



European Foundation for the Improvement of Living and Working Conditions

Annual report 2006



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The European Foundation for the Improvement of Living and Working Conditions is an autonomous body of the European Union, created to assist in the formulation of future policy on social and work-related matters. Further information can be found on the Foundation website at www.eurofound.europa.eu

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FOREWORD

The pressures of globalisation and demographic change increasingly made their mark as the European Union prepared to further expand its borders to Bulgaria and Romania during 2006. Policymakers at EU and national level face into important decisions on issues related to migration, employment, education, equal opportunities and social policy. How best to manage migration and mobility within the EU Member States? What sort of changes in employment structures are required to satisfy employees' demands for a better work-life balance while constantly improving productivity levels? How can Europe meet its Lisbon targets and boost participation in the labour force for women, older people and those with fewer skills and less education?

On all these issues and more, the Foundation provided cutting edge knowledge and information during 2006. Data from the Foundation's first *Establishment survey on working time and work-life balance* was used to carry out in-depth analysis on company policies and time use. Detailed information on the take-up of parental leave, early retirement schemes, part-time work, and unusual and extended working hours was made available to policymakers looking to assess the employment model in companies throughout the European Union. Similarly, the first results came on stream in late 2006 from the fourth *European Working Conditions Survey*, offering unique data across 31 European countries on all aspects of working conditions, such as job content, pace of work, working time, pay and aspects of health and safety. Other reports on mobility and migration and age management pinpointed the key areas of concern as the enlarged EU grapples with demographic change and the effects of globalisation internationally. And the Foundation's network of observatories, which draws on input from correspondents in 27 countries, provided regular comparative information updates and in-depth studies on current topics.

The Foundation's ability to track, anticipate and propose ways to manage changes across the European Union and over time is key to identifying trends which might influence future developments or potential crisis points. Providing this information in a timely, user-friendly and concise manner continues to be a fundamental part of the Foundation's mandate, helping to shape Europe's living and working environment into the future. We look forward to continuing this work into 2007, the third year of the current four-year programme.

Jorma Karppinen
Director

Willy Buschak
Deputy Director

OVERVIEW

2006 was a positive year for the Foundation: its visibility was raised, it received positive acknowledgement of its work from both EU- and national-level stakeholders and it contributed more effectively to the EU's legislative processes.

One of the first events was a presentation of the key findings (analysed by the Foundation) of the Eurobarometer survey on geographical and labour mobility at the launch of the European Year of Workers' Mobility in February. At almost the same time, a conference addressing the theme of demographic change (the first of four Austrian EU presidency conferences with Foundation input) took place.

In March, the Foundation launched its new Network of European Observatories (NEO), which combines the correspondents from the previously separate networks – the European Industrial Relations Observatory (EIRO), the European Working Conditions Observatory (EWCO) and the European Restructuring Monitor (ERM) – into one single, expanded network. The integrated network now covers national developments in all areas of research across the EU27, as well as at European level. At the same time, the number of Foundation national centres, now national outreach centres (NOCs), doubled from five to 10. After an initial adaptation process, the network performed well; however, its full potential will only be seen in 2007, when the first joint reports drawing on different perspectives across the observatories are due to be published.

The campaign, 'Your work, your life: Matching company needs with worker solutions', came to an end during Employment Week in Brussels in May with a presentation of the *Establishment Survey on Working Time 2004–2005*. In addition, two Foundation speakers took part in plenary sessions and the exhibition stand provided a wide range of information about the Foundation's work. During the campaign, a series of reports were promoted dealing with the ageing workforce, temporary agency work, reconciliation of work and family life and collective bargaining in Europe. Also widely disseminated during this campaign was the second edition of the Foundation's bi-annual magazine, *Foundation Focus*, which was devoted to the topic of ageing.

In July, the first annual report from the European Restructuring Monitor, *Restructuring and employment in the EU: Concepts, measurement and evidence*, was published, followed by a promotional campaign to bring it to a wider audience. Commissioner Špidla acknowledged the 'excellent' report, highlighting its value to the Commission.

In September, the launch of the European Network of Cities for Local Integration Policies for Migrants (CLIP) took place. The network, which aims to support the social and economic integration of migrants, brings together 25 major European cities in a joint learning process, to extend over several years. It also sets out to combat social inequalities and discrimination against migrants, foster peaceful coexistence between migrants and host populations and help migrants to preserve their cultural identity.

At the beginning of October, the Foundation organised a joint seminar on ‘The future of employment in social care in Europe’ under the auspices of the Finnish EU presidency. The Director made two other presentations during the EU presidency and opened a EWCO seminar on job satisfaction in Helsinki. Also in October, the Foundation presented a seminar in Brussels, in association with the European Parliament, on the issue of working time and work–life balance; over 150 participants attended. During the year, a number of smaller seminars were also arranged for MEPs on themes such as the gender pay gap, mobility and working time.

November marked the return of the biennial Foundation Forum. Taking place over two days in Dublin Castle, the Forum addressed the relationship between ‘competitive Europe’ and ‘social Europe’. A number of high-profile speakers provided the basis for robust debate among the 180 participants: thinkers and actors in the social and economic policy fields from EU Member States and beyond. November also signalled the launch in Brussels of the Foundation’s second campaign based on the fourth *European Working Conditions Survey*. The survey attracted a great deal of interest in 2006, and the campaign’s press conference and networking lunch were well attended by journalists, MEPs and representatives from the EU institutions, NGOs and social partner organisations.

Raising the profile of the Foundation continued to be a high priority for the Foundation in terms of its roadshow programme. Created as a way of strengthening relations between the Foundation and the Member States, the roadshows provide opportunities for discussion with top-level decision-makers from the stakeholder groups, as well as for reaching the general public. Led by the Director and Deputy Director, a Foundation delegation visited nine countries in 2006: Bulgaria, Finland, Italy, Latvia, Lithuania, Luxembourg, Malta, Romania, and the United Kingdom. In each country, meetings took place with government ministries and the confederations of the social partners. In December, the Foundation organised an exhibition stand at the Party of European Socialists’ Congress in Porto, Portugal. One of the main themes of the Congress was ‘a new social Europe’. Over 100

people visited the stand, attracted by the relevance of the Foundation's work to the Congress theme; for the Foundation, a further benefit of exhibiting at the Congress was that delegates represented key users.

During 2006, the Foundation initiated a business development programme, including strategic planning, work-process development and staff training. During the year, extensive training of top-level managers took place, supported by training for all research and programme managers. Among the outcomes of the training initiative has been a further refining of the Foundation's mission, vision and values, and the establishment of a set of strategic action plans for 2007 and onwards.

In order to better plan the Foundation's work programme, a system for identifying so-called 'hot spots' was set up in 2006. To be classified as a 'hot spot', the issue should meet the following criteria: reflect debates and key topics on the policy agendas at the level of the EU, Member States and international organisations, fall within the Foundation's areas of study, and be feasible to research. In developing a 'hot spot', the Foundation should ensure that it has a sound analytical basis for the preparation of its work programmes, that it develops innovative long- and short-term plans and delivers demand-driven expertise.

In terms of operational developments in 2006, the Foundation set up a project management system to improve organisational efficiency through greater transparency and better coordination in the use of resources. A performance monitoring system was also implemented to further increase efficiency. Meanwhile, the procurement system was expanded to provide greater flexibility, and so meet the Foundation's needs more efficiently. Another development in 2006 was the introduction of the new post of research officer, created to facilitate career progression in the research management area. Three research officers were appointed during 2006.



MONITORING

NETWORK OF EUROPEAN OBSERVATORIES

In March 2006, the three observatories – the European Industrial Relations Observatory (EIRO), the European Restructuring Monitor (ERM) and the European Working Conditions Observatory – combined to form a new, consolidated information network. While still retaining their focus on the three separate research areas of industrial relations, restructuring and working conditions, the three observatories draw on the same network of correspondents to deliver information from both the national and EU-level perspectives. The move was considered essential to the Foundation's monitoring activities, allowing for the exploitation of greater synergies, while still providing web-based reporting and analysis. The network continues to be a useful, topical and reliable information resource for the Foundation's target audience.

EUROPEAN INDUSTRIAL RELATIONS OBSERVATORY

Now in its tenth year, the European Industrial Relations Observatory (EIRO) remains a key information source on industrial relations developments and trends. A network of 29 centres in the EU and Norway, together with a centre covering EU-level developments, contributes industrial relations news updates and provides input to EIRO comparative studies. These updates constitute the EIRO database, which experienced strong growth in 2006: some 3,609,099 user sessions were recorded during the year – an average of 300,758 per month. This figure represents a 54% increase on 2005.

A new feature – national industrial relations profiles – was introduced in 2006. These include an overview of the main industrial relations features, actors, processes and outcomes in the 25 Member States (pre-2007), with extensive links to sources and bibliographies; the profiles will be updated every two years. In a further development, following a request by the European Commission, EIRO began reporting on the representativeness of social partners in four sectors.

In addition to the national information updates, EIRO published five comparative studies online (including updates on pay and working time), three thematic overviews and an updated report on the reconciliation of work and family life and collective bargaining. Other publications included the annual review of industrial relations developments and trends in 2005, and a report comparing the issues of minimum wages and the cross-border relocation of production in the EU and its key global competitors.

A follow-up study of temporary agency work was prompted by the Commission's draft Directive endorsing the principle of non-discrimination between temporary agency and

'comparable workers'. The updated study examines a range of temporary agency work issues in different countries, including legal regulation, collective agreements and the views of social partners. Findings were supplemented by further data and comments from the social partners at both national and European level.

EIRO also published a thematic review of industrial relations in the railway sector, an update of a comparative study from 2000. The new review examined existing organisations, restructuring, collective bargaining and attitudes to liberalisation, seeking to reflect the current situation in a rapidly changing sector.

Also in 2006, further studies examined the following issues: the impact of industrial relations on both relocation decisions and implementation by multinational companies across 23 Member States; employment relations in small and medium-sized enterprises (SMEs); technological change and restructuring and reorganisation in the media sector; and strategies for conflict avoidance in industrial relations.

EUROPEAN WORKING CONDITIONS OBSERVATORY

The European Working Conditions Observatory (EWCO) is a web-based observatory that reports on quality-of-work issues in Europe, monitors developments in working conditions and examines trends in the working environment. The EWCO online database contains over 350 records and averages 30,000 user sessions per month, with an annual growth rate of 24%. It is thus a highly relevant online reference for quality-of-work issues in Europe.

As part of the new NEO network, EWCO has expanded its core objectives, benefited from enhanced synergies and improved the quality of comparative research. In 2006, EWCO also introduced a company perspective into its work, identifying and disseminating examples of good practice at company level.

Throughout 2006, EWCO national correspondents submitted about 96 information updates on developments in quality of work at national level. EWCO also produced two comparative analytical reports detailing developments at European level in job satisfaction, and in gender mainstreaming in surveys. Preparatory work was undertaken for a further three comparative analytical reports dealing with teamwork and high-performance workplace organisation, the situation of migrant workers, and the impact of work changes on work-related musculoskeletal diseases.

By the end of 2006, 11 survey data reports on working conditions had been published, complementing both the Foundation's fourth *European Working Conditions Survey* and the

comparative analyses. Each survey data report focuses on working conditions in one of 10 European countries; a further report deals with an EU-level survey on quality of work and employment.

In 2006, the third *Annual review of working conditions in the EU: 2005–2006* was published and distributed at key EU events and to a broad range of stakeholders. The review examines the four key dimensions of working conditions and quality of work and employment (career development and employment security, health and well-being, skills and competencies development, and work–life balance), outlines relevant legislative and policy developments across the EU and identifies key trends in the workplace.

Another key component of EWCO's work is organising thematic seminars which complement the research work by stimulating discussion and fostering mutual understanding. Two major EWCO events were held at EU level in 2006. A seminar in Sofia brought together European and national stakeholders to discuss the gender pay gap, work–life balance and gender equality. The second seminar in Helsinki, organised in association with the Finnish EU Presidency, examined how job satisfaction is changing across Europe.

Throughout the year, EWCO's research activities were presented to numerous visitors at the Foundation, both as part of the Foundation seminar series and at other, external events.

EUROPEAN RESTRUCTURING MONITOR

The European Restructuring Monitor (ERM) aims to give a picture of the extent of restructuring and business expansion cases in European companies. It provides information on individual restructuring cases and allows for the compilation of statistics comparing countries, sectors and types of restructuring. All information is based on analysis of daily newspapers and the business press throughout the EU27.

By the end of 2006, the ERM database contained information on 5,842 restructuring cases. Of these, 1,862 were added during 2006: the ERM thus recorded 307 more cases than in 2005. It cannot, however, be inferred that this constitutes an absolute increase in restructuring activity for the following reasons: the representativeness of ERM data has yet to be established and an increase in the number of reported cases may be due to a rise in the reporting rate by national correspondents. The latter may well be the case: it would seem that when quality control of ERM information was brought in-house in March 2006, one result was a higher rate of reporting.

ERM monitoring revealed that more than 540,000 job losses were announced as a result of restructuring activities in 2006 (as compared to a figure of 520,000 jobs in 2005); meanwhile, 530,000 new jobs were created, as against 370,000 jobs in 2005.

It is clear that the figures provided by the ERM describe trends rather than providing a complete account of restructuring activities: the methodology used results in a bias towards large multinational companies and ignores small and micro enterprises. Furthermore, the ERM records restructuring announcements; following negotiations with employees and trade unions, these announced restructurings may not be implemented as planned. To explore further the possible discrepancy between announcements and measures taken, the EMCC in 2006 launched a follow-up investigation of 100 restructuring cases recorded in the ERM.

Four issues of the *European restructuring monitor quarterly* were published in 2006. With the format slightly revised, the online journal now presents macroeconomic and labour market data for the previous quarter in addition to the ERM findings. Two articles per issue provide background information on restructuring cases or other topical issues.

IN THE SPOTLIGHT

EIRO ANNUAL PAY UPDATE

In 1999, the European Industrial Relations Observatory (EIRO) began its regular reporting on pay developments in the EU in order to identify key trends in industrial relations. For developments in 2005, the annual update was based on contributions from EIRO national centres in the EU27 and Norway; it examined the role played by collective bargaining in setting pay levels in all 28 countries, both nationally and in specific sectors.

