

Annual report 2003

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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.eu.int.

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Willy Buschak
Acting Director

2003 was a sad year for the Foundation. The untimely death of my colleague and friend, the Foundation's Director Raymond-Pierre Bodin, on 4 July 2003, left a mark on all who knew and worked with him. In memory of his life and his contribution to the Foundation, the renovated conference hall was dedicated to his name.

2003 was, however, also a year of intense activity and preparation for the Foundation. We have taken the first steps to prepare the new four-year rolling programme (2005-2008) through an intensive brainstorming process involving all of our stakeholders. The integration of the 10 new Member States in the Foundation's main activities also stepped up a gear. Particular efforts were made to include the acceding countries in all our activities, our monitoring tools and research networks, our conferences and events. Since May 2003 the tripartite observers from the new Member States participate fully in our Administrative Board.

Good financial management and internal controlling also began to bear fruit: in 2003 the Foundation spent 99.9% of its annual budget, the highest figure ever reached in its history. At the same time, consistent efforts were made to improve accessibility to Foundation research, data and analysis and to integrate a proper communication strategy into all our activities.

The profile of the Foundation as a unique research centre in Europe increases daily. By providing our stakeholders with comparable and reliable data on living and working conditions, on industrial relations and management of change, we continue to play a vital role in improving the living and working conditions of the Europe of tomorrow. Our commitment remains strong to provide social partners, the European institutions and governments with information and analysis in order to achieve the goals of the Lisbon agenda of making Europe 'the most competitive and dynamic knowledge-based economy in the world by 2010'.



Working towards an enlarged Europe: Overview of the Foundation's activities

2003 was an important year for the Foundation. The process of integrating the new Member States in the Foundation's main activities stepped up a gear, with the emphasis on monitoring tools and research networks. The crucial role of monitoring in the Foundation's work was further highlighted with the establishment of new research tools in areas such as Living Conditions.

At the same time, implementation by the Foundation of the Commission's new EU financial regulations resulted in better project management and budgetary control for all the Foundation's activities. The enhanced procedure forms a solid basis for future work and provides the framework for ongoing preparations for the next four-year work programme 2005-2008.

Preparations for this work programme also intensified during the year. Specifically the Foundation organised a brainstorming seminar in Ljubljana, Slovenia with the dual objective of contributing to the 2005-2008 programme while also preparing for the next Foundation Forum to take place in 2004. High-level actors in the social policy field, including representatives from the acceding countries, participated in the two-day debate. A report highlighting the issues raised and the thrust of the discussions will provide a substantial input to the first four-year work programme following enlargement.

Intensifying preparations for enlargement

The process of integrating the forthcoming new EU Member States into the Foundation's work programme continued during 2003. Particular efforts were made to include the 10 acceding countries in the Foundation's monitoring tools and research networks and through ensuring their participation at Foundation conferences and events. At the Foundation's Administrative Board level, the tripartite observers from the new Member States played an active role over the course of the year.

The October publication of the report, *Working conditions in the acceding and candidate countries*, represented the outcome of the Foundation's expansion of its flagship working conditions survey to cover the 13 acceding and candidate countries. This report provides the first important benchmark of the working environment in these countries on the eve of enlargement, constituting a unique source of data on their working conditions. Another project focused on the role of social dialogue in preparing the 10 acceding countries for economic and monetary union. This culminated in the report, *Social dialogue and EMU in the acceding countries*, also published in October. The second phase of this project began during the year and aims to develop road maps for industrial harmony in the 10 new acceding countries by bringing social partners and governments together with a view to using social dialogue as a method of conflict resolution. A full report on this issue covering the new Member States will be published in 2004.

The May 2003 conference, 'Better work and life: Towards an inclusive and competitive enlarged Union', examined quality aspects of work and life in the enlarged Europe. The event was coorganised by the Foundation and the Greek Ministry of Labour and Social Affairs in the context of the Greek Presidency of the EU. High-level actors (ministers, officials, social partners, international organisations, etc) attended the event and the results fed into the subsequent ministerial meeting on the same issues.

Working towards an enlarged Europe: Overview of the Foundation's activities

Contributing to the European social policy agenda

The Foundation pursued its commitment to providing social partners and governments with knowledge, data and analysis in order to achieve the goals of the Lisbon agenda of making Europe 'the most competitive and dynamic knowledge-based economy in the world by 2010'. During 2003, the Foundation's analysis and recommendations found their way into various EU Communications, Resolutions and Opinions concerning European works councils, financial participation, immigration and employment, and industrial change, emanating from the European Commission, European Parliament and the European Economic and Social Committee.

