmark	23,000	1.0%	33%
France	210,000	0.75	38
Germany	330,000	1.0	50
Netherlands	180,000	2.4	15 to 20
United Kingdom	742,000	3.0	10
United States	3,900,000	3.0	23

Sources: Estimates based on Batt, Doellgast, and Kwon (2005); Beraud et al. (2008); Lloyd et al. (2008); Sørensen (2008); van Klaveren and Sprenger (2008); and Weinkopf (2008).

Table 10.2 Call Center Workers' Characteristics, 2004 to 2005

	Women	Under Age Thirty	Part-Time	Contingent ^a	Educational Level: Two Most Common ^b	
Denmark	64%	57%	23%	7%	Vocational (one to three years)	46%
					High school	33
France	66	66	9	25	At least some college	72
					High school	25
Germany	74	50	40 to 50	20	Vocational (three to four years)	75
					At least some college	10
Netherlands	75	46	50	40	High school	52
					Secondary school	30
United Kingdom	61	56	26	9	Secondary school	38
					High school	31
United States	66	68	11	7	At least some college	60
					High school	40

Sources: These figures represent best estimates based on the following sources: Global Call Center Survey (GCC); de Grip, Sieben, and van Jaarsveld (2005); Beraud et al. (2008); Lloyd et al. (2008); Sørensen (2008); van Klaveren and Sprenger (2008); and Weinkopf (2008).

a. Includes temporary, agency, and freelancers.

b. "Secondary school" refers to successful completion, typically by age sixteen, of compulsory education, which may include passing examinations at specified levels. "High school" refers to attainment of academic qualifications normally taken at age eighteen—for example, the Baccalauréat in France, the HAVO/VWO diploma in the Netherlands, a high school diploma in the United States, and A levels in the United Kingdom. "College" refers to higher education such as universities.

Table 10.3 Incidence of Low Pay, by Country and Industry, 2004 to 2005

	Workers Covered by Collective Bargaining			Pay Difference by Collective Bargaining Coverage ^a	Low-Wage Incidence		
	All Call Centers	In-House	Subcontractor		All Call Centers	In-House	Subcontractor
Denmark	65%	76%	22%	8%	5%	3%	13%
France	81	89	68	0	4	1	20
Germany ^b	30	46	15	29	36	10 (West)	43 (West)
Netherlands	65	73	59	16	41	38	45
United Kingdom	46	58	27	0	28	17	51
United States	5	10	1	22	19	17	23

Sources: Authors' compilation based on Holman, Batt, and Holtgrewe (2007); Batt and Nohara (2008); additional calculations of GCC data.

a. The union pay differential is based on regression analyses that control for industry sector and the organizational, task, and human capital characteristics of the center (based on Batt and Nohara 2008).

b. Figures for Germany are complicated by the large difference in pay levels between East and West Germany. The low-wage incidence figures presented for in-house workers and subcontractors refer to West Germany only. The German GCC sample includes a very high proportion of subcontractors (two-thirds), whereas other surveys suggest that the number of in-house workers and subcontractors may be more balanced. Taking this into account, estimates for Germany have been readjusted.

Table 10.4 Patterns of Collective Bargaining Coverage, by Industry, 2005 to 2006

	Utilities	Finance	Subcontractors	Temporary Agency Workers
Denmark	Company level Low coverage	Sectoral level High coverage	Company level Low coverage	Company level Medium coverage
France	Sectoral level High coverage	Sectoral level High coverage	Sectoral level High coverage	Equal pay plus 10 percent
Germany	Company level High coverage	Company level High coverage	Company level Low coverage	Sectoral level High coverage
Netherlands	Sectoral level High coverage	Company level Medium coverage	Sectoral level Medium coverage	Sectoral level High coverage
United Kingdom	Company level Medium coverage	Company level Medium coverage	Company level Low coverage	Company level Low coverage
United States	Company level High coverage	Company level Very low coverage	No coverage	No coverage

Sources: Authors' compilation based on Beraud et al. (2008); Lloyd et al. (2008); Sørensen (2008); van Klaveren and Sprenger (2008); and Weinkopf (2008).

Notes: "Level" refers to the predominant level at which collective bargaining occurs; "coverage" refers to the extent to which workers are covered by collective agreement. "High" refers to 80 percent coverage or more; "medium" 30 to 80 percent; "low" 10 to 30 percent; "very low" below 10 percent.

Table 10.5 Workers by Level of Discretion, 2004 to 2005

	Low Discretion			Moderate Discretion			High Discretion		
	All	In-House	Subcontractor	All	In-House	Subcontractor	All	In-House	Subcontractor
Denmark	30%	25%	46%	43%	42%	48%	27%	32%	6%
France	49	44	57	35	35	36	16	21	7
Germany	26	3	31	45	77	37	29	20	32
Netherlands	57	NA	NA	40	NA	NA	2	NA	NA
United Kingdom	64	57	75	32	41	16	4	2	8
United States	63	61	70	26	31	10	10	8	20

Source: Rosemary Batt's calculations of GCC data.

Notes: Discretion was measured on a scale of 1 to 5, by a series of questions regarding discretion over pace of work, daily tasks, work methods, lunch breaks, revising work methods, what to say to customers, handling additional customers, and settling customer complaints. Low discretion = 1.00 to 2.59; moderate discretion = 2.60 to 3.39; high discretion = 3.40 to 5.00.

NA: Not available owing to limited observations.

Table 10.6 Dominant Pattern of Work Organization in the In-House Case Study Call Centers, 2005 to 2006

	Relative Range of Tasks	Individual Performance Monitoring	Use of Scripts	Union/Works Council Involvement in Job Design	Progression Opportunities
Denmark	Moderate range, including non-telephone activities	Common: some link to pay/promotion but not to disciplinary process	Rare	Common	Some to wider organization
France	Broad range, including nontelephone activities	Common: but mostly no link to pay/promotion	Rare	Limited	Common to wider organization
Germany	Broad range	Limited	Rare	Some	Exist, but blocked due to low turnover
Netherlands	Narrow range	Extensive: link to performance management but generally not to pay	Common	Limited	Limited to call center
United Kingdom	Narrow range	Extensive: link to pay/promotion/disciplinary process	Common	Limited	Mainly limited to call center
United States	Narrow range	Extensive: link to pay/promotion/disciplinary process	Common	Limited	Limited to call center

Sources: Authors' compilation based on Beraud et al. (2008); Lloyd et al. (2008); Sørensen (2008); van Klaveren and Sprenger (2008); and Weinkopf (2008).