According to the findings, collective bargaining plays a significant role in setting pay in all countries considered: for around two-thirds of the EU workforce, pay and conditions are set by collective agreements. However, this proportion is considerably lower in many new Member States and the UK, and higher in some of the EU15; moreover, the importance of collective bargaining (and its relative weight in determining pay between sectors) differs considerably between sectors and companies.

For all 28 countries examined, the average collectively agreed nominal pay increase was 4.6% in 2005, having declined from 4.8% in 2004. The accession of 10 new Member States (NMS) has pushed the Union's average increase upwards: in the EU25, the average agreed pay increases were 4.5% in 2005 and 4.1% in 2004, having stood at 4.2% in 2003 and 4.4% in 2002 (Czech Republic and Lithuania excluded), indicating a reversal, in 2005, of the previous downward trend.

For the EU25, inflation fell back slightly, from an average of 2.4% over 2003–2004 to an average of 2.1% over 2004–2005. For the EU15, the rate of inflation remained unchanged at 2.2%. For the EU25, the average collectively agreed pay increase, when adjusted for inflation, stood at 1.1% in 2004 and 1.9% in 2005. The inclusion of the NMS thus pushed the Union's average increase upwards by 0.1 percentage points in 2004 and by 1.2 percentage points in 2005.

The gender wage gap averages 18.1% across the EU15 and Norway – a slight increase from the 17.4% found in the 2004 review of the data, but lower than the averages of 18.6%, 19.2% and 20.4% in the 2003, 2002 and 2001 reviews. The gap is greatest in Germany (26%) and smallest in Luxembourg (10%).

Among the NMS, the average gender wage gap is 17.1% (down from 17.4% in the 2004 review) – one percentage point less than in the EU15 and Norway; it is greatest in the Czech Republic (25.1%) and least in Malta (4.0%). In the EU25, the average gender wage gap is 17.8% (17.5% in 2004); across all 28 countries it is 17.5% (17.3% in 2004).

In the EU25, average earnings rose by 4.3% in 2004 and 5.1% in 2005, the accession of the NMS raising the Union's average increase. When compared with the data for collectively agreed pay increases, earnings figures help to smooth distortions caused by national factors: increases in earnings are thus appreciably higher than agreed pay increases in Denmark, for example, but lower in Germany. Overall, average increases in earnings are slightly lower than agreed pay increases. For all 28 countries, average earnings rose by 5.2% in 2004 and 5.7% in 2005, with substantial rises in Romania in both years accounting for most of the differential with the EU.

SURVEYS

The Foundation's three large-scale, comparative surveys – the *European Working Conditions Survey*, the *European Quality of Life Survey* and the *Establishment Survey on Working Time* – aim to map key issues and trends in the living and working conditions of European citizens.

EUROPEAN QUALITY OF LIFE SURVEY

Analysis of data from the Foundation's first *European Quality of Life Survey* (EQLS) continued in 2006 with the publication of three reports in the series, detailing different aspects of the issues addressed in the survey: *Urban–rural differences*, *Participation in civil society* and *Social dimensions of housing*. This last report highlighted that while quality of life is influenced by such factors as living space and standard of accommodation, other factors such as personal safety, proximity to local infrastructure and the quality of the environment (clean water and air and access to green areas) are also important.

In 2006, the report *First European Quality of Life Survey: Quality of life in Bulgaria and Romania* was published; in Sofia and Bucharest, seminars were organised to present the report's findings. Seminars were also organised as part of the Directorate's visits to Member States, which gave the Foundation the opportunity to meet with Foundation stakeholders and audiences on a regular basis and to highlight current research in a national context. In February, findings from the survey relating to work–life balance, health and care were presented at an Austrian Presidency conference. A final report from the survey has been prepared; it outlines key findings from a policy perspective.

The EQLS has generated a great deal of interest across Europe; to satisfy the many requests for use of the data, arrangements have been made with the Economic and Social Data

Service (ESDS) Data Archive at the University of Essex to make the EQLS data publicly available on the ESDS website (<http://www.esds.ac.uk/International/access/eurofound.asp>).

In 2006, planning began for the *Second European Quality Of Life Survey*, to be conducted in 2007. The process included reviews of both the methodology and the content of the 2003 survey. The new survey will permit the gathering of comparative data on quality of life, the creation of documentation and the analysis of trends and developments over time in the enlarged EU. As with the first survey, data will be gathered through interviews with representative samples of the population in the EU27, Turkey and Croatia. In preparation for the survey, a review of national research on quality of life, living standards and social inclusion/exclusion in Croatia was compiled.

Work also began in 2006 on updating, extending and improving EurLIFE, the Foundation's interactive database on living conditions and quality of life in Europe, with a view to launching the updated site in 2007.

EUROPEAN WORKING CONDITIONS SURVEY

The Foundation's *European Working Conditions Surveys* are important sources of data for policymakers and researchers, giving an insight into a wide range of quality-of-work and employment issues. In late 2006, the Foundation published and presented the preliminary results from the fourth survey. A launch event in November was followed by roadshow visits to Italy and Malta which disseminated the survey results, allowed the comparison of principal findings with relevant data from national statistical sources, and facilitated the exchange of views between the Foundation and working conditions experts, social partner representatives and researchers.

A number of conclusions can be drawn from the preliminary results of the fourth survey.

- Overall, European workers are satisfied with their job situation: this is largely due to job security, a positive working atmosphere and having opportunities to learn and grow. Work-life balance is perceived most positively by those working regular and predictable schedules.
- Work intensification is on the increase; workers enjoy a high degree of autonomy, although the degree of autonomy is not rising; direct demands from people and performance targets largely determine the pace of work; weekly working hours are decreasing.

- Working conditions vary considerably, between individual Member States and between 'old' and 'new' Member States; they also differ between sectors and between different occupational and demographic groups.
- Computer use has risen across Europe; more people use computers all the time – a step towards the 'knowledge society'.
- A majority of European workers report that work is interesting and offers new opportunities to learn. Access to training has not, however, improved; this is particularly the case for older and less-qualified workers, underlining a lack of progress towards lifelong learning.
- A declining proportion of European workers consider their health and safety at risk because of their work; however, workers in the 'new' Member States report significantly higher levels of occupational risk than do those in the EU15.
- Although more women are moving into managerial roles, differences in incomes still exist, highlighting an ongoing challenge to the EU's equal opportunities objectives.

While the main descriptive survey report was being finalised in late 2006, a wide range of information on the survey's methodology and quality control processes was published on the EWCO site. In order to ensure quality assurance in the collection and analysis of data, a quality report was prepared that documented the different quality aspects of the survey process and described how the data collection and processing complied with quality standards.

At the same time, work began on a post-test of the survey (to be completed in 2007). The aim of the test, consisting of qualitative follow-up interviews, is to detect cross-national differences, evaluate the capacity of the survey to measure a variety of phenomena and facilitate a better understanding of the survey's findings. Secondary analysis of the survey data will be carried out in 2007; a call for tenders for the analysis was launched in late 2006 and researchers were selected.

ESTABLISHMENT SURVEY ON WORKING TIME

During 2006, the focus of activity for the establishment survey was on the reporting and analysis of survey findings. The 2004–2005 survey involved interviews at establishment level (the local site) with the senior manager responsible for human resources and, where possible, with an independent employee representative.

The overview report on the survey, *Working time and work–life balance in European companies*, looking at working time arrangements and policies that support employees'

work–life balance, was launched at Employment Week in Brussels. The survey maps a range of working time arrangements and investigates both the motives for their introduction and the perceptions of their impact. However, for the first dissemination of results, the findings highlighted were more narrowly focused; some of the results concerning flexible working time arrangements and part-time work are summarised below.

- On average, flexible working time arrangements exist in about half of all establishments with 10 or more employees. These arrangements comprise a wide variety of schemes with significant differences in the degree of flexibility.
- There are substantial country differences in the overall incidence of flexible working time arrangements: the highest proportion of establishments offering flexible working time arrangements are found in Finland, Latvia and Sweden.
- In addition, the degree of flexibility offered by the various working time systems also varies considerably: in Austria, Germany and the Scandinavian countries, flexible working time usually means some kind of working time account, i.e. the possibility of accumulating hours and taking extended time off later by way of compensation. In southern European countries, however, in fewer than half of the establishments offering any form of flexitime it is possible to accumulate hours in this way.
- Both the establishment and employees can benefit from the introduction of flexible working time arrangements: the most frequently reported outcome of flexitime is a 'higher degree of job satisfaction', followed by 'a better adaptation of working hours to the workload'.
- Employee representatives regard the introduction or extension of flexible working time arrangements as the most desirable initiative for improving work–life balance.
- In general, it appears that establishments are more accommodating towards part-time work in northern and central Europe than elsewhere.
- From the employee's perspective, a key reason for not choosing to work part-time is the possibility of hindering one's career prospects: 27% of management respondents assessed career prospects for part-timers as worse than for those working full time. For employee representatives, however, the figure was 41%.

A series of reports analysing other findings from the survey data are in preparation. These consist of four reports focusing on specific working time arrangements (part-time work, childcare leave, extended and unusual working hours and early and phased retirement); in addition, two more detailed analytical reports will look at working time flexibility in the establishment, and social dialogue at the establishment level regarding working time and work–life balance.

IN THE SPOTLIGHT

MOBILITY

In 2005, a Eurobarometer survey on labour market and geographic mobility was carried out across the 25 Member States. The Foundation contributed to the development of the study, and in 2006 analysed its findings. It found that around 2% of the EU population had been born in a Member State other than their present country of residence; approximately 4% has lived in another EU country; 3% has lived in a country outside the Union; and around 21% has lived in a region or country other than their own. This average of 21% is less than the level of mobility in the US, where 32% of the population live outside the state in which they were born. However, this average masks substantial country differences: France has the same level of long-distance mobility as the US, while the Nordic countries have a higher level. However, most countries in southern Europe and some countries in eastern Europe have low levels of mobility. Differences can also be seen in terms of the mobility of different social groups: younger, better-educated people are more mobile.

The 2005 survey also looked at the intentions of European citizens to move to another EU country over the next five years. A clear distinction arises between high- and low-mobility countries.

- In four low-mobility new Member States (the Czech Republic, Hungary, Slovakia and Slovenia), very few citizens (between 1% and 2%) have any intention of moving.
- In four high-mobility new Member States (Estonia, Latvia, Lithuania and Poland), a greater proportion of citizens (between 7% and 9%) have some interest in moving.
- In four high-mobility EU15 countries (Denmark, Ireland, Finland and Sweden), between 4% and 6% of citizens expressed an intention to move.
- In 11 low-mobility EU15 countries, citizens have a somewhat greater intention of moving than citizens in the low-mobility new Member States; this finding would make it appear unlikely that future migration from countries would unduly challenge the labour markets of the EU15.

In all countries, the most important driver of mobility (for over 40% of respondents) is the opportunity to meet new people and discover new places: this is not surprising, given the proportion of young people and students among those who intend moving. More than a third (38%) of those who plan to live abroad cite economic reasons (more money and better quality of employment).

For the EU25 as a whole, the key factor deterring people from moving is the fear of losing one's social network: 44% of those surveyed give 'losing direct contact with family and friends' as a reason for not moving, while 27% cite 'missing support from family and friends'. These social network factors are much more often cited than the challenge of learning a new language (19%), which is usually considered a key factor in limiting geographical mobility between EU countries.

Geographical mobility remains a major challenge for the EU. Too little mobility may mean reduced adaptability and competitiveness; on the other hand, too much mobility – from the poorer regions of eastern Europe to the richer parts of northern and central Europe – may distort national labour markets. Clearly, mobility has tangible economic gains; however, wide-scale mobility also has potential social losses, including the erosion of community ties, the loss of human capital, the creation of new cultural constraints and increased pressure upon families. To ensure that Europe succeeds in the long term in its mobility policies, the right balance needs to be struck between economic gains and social integration, and between mobility and stability.

2

EMPLOYMENT AND RESTRUCTURING

UNDERSTANDING CHANGE

SECTOR RESEARCH

As part of its core area of research, the European Monitoring Centre on Change (EMCC) provides an overview of the drivers of change shaping specific sectors as well as case and cluster studies and future scenarios for plausible developments in the coming years. For each sector examined, a mapping report, a group of case and cluster studies, and future scenarios are compiled.

As one of its chosen sectors in 2006, the EMCC developed future scenarios for the food and beverages sector. These scenarios identified a number of key factors in the future development of the sector: demand for niche products; the rate of innovation; the promotion of healthy eating habits; the state of the world economy; and the outcome of WTO negotiations. In the food and beverages sector, 79% of companies are micro enterprises with between one and nine employees. Most of these companies specialise in niche products: assisting them in developing an export strategy for their products would help them realise their growth potential and increase employment. The active promotion of healthy eating habits by governments would also benefit these companies, as their products often serve the market for high-quality, organic food.

Projections for the future of knowledge-intensive business services (KIBS), the second sector examined in 2006, indicate that its success will depend largely on the ability of governments to ensure open markets for services and to protect intellectual property rights. The sector itself needs to ensure that the quality of KIBS becomes more measurable for the customer: methodological and quality standards must be introduced to make evaluating the product easier. Growth in the sector will also depend on its ability to adapt the services it offers to the needs of small and medium-sized enterprises (SMEs) in order to tap this underused source of business. Measures designed to increase the use of KIBS among SMEs are needed to realise the growth potential of the sector. Moreover, Europe's productivity gap is widest among SMEs, indicating where there is substantial room for improvement.

ERM CASE STUDIES

A key aspect of the EMCC's work is its research into the extent and nature of restructuring across Europe, and how such restructuring may best be handled. To facilitate the identification of innovative methods and creative approaches that minimise the negative social consequences of restructuring, the EMCC is building a database of case studies that describe how restructuring situations are managed. These case studies

complement the quantitative information on restructuring provided by the European Restructuring Monitor (ERM).

Although diverse, the case studies added to the database in 2006 contain some common findings. The key to restructuring in a socially responsible manner is to allocate sufficient time for managing the process and for preparing and assisting employees. The benefits of such an approach extend both to those who lose their jobs and those who remain in the company: those who are made redundant benefit from professional assistance in finding new jobs and from upgrading of their skills; meanwhile, such involvement is noted by those who remain with the company, which in turn has a positive impact upon their commitment and motivation.