Similarly, at a time when the public debate in many EU Member States focused on possible legislative measures to curb violence and harassment at work, the Foundation's report, *Preventing violence and harassment in the workplace*, provided a comprehensive insight into the current situation and trends, offering precise data on the extent of the phenomenon and the related costs.

The Foundation's report on *Illness, disability and social inclusion*, in a similar way contributed to the current debate across Europe on the development of policies and services to promote the social inclusion of people with chronic illness (physical or mental) or disability. The report highlights the fact that physical, legal and administrative barriers for these groups persist, and that segregation can start at an early stage, with children often pushed into parallel education networks or otherwise excluded from mainstream society.

The recommendations in the report, focusing on the need for more dialogue with the social partners concerning planning and policymaking at a local level in cooperation with disabled groups, were discussed during the Italian EU Presidency in the latter half of the year.

Reinforcing monitoring tools and activities

Monitoring tools and activities provided the main focus of work in all four Foundation core research areas during 2003.

In line with efforts to complete preparations for enlargement, all monitoring tools were expanded to include the new Member States. The first *Quality of life* in Europe survey was completed on the basis of interviews carried out in all 28 current and new EU Member States and the candidate countries. The European Industrial Relations Observatory (EIRO) similarly extended its news coverage and analysis of industrial relations developments to most of the new EU Member States and candidate countries. The *European Restructuring Monitor*, the monitoring instrument of the European Monitoring Centre for Change (EMCC), also contributed data on industrial restructuring trends and job cuts across all sectors in Europe. The European Working Conditions Observatory (EWCO) started up during the latter part of the year, providing regular news updates from a network of national correspondents on topics ranging from job autonomy to pace of work and flexible employment. And finally, in response to developments in many EU Member States on working time reductions and increased working time flexibility, preparations were completed for a company survey on time planned for 2004.

Strengthening communication channels

The consistent efforts during the current four-year work programme to improve accessibility to Foundation research, data and analysis, using the most suitable communication channels for the specific target audiences, has been helped considerably by the establishment of specific communication networks. Contacts with the European institutions have been greatly strengthened by the work of the Brussels Liaison Office, in particular through bringing together EU policymakers, social partners, companies, civil society and experts at public hearings in the European Parliament and at meetings with the Economic and Social Committee. The network of National Liaison Centres has enhanced efforts to target the right groups at the right time and place, specifically at national level. These networks have played an important role in assisting the Foundation in presenting its research results and fine-tuning and timing the messages.

Relaying the Foundation's messages

In 2003, two broad information and communication themes ensured the delivery of a more coherent message to the Foundation's target audiences. More than half of all information and communication activities fell under the theme of 'Diversity as an opportunity for Europe' during the first part of 2003, with enlargement the major theme for the latter half of the year.

In light of the growing importance of conferences, seminars and workshops as vehicles for communication, the Foundation set about developing tools and methods to organise conferences that facilitate active participation and optimise different forms of debate.

The web remains the foremost information and dissemination tool for the Foundation, as confirmed by the continued rise in user sessions for both the *Eurofound* and *EIROOnline* websites. The EMCC website maintained a steady growth in user numbers throughout the year. The Foundation embarked on a new strategy for its web presence, based on the findings of several evaluations and a wide-scale web-user survey, which outlined the necessary architectural and content changes that would be required to develop this essential communication channel.

The number of visits to the Foundation remained constant – a total of 66 visits organised compared to 68 in 2002 – but the average time devoted to visits by staff increased from 253 to 273 hours, reflecting more intensive and tailored visiting programmes.

Improving internal efficiency

A new set of financial regulations was put in place, giving the Foundation increased financial responsibility. The move came at a time when improved project monitoring and implementation procedures resulted in a full (99.9%) utilisation of the 2003 budget. Discussions on introducing a new set of staff regulations, to bring the Foundation in line with the staff regulations of other EU agencies, were initiated. The inclusion of tripartite representatives from the new Member States will lead to a change in the future governance

of the Foundation. The Administrative Board developed a proposal in this regard, together with the other two tripartite agencies, the European centre for the development of vocational training in Thessaloniki and the European agency for safety and health at work, in Bilbao.



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Quality of life in an enlarged Europe: Living Conditions

Quality of life in Europe was the main focus of work in the Living Conditions area during 2003. The Foundation's first survey on quality of life in 28 countries was launched in May. Some 26,000 face-to-face interviews were carried out, covering the domains of housing and living environment, health and health services, education, employment and working conditions, family and social networks, time use, social capital and public services, and economic resources.

