

## CONTENTS

	<u>Page</u>
<b>PREFACE</b> .....	v
<b>CHAPTER I: INTRODUCTION</b> .....	1
The food and drink industries .....	1
Distribution of world output and employment .....	2
Multinational enterprises in the food and drink industries .....	7
Multinational enterprises and the growth of concentration within the food and drink industries ....	8
The food and drink industries in industrialised countries .....	14
The food and drink industries in developing countries .....	16
<b>CHAPTER II: RECENT TAKEOVER STRATEGIES OF MNEs IN THE FOOD AND DRINK INDUSTRIES AND THEIR PROBABLE EFFECTS ON EMPLOYMENT</b> .....	21
Introduction .....	21
Mergers in the food and drink industries, 1980-87 .....	22
Motives of mergers and acquisitions in the food and drink industries .....	23
Effects of recent merger and acquisition activity on employment in the food and drink industries .....	27
Annex I: Recent major acquisitions and mergers in the food and drink industries, 1980-87 .....	31
Annex II: The anatomy of a takeover bid .....	37
<b>CHAPTER III: LABOUR FORCE CHARACTERISTICS AND MANPOWER POLICIES</b> .....	43
Evolution of manpower .....	43
 8523c	 vii

	<u>Page</u>
Employment trends .....	44
The major employment issues .....	49
Structural issues .....	50
New production techniques, modernisation, rationalisation .....	52
Employment security .....	53
Occupational structure .....	54
Foreign workers and expatriates .....	55
Women workers in food and drink multinationals .....	58
Seasonal workers .....	60
Recruitment problems and policy .....	61
Indirect employment effects on national economies .....	63
Impact on the advertising business .....	65
Subcontracting .....	69
Employment effects in the home country .....	69
<b>CHAPTER IV: TECHNOLOGY AND EMPLOYMENT .....</b>	<b>73</b>
Recent technological innovations .....	73
R&D activities of multinational enterprises .....	75
Technology choices and transfer in the food and drink industries .....	78
Appropriate technologies .....	79
Employment impact of technological choices .....	81
Impact on working conditions and skills .....	84
<b>CHAPTER V: TRAINING .....</b>	<b>87</b>
The framework of training activities .....	88
Training of different categories of personnel .....	90

	<u>Page</u>
Workers' participation in the formulation and implementation of training programmes .....	93
Collaboration between multinationals and national training institutions .....	95
Retraining .....	96
The contribution of multinational enterprises to national training needs .....	97
<b>CHAPTER VI: WAGES AND CONDITIONS OF WORK .....</b>	<b>101</b>
General approach to wages and conditions of work .....	101
Assessment of wage levels .....	102
The components of the wage system .....	103
Conditions of work .....	106
Working hours and holidays .....	108
New forms of work organisation .....	111
Inter-company transfers of staff .....	113
Conditions of work of some particular categories of workers .....	114
Seasonal workers .....	114
Part-time workers .....	115
General wage and work situation .....	116
Safety and health .....	119
<b>CHAPTER VII: INDUSTRIAL RELATIONS .....</b>	<b>125</b>
The organisational structure of companies .....	125
Membership in national employers' organisations .....	126
Unionisation and trade union recognition .....	127
Collective bargaining and agreements .....	131

	<u>Page</u>
Information and consultation practices .....	136
Between enterprises and workers' representatives .....	136
Between enterprises and public authorities .....	137
Grievances and labour disputes .....	138
Government policy towards MNEs in the food and drink sector .....	141
The role of government in industrial relations .....	143
The influence of trade unions on labour relations .....	145
The influence of MNEs on national labour relations ....	147
Transnational unions and bargaining .....	148
ILO instruments .....	150
<b>CHAPTER VIII: SUMMARY AND CONCLUSIONS .....</b>	<b>155</b>
Employment and manpower policy .....	155
Training .....	158
Wages and conditions of work .....	158
Industrial relations .....	160
Major trends which are shaping the future employment practices of MNEs in the sector .....	162
<b>APPENDIX I: PROFILES OF PARTICIPATING MNEs .....</b>	<b>165</b>
<b>APPENDIX II: REPLIES RECEIVED TO QUESTIONNAIRES .....</b>	<b>177</b>
Appendix table: The 50 leading firms by sales in food and drink in 1984 .....	181