The case studies also show that restructuring often leads to the creation of partnerships beyond the direct stakeholders in the company. In particular, in the case of company closures, local municipalities and regional authorities are becoming involved and investing time and money in order to reindustrialise abandoned sites. Where a municipality is trying to attract new business to the site, close cooperation with the company that is leaving the area is important: the change of use needs to be smooth and fast in order to avoid a long period of non-occupancy, which can result in industrial decay.

One case study from Poland presents an innovative approach: several large multinational companies joined forces with regional authorities and employment offices to overcome an apparent skills mismatch. (Such a mismatch results in long periods of unemployment for those who lose their jobs in restructuring; at the same time, companies lack the qualified and motivated employees they need.) In this Polish example, highly motivated job seekers are supported in acquiring and demonstrating the skills set required by companies in the area; the programme boasts high success rates in integrating long-term unemployed individuals back into the labour market.

RESEARCH AND EXPLORING WHAT WORKS

LABOUR AND GEOGRAPHICAL MOBILITY

The European Commission designated 2006 as the 'European Year of Workers' Mobility' – a clear indication that mobility is one of the central issues in the Lisbon Strategy. As part of its contribution to the European Year, the Foundation published the report *Mobility in Europe*. This report (together with more in-depth reports being prepared for publication) focuses on a number of key issues related to labour market and geographical mobility in Europe.

- How can greater adaptability and flexibility in the labour market benefit employment levels in Europe?
- How can European citizens be supported in their right to freedom of movement?
- How can greater mobility be used to improve the economic performance of companies and enhance the well-being of workers?

The launch conference of the European Year of Workers' Mobility took place on 20–21 February in Brussels. Director Jorma Karppinen presented a paper entitled *Geographical mobility: Challenges and opportunities*, based on the Foundation's analysis of data from the 2005 Eurobarometer survey on geographical and labour mobility. Foundation staff also presented results from the analysis at a number of events: at Foundation roadshow visits to Latvia, Lithuania, Luxembourg and the United Kingdom; at an April seminar in Brussels on 'Labour mobility in the EU and the US: Trends and challenges ahead' organised by the European Commission and the United States' Department of Labor; and at a briefing of MEPs in November.

In addition to supporting the European Year, Foundation analysis also contributed to the Commission report *Employment in Europe 2006* and to the preparation of the 2007 Social Situation Report on the social dimension of mobility for all citizens.

ATTRACTIVE WORKPLACE FOR ALL

In 2006, work continued on the transversal Foundation project 'Attractive workplace for all: A contribution to the Lisbon Strategy at company level'. The aim of the project is to look at how companies can contribute to achieving some of the Lisbon objectives: fostering employability; increasing labour market participation of underemployed groups or people at risk of exclusion; greater working time flexibility; encouraging the financial participation of employees; and enhancing business creation.

Preliminary results indicate that the Lisbon objectives, in terms of quality of work and labour market participation, can be implemented at the company level. The case studies show that social dialogue is supportive: cooperative relations play a key role in the successful development and implementation of the objectives. The Foundation study also points out that implementing the Lisbon strategy in corporate human resource strategies is a challenging task for all actors; however, numerous companies are applying innovative approaches in human resource management in order to reach solutions that benefit all interest groups.

More than 100 case studies from Austria, France, Germany, Italy, Netherlands, Sweden and the United Kingdom have been collected to present best practice from European companies that have contributed to the achievement of the Lisbon objectives. (These case studies will be made available through an online database and a consolidated report is due to be published.) The cases cover a wide range of sectors and company sizes in an effort to present a broad picture of feasible human resource strategies. To complement this, a series of national reports will place the company initiatives in a national context. In addition, the study has been extended to the new Member States in order to determine the feasibility of further research.

LABOUR SUPPLY IN CARE SERVICES

In the context of an ageing population – and consequent growing demand for care services – in the European Union, there is increasing concern regarding the supply of suitably qualified care workers to deliver those services. Low pay, low status and high rates of turnover and burnout make it difficult to attract (and retain) workers to the sector. Against this background, Foundation research into labour supply in care services examined a range of innovative approaches in 11 Member States and in Bulgaria and Romania aimed at increasing the supply of qualified care workers. The research highlighted a number of policy strategies that should be adopted to address the issue: improving the public image of care work; raising the qualifications profile of care workers; raising salary levels; attracting more qualified migrants to the profession; achieving a better age and gender balance; and improving working conditions for care workers.

A conference on 'The future for employment in social care in Europe', held in October during the Finnish Presidency, drew on the study's research findings. The conference identified a range of measures that can help meet the challenges of the shortage of care staff in most European countries (a shortage that may well worsen over the coming years). However, such measures – improvements in pay, training and working conditions – will demand a firm commitment in terms of financial resources. The urgency of the issue, and its importance to the future of social welfare in Europe, calls for open and widespread debate.

COMMUNICATION AND EXCHANGE

FOUNDATION FORUM 2006

Addressing the question 'Competitive Europe – Social Europe: Partners or rivals?', the third biennial Foundation Forum took place in Dublin Castle on 2–3 November 2006. A

number of well-known speakers provided the basis for intense debate among the 180 participants. An Taoiseach, Bertie Ahern, Prime Minister of Ireland, opened the Forum, while Micheál Martin, Minister for Enterprise, Trade and Employment, spoke at the reception that launched the event. Among the plenary speakers were Jeremy Rifkin, president of the US-based Foundation on Economic Trends, and Nikolaus van der Pas, Director-General of the European Commission's DG Employment, Social Affairs and Equal Opportunities. Member State government ministers, MEPs, academics, industry representatives and members of European employer organisations and trade union bodies also addressed plenary sessions or contributed to workshops and debates. While the Forum represented a spectrum of opinion, the consensus reached in debate in plenary sessions and workshops was that Europe's social models and its competitiveness in a global environment must work in tandem, rather than in opposition, if both are to succeed.

COMPANY NETWORK SEMINARS

Launched in 2002, the EMCC company network seminar series provides a forum where managers and employees can present their experience of change management to an audience of their peers. Moderated discussion in working groups and in plenary sessions follows the presentations.

In 2006, around 140 people, representing company management, trade unions and works councils, research organisations and public authorities, participated in three seminars. In March, at the seminar 'Economic development agencies: Fostering business champions', four economic development agencies from Denmark, Estonia, Ireland and the United Kingdom presented their strategies for fostering business champions and economic development. They agreed that in a world of growing international competition, assisting new businesses in their start-up phase is no longer enough: more emphasis needs to be placed on supporting innovative small and medium-sized enterprises (SMEs) that have realistic prospects for success and growth. Furthermore, by focusing on added-value companies and sectors, the strategy of 'championing winners' is believed to deliver considerable benefit to the communities in which such businesses reside.

The second seminar, in June, addressed the topic 'How to succeed as an SME in the internal market: Innovation strategies for cross-border business'. Increasing the innovative capacity of SMEs, which provide about 80% of employment in Europe, is a key element in achieving the Lisbon targets. The seminar aimed to explore the link between innovation and internationalisation: it looked at the kind of support needed to boost the innovative capacity of SMEs, the challenges these companies encounter when they move onto the international stage and the factors that can facilitate this process.

The third seminar, in November, looked at 'The role of competence and qualification development in fostering workforce mobility'. According to a 2005 Eurobarometer survey, only 4% of European citizens have lived in another Member State. Citizens remain largely reluctant to change jobs and move, even when macroeconomic changes mean that a job for life is no longer guaranteed. The seminar looked at measures that could boost the occupational and geographical mobility of the workforce – a better system of recognition of qualifications across the EU, and investment on the part of companies in lifelong learning schemes for employees.

FOUNDATION SEMINAR SERIES

The aim of the Foundation seminar series project is to provide opportunities for sharing knowledge and experience on social policies amongst European actors, so facilitating a better decision-making process in European social policy. The seminars offer social partners and public authority representatives an opportunity to discuss European social issues, deepen their understanding of the implications of these at national level and help them meet the goals of the Lisbon Agenda at the national level.

The theme chosen for the two sessions of the 2006 seminar was flexicurity and employability – two complementary concepts that are key elements of the Lisbon Strategy. The first session, held in Dublin in May, aimed to map the macroeconomic employment situation; experts from the OECD and the European Commission presented a range of recommendations for addressing the issue of employment. This session also set out to analyse flexicurity policies in a number of Member States and to present an analysis of various European actors' perspectives; the complementary concept of employability was also explored. The second session, held in Vienna in October, was dedicated to national policies and company actions on employability. Delegates assessed the seminar positively – in particular, its tripartite nature and the discussions arising from it.

All information and documents related to the seminars and sessions have been made available on the *Eurofound* website; for both sessions, a dedicated seminar web page was created to host the documentation and speeches. During the seminar, participants were also able to access national reports developed on the basis of a questionnaire on national employment policies and on the national social security 'safety net'. Notably, most of the company examples presented were found through the 'Attractive workplaces for all' project – an interesting use of the Foundation's more recent work.

IN THE SPOTLIGHT

FIRST ERM REPORT

In 2006, the first report of the European Restructuring Monitor (ERM) – *Restructuring and employment in the EU: Concepts, measurement and evidence* – was published. The aim of these annual reports is to present information on restructuring data, policies and practices. To gain an understanding of restructuring in Europe, this first report focuses on measuring the extent of restructuring throughout the Member States, using the sole sources of Europe-wide information on the issue – the European Labour Force Survey (ELFS) and the European Restructuring Monitor (ERM).

Data from the ELFS can be used to map employment shifts between sectors and regions: between 2000 and 2005, the long-term trend of employment moving out of primary sectors and manufacturing into the services sector can be seen to have continued. However, apart from agriculture, which is in decline across the Union, this trend does not play out the same way in the EU15 and the 10 new Member States (NMS): manufacturing sectors are among the top 10 sectors for employment growth in the NMS; by contrast, they do not figure at all in the top 10 list in the EU15. In the EU15, employment growth is concentrated in construction, health and social work, and other services. In the NMS, employment growth is concentrated in the sectors of motor vehicle manufacturing, electrical machinery and fabricated metal products. Moreover, in the EU15, these last two sectors show the greatest decline in employment, suggesting a geographical relocation of production from the EU15 to the NMS.

Although it is a reliable tool for mapping employment growth and decline at the sectoral level, the ELFS provides only limited information on the company-level restructuring that shapes these developments. This is where the ERM proves useful: its cases of company restructuring complement the statistical information presented in the ELFS data. ERM data can be particularly informative regarding the geographical relocation of production. Offshoring is the replacement of domestic production by foreign production that is outsourced abroad. In 2005, only 5% of job losses recorded by the ERM were due to offshoring; in absolute numbers, Germany was the country most affected, followed by the UK, Portugal and France. However, countries that are commonly perceived as recipients of offshored activity, such as Ireland, Slovakia and Slovenia, also recorded offshoring cases in 2005. In absolute numbers, the metal fabrication and motor vehicle production sectors accounted for the greatest number of offshored jobs. The greatest proportion of total job loss as a result of offshoring, however, was in the highly mobile area of business consultancy services.

The ERM report is concerned not only with measuring the extent of restructuring, it also looks at the labour market consequences of such restructuring. If all those who experienced job loss following restructuring were to quickly find new jobs, then presumably restructuring would not be such an important policy issue. Analysis of ELFS data sheds light on the consequences of restructuring-related job loss for workers: it shows that the youngest age groups of workers (those aged between 15 and 24 years) and the oldest (those aged from 60 to 64 years) are most at risk of losing their job and of remaining jobless. The risk of being dismissed and remaining jobless is greatest in the construction sector, followed by hotels and restaurants and then manufacturing; the risk is lowest in the – mainly public – sectors of education, public administration, and health and social work. The survey data also allows a regional picture to be drawn of the risk of joblessness: the eastern part of Germany and parts of Hungary and of Austria emerge as the most problematic regions in this respect.

The ERM report also stresses the need to improve the statistical evidence regarding the extent of restructuring in the EU and its consequences for employment in the EU. The report outlines some possible approaches to improving the collection of data in the EFLS regarding the extent of restructuring-related job loss. It also points to the untapped potential of the data that is collected by public authorities on proposed collective redundancies: even though an EU Directive requires companies to notify public authorities in cases where restructuring will lead to collective dismissals, and to provide information about the extent and reasons for such redundancies, this data is not systematically analysed; notification data could be used to flag the start of a restructuring episode and trigger a more systematic follow-up. The EMCC, in cooperation with the European Commission, is presently exploring ways of improving access to and analysis of such data.

3

WORK-LIFE BALANCE AND WORKING CONDITIONS

UNDERSTANDING CHANGE

RESULTS FROM THE FOURTH EUROPEAN WORKING CONDITIONS SURVEY

Much of the European debate on work–life balance has centred around the needs of the growing numbers of women – and in particular, mothers – employed outside the home. Interestingly, however, findings from the fourth *European Working Conditions Survey* indicated that it is working fathers who express the greatest dissatisfaction with their ability to reconcile work and personal life. This dissatisfaction is due more to the length of their working week, however, and the different ways in which men and women organise working hours, than gender per se. Part-time work can be viewed as one solution to reconciling work and private life: the high incidence of part-time work among working women (33% of whom work part time) and its low incidence among men (of whom 4% work part time) partly explains the differing levels of satisfaction with work–life balance between working men and women. However, among both male and female full-time workers, a somewhat higher proportion of men than of women have a negative perception of their work–life balance (24% as against 20%).

The survey reveals that the majority of workers regard a regular and standard working schedule as being most conducive to achieving work–life balance; any deviation from a regular working pattern tends to raise workers' levels of dissatisfaction. Thus, in terms of work–life balance, working the same number of days per week and hours per day is preferable to working a variable number of days or hours.

The results indicate that computer use has been steadily on the increase since the first *European Working Conditions Survey* in 1990: around 26% of workers now work with computers all, or almost all, of the time, compared to just 13% in 1990. However, a sizeable proportion (64%) of workers still never use internet or email, and around only 2% telework on a full-time basis.

According to the findings, work intensity – working to tight deadlines or working at a high speed – is on the increase. In 2005, 46% of the EU25 workforce reported having to work at very high speed nearly all of the time. In 1990, the equivalent figure was 35% (for the EU12).

While the proportion of the European workforce employed in physically demanding sectors such as manufacturing and agriculture is declining, and most of the associated risks are correspondingly fewer in recent times, the survey reveals that some physical risks, such as

repetitive hand or arm movements, are still prevalent: 62% of the working population report exposure 25% or more of their working time.