Furthermore, a joint initiative with the European Commission's DG Employment to analyse and compare Eurobarometer data on living conditions and quality of life in the EU and the 13 acceding and candidate countries took place during the year. A series of reports will be published in March 2004. A searchable database of statistical indicators of comparable EU-wide data sources was also developed and is being updated to include available data from the new Member States. It is planned to launch the online database mid-2004.

As a contribution to the European Year of People with Disabilities, the Foundation organised a conference in conjunction with the Italian Presidency: 'Illness and inclusion: Retaining the link to work', at which it presented its report on *Illness, disability and social inclusion*. The conference brought together policymakers, social partners and non-governmental organisations from across Europe.

The report, *A new organisation of time over working life*, published during 2003 was presented by the Foundation as an original contribution to the debate on time policies and quality of life. It develops a conceptual framework to consider time arrangements over the course of working life, linking this initiative to current developments in the Member States.

Monitoring activities and 2003 highlights

The Foundation's initiative to monitor and report on living conditions and quality of life in Europe consists of three main activities:

- Carrying out a wide-ranging 28-country interview-based survey;
- Developing an online database using existing data sources with some capacity for analysis of the data;
- Analysing Eurobarometer 'social situation' data gathered in the EU and acceding and candidate countries.

Survey on quality of life

A 28-country survey on quality of life in Europe was launched on 12 May. Some 26,000 interviews were carried out in the EU and the acceding and candidate countries to produce comprehensive data on living conditions and quality of life issues.

An overview of the main results will be published in 2004 with information on the key findings in relation to country, demography, occupation and income. This will be followed by a series of analytical reports on different aspects of quality of life in Europe, such as employment and living standards, households and family, care and community, housing, local environment and public services; and general life satisfaction.

Database of statistical indicators

The searchable database of statistical indicators developed from comparable EU-wide data sources was updated and is being extended to include the acceding and candidate countries. The data cover 12 domains including: economic resources, knowledge, education and training, households and family life, health and access to health care, employment and working conditions, housing and living environments, social relationships, participation and integration, transport, local environment and amenities, recreation and leisure activities, public safety and crime, culture, social quality and general life satisfaction. Between 10 and 20 indicators were selected for each domain on the basis of importance and availability of

comparative data. The database, which will be updated every two years, is being developed to facilitate online analysis. The Foundation's monitoring strategy involves both descriptive and analytical monitoring. This emphasises quite detailed analysis in order to understand the relationships between domains and why indicators change over time. An *Illustrative report on quality of life* in Europe, a companion to the database, was published mid-year and demonstrates components of both forms of monitoring.

Analysis of Eurobarometer data

In a separate exercise, the Foundation carried out in-depth analysis of the Eurobarometer survey in the acceding and candidate countries, comparing results with those from recent standard Eurobarometer surveys in the EU 15. Seven analytical reports were produced and will be published in March 2004 on the following topics: life satisfaction, social exclusion, income and deprivation, work and quality of life, health and care services, family and fertility, and migration trends. An overall report and résumé will also be produced in cooperation with the Commission. A paper based on one of the Foundation's forthcoming reports, *Migration trends in an enlarged Europe*, was presented by the Foundation at an Italian Presidency conference on 'Enlargement and industrial relations' which took place in October in Modena.

Network of Experts

Work continued in the context of the network of quality of life experts from the acceding and candidate countries. The second meeting, focusing on the Eurobarometer survey results and hosted by the Polish Academy of Sciences, was held in Warsaw on 5 June 2003. A special session on living conditions in Poland was introduced by Dr Marek Szczepanski, Deputy Minister for Economic and Social Affairs. The third network meeting was held in Vilnius, Lithuania on 26-27 November 2003 in cooperation with the European Commission's DG Employment and Social Affairs.



Research round-up

Time management over the life course

Changes in traditional gender roles and in the division of work are forcing a rethink of conventional work-life patterns. Individuals are increasingly in search of new working time arrangements to help them manage other priorities, while employers are calling for greater flexibility in the workplace. The Foundation's research in this area looks at how to address these changing demands by reorganising the use of time over the entire life course, focusing specifically on the individual's working years.

The report from the first research phase was published in mid-2003. This offers a conceptual framework to consider time arrangements over the course of working life, linking this to measures to improve quality of life. It reviews changing patterns and preferences for time use. It also examines a range of measures, such as the accessibility of more paid leave during the stressful phases of life in order to compensate for raising the retirement age, and the introduction of social security structures to fit these new time arrangements. The report is also presented as a contribution to the pensions debate and looks at the following challenges in particular:

- It identifies possibilities for increasing working time over one's lifetime;
- It provides an answer to the crucial question of how to combine the increase in retirement age and lifelong working time with initiatives to motivate and enable employees to work longer over the life course;
- It promotes the adoption of different time arrangements over the entire life course in order to support pension reform.