Overall, work appears to be a positive and satisfying experience for the majority of European workers: over 80% report that they are 'satisfied' or 'very satisfied' with working conditions in their main paid job, a picture that has changed little since 1995. Job autonomy – having some say in how work is organised – generally results in greater job satisfaction and sense of self-development. The survey found that more than 60% of workers can choose or change the order in which they perform tasks, their speed of work or their working methods. Satisfaction levels in predominantly office-based service sectors such as financial intermediation and real estate are notably higher than in traditional, non-service sectors such as the agriculture and fisheries sector. The employment decline in the latter sectors, as well as other negative work aspects (long working hours, low perceived rewards and high levels of physical risk exposure), may account for this.

EWCO INFORMATION

In 2006, the European Working Conditions Observatory (EWCO) continued to explore the extent to which workers manage to combine their working lives with their interests and commitments outside work, in particular with respect to their family responsibilities.

The work–life balance dimension was examined in two EWCO comparative studies from different, complementary perspectives. The study *Measuring job satisfaction in surveys* confirmed the relationship that exists between work–life balance and job satisfaction. Data from surveys in Bulgaria, the Czech Republic and Denmark reveal that when work adversely affects private life, the level of job dissatisfaction rises. Another comparative study, *Gender mainstreaming in surveys*, looked at work–life balance from a different angle, pointing to the need for a comprehensive methodological approach to gender mainstreaming, one that takes into account the work–life balance dimension.

This analysis is complemented by the EWCO information updates, which provide valuable insights into working conditions in different countries. In 2006, the information updates touched upon a wide array of themes encompassing the four key dimensions of quality of work and employment: career and employment security; health and well-being; skills development; and the reconciliation of working and non-working life. The information updates clearly show an increasing emphasis on job and employment quality and point to interesting trends at national level, thereby complementing and – to some extent – validating the findings from other EWCO country-level research.

RESEARCH AND EXPLORING WHAT WORKS

WORKING TIME

In 2006, the Foundation carried out an analysis of working time issues in Europe, paying particular attention to the impact of working time on work-life balance.

Complementary surveys examined working time issues from the perspectives of both workers and companies. Findings from the fourth *European Working Conditions Survey* reveal significant trends and point to the adverse effects of long working hours on workers' well-being and level of satisfaction. In parallel, the *Establishment Survey on Working Time 2004-2005* examined the extent to which companies use a variety of working time arrangements, and the views of managers and employee representatives on the outcomes.

The fourth *European Working Conditions Survey* shows that there has been a gradual decline in the number of hours worked per week, although the pace of this trend has slowed gradually in recent years; according to the most recent figures (for 2005), the average length of the working week in Europe is 40.3 hours. The survey also shows that nearly one in five men in the EU27 usually works over 48 hours per week, more than twice the proportion of women who do so; by contrast, a substantial proportion of working women work part time.

The *Establishment Survey on Working Time* reveals that flexible working time arrangements are in operation in almost half (48%) of the companies surveyed; employees and employers alike regard the outcomes of such arrangements as positive. From a work-life balance perspective, employee representatives see working time flexibility as a means of reconciling work and family life. Employers rate the more extensive forms of working time flexibility especially highly in terms of enhancing workers' job satisfaction and helping to adapt the workload to the current operational requirements.

FLEXIBILITY AND SECURITY OVER THE LIFE COURSE

The Foundation project 'Flexibility and security over the life course' looks at the reality of reorganisation of time over the span of the working life and various approaches to flexicurity. These concepts feature increasingly in the policy debate; this project will contribute to the debate by bringing together the most important empirical findings and key policy messages from a number of recent analyses by the Foundation.

The project examines empirical data on flexibility (including such aspects as flexible contracts, part-time work and care leave) for five Member States, at different levels (at the macroeconomic and societal level, the company level and individual level) and in the short, medium and long terms. The project also relates flexibility to employment security, career security and income security in different welfare regimes across the EU. Finally, it analyses the policy implications of the most important empirical findings and makes recommendations for improving labour market performances by fine-tuning the balance between flexibility and security. The project's working papers and the integrated report, which were completed during 2006, aim to contribute to a better understanding of the interrelationships between flexibility and security. Another aim of the project is to increase understanding of the impact of flexicurity on policy issues at the level of the economy and society, of the sector and company, and of the family and individual.

COMMUNICATION AND EXCHANGE

YOUR WORK, YOUR LIFE: MATCHING COMPANY NEEDS WITH WORKER SOLUTIONS

In 2006, the Foundation launched the information and communication campaign 'Your work, your life: Matching company needs with work solutions'. The campaign aimed to create awareness of how Europe's changing demographics and the demand for flexible working patterns are challenging workplaces, workers and employees across the continent, and to offer practical contributions to policymakers' decisions and actions.

European workers are increasingly calling for policies that specifically address their needs and that give them a better work-life balance. In this context, the campaign represents a combined approach to these issues: it brings together findings from surveys, reports and case studies and presents possible solutions. By providing an in-depth analysis of the context, the campaign is a comprehensive and timely response to questions of vital importance to EU citizens and is intended to inform policymakers' future actions.

As part of the campaign, the Foundation presented findings from the *Establishment Survey on Working Time* at Employment Week 2006 in Brussels.

IN THE SPOTLIGHT

15 YEARS OF EUROPEAN WORKING CONDITIONS SURVEYS

In 2006, the Foundation took the opportunity to analyse trends that had emerged from the European Working Conditions Survey, conducted every five years since 1991. In doing so, the Foundation gained a picture of the evolution of working conditions over the past 15 years.

Although the total number of questions in the survey questionnaire has increased steadily since the first wave in 1991, the core variables have been maintained, so that trends and changes in working conditions in the EU over the last 15 years can be examined. However, a limitation of this comparative analysis is that the exercise is restricted to those countries that were Member States when each successive wave of the survey was carried out.

The trends analysis revealed a number of key findings.

- While working conditions have remained relatively stable over the last 15 years, the composition of the workforce has changed. This is largely due to the increase in non-traditional forms of employment such as part-time and temporary work and the greater proportion of women entering the labour market.
- On average, there has been a gradual decline in the number of hours worked per week, due in part to a trend toward part-time employment. At the same time, the pace of work has intensified, with a higher proportion of workers working at very high speed or to tight deadlines.
- The proportion of the workforce using computers at work has increased significantly; however, a substantial proportion of the workforce (44%) never uses computers at work. Substantial variations in computer use exist between the EU15 and the NMS.
- The proportion of women in managerial positions has increased over the last 10 years. However, the gender pay gap shows no sign of closing and working women continue to shoulder a disproportionate share of household responsibilities.
- Most workers still have regular work schedules, with fixed starting and finishing times; however, the proportion of the workforce with flexible schedules is slowly increasing as a result of the introduction of flexible working time arrangements.

- European workers report high levels of satisfaction with their working conditions, at similar levels to workers in most other advanced industrial economies. The level of satisfaction does, however, vary between countries, with a higher proportion of workers in the NMS than in the EU15 reporting lower levels of satisfaction with their working conditions.
- The percentage of European workers who consider their health and safety at risk because of their work has consistently declined over the last 15 years (from 31% in 1991 to 27% in 2005). However, the level of exposure to some specific risks, such as working in tiring or painful positions and carrying or moving heavy loads, seems to have remained relatively stable or even increased slightly.
- On a positive note, there has been a small reduction in most indicators of discrimination at the workplace over the last 10 years. Levels of sexual discrimination in particular have fallen, whereas the levels of discrimination based on workers' nationality or ethnic background have remained fairly stable over the last 10 years.
- Interestingly, while work seems to have become more interesting and offers new opportunities to learn, access to training has not increased, especially for older workers. The underlying message is that if Europe is to move towards a knowledge-based society, more investment needs to be made in training, with particular attention to lifelong-learning initiatives.
- The level of job autonomy has hardly changed over the past 10 to 15 years; if there is any change, it has been a slight decrease (at least from 1995). It should be noted that the general level of autonomy was very high in 1991; it is, however, still interesting to note the direction of change (again, this trend needs to be further explored in more detailed analysis).

More information is available in the résumé, *Fifteen years of working conditions in the EU: Charting the trends*.

<http://eurofound.europa.eu/publications/htmlfiles/ef0685.htm>

4

INDUSTRIAL RELATIONS AND PARTNERSHIP

UNDERSTANDING CHANGE

EUROPEAN INDUSTRIAL RELATIONS DICTIONARY

In 2006, the Foundation's European Industrial Relations Dictionary was updated. In addition to changes in the existing text, 11 new entries have been added: Autonomous agreements, Disability, Labour standards, Integrated guidelines, International framework agreements, Migration, Multi-sector agreement, National reform programmes, Optical radiation, Services Directive, and Takeover of companies.

The European Industrial Relations Dictionary drew from the Foundation's series of national glossaries covering employment and industrial relations in the former EU15, published in the 1990s. Over the past 50 years, a specifically European context for industrial relations has emerged, and industrial relations in all European countries have been influenced by the issues that European integration has raised. With this in mind, the European Industrial Relations Dictionary was designed to provide relevant and detailed information on European industrial relations concepts and practices to such users as trade unions, employer organisations, national and international administrations, academics and researchers.

The Dictionary contains almost 300 alphabetically listed entries, featuring concise definitions, relevant contextual information and references to the latest EU developments; it also includes hyperlinks to EU legislation and case law. The Dictionary is fully searchable and offers cross-references to other related entries. Available in English, it is available online free of charge at <http://www.eurofound.europa.eu/areas/industrialrelations/dictionary/index.htm>

The social partners have welcomed the rolling out of the Dictionary, and have used it for their training purposes; national and international administrations have also expressed their appreciation of the accessibility of the Dictionary and the quality of the information it contains. User sessions increased considerably in the last quarter of 2006 (from 4,612 in August to 10,023 in December). The responses to date indicate that the Dictionary is a valuable reference tool for all those interested in the history, framework and evolving structure of the EU. It will be updated on a regular basis so that it can continue to be a relevant, easily accessible and useful point of reference.

EIRO UPDATES – WORKING TIME

The EIRO annual updates provide regular yearly overviews on working time and pay across Europe, based on contributions from the national correspondents. The first online update, *Working time developments – 2005*, was a comparative review of working time, as

established by collective agreements and legislation, in the European Union, Norway and the two former acceding countries (Bulgaria and Romania) in 2004–2005. (The second, *Pay developments – 2005*, examined collectively agreed pay increases, increases in average earnings, increases in minimum wages, the gender pay gap and labour costs; it is covered more fully in Chapter 1: Monitoring.)

The comparative review of working time in 2004 and 2005 found that the average collectively agreed working week remained at around 38.6 hours; however, in the EU15 and Norway, it was around 38 hours, while in the NMS and the acceding countries it was 39.5 hours. The average agreed working year stood at around 1,750 hours: some 1,700 hours in the EU15 and Norway, and 1,800 hours in the NMS and acceding countries. From a sectoral perspective, the agreed working week is longest in chemicals and retail, followed by metalworking and local government, the civil service and banking. The average collectively agreed paid annual leave entitlement was 25.5 days in 2005. The review also examined statutory working time and leave limits, actual working hours and overtime.

RESEARCH AND EXPLORING WHAT WORKS

EUROPEAN WORKS COUNCILS

Two new research activities dealing with European works councils (EWCs), launched by the Foundation in 2005, were finalised in 2006. The first study focused on developments in the new Member States, analysing the experience of EWCs in the Czech Republic, Hungary, Poland and Slovakia; it made use of case studies and of research into how EWCs function in practice conducted between 2001 and 2004. The study aimed to identify those factors likely to favour or obstruct the development of EWCs; in particular, it paid close attention to the issues arising as a result of EU enlargement.

The second study focused on how EWCs can influence the handling of transnational restructuring, analysing EWC agreements, relevant joint texts, and data and findings from different sources. An overview of current practice aimed at highlighting the factors that may assist or obstruct the meaningful involvement of EWCs in transnational corporate restructuring. The preliminary results of both studies were discussed at a research workshop on 19–20 June in Warsaw.

Two reports – *The experience of European Works Councils in new EU Member States* and *European Works Councils and transnational restructuring* – present key findings from the research. In addition, a résumé presenting the results of more than a decade of Foundation research into EWCs was prepared.

INDUSTRIAL RELATIONS: FUTURE TRENDS AND CHALLENGES OF GLOBALISATION

The Foundation project, 'Industrial relations: Future trends and challenges of globalisation', aims to analyse the challenge posed by the Lisbon Strategy and the demands for modernisation of industrial relations in the EU Member States. The renewed Lisbon Strategy seeks to deliver growth by increasing competitiveness, productivity and employment; meanwhile, the National Reform Programme asks Member States, in collaboration with the social partners, to develop national growth and competitiveness.

Against this background, the 'Future trends' project is being run in three phases: the first concentrates on benchmarking European industrial relations against the Lisbon Strategy and in light of the National Reform Programmes, the purpose being to gain a better understanding of the role of social partners in the process of strengthening the Strategy. The special focus of the benchmarking analysis is flexicurity, the subject of much debate in industrial relations; it is also an essential aspect of the Commission's policy agenda for modernising the European social model. The chosen method for this phase is an expert analysis of different models and benchmarking meetings with national industrial relations experts.

The second phase concentrates on global models of industrial relations and produces industrial relations country profiles for the G7 countries: Australia, Brazil, China, India, Japan, South Africa and the United States. The global profiles are produced using the same template as European industrial relations country profiles for the EU Member States.

The third phase of the project uses EU25 and G7 country profiles as a basis for benchmarking European industrial relations models against the G7 global industrial relations profiles. The final reports from the project are due to be produced in 2007.

QUALITY OF INDUSTRIAL RELATIONS

The 'Quality of industrial relations' project has produced industrial relations country profiles on actors, processes, outputs and outcomes in the EU Member States, with a view to providing a solid comparative basis for analysing and modernising European industrial relations. A further outcome of the project is a comparative summary report on industrial relations in Europe.

Each of the 25 national industrial relations profiles includes a short description of the main features of industrial relations in that country. Each profile begins by describing the political, economic, social and legal environment in which industrial relations take place. A chapter on actors describes the main features of the employer and trade union organisational

structures and the level of unionisation. The profiles also outline collective bargaining negotiations, conflicts, conflict resolution mechanisms and the extent of worker participation. An overview of the pay situation, working hours and of working conditions is also included.

CODES OF CONDUCT AND INTERNATIONAL FRAMEWORK AGREEMENTS

Codes of conduct in industrial relations can derive both from international bodies such as the OECD or ILO, and from companies applying their own internal codes. The aim of this project running from 2006–2007 is to examine these new modes of regulation at the company level. The analysis also looks at the scope of codes of conduct – whether they apply only within an establishment or enterprise or whether they extend to cover a chain of suppliers and subcontractors in other countries.

International framework agreements (IFA) are usually concluded between a multinational company and an international sectoral trade union federation. The first international framework agreements to be implemented dealt with specific issues; in recent years, however, more general social topics – such as corporate social responsibility – have moved onto the agenda. The analytical report, with which the project begins, aims to assess this new form of regulation at the company level; currently, it is an instrument of regulation that seems to be difficult to classify from either a legal or an industrial relations perspective. Thus, many researchers describe international framework agreements as a unique form of regulation at company level. The analytical report maps recent developments in codes of conduct and international framework agreements; it also looks at the elaboration, scope and content, and application of codes of conduct, and examines the monitoring and enforcement of both codes of conduct and international framework agreements. This section of the report will also reflect on the impact of these forms of industrial relations at the micro level for both employers and workers. To complement the above analytical assessment, 10 case studies will be conducted into companies that have introduced codes of conduct on a unilateral basis or that have negotiated international framework agreements with trade unions representatives. The case studies should identify examples of good practice, at the enterprise level, for both forms of social regulation.

CAPACITY BUILDING FOR SOCIAL DIALOGUE

The project 'Capacity building for social dialogue in the EU10' brings together social partners, government representatives and academic researchers to investigate how to develop the capacity for social dialogue among the 10 new Member States in order to better anticipate and manage change. The overall aim is to promote employment, better

working conditions and industrial relations in these countries. The name of the project refers to developing the skills, organisational and financial capacities for conducting social dialogue, anticipating future developments and implementing outputs.

The project was carried out in two phases: the first phase, in 2005, analysed the national-level capacities for social dialogue in the EU10, Bulgaria, Romania and Turkey. The second phase, in 2006, looked at the sector- and company-level capacities for social dialogue in these countries and in Croatia. Each phase produced two main products, a number of national reports on social dialogue capacities and a comparative summary.

The project has generated a considerable volume of national-level and comparative information about countries for which little information regarding social dialogue has existed to date. The added value of the project also resides in the methodology used: as a first step, national researchers were asked to draft a report based on interviews with representatives of the main national social-partner organisations; for the interviews, two different questionnaires were devised, taking into account the specific characteristics of each party, trade union and employer organisation. In the second step, social partners, government representatives and academic researchers gathered to discuss the national report; in addition, they were asked to discuss future challenges and to devise capacity-building projects.

COMMUNICATION AND EXCHANGE

IIRA CONFERENCE IN PERU

As a corporate member of the International Industrial Relations Association (IIRA), the Foundation has been actively involved in the debates at the Association's European and world congresses. The Foundation's contribution continued in September 2006 at the 14th World Congress. The event, focusing on social actors, work organisation and new technologies in the 21st century, took place for the first time in a Latin American country, Peru, and was hosted by Lima University.

The Foundation conducted two seminars, which featured as part of the main event programme. As part of the Foundation project 'Industrial relations: Future trends and challenges of globalisation', the first seminar gathered experts from Australia, Brazil, China, India, Japan, South Africa and the United States to present and discuss their national industrial relations systems and the main indicators for their countries. (The aim of this project is to produce industrial relations profiles for these countries, as was already done for EU Member States.)

At the second seminar, the impact of the globalisation of economic activity on industrial relations was discussed. The seminar examined the globalisation process through examples of globalised financial markets, increasing foreign investment in companies and the development of transnational companies. This process of globalisation has profound implications for industrial relations systems and for the management of workforces. The seminar addressed these topics from the perspectives of management, union representatives and international experts; it also featured company cases, illustrated by filmed interviews with management and trade union representatives.

IN THE SPOTLIGHT

EUROPEAN WORKS COUNCILS

Between January and July 2006, the Foundation carried out a series of 10 case studies in four of the NMS – the Czech Republic, Hungary, Poland and Slovakia. Analysis of the case studies indicates that most EWCs are not equipped to deal with the new challenges arising from growing ‘regime competition’ in economic and social systems and in the field of industrial relations and labour relations culture; the biggest challenge is the growing significance of Europe-wide intra-company competition, relocation and restructuring. However, how such challenges impact on EWC practice depends upon how the EWC functions: ‘proactive’ EWCs that have developed a clear, proactive strategy are generally better equipped to deal with these challenges than are the more passive, ‘symbolic’ EWCs. A number of other findings came to light in the study, the findings of which are published in the report *The experience of European Works Councils in new EU Member States*.

Through the case studies, four key indicators of good EWC practice, in terms of information, consultation and the involvement and integration of new members, were identified:

- a strong labour relations culture and active trade union involvement in EWC business and practice;
- active support on the part of EWC headquarters for representatives from the NMS;
- the integration and embedding of EWC practice in local industrial relations structures and institutions;
- a participative management culture and active involvement of management representatives in EWC practice.

Another area of study involving EWCs was their role in transnational corporate restructuring, the research focus of the latest Foundation report *European Works Councils and transnational restructuring*. This research analysed EWC agreements and relevant joint texts, looking at factors that may help or hinder the effective involvement of EWCs in transnational corporate restructuring. It found that few EWC agreements (the documents that establish individual EWCs) depart from the very general definition of ‘consultation’ that the EWC Directive uses – ‘the exchange of views and establishment of dialogue’ between employee representatives and management. Only a small minority of agreements (around one in 10) contain more provisions that allow for a negotiating role or that enable a more in-depth form of consultation.

In most cases, the role of EWCs seems to be essentially one of communication, with management providing information at annual regular meetings and employee representatives asking questions or offering views. Stronger EWC involvement in restructuring seems more likely where there are strong trade unions and/or works councils in the multinational's home country, cross-border networks of trade unions, or other ongoing contact between employee representatives in the EWC. EWCs are more likely to become actively involved in restructuring in companies where management sees benefits in their involvement, particularly in terms of gaining acceptance for change. Many of the EWCs that have had the most visible input into restructuring are in such sectors as the automotive sector, food and drink, and finance, which are characterised by internationally integrated operations.

It remains an open question as to whether EWCs can in future play a more active role in transnational company restructuring and influence the employment and social aspects of a decision's implementation. EWCs are still at a relatively early stage of development, having existed in significant numbers for only a decade or so; they may gain greater influence over time. It also remains to be seen whether the European Commission's consultations with the social partners will spur EWCs into further involvement, through, perhaps, legislative change or the dissemination of best practices. A perhaps more likely spur (given deepening economic globalisation) is the spread to more companies of the combination of conditions that encourage EWCs to take a more active role.

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SOCIAL COHESION AND QUALITY OF LIFE

UNDERSTANDING CHANGE

EURLIFE

In May 2005, the Foundation launched EurLIFE, its interactive online database on quality-of-life issues; the data was derived from best available existing data sources, such as Eurostat and the Foundation's own surveys. The database covers 12 quality-of-life domains, each of which has between 15 and 20 indicators. EurLIFE allows users to access data in tabular or graphical format, typically covering a 10-year period. As the latest information available, in most cases, is for 2002, it was decided to update and extend EurLIFE to include statistics for Bulgaria, Croatia, Romania and Turkey. Data for the EU25 is also being updated where more recent statistics are available.

RESEARCH AND EXPLORING WHAT WORKS

EUROPEAN NETWORK OF CITIES FOR LOCAL INTEGRATION POLICIES FOR MIGRANTS

In September, the Congress of Local and Regional Authorities of the Council of Europe, the City of Stuttgart and the Foundation met in Dublin to create the European Network of Cities for Local Integration Policies for Migrants (CLIP). The aim of the network is to examine how to improve policies and practices for the local integration of migrants. The focus of the Foundation's research is on the role of local authorities in integrating migrants, both socially and economically. The method is based on case studies, covering issues ranging from housing to diversity management; these will be prepared by the cities or municipalities, with support from an expert scientific support group. The case studies and a peer-review process will provide the basis for developing guidelines for good practice and policy. Through the structured sharing of experiences, the project aims to enable local authorities to learn from each other and to deliver a more effective integration policy for migrants. The analyses that emerge from the research will provide examples of innovative integration policy at the local level and so support the European policy debate regarding the issue. Currently, 28 cities, both inside and outside the EU, are participating in the CLIP network. A second network meeting was held in cooperation with the Committee of the Regions in December.

EMPLOYMENT INITIATIVES FOR AN AGEING WORKFORCE

In the mid-1990s the Foundation began research into the factors that facilitate or hinder successful age management in companies; in doing so, it documented more than 150 case studies of good practice. These case studies – covering the public and private sector, and

small, medium-sized and large enterprises – highlighted good practice in relation to such issues as recruitment, training and development, health and ergonomics and identified the importance to older workers of flexible working times and work–family arrangements.

The Foundation has followed up these initiatives, analysing their sustainability, as well as changes that have taken place in attitudes, in the workforce and in company policy. Lessons from the case studies are drawn together in a report, *Employment initiatives for an ageing workforce in the EU15*, which documents policy developments over the last decade and looks at the evolution and impact of initiatives at the workplace. In addition, the research was extended to the new Member States: a second report, *Age and employment in the new Member States*, documents almost 30 case examples where successful age management initiatives were implemented. The accompanying report, *A guide to good practice in age management*, aims to assist all those with responsibilities for employment in ensuring that ageing in the workplace is managed productively.

All case studies have been made publicly available in an online database, 'Employment initiatives for an ageing workforce', on the Foundation's website. Each case describes how the organisation approached the issue and the results over the medium to long term. The current and final phase will complete the project by enlarging the database to over 200 cases from all EU27 countries, making it the largest resource of its kind in Europe.

The Foundation's research into age management was presented at many international conferences during the year, including the second World Ageing and Generations Congress held in Switzerland in September and the European Commission's First Forum on Europe's Demographic Future, held in Brussels in October. A presentation was also made to the European Parliament's Intergroup on Ageing in November.

PROMOTING QUALITY OF LIFE IN RURAL EUROPE

The 'Promoting quality of life in rural Europe' project will look at initiatives that can improve the quality of life in rural Europe – specifically, measures in housing, transport, social services and local environment in order to help build social capital. Promoting quality of life in rural Europe has been identified as a key challenge for Europe, particularly in the new Member States. Reports from the Foundation's *European Quality of Life Survey* have identified specific disadvantages that are more prevalent in rural areas, particularly in the poorer Member States. Creating and keeping jobs in rural Europe is a high priority; the Foundation has launched research to examine the contribution of social-capital initiatives to ensuring successful and sustainable job creation in rural areas. The project is building on the recommendations of earlier work, published in the report *Regional social capital in Europe*.

EMPLOYMENT AND GUIDANCE SERVICES FOR PEOPLE WITH DISABILITY AND ILL HEALTH

This project focuses on those people who have left the labour market due to health reasons, and examines the development of innovative guidance services – in healthcare settings, public services, community organisations, companies and employment centres – that can provide counselling, career guidance and support for a return to employment.

If economic growth is to be maintained and the growing pressure on social security systems eased, Europe needs to increase its rates of employment. The changing demographic profile – with growing numbers of older people – is partly responsible for the downward pressure on employment figures. However, the growing numbers of people on long-term sickness and disability benefits across Europe is also removing people from the labour market; moreover, these numbers are likely to rise further as the traditional option of early retirement schemes for older workers is progressively closed off. One of the key strategies for reversing this trend and helping long-term benefit claimants return to work is a system of effective employment guidance counselling services. By examining case studies in 10 Member States, the Foundation has identified examples of good practice in employment guidance services for people who have become disability claimants in the course of their working lives. The report published during the year, *Employment guidance services for people with disabilities*, will be accompanied by a database documenting these initiatives.

COMMUNICATION AND EXCHANGE

NATIONAL VISITS

Building on earlier successes, the ‘roadshow’ programme remained a high priority for the Foundation in 2006. Led by the Director and Deputy Director, a delegation visited nine countries: Bulgaria, Finland, Italy, Latvia, Lithuania, Luxembourg, Malta, Romania and the United Kingdom. In each country, meetings took place with government ministries and with confederations of the social partners; the priorities of the different groups were discussed and opportunities for cooperation identified. In six of the countries, the government minister with the employment/social affairs portfolio participated in the programme. Media coverage of the visits (both print and broadcast) helped raise the Foundation’s public profile to an unprecedented extent.

The 2006 roadshow programme brought to a close the communication of findings from the first *European Quality of Life Survey* to the Member States. In each visit, the key messages and country-specific statistics from the survey were presented at seminars, where

participants were asked for feedback in order to assist the Foundation in interpreting and validating the data.

In light of their impending accession to the EU, the press in Bulgaria and Romania displayed a great deal of interest in the survey findings, presented at seminars in Sofia and Bucharest. The seminars sought to compare findings from the two countries, to determine if Bulgaria and Romania are subject to the same challenges as integration posed for the states that joined in 2004, or if they face new, specific challenges.

In June, in Latvia and Lithuania, the themes of work–life balance and workers' mobility were explored, while in Italy and Malta, seminars focusing on the first results of the fourth *European Working Conditions Survey* took place in December. The 2007 roadshow programme will focus on the results of the fourth *European Working Conditions Survey*.

AUSTRIAN AND FINNISH EU PRESIDENCIES

The Presidency of the EU was held by Austria for the first half of 2006, followed by Finland. The Foundation took advantage of both occasions to present research and analysis to selected audiences.

Vienna was the venue for the Foundation's Austrian Presidency-related activities. In March, it presented research findings at a conference on 'Healthy ageing in Europe', organised by the European Federation of Older Persons (EURAG) under the auspices of the Austrian EU Presidency. In April, the Foundation shared its expertise at a conference on social services of general interest, and in June, Foundation experts contributed to a conference on 'Young and old in a changing Europe: The demographic challenge for social care and health', organised by the European Social Network.

In October, under the auspices of the Finnish EU Presidency, the Foundation co-hosted a conference on 'The future of employment in social care in Europe' with the National Research and Development Centre for Welfare and Health (STAKES) and the Finnish Institute of Occupational Health (FIOH).