At the request of the European Commission, the Foundation presented a paper based on this research at an Italian

Quality of life in an enlarged Europe: Living Conditions

Presidency conference on 'Ageing and pensions' (Bologna, 18 September). The Foundation also presented a paper on 'Time use and a new organisation of time' at the World Congress of the International Association for Time Use Research (Brussels, 19 September).

Strategies to combat social exclusion and unemployment in disadvantaged regions

The role of 'social capital' as a concept in regional policy has emerged in recent debates about measures to contribute to the objectives of employment and social inclusion as well as to the competitiveness of the economy. However, the notion of social capital raises a number of potentially controversial issues regarding its relevance for social inclusion and employment, its added value as a policy instrument and its impact on the competitiveness of less advantaged regions. In this context, the main aim of this project is to assess the usefulness of the concept of 'regional social capital' for policymakers, focusing on disadvantaged regions. A literature review was carried out offering a theoretical background and explanatory framework for the empirical work. The study focuses on consultation with key organisations and identification of good practice and fieldwork in five or six disadvantaged regions. The case studies involved discussions with regional authorities, public bodies, social partners and NGOs. To assist in gathering information for the study, a workshop with key experts was held at the Foundation on 2 December.

Labour supply in care services

This study focuses on provision of care services, specifically to manage the health and care of dependent and ill people of all ages. Home and community care are included but hospital care is not. The research concentrates on care workers in formal employment, acknowledging that many paid workers are in undeclared work and most care is provided by the family. The first phase commenced in six Member States: Finland, France, Germany, Greece, Italy and UK. The work began by looking at the context for measures to increase labour supply in the care sector, and by examining developments in policy and practice in the participating

countries. A framework for analysing good practice is being developed, and this will focus on the key issues of mobility, training and employment conditions for workers in this sector. A web-based casebook of good practice in national initiatives and local measures will also be made available.



Two major activities for the Living Conditions team during the year focused on enlargement. First, in collaboration with the Commission, the Foundation undertook an in-depth analysis in 2003 of the results of Eurobarometer surveys on quality of life in the EU and in the acceding and candidate countries (see above). Second, the Foundation's *Quality of life in Europe* survey was carried out in the EU and the 13 acceding and candidate countries (see above).



in the spotlight

Illness and inclusion

2003 was officially designated 'European Year of People with Disabilities'. The employment of people with a disability or illness is essential to achieving the Lisbon and Stockholm employment rate targets and for the promotion of a more inclusive society. At present there are insufficient measures in the workplace for retaining, reintegrating and rehabilitating people who develop a chronic illness or disability during their working life. Against this background, the Foundation launched a study to examine how to drive this process forward. The initial research report, documenting the situation of people with a chronic illness or disability and examining how to ensure their social integration, was published in mid-2003. It reviews the nature and scale of the problems facing different groups, including barriers to participating in the labour market, and identifies policy initiatives in employment, education, housing, transport and other areas which could facilitate social and economic integration. The report aimed to fuel the debate and increase policy focus on people with a long-standing disability and/or chronic illness, particularly those of working age.

Employment is the focus of research in the second phase of this project which began in autumn 2003, concentrating on measures to reintegrate or maintain people with an illness or disability in the workforce.

Results of this project contributed to a joint Italian Presidency conference, 'Illness and Inclusion: retaining the link to work', held in Reggio Calabria on 17-18 November. The conference, gathering together policymakers, social partners and NGOs from throughout Europe, assessed various employment retention measures for those who develop health problems at work, focusing in particular on the interrelationships between workplace measures and social protection systems.

KEY FINDINGS

- People with a chronic illness or disability are frequently regarded solely as objects of care;
- Segregation starts at an early stage with disabled children often pushed into parallel education networks or otherwise excluded from mainstream society;
- Chronic illness or disability affects 17% of Europe's general population and about 15% of the working age population;
- Disability-related benefits are claimed by 6% of the working age population.
- About one quarter of new disability benefits are due to mental illness;
- Disability is more common among blue-collar workers;
- The unemployment rate of persons with a severe illness or disability is about three times the level of non-disabled persons;
- Policies to increase labour participation by reducing benefits are likely to fail;
- People with an illness or disability receive a lower wage than the non-disabled;
- Sickness, work accidents and socio-economic factors increase the rate of chronic illness and disability over working life from 5% to 40% at retirement age.

KEY RECOMMENDATIONS

- Increased dialogue at local level and with social partners;
- Increased input from representatives of disabled groups;
- Mainstreaming the disability perspective into all policy spheres;
- 'Universal design' agreement to improve access to facilities;
- Establishing uniform criteria for granting disability benefits.
- Integrating disabled children into mainstream education;
- Systematic evaluation of national policies in this area;
- Establishing an EU code of practice focusing on 'reasonable accommodation' for employment.

Key events

27-30 MARCH

Mental illness and stigma in Europe: Facing up to the challenges of social inclusion and equity, Athens

EU Presidency conference. Robert Anderson was rapporteur for a workshop on social inclusion and presented a paper on 'Strategies for employment of people with mental illness'.

16-17 MAY

European Forum on Local development and Employment – Acting together at local level: More and better jobs, better governance, Rhodes

EU Presidency conference. Henrik Litske participated in a workshop on the social economy and presented a paper on 'Activating local partnership in the social economy'.

18 SEPTEMBER

Ageing and pensions, Bologna

EU Presidency conference. Hubert Krieger presented a paper on 'Reorganisation of time over the life course'.

16-17 OCTOBER

Second European round table on poverty and social exclusion: The role of the family in promoting social inclusion, Turin

EU Presidency conference coorganised by the European Commission. Robert Anderson participated in a workshop on 'Citizenship and access to rights' and presented a paper on 'Quality in social public services'.

17-18 NOVEMBER

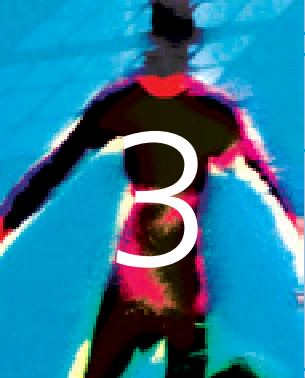
Illness and employment: Retaining the link to work, Reggio Calabria

Conference jointly organised by the Foundation, Italian EU Presidency and Region of Calabria. Foundation contributors included Willy Bushak, Robert Anderson and Philippe Bronchain.

16-18 DECEMBER

The regional dimension of disability policies, La Rioja (Spain)

Conference organised by the Committee of the Regions and the European Disability Forum. Philippe Bronchain presented a paper on 'Maintaining and integrating people with chronic illness or disability in employment: What are the roles at local level?'.



Working to live in the new Europe: Working Conditions

Quality of work and employment remained the conceptual basis of the Working Conditions section's activities in 2003 and continues to underpin both its strategic research initiatives and its monitoring actions.

In particular, a gender perspective on the quality of work and employment was provided with the publication in January of the third Foundation paper, *Quality of women's work and employment: Tools for change*.

Against the backdrop of enlargement of the European Union to 10 new countries in May 2004, the Foundation published its final report on *Working conditions in the acceding and candidate countries*. Based on a similar questionnaire to that used in the Foundation's previous working conditions surveys, the results provide an interesting and policy-relevant portrait of the working environment in a 28-country Europe.

Furthermore, the network of correspondents of working conditions experts began operations in late 2003. The network forms one of the cornerstones of a new web-based initiative, the European Working Conditions Observatory. The Observatory will complement existing Foundation research, providing news updates and analyses on working environment issues both at EU level and at national level from a selection of Member States.

Monitoring activities and 2003 highlights

Working conditions survey

The Foundation's working conditions survey has become a well-known and comprehensive source of comparative data on the European working environment since 1990. The latest phase of the Foundation's survey activities concluded with the publication of a major report on *Working conditions in the acceding and candidate countries* in October 2003. This report provides an analysis of data from the survey carried out in 2001, giving a basis for comparison between the existing Member States and the 10 countries set to join in May 2004 as well as the three candidate countries.

KEY FINDINGS

- Working hours are longer in the ACC (these figures exclude Turkey) at 44.4 hours per week than in the EU (38.2 hours). Unsocial working hours, notably shift and night work, are also more prevalent in the ACC. Part-time work, however, is less prevalent (just 7% compared to 17% in EU).
- More workers consider their health and safety to be at risk as a result of their work in the ACC (40%) than in the EU (27%).
- There is a more even distribution of women between different job categories and hierarchical levels in the ACC than in the EU. In the acceding countries, 27% of respondents reported having a woman as their immediate boss, compared to 23% in the EU.
- The 'dual workload' tends to be more evenly spread in the acceding and candidate countries than in the EU. Men in the acceding countries are more likely than their EU Member State counterparts to be involved in activities such as caring for and educating children, cooking or doing housework.