FOUNDATION FOCUS: AGE AND EMPLOYMENT

Launched in 2005, the second issue of *Foundation Focus* was published in 2006. *Foundation Focus* marks a new communications approach from the Foundation, adopting a glossy magazine format to bring its research findings and areas of study to a wider audience. The second issue of the magazine was 'Age and employment'. Based on

the Foundation's research findings, this issue examined the topic from a number of angles, against the context of the European policy perspective. Findings from the fourth *European Working Conditions Survey* illustrated the importance of adapting working conditions to suit an ageing workforce; case studies on successful age management showed how companies can introduce age-adapted schemes and training for older workers; and other articles examined the incidence of both phased and early retirement schemes across Europe, the need for better care services for the older population and the quality of life experienced by older people.

IN THE SPOTLIGHT

SUSTAINABLE CHILDCARE SERVICES

While European employment initiatives such as the Barcelona targets aim to increase childcare provision for younger children, there is no specific childcare policy in place for school-age children. In the light of increasing interest and debate on the issue, the Foundation initiated research into the childcare sector in the EU, with specific focus on out-of-school care for young children of mandatory school age (between five and 12 years). The research set out to explore employment initiatives that support the development of a qualified, high-quality childcare workforce and to consider the affordability and sustainability of this provision. It looked at existing information on childcare services and identified measures at the national, regional and local levels. Research consisted of a desk review of the childcare sector across the EU25 and in-depth analysis of case studies from six countries (Austria, Cyprus, Hungary, Poland, Sweden and UK). The resulting report, *Employment developments in childcare services for school-age children*, outlines a number of key findings.

- Lack of adequate childcare can be a significant barrier to women entering and remaining in the workforce.
- The main problems identified were lack of availability, high cost, inaccessibility, poor quality and inadequacy in the timing of provision.
- While the childcare sector is expanding rapidly across the EU, the majority of jobs are not well paid and are often below the recommended pay levels.
- In Member States where most of the out-of-school care is provided by teachers, the pay and image of childcare workers tend to be higher.
- The issue of low pay, poor image and poor working conditions are barriers to attracting potential workers to the childcare sector.
- The majority of people opting for childcare training are women.
- Current working conditions in the childcare sector differ in employment practices, working hours and coverage across the EU.
- The main employment issues are salaries, quality of and access to jobs, opportunities for career progression and the often negative image of the sector.
- Because of the low pay levels in the sector, many people with good skills leave to pursue employment opportunities in other sectors.

- Quality in training is a key starting point to providing better overall quality in the sector.
- Training and qualifications levels in the childcare sector vary substantially across Europe, with non-teaching qualifications the norm in some Member States and academic qualifications the standard in others.
- In many Member States there are only partial accreditation and regulation systems in place for childcare training.

There is a need for a comprehensive childcare policy to ensure that out-of-school care for school-age children benefits both parents and children. This will in turn contribute to policy developments concerned with boosting labour market participation. Childcare services should aim to accommodate a diverse workforce and promote the successful integration of work and family life. It is important, however, that public policy addresses the needs of children, parents, families and communities and does not just view childcare from an economic perspective. Childcare policy should be pursued as a policy in its own right, rather than simply as one aspect of policies primarily concerned with promoting equal opportunities or the reconciliation of work and family life. Research in this area will continue in 2007 with a particular focus on after-school childcare in disadvantaged areas.

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INFORMATION AND COMMUNICATION ACTIVITIES

COMMUNICATING AND SHARING IDEAS AND EXPERIENCE

A key task for the Foundation is to communicate the results of its research activities in order to share ideas and experience and inform policymaking among the institutions of the EU, national governments and European- and national-level social partners. In 2006 the Foundation explored new avenues for reaching these principal target groups; in addition, a number of opportunities were grasped to debate EU social-policy issues.

COMMUNICATION HIGHLIGHTS 2006

Use of Foundation products by the European Parliament increased; there was also a rise in the number of direct requests for expertise and cooperation from both the Parliament and various Directorate Generals of the European Commission.

- The Foundation cooperated closely with the Council and both of the 2006 Presidencies: the Foundation made presentations at four conferences in Austria, three of which included exhibitions, and conducted three presentations in Finland.
- A joint hearing took place with the European Parliament on working time; in addition, there were a number of smaller meetings with, and visits from, MEPs.
- User sessions on the Foundation's websites increased by more than 40% compared to 2005; information dissemination by both email and print was more coherent and targeted (31,000 printed reports were sent out in 2006).
- The Foundation produced 10 issues of the newsletter *Communiqué*, each issue reaching more than 14,000 subscribers.
- The number of press releases (53) sent out in 2006 was 30% higher than in 2005; these releases had the potential to reach about 36 million citizens in Europe through press and broadcast media.
- A total of 168 English-language publications were produced.
- Preparation was completed on a new tool for analysing web statistics to better assess the customers' needs and to evaluate the effects of campaigns and other promotional activities.
- At the opening session of the 'European Year of Workers' Mobility', the Foundation presented its analysis of Eurobarometer survey data on labour and geographical mobility in Europe.

- The Foundation presented its findings from the *Establishment Survey on Working Time and Work–life Balance* at Employment Week in Brussels as part of the campaign ‘Your work, your life: Matching company needs with worker solutions’.
- The first results of the fourth *European Working Conditions Survey* were launched in Brussels.
- Foundation roadshows visited nine Member States; this provided an opportunity for discussion with top-level decision-makers from the stakeholder groups as well as for reaching the general public through the media.
- The establishment of the Network of European Observatories (NEO), comprising the formerly separate observatories EIRO, EWCO and ERM, included a common agreed workflow and internal responsibility for quality control and editing.
- The number of national outreach centres rose to 10, including the five former National Liaison Centres.
- The promotional campaign took place for the first report from the European Restructuring Monitor, *Restructuring and employment in the EU: Concepts, measurement and evidence*.
- The third Foundation Forum, *Competitive Europe – Social Europe: Partners or rivals?* drew together more than 180 top-level European decision-makers, thinkers and actors.
- The Foundation organised a further 86 events, including three company network seminars with 140 delegates from across Europe, and one Foundation seminar on ‘Flexicurity and Employability’.
- The number of visits to the Foundation increased, the majority of visitors coming from the Nordic countries.

STRENGTHENING CONTACTS AT EU LEVEL

A key role for the Foundation is to contribute to the process of EU policy development. To fulfil this role, the Foundation provides customised information, reliable data and sound analysis to a variety of policymaking audiences; it also presents thematic knowledge, gained from research, at EU-level events. Among other developments, 2006 saw greater cooperation with other European agencies. Cooperation agreements were drawn up with the European Agency for Safety and Health at Work (OSHA) and the European Centre for the Development of Vocational Training (CEDEFOP); the Foundation is actively seeking cooperation with other agencies. Cooperation between the agencies, in terms of

information and communication, has resulted in a new presentation of the agencies on the Europa website, greater cooperation with DG Communication and a joint advertisement campaign in November in four major European airline in-flight magazines under the theme 'Whatever you do, we work for you'.

RAISING THE NATIONAL PROFILE

The 10 new national outreach centres (NOCs) have facilitated the dissemination of information at the Member State level. In 2006, five Member States (Estonia, Hungary, Finland, Luxembourg and the United Kingdom) created NOCs, including target groups, websites and dissemination activities; meanwhile, the existing five centres in Austria, Belgium, France, Italy and Spain continued their activities. Each of the centres has a special Foundation web page linked to their website; some centres have a special Foundation website in their own language, with links to the *Eurofound* website. Four of the centres distribute a monthly newsletter or web update in the Member State's language. In addition, the centres have presented Foundation products at 22 exhibitions, made presentations about the Foundation at the same number of events, sent out approximately 17,000 publications by email or post, and distributed nine of the Foundation press releases in their own languages. Three more NOCs will open in 2007.

EVENTS – EXTERNAL AND INTERNAL

In 2006, Foundation staff participated in 119 external events. Staff took an active part in 86 of these – giving presentations, moderating or chairing sessions or acting as discussants in workshops or panels.

During 2006, the Foundation organised 87 events – 81% in the EU15 (mostly in Ireland and Belgium), 6% in the new Member States and, thanks to PHARE funding, 9% in the acceding and candidate countries; 2% took place outside Europe. In total, 3,582 policymakers, social partners, advisors, experts and representatives of the European institutions participated in the Foundation's own meetings.

VISITS TO THE FOUNDATION

Another way in which the Foundation increases its visibility and impact is by receiving visitors at the Foundation's premises; this also gives Foundation staff an opportunity to meet and discuss issues with information users. The visits last either a half day or a full day, depending on visitors' interests. In 2006, 467 people in 35 groups visited the Foundation, 200 more than in 2005. Twenty-eight of the visits were from the Nordic countries; no

visitors came from southern Europe. Visitors included government representatives, trade union and employer organisations.

INFORMATION PRODUCTS

NEW PUBLICATIONS

A number of flagship publications were produced in the course of 2006: the first report from the European Restructuring Monitor, *Restructuring and employment in the EU: Concepts, measurement and evidence*, was published in September. The report focused on defining and measuring the extent of restructuring throughout the Member States in order to provide a firm basis of understanding for policymakers grappling with the issue. The report of the Establishment Survey on Working Time 2004–2005, *Working time and work–life balance in European companies*, was launched at Employment Week in May and attracted a great deal of attention.

Throughout 2006 there was a strong focus on case studies, with around 140 cases published on the Foundation’s website; these covered topics such as management of the ageing workforce, childcare for school-age children, European works councils and industrial restructuring.

In total, 168 original-language publications were published in print or on the web, as well as about 1,000 web articles and the case studies just mentioned. The publications included reports and corporate, news and promotional items. When translated publications are included, the total for 2006 rises to 332.

EUROFOUND – THE FOUNDATION WEBSITE

A number of key developments took place in the Foundation’s website in 2006.

- A new search engine (Google) was put in place, resulting in better retrieval of specific information.
- Preparatory work took place on the redesign of the websites, bringing them together in one site (the new site was launched in January 2007).
- A new content management system was put in place.

- User testing on the *Eurofound* site showed significant improvements in usability following the redesign in 2005.
- Web accessibility was improved to facilitate disabled users.
- There was continued strong growth in the use of the website, as the table below indicates.

Table 1: Growth in user sessions on Foundation websites

Website	User sessions 2006	Change since 2005
<i>Eurofound</i> : main website	2,665,107	+ 36%
EIRO: European Industrial Relations Observatory	3,609,099	+ 54%
EMCC: European Monitoring Centre on Change	433,524	+ 28%
EWCO: European Working Conditions Observatory	358,638	+ 24%



IMPACT TRACKING

EVALUATING THE FOUNDATION'S EFFORTS

Throughout 2006, the Foundation continued to monitor its effectiveness in delivering high-quality information to its target audiences and in making an impact on the policymaking process within the EU institutions and among the social partners.

Impact was monitored by collecting data on the following: the extent to which the Foundation's work and expertise is used in drawing up legislation and policy documents at European level; the extent and level of media coverage of the Foundation's work; the extent to which Foundation work is quoted (and where); the level of interest shown in the content of Foundation work and the expertise it offers.

As part of its ongoing commitment to a thorough evaluation of its work, the Foundation launched in 2006 an ex-post evaluation of the 2001–2004 work programme; this evaluation will be carried out in conjunction with an interim evaluation of selected aspects of the Foundation's ongoing work. The aim of the evaluation is to determine the organisation's impact, added value and effectiveness. Such evaluation should provide reliable and useful evidence-based information that:

- contributes to the design of activities and the setting of priorities;
- assists in the efficient allocation of resources;
- improves the quality of the actions undertaken;
- provides information on achievements.

Evaluation also allows the organisation to keep up to date with changing priorities, to improve its processes and systems and to be aware of the value of its work in the context of improving living and working conditions for EU citizens.

PERFORMANCE MONITORING SYSTEM

In 2006, the Foundation developed and launched its Balanced Scorecard (BSC), a new performance monitoring system. The BSC tracks 27 indicators of the Foundation's organisational performance, grouping performance measures in four balanced perspectives:

- user (or customer);
- internal processes;
- learning and growth;
- financial.

The BSC acts as a 'strategy map' for the Foundation by verifying that all actions are in line with and contribute to the organisation's strategic goals (agreed during the 2006 strategy exercise):

- expand influence on real decision-makers;
- increase visibility and improve image;
- identify, develop and understand users (customers);
- improve research and output quality;
- secure competitive advantage;
- adapt organisation.

The measurement of the indicators will provide feedback on the progress made against these strategic goals and thereby monitor how effectively the organisational strategy is being implemented.

FOUNDATION IMPACT AT EUROPEAN LEVEL

Contributing to the process of policy development at the EU level takes the form of providing customised information, reliable data and sound analyses to a variety of policymaking audiences.

In 2006, the Foundation built upon earlier success in raising its profile, in gaining positive acknowledgement from stakeholders at the EU level and in increasing its effectiveness in feeding into the EU legislative process. The year saw 118 references, quotations, direct uses or requests for the Foundation's expertise in drawing up legislation and policy documents or in EU-level debates (an increase of 125%). The EU institutions and EU-level bodies are increasingly requesting and expressing an interest in the Foundation's data: one positive trend noted in 2006 has been a shift from requests for merely findings and data to calls for analysis, expertise and advice. Some other significant trends deserve to be mentioned.

- The number of direct requests increased from Directorate Generals for the Foundation's expertise and cooperation in the early stages of the policymaking process.
- Use of the Foundation's findings by the European Parliament, a priority target, increased slightly in 2006. The Foundation's participation at committees and group meetings remained high, and more individual MEPs requested data and expertise.
- On several occasions, European Parliament reports have called for the Foundation to be given new tasks or to conduct specific research.