Monitoring of working conditions at a sectoral level is an important adjunct to the Foundation's survey activities. In 2003, the section completed its in-depth analysis of working conditions and quality of work and employment issues in the hotel/restaurant and road transport sectors. The fruits of this project are 15 national reports covering each sector as well as two consolidated reports to be published in early 2004. Each report provides a crucial snapshot of the situation in the two sectors, the trends and developments shaping the industry and the issues of concern for both those working in the sector and policymakers in this domain.

Another component of the Foundation's survey-related work completed in 2003 was an inventory of existing working conditions surveys. Published on the European Working Conditions Observatory website, this research provides a detailed comparison of 18 working conditions surveys. It identifies the variety of methodological and content-oriented approaches to describing the working environment in Europe and in other industrialised countries.

European Working Conditions Observatory

In operation since August 2003, the European Working Conditions Observatory (EWCO) is a web-based monitoring tool on quality of work and employment issues in Europe. A network of correspondents provides news updates, survey data analysis and information on selected themes. In its initial phase, the network comprises correspondents in the following countries – Denmark, Finland, France, Germany, the Netherlands, Spain, Sweden – as well as one EU-level correspondent. The Observatory represents an expansion of the Foundation's information-gathering and dissemination role in the quality of work and employment field. In particular, it serves to complement existing Foundation research and survey data by giving a national perspective on issues of interest.



Flexibility

The Foundation has been carrying out research for a number of years in the area of 'flexibility', addressing the separate but related issues of working time flexibility, labour market flexibility and work organisation flexibility. In 2003, the Foundation published a literature survey in the field of flexibility and social protection, highlighting the following benefits:

- unemployment (including, where relevant, minimum-income schemes);
- retirement/old age;
- parental leave (in particular, childcare-related leave);
- health care (in terms of access and range of services offered to workers).

This work included a systematic description and analysis of the various challenges posed by flexibility to the welfare states and looked at the future prospects of social protection in a context of 'flexibilisation' of work and employment. Highlighting in particular the issue of flexisecurity, the report focused on three key dimensions that need to be considered: income replacement, employability and the time dimension of security. Alongside the overall description of social protection and flexibility issues in the EU Member States, the report included in-depth analyses of the following countries: Germany, the Netherlands, Spain, Sweden and UK.

The working poor

Originally an American concept, the 'working poor' refers to those who are in employment but remain below the poverty threshold. Despite an increasing level of attention both at national and European level, there is as yet no generally accepted definition of who constitutes the 'working poor'. The principal objectives of this project, begun in 2002,

are to clarify the issues at stake in relation to this vulnerable group, to quantify the number and characteristics of the 'working poor' and to identify policies aimed at halting the spread of the phenomenon. A literature review was compiled and this will be published in 2004.



Input on enlargement

In 2003, the Foundation published its final report on *Working conditions in the acceding and candidate countries*, based on the 2001-2 survey conducted in the 13 countries. The survey results provide a timely portrait of the working environment in the new Member States as well as providing a basis for comparison of working conditions in an enlarged Union.

As a follow-up to the work of the survey, a new project began in 2003, looking specifically at gender and working time in the 10 acceding countries. The aim of this research is to provide a context for the results on the basis of quantitative and qualitative analysis. In particular, it will analyse the reasons for the significant differences in working time data between the acceding countries and the EU Member States and look at the different manifestations of gender segregation. Work commenced on a consolidated report on each theme, as well as two sets of country reports.



in the spotlight

Preventing violence and harassment in the workplace

The issue of violence and harassment in the workplace has aroused considerable interest across Europe in recent years. Greater awareness of the problem has been followed by an upsurge in regulatory activity and practical workplace initiatives. New legislation addressing these problems has already been passed or is in the pipeline. This includes the EU 'anti-discrimination' directives and national laws on harassment.

The full extent of the phenomenon, however, remains undocumented. Foundation research indicates that in 2000 about 9% of the EU working population had experienced intimidation or harassment in their place of work during the previous 12 months. Nearly 13% report that they are aware of the existence of physical violence at work. These figures may be conservative, given likely under-reporting in certain Member States resulting from differences in cultural understanding, awareness levels and legal approaches to the issue.

The Foundation organised two events during 2003 aimed at showcasing its work in this topical area. A conference coorganised with the Belgian government in Brussels in April provided a launching pad for the report, *Preventing violence and harassment in the workplace*. The first seminar to be held under the auspices of the European Working Conditions Observatory in December 2003 was also devoted to the issue.

The Foundation's report is a synthesis of existing research on violence, harassment and related phenomena such as intimidation in the workplace. It includes extensive coverage of the different legislative and non-legislative approaches to the problem at EU and national level. The report largely confirms current evidence of a rising trend of psychological abuse in the workplace throughout the EU, with women, younger

workers and those of precarious employment status all especially vulnerable groups.

The report draws attention to the huge costs – at individual, organisational and societal level – associated with violence and harassment in the workplace and highlights why a more pro-active approach to the issue is necessary.

KEY FINDINGS

- Nearly one worker in 10 claims to have been subjected to intimidation at their workplace;
- Over 7% of EU workers are aware of the existence of physical violence in their workplace while 2% report having experienced physical violence at work;
- Women are more vulnerable to violence and harassment in the workplace than men and tend to be more often employed in 'high-risk' sectors such as education, health, hotels and restaurants and social public services;
- Negative financial and productivity consequences of harassment at work include increased absenteeism, ill-health, early retirement, high staff turnover, increased insurance contributions and poor corporate image.
- Estimates of the financial costs to organisations of workplace harassment vary. Swedish research suggests that each victimised individual represents a cost to their organisation of €30,000 - €100,000 per annum.

A graphic consisting of a white, hand-drawn style oval with a long, sweeping tail that extends upwards and to the left, framing the text 'Key events'.

Key events

16 FEBRUARY

Midday conference, European Commission, Brussels

Pascal Paoli gave a presentation on working conditions in the acceding and candidate countries based on the Foundation's survey data.

27 MARCH

Midday conference, European Commission, Brussels

Sabrina Tesoka gave a presentation on the Foundation's report, *Preventing violence and harassment in the workplace*, to officials of the Commission and other EU institutions.

29 APRIL

Violence and harassment in the workplace, Brussels

Seminar coorganised by the Foundation and the Belgian government bringing together over a hundred experts in the field.

12-13 MAY

Better work and life, Alexandroupolis, Greece

Pascal Paoli presented the work of the working conditions team on working time and flexibility at the Greek Presidency conference coorganised by the Foundation and the Greek EU Presidency.

17 SEPTEMBER

EU sectoral social dialogue committee, Brussels

Sabrina Tesoka presented preliminary results of the sector survey on working conditions in road freight transport.

11-12 DECEMBER

Violence and harassment in the workplace, Brussels

The first seminar to be held under the auspices of the European Working Conditions Observatory.



Quality is key: Industrial Relations

Quality in industrial relations was a priority for the Industrial Relations area in 2003. Strategic research focused on the development of indicators with the aim of contributing to the EU debate on quality in industrial relations. At the same time, monitoring activities explored specific aspects of industrial relations indicators with a view to charting the current situation in the Member States.

Anticipating enlargement remained one of the area's priorities, with debate, networking and research activities gradually involving increasing numbers of experts and observers from the acceding and candidate countries.

Contributing to the debate on the current and emerging employment situation facing the European labour market, the Foundation presented the results of an EIRO study on economically dependent workers. At the request of the European Parliament, the Foundation highlighted its research in this domain during a session which focused on initiatives at European level.

Preparatory work was undertaken for the company survey on working time and work-life balance. A report was prepared on previous company surveys on working time, focusing on questionnaires and methodologies. The information in this report formed the basis for the open tender procedure for the implementation of the survey which was launched at the end of 2003.

A new Foundation paper, based on previous research in the Industrial Relations area and on EIRO material on social partners and social inclusion, was prepared during the year and publication is due in 2004.

Monitoring activities and 2003 highlights

The European Industrial Relations Observatory (EIRO)

The Foundation continued its expansion of the EIRO network to the acceding and candidate countries, in an effort to provide a more complete coverage of industrial relations developments. The EIRO database of news and analysis continued to be used as a premier information resource to inform the work of the social partners and governments, the European Commission, the European Parliament, EESC and other European bodies on a wide range of issues.

In 2003 a joint report on *Industrial relations developments in 2002* was published in conjunction with the Commission.

The report provides information on the European-level social dialogue between trade union and employers' organisations.

It outlines the year's most significant EU legislative initiatives and other activities of relevance to industrial relations. It also reviews the main developments in industrial relations in 2002. Key issues covered by collective bargaining were examined, including pay, working time, job security, equal opportunities and diversity. Against a background of key political and economic events in each country, the report looked at legislative developments, social partner activities, industrial action, employee participation, new forms of work and vocational training. A thematic chapter focused on migration and industrial relations, an issue of increasing importance on the policy agenda of the EU and its Member States.

During 2003, *EIROonline* provided about 260 articles on industrial relations developments in the EIRO network countries, together with the following studies and features:

Comparative overviews

- Migration and industrial relations;
- Overtime in Europe;
- New technology and respect for privacy at the workplace;
- Labour dispute settlement in four central and eastern European countries;
- Annualised hours in Europe;
- Industrial relations in the automotive sector.