- The Foundation raised its profile among representatives of the Council: the Finnish Presidency referred to the Foundation's findings in most of the background briefings for informal Council meetings; both the Finnish and Austrian Presidencies invited the Foundation to contribute to numerous Presidency conferences.
- The extent of cooperation and exchange with EU-level social partners remained high, generating many invitations for presentations and opportunities for specific studies; the European Commission was very supportive in this process.
- The European Economic and Social Committee (EESC) remained a cooperative partner of the Foundation. The Committee made frequent use of the Foundation's research findings, ensuring ongoing visibility for the Foundation in EESC opinions and events; several invitations to contribute to high-level conferences further added to this visibility.
- Promising links have been established with think tanks at EU level. The Foundation has already been invited on several occasions to actively participate or contribute to debates and forward-looking reflections on future trends on EU policymaking. In terms of reaching key decision-makers, the Foundation stands to gain from the advisory function that such think tanks play for EU policymakers.
- Visibility among, and cooperation with, both NGOs and the Committee of the Regions continued in 2006 and remained productive.
- The themes of working conditions, social dialogue and restructuring were the most frequently reflected in those EU policy documents that used Foundation expertise, reflecting the importance of these issues to the EU policy debate. References to productivity, competitiveness and globalisation have increased in number, indicating the rising importance of these issues.

Some specific developments indicate the impact the Foundation's work is having at EU level. In one of 2006's 'success stories', the European Parliament resolution on industrial relocation (the Hutchinson report) recommended that the Foundation investigate the impact of such relocation.¹ The Commission's DG Regional Policy then initiated a concrete cooperation action plan with the Foundation to jointly address the Parliament's request – in particular, to assess the state of play and look at tools for improved monitoring of relocation. Commissioner Hübner has given her support to the initiative, one that started with an input from the Foundation to the Parliament's Committee on Regional Development in early 2005, and led to a detailed cooperation agreement with DG Regional Policy in 2006.

¹ Motion for a European Parliament resolution on relocation in the context of regional development (2004/2254(INI)).

DG Employment made extensive use of findings from the *European Working Conditions Survey* in evaluating its strategy *Adapting to change in work and society: a new Community strategy on health and safety at work 2002–2006*; in preparing that strategy's successor for the period 2007–2012; and in preparing the *Employment in Europe* report for 2007. In addition, the report *Industrial relations in Europe 2006* made extensive reference to Foundation research and data, while Eurostat requested Foundation data for preparing a number of its publications.

DG Employment also invited the Foundation to actively participate as an expert body in high-level events – in particular, the 'First Forum on Europe's Demographic Future' in October, the Restructuring Forum in December and the launch of the 'European Year of Workers' Mobility' in February.

The Commission supported the Foundation in presenting its data and expertise to advisory bodies such as the Employment Committee (EMCO) or the Advisory Committee on Equal Opportunities; both these acknowledged the Foundation's data.

Commissioner Špidla acknowledged the 'excellent' ERM report *Restructuring and employment in the EU: Concepts, measurement and evidence*. At a number of high-level events (such as the EC–ILO conference 'The Evolving World of Work in the Enlarged European Union: Vulnerability and Social Sustainability' in Brussels in November), Director General Nikolaus van der Pas of DG Employment referred several times to the Foundation's research findings.

Involvement at a number of targeted ad hoc debates, such as MEP lunches on working time or workers' mobility, and at a major joint seminar on the issue of working time and work–life balance, contributed to strengthening the Foundation's visibility and credibility at the European Parliament. Cooperation with the Committee on Women's Rights was successfully relaunched through a presentation of gender-related findings from the fourth *European Working Conditions Survey*.

MEDIA COVERAGE

In 2006 the Foundation achieved some significant media coups, including front page coverage of its research into working time in the UK's *Financial Times* and Germany's *Die Zeit*. Substantial use was also made of the Foundation's work in editorial and opinion columns – in Ireland, in *The Irish Times*, the *Irish Independent* and *Business and Finance*, and elsewhere in *European Voice*, *Trends/Tendences*, the *Financial Times* and on Euractiv.com.

Media interest was particularly strong in the acceding countries, Bulgaria and Romania, where press conferences were held covering the *European Quality of Life Survey*. The press conference in Sofia attracted 42 journalists, among them broadcasters from nine television channels; in Bucharest, 37 journalists attended, including from five television channels.

There was an increase in television coverage. In November, the Director was interviewed on CNBC Europe on the working time Directive. Another highlight of 2006 was an interview with EuroNews, conducted at the Foundation's premises. The main themes that dominated the Foundation's press work during 2006 were quality of life, mobility, working time, work-life balance and working conditions.

MEDIA IMPACT

Monitoring of the Foundation's press activities indicated ongoing strong performance, as Table 2 illustrates.

Table 2: Media statistics for 2006

Press releases	53 press releases, 29 press events: 18 national, 11 at EU level*
Press conferences and briefings	18 press conferences throughout Europe (majority involved the Director and Deputy Director; three involved research coordinators at external events)
Article cuttings	930, averaging 80 cuttings per month.** This equates to €520,000 of advertising value equivalent (around €45,000 per month, less in August and December). Press, TV and radio broadcasts 132 interviews in total, mainly with the written press; an average of 12 per month during the 10 busy months of year***
Enquiries from journalists	230 in 2006; average of one enquiry per day; the Foundation's database of journalist contacts now contains 1,450 names
Number of people exposed to Foundation's work	Estimated at 32 million citizens
*At similar levels to 2005 and 2004, this is what the current resources can produce.	
** With the exception of August and December, which have a monthly average of 65 cuttings.	
*** In August and December, the average is six per month.	

CITATIONS IN JOURNALS

While the main focus for impact of the Foundation is in relation to its key target groups – social partners and institutions at EU level – the referencing and use of Foundation work in academic publications is also important. During 2005–2006 the Foundation’s work was cited in at least 450 articles in 300 journals; however, the Foundation only records a reference when there were four or more citations of work over the 2005–2006 period.

Table 3: Citations of Foundation work, 2005–2006

Title of journal	Number of citations
European Journal of Industrial Relations	15
Economic and Industrial Democracy	14
Industrial Relations Journal	13
International Journal of Comparative Labour Law and Industrial Relations	9
Gender, Work and Organization	7
Journal of Occupational and Environmental Medicine	7
European Journal of Work and Organizational Psychology	6
Industrial Relations	6
International Journal of Human Resource Management	6
Industrial and Labour Relations Review	5
Employee Relations	5
European Societies	5
International Archives of Occupational and Environmental Health	5
Work, Employment and Society	5
British Journal of Industrial Relations	4
Human Resource Management Journal	4
Journal of Common Market Studies	4
Scandinavian Journal of Work, Environment and Health	4

Another way of measuring the visibility of the Foundation’s work in academic journals is through ISI impact factors, which consist of 54 different social science categories; citations in these categories give an indication of the breadth, depth and quality of the journals in which the Foundation’s work is cited. The 2005 ISI impact factors, released in the summer of 2006, showed that Foundation research was quoted in 24 out of the 54 categories. The

most frequent citations were in the top journals in the following three categories: industrial relations and employment; public, environmental and occupational health; and sociology.

PARTICIPATION IN EXTERNAL EVENTS

In 2006, Foundation staff members participated in 124 external events. In 86 of these events, 26 staff members actively participated – giving presentations, making interventions, moderating or chairing sessions or acting as discussants in workshops.

Of these events, 37 were organised by EU-level bodies, primarily the European Commission, along with the European Parliament, European Economic and Social Committee (EESC) and other EU agencies. Another eight, such as EU Presidency events, were organised by federal ministries, while the remainder were organised by social partner groups, NGOs and research institutes. The table below shows a breakdown of the events by theme.

Table 4: Themes of external events attended by Foundation staff

Themes	Number of events where EF participated
All themes	13
Industrial relations and partnership	16
Social cohesion and work–life balance	45
Employment and working conditions	18
Employment/industrial relations combined	4
EMCC	28

ANNEX 1

FOUNDATION BUDGET 2006

1. SUMMARY OF REVENUE (EUR '000)

EU SUBSIDY	19,241	99%
REVENUE FOR SERVICES RENDERED	265	1%

2. SUMMARY OF EXPENDITURE (EUR '000)

RESEARCH	11,084	57%
INFORMATION AND DISSEMINATION	4,480	23%
TRANSLATION	655	3%
ADMINISTRATION	3,343	17%

3. ANALYSIS OF EXPENDITURE (EUR '000)

	RESEARCH		INFORMATION AND DISSEMINATION		TRANSLATION		ADMINISTRATION		TOTAL	
		%		%		%		%		%
STAFF	4,456	45	2,277	23	278	3	2,884	29	9,894	51
ADMINISTRATIVE	642	43	352	24	44	3	459	31	1,496	8
OPERATIONAL	5,986	73	1,851	23	333	4	0	0	8,170	41
TOTAL	11,084	57	4,480	23	655	3	3,343	17	19,560	100

4. STAFFING

	RESEARCH	INFORMATION AND DISSEMINATION	TRANSLATION	ADMINISTRATION	TOTAL
AD	24	7	1	6	38
AST	18	17	1	20	56
Total	42	24	2	26	94

ANNEX 2

GOVERNING BOARD (AS AT 31 DECEMBER 2006)

COUNTRY	REPRESENTATIVES OF NATIONAL GOVERNMENTS		REPRESENTATIVES OF EMPLOYER ORGANISATIONS		REPRESENTATIVES OF EMPLOYEE ORGANISATIONS	
	MEMBER	ALTERNATE	MEMBER	ALTERNATE	MEMBER	ALTERNATE
Austria	Andreas Schaller <i>Federal Ministry for Social Security, Generations and Consumer Protection</i>	Birgit Stimmer <i>Federal Ministry for Economy and Labour</i>	Heinrich Brauner <i>Federation of Austrian Industry (IV)</i>	Christoph Parak <i>Austrian Association for Public and Social Economy</i>	Renate Czeskleba <i>Austrian Federation of Trade Unions (ÖGB)</i>	Wolfgang Greif GPA <i>Union of Salaried Private Sector Employees</i>
Belgium	Michel De Gols <i>Ministry of Employment, Labour and Social Dialogue</i>	Jan Baten <i>Ministry of Employment, Labour and Social Dialogue</i>	Paul Clerinx <i>Federation of Enterprises in Belgium (FEB-VBO)</i>	Roland Waeyaert <i>Organisation for Self- employed and SMEs (UNIZO)</i>	Herman Fonck <i>Confederation of Christian Trade Unions (ACV/CSG)</i>	François Philips <i>Belgian General Federation of Labour (FGB/ABVV)</i>
Cyprus	Kypros Kyprianou <i>Ministry of Labour and Social Insurance</i>	Marina Ioannou <i>Ministry of Labour and Social Insurance</i>	Michael Antoniou <i>Cyprus Employers and Industrialists Federation</i>	Lena Panayiotou <i>Cyprus Employers and Industrialists Federation</i>	Petros Theophanous <i>Cyprus Workers Confederation (SEK)</i>	Andreas Poulis <i>Cyprus Workers Confederation (SEK)</i>
Czech Republic	Vlastimil Váňa <i>Ministry of Labour and Social Affairs</i>	Josef Jirkal <i>Ministry of Labour and Social Affairs</i>	Vladimíra Drbalová <i>Confederation of Industry of the Czech Republic</i>	Josef Fornůšek <i>Czech Association of Employers in the Energy Sector</i>	Hana Málková <i>Czech-Moravian Confederation of Trade Unions (CMKOS)</i>	Luděk Toman <i>Czech-Moravian Confederation of Trade Unions (CMKOS)</i>
Denmark	Jonas Bering Lisberg <i>Ministry of Employment</i>	Kim Taasby <i>Ministry of Employment</i>	Sven-Peter Nygaard <i>Confederation of Danish Employers</i>	Nils J. Andreasen <i>Danish Confederation of Employers' Associations in Agriculture (SALA)</i>	Jens Wiene <i>Salaried Employees and Civil Servants Council (FTF)</i>	Niels Sørensen <i>Danish Confederation of Trade Unions (LO)</i>
Estonia	Tiit Kaadu <i>Ministry of Social Affairs</i>	Ivar Raik <i>Ministry of Social Affairs</i>	Eve Päärendson <i>Estonian Employers' Confederation (ETTK)</i>	Tarmo Kriis <i>Estonian Employers' Confederation (ETTK)</i>	Vaike Parkel <i>Employees' Unions' Confederation (TALO)</i>	Kalle Kalda <i>Association of Estonian Trade Unions (EAKL)</i>
Finland	Raila Kangasperko <i>Ministry of Labour</i>	Tuomo Alasoini <i>Ministry of Labour</i>	Seppo Saukkonen <i>Confederation of Finnish Industries (EK)</i>	Anu Sajavaara <i>Confederation of Finnish Industries (EK)</i>	Juha Antila <i>Central Organisation of Finnish Trade Unions (SAK)</i>	Leila Kurki <i>Finnish Confederation of Salaried Employees (STTK)</i>
France	Mireille Jarry <i>Ministry of Social Affairs, Labour and Solidarity</i>	Robert Piccoli <i>Ministry of Social Affairs, Labour and Solidarity</i>	Florence Cordier <i>France Electricity and France Gas (EDF-DDRH)</i>	Emmanuel Julien <i>Movement of French Enterprises (MEDEF)</i>	Jean Vanoye <i>French Democratic Confederation of Labour (CFDT)</i>	Rafaël Nedzyski <i>General Confederation of Labour (CGT-FO)</i>
Germany	Andreas Horst <i>Ministry of Labour and Social Affairs</i>	Vera Bade <i>Ministry of Labour and Social Affairs</i>	Wolfgang Goos <i>The German Federation of Chemical Employers' Associations (BAVC)</i>	Renate Hornung- Draus <i>Confederation of German Employers' Association (BDA)</i>	Dieter Pougín <i>German Confederation of Trade Unions (DGB)</i>	Reinhard Dombre <i>German Confederation of Trade Unions (DGB)</i>
Greece	Gregorios Peloriadis <i>Ministry of Employment - SEPE</i>	Constantinos Petinis <i>Ministry of Employment & Social Protection</i>	Rena Bardani <i>Federation of Greek Industries (SEV)</i>	Elias Tsamoussopoulos <i>Federation of Greek Industries (SEV)</i>	Alexandros Kalivis <i>General Confederation of Workers of Greece (GSEE)</i>	Demetris Moschogiannis <i>General Confederation of Workers of Greece (GSEE)</i>
Hungary	Mária Ladó <i>Ministry of Social Affairs and Labour</i>	Edit Virág <i>Ministry of Social Affairs and Labour</i>	Antal Csúport <i>National Association of Strategic and Public Utility Companies (STRATOSZ)</i>	Attila Szabadkai <i>Union of Agrarian Employers (AMSZ)</i>	Erzsébet Hanti <i>National Confederation of Hungarian Trade Unions (MSZOSZ)</i>	Lázló Gyimesi <i>Forum for the Cooperation of Trade Unions (SZEF)</i>

COUNTRY	REPRESENTATIVES OF NATIONAL GOVERNMENTS		REPRESENTATIVES OF EMPLOYER ORGANISATIONS		REPRESENTATIVES OF EMPLOYEE ORGANISATIONS	
	MEMBER	ALTERNATE	MEMBER	ALTERNATE	MEMBER	ALTERNATE
Ireland	Sean Ward <i>Department of Enterprise, Trade and Employment</i>	Riona Ni Fhlanghaile <i>Department of the Environment, Heritage and Local Government</i>	Liam Doherty <i>Irish Business and Employers Confederation (IBEC)</i>	Gavin Marie <i>Irish Business and Employers Confederation (IBEC)</i>	Rosheen Callender <i>Services, Industrial, Professional and Technical Union (SIPTU)</i>	Liam Berney <i>Irish Congress of Trade Unions (ICTU)</i>
Italy	Paolo Reboani <i>Ministry of Labour and Social Politics</i>	Francesca Pelaia <i>Ministry of Labour and Social Politics</i>	Massimo Marchetti <i>General Confederation of Italian Industry (Confindustria)</i>	Stefania Rossi <i>General Confederation of Italian Industry (Confindustria)</i>	Giulia Barbucci <i>General Confederation of Italian Workers (CGIL)</i>	Angelo Masetti <i>Union of Italian Workers (UIL)</i>
Latvia	Ineta Tāre <i>Ministry of Welfare</i>	Ineta Vjakse <i>Ministry of Welfare</i>	Elina Egle <i>Employers' Confederation of Latvia (LDDK)</i>	Daiga Ermsone <i>Employers' Confederation of Latvia (LDDK)</i>	Linda Romele <i>Free Trade Union Confederation of Latvia</i>	*
Lithuania	Rita Kazlauskienė <i>Ministry of Social Security and Labour</i>	Evaldas Bacevicius <i>Ministry of Social Security and Labour</i>	*	*	Janina Matuiziene <i>Lithuanian Trade Union Confederation (LPSK)</i>	Vaidotas Patronis <i>Lithuanian Labour Federation (LDF)</i>
Luxembourg	Nadine Welter <i>Ministry of Labour and Employment</i>	Jean Zahlen <i>Ministry of Labour and Employment</i>	Nicolas Welsch <i>National Railway Society of Luxembourg</i>	Emmanuelle Mathieu <i>Federation of Luxembourg Industrialists (FEDIL)</i>	Viviane Goergen <i>Christian Trade Union Confederation (LCGB)</i>	René Piffaferri <i>Luxembourg Confederation of Independent Trade Unions (OGB-L)</i>
Malta	Noel Vella <i>Ministry of Education, Youth and Employment</i>	Anna Borg <i>Employment and Training Corporation</i>	John Scicluna <i>Malta Federation of Industry (MFOI)</i>	Roselyn Borg <i>Malta Employers' Association</i>	Michael Parnis <i>General Workers' Union (GWU)</i>	Anthony Micallef Debono <i>Confederation of Malta Trade Unions (CMTU)</i>
Netherlands	Lauris C. Beets <i>Ministry of Social Affairs and Employment</i>	Martin Blomsma <i>Ministry of Social Affairs and Employment</i>	Gerard A.M. van de Grind <i>Dutch Organisation for Agriculture & Horticulture (LTO)</i>	J. Boersma <i>Dutch Organisation for Agriculture & Horticulture (LTO)</i>	Erik Pentenga <i>Federation of Dutch Trade Unions (FNV)</i>	Arie Woltmeijer <i>National Federation of Christian Trade Unions (CNV)</i>
Poland	Jerzy Ciecchanski <i>Ministry of Social Policy</i>	*	Michał Boni <i>Polish Confederation of Private Employers (PKPP)</i>	Rafał Baniak <i>Confederation of Polish Employers (KPP)</i>	Bogdan Olszewski <i>Independent and Self-Governing Trade Union 'Solidarnosc' (NSZZ)</i>	Agata Baranowska-Grycuk <i>Independent and Self-Governing Trade Union 'Solidarnosc' (NSZZ)</i>
Portugal	Jorge Gaspar <i>Ministry of Labour and Social Solidarity</i>	Fernando Ribeiro Lopes <i>Ministry of Labour and Social Solidarity</i>	Heitor Salgueiro <i>Association of Portuguese Industry (CIP)</i>	Pedro Almeida Freire <i>Association of Portuguese Trade and Services (CCP)</i>	Joaquim Dionisio <i>Confederation of Portuguese Workers (CGTP)</i>	João de Deus Gomes Pires <i>General Workers Federation (UGT-P)</i>
Slovakia	Miloslav Hettes <i>Ministry of Labour, Social Affairs and Family</i>	Elena Palikova <i>Ministry of Labour, Social Affairs and Family</i>	Viola Kromerová <i>Slovak Tradesmen Union</i>	Martina Kunáková <i>Slovak Tradesmen Union</i>	Eva Mešťanová <i>Confederation of Trade Unions of the Slovak Republic (KOZ SR)</i>	Margita Ančicová <i>Confederation of Trade Unions of the Slovak Republic (KOZ SR)</i>
Slovenia	Vladka Komel <i>Ministry of Labour, Family and Social Affairs</i>	Metka Štoka-Debevec <i>Ministry of Labour, Family and Social Affairs</i>	Marjan Ravnik <i>Chamber of Craft of Slovenia (OZS)</i>	Nina Globočnik <i>Association of Employers of Slovenia</i>	Pavle Vrhovec <i>Association of Free Trade Unions of Slovenia (ZSSS)</i>	Jure Snoj <i>Association of Free Trade Unions of Slovenia (ZSSS)</i>

REPRESENTATIVES OF NATIONAL GOVERNMENTS							REPRESENTATIVES OF EMPLOYER ORGANISATIONS		REPRESENTATIVES OF EMPLOYEE ORGANISATIONS	
COUNTRY	MEMBER	ALTERNATE	MEMBER	ALTERNATE	MEMBER	ALTERNATE	MEMBER	ALTERNATE	MEMBER	ALTERNATE
Spain	Pilar González Bayo <i>Ministry of Labour and Social Affairs</i>	Joaquin Martinez Soler <i>Ministry of Work and Social Security</i>	Maria Angeles Asenjo Dorado <i>National Confederation of Construction (CNC)</i>	Rosario Escolar Polo <i>State Society of Industrial Shares (SEPI)</i>	Rosario Morillo <i>Confederation of Workers Commission (CC.OO)</i>	Janire Dominguez <i>Basque Workers Solidarity (ELA-STV)</i>				
Sweden	Mikael Sjöberg <i>National Institute for Working Life</i>	Siw Warstedt <i>Ministry of Employment, Division for Labour Law and Work Environment</i>	Sverker Rudeberg <i>Confederation of Swedish Enterprises</i>	Christian Ardhe <i>Confederation of Swedish Enterprises (Brussels Office)</i>	Mats Essemyr <i>Swedish Confederation of Professional Employees (TCO)</i>	Sten Gellerstedt <i>Swedish Trade Union Confederation (LO)</i>				
United Kingdom	Grant Fitzner <i>Department of Trade and Industry</i>	Nicola Gilpin <i>Department for Work and Pensions</i>	Thomas Moran <i>Confederation of British Industry (CBI)</i>	Neil Bentley <i>Confederation of British Industry (CBI)</i>	Richard Exell <i>Trade Union Congress (TUC)</i>	Peter Coldrick <i>Trade Union Congress (TUC)</i>				
EFTA-EEA Observers										
	Torkel Sandegren <i>Norwegian Ministry of Labour and Inclusion, Norway</i>		Dagfinn Malnes <i>Confederation of Norwegian Business and Industry, Norway</i>		Antony Kallevig <i>Norwegian Confederation of Trade Unions, Norway</i>					
REPRESENTATIVES OF THE COMMISSION										
	MEMBER	ALTERNATE	MEMBER	ALTERNATE	MEMBER	ALTERNATE	MEMBER	ALTERNATE	MEMBER	ALTERNATE
	Bernhard Jansen <i>DG Employment, Social Affairs and Equal Opportunities</i>	Jackie Morin <i>DG Employment, Social Affairs and Equal Opportunities</i>	Vacant	Vacant	Dimitri Corpakis <i>DG Research</i>	Ronan O'Brien <i>DG Research</i>				

* awaiting official nomination

MEMBERS OF THE BUREAU

GOVERNMENT GROUP

Chairperson of the Governing Board

Mària Ladó, Ministry of Social Affairs and Labour

Coordinator

Michel De Gols, Ministry of Employment and Labour

Additional Representative

Jerzy Ciechanski, Ministry of Social Policy

Alternate

Lauris Beets, Ministry of Social Affairs and Employment

Nadine Welter, Ministry of Labour and Employment

Sean Ward, Department of Enterprise, Trade & Employment

EMPLOYER GROUP

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Coordinator

Jeanne Schmitt, Union of Industrial and Employers' Confederations of Europe (UNICE)

Additional Representative

Bernard Le Marchand, European Federation of Medium-Sized and Major Retailers (FEMGED)

Alternate

Maria Angeles Asenjo, National Confederation of Construction (CNC)

Vladimíra Drbalová, Confederation of Industry of the Czech Republic

EMPLOYEE GROUP

Vice-Chairperson of the Governing Board

Herman Fonck, Confederation of Christian Trade Unions (ACV/CSC)

Coordinator

Walter Cerfeda, European Trade Union Confederation (ETUC)

Additional Representative

Hana Málková, Czech-Moravian Confederation of Trade Unions (CMKOS)

Alternate

Mats Essemyr, Swedish Confederation for Professional Employees (TCO)

Erik Pentenga, Federation of Dutch Trade Unions (FNV)

Sinead Tiernan, European Trade Union Confederation (ETUC)

EUROPEAN COMMISSION

Vice-Chairperson of the Governing Board

Bernhard Jansen, DG Employment, Social Affairs and Equal Opportunities

Additional Representative

Jackie Morin, DG Employment, Social Affairs and Equal Opportunities

Alternate

Dominique Bé, DG Employment, Social Affairs and Equal Opportunities

OBSERVERS FROM THE ACCEDING COUNTRIES

BULGARIA

Government

Rozalina Petrova, Ministry of Labour and Social Policy

Alternate

Lazor Lazarov, Ministry of Labour and Social Policy

Employees

Vesselin Mitov, Podkrepa CL

Alternate

Ekaterina Ribarova, CITUB

ROMANIA

Government

Sorinloan Botezatu, Ministry of Labour, Social Solidarity and Family

Employees

Gheorghe Simion, CNSLR-FRATIA

Alternate

Steluta Enache, BNS National Trade Union Bloc

ANNEX 3

FOUNDATION STAFF (AS AT 31 DECEMBER 2006)

DIRECTORATE

Jorma Karppinen, Director
Willy Buschak, Deputy Director
Eberhard Köhler, Advisor to Directorate
Sylvie Jacquet, Brussels Liaison Officer
Silvia Arzilli
Cécile Deneys
Lidia Jankowska

ADMINISTRATION

Markus Grimmeisen, Head of Unit
Sarah Hayes
Bronislava Kovacikova

FINANCE

Jean-Christophe Gayrand, Accounting Officer
Gema María Castro Martín
Bernadette Lovatt
Leontine Mastenbroek

GENERAL FACILITIES

Michael Cosgrave
Kay Flynn
Ewan Hogan
Majja Mannervesi-Ernst
Leslie Privett

T = Temporary Staff
**Seconded national expert*

INFORMATION AND COMMUNICATION TECHNOLOGIES

Jim Halpenny, Acting Head of Unit

SUPPORT AND OPERATIONAL TEAM

Linda Byrne
Said El Aroussi
Brian Gorman
Louise Shanley

WEB TECHNOLOGY TEAM

Stephan Jaeger
Barbara Schmidt

INFORMATION AND COMMUNICATION

Elisabeth Lagerlöf, Head of Unit
May-Britt Billfalk
Måns Mårtensson
Jan Vandamme

EXTERNAL COMMUNICATION

Catherine Preston
Elisabeth Gouilleux-Cahill
Seán Griffin
Doris Hirschfeld
Chrysanthe Moschonaki
Brid Nolan
Colm O'Neill
Janka Robinson
Bernice Turner

COMMUNICATION PRODUCTS

Mary McCaughey, Editor-in-Chief, Head of Unit
Martin Flynn
Cristina Sequeira Frawley
Patrick Grabolle
Alexandra Gryparis
Philip Ireland
Mary Kelly
Inma Kinsella
Aidan McKeown
Fiona Murray
Hilary O'Donoghue
Sylvie Seigné-Monks

HUMAN RESOURCES

Raymond Comerford, Head of Unit
Magdalena Bodenlosova
Heather Brown
Aoife Caomhánach
Matias Linder

CATERING SERVICES

Maura O'Brien
Helen Ritchie

OPERATIONAL SUPPORT

Mattanja de Boer, Head of Unit
Martine Deasy
Wojciech Kostka
Mary McNeice
Malgorzata Radzimowska
Janet Smith
Samira Tetta

RESEARCH

INDUSTRIAL RELATIONS

Stavroula Demetriades, Coordinator
Isabella Biletta
Maria Cuesta
David Foden
Camilla Galli da Bino
Kasia Jurczak
Timo Kauppinen
Izabela Ksiazak-Klepacka
Marina Patriarka
Sylvaine Recorbet
Christian Welz

LIVING CONDITIONS

Robert Anderson, Coordinator
Javier Bernier
Sarah Farrell
Christine Gollin
Hubert Krieger
Henrik Litske
Branislav Mikulic
Teresa Renehan
Gerlinde Ziniel*

WORKING CONDITIONS

Agnès Parent-Thirion, Coordinator
Alexandra Burgholz (T)
Roseanna Creamer
Enrique Fernández
John Hurley
Sophia MacGoris
Jean-Michel Miller
Sara Riso
Greet Vermeylen

EUROPEAN MONITORING CENTRE ON CHANGE (EMCC)

Barbara Gerstenberger, Coordinator

Catherine Cerf

Gregorio de Castro Freixo

Xabier Irastorza

Radoslaw Owczarzak

Donald Storrie

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