Annual updates

- Working time developments;
- Pay developments;
- Developments in industrial action.

Thematic features

- Social partner involvement in the 2003 National Action Plans;
- Works councils and other workplace employee representation and participation structures;
- Implementation of the EU framework equal treatment Directive;
- Implementation of the EU Directive on posted workers.
- Redundancies and redundancy costs.

Industrial relations in the EU, USA, Japan

EIRO continued to complement its comparative information through its collaboration with Cornell University (USA) and the Japan Institute of Labour. This report examines industrial relations developments in 2002 in the world's three leading economies – the European Union, Japan and the USA – with the aim of highlighting some of the main areas of difference and similarity. It looks at a number of important structures and processes and the way in which several key issues, such as pay and working time, were handled. It examines policies, activities and various measures taken by governments, social partners and companies in order to address company restructuring. Policies and current practices on new forms of work and teleworking were looked at with a view to sharing experiences. In November, a workshop was held to discuss the results of the report. Participants included experts from the United States and Japan, as well as EU actors, social partners, government representatives and industrial relations experts.

Industrial relations glossaries

The glossaries constitute another monitoring tool of the industrial relations core area. By the end of 2004, the Foundation will have published 15 volumes of the

international edition. The EMIRE database, containing the electronic versions of the glossaries, has been developed in parallel. A new phase of the project was launched in 2003, aiming to:

- produce an EU volume which would include the employment and industrial relations terms used at EU level;
- carry out a methodological study on a common set of concepts concerning the employment and industrial relations situation in the Member States, for publication in electronic format.

The comprehensive, EU-level glossary was in preparation during 2003 and publication is planned for 2004. This volume constitutes the first attempt of its kind to gather authoritative entries on terms covering the field of European employment and industrial relations. The objective is to provide a common set of terms and concepts that can apply to all EU countries.



Research round-up

European works councils

Over the years, the Foundation has carried out a number of projects relating to European works councils, notably collecting, analysing, publishing and disseminating agreements signed under Articles 6 and 13 of the EWC Directive. The overall objective of the Foundation in this work is, in keeping with its tripartite approach, to support the social partners and policymakers in implementing the Directive and to identify good practice. The purpose of the current project is to investigate the functioning of European Works Councils in practice by analysing external influences and assessing the relationships between employee representatives and management involved in the EWC, between employee representatives and the rest of the workforce and among management within the transnational enterprise.

In 2003, case studies were completed in 37 multinational enterprises with EWCs. The enterprises were selected on the basis that their headquarters (for the purpose of the legislation) was located in one of five Member States (France, Germany, Italy, Sweden and the UK) and interviews were conducted in both the parent company and in a subsidiary located in one of the other four countries. A report analysing the case studies is now in preparation, aimed at identifying how the various influences on EWCs, their internal processes of operation and the outcomes are interrelated.

Financial participation

The Foundation continued to build on its previous work on financial participation. A first phase initiated in 2001 had identified the key issues in financial participation in five countries: France, Germany, the Netherlands, Portugal and the UK. In 2003 research began on three further EU countries: Belgium, Italy and Sweden. A report drawing together the eight national reports into one synthesis report will be published in 2004. In May 2003, the Foundation also launched a new phase of the project. This will involve developing a set of indicators to allow for the benchmarking of national policies and practices concerning financial participation in the EU Member States. The project will also examine the barriers facing SMEs in the introduction of financial participation schemes, as well as mechanisms to increase financial participation in these enterprises.

Quality of industrial relations in the public sector

In 2003 the Foundation initiated research on the quality of labour relations in the public sector in five countries: France, Finland, Germany, Ireland, and Italy. The project included a review of recent literature, collective agreements, legislation and public documents, and draws on the expert opinions of labour relations experts in local government.

Quality of industrial relations: development of indicators

The purpose of this project was to increase understanding of the quality of industrial relations, looking into industrial relations theories and developing indicators. Quality reflects

the desire not just to defend minimum standards but to promote rising standards and ensure a more equitable sharing of progress. The indicators were grouped into four categories:

- context indicators;
- actor indicators;
- process indicators;
- outcome indicators.

The project then developed country profiles and further analysis is foreseen in 2004.



As part of the preparations for enlargement, EIRO carried out a comparative study on labour dispute settlement in four central and eastern European countries. The study examined the way in which labour disputes, both individual and collective, are resolved in four countries: Hungary, Poland, Slovakia and Slovenia. It also looked at the regulation of strikes in these countries and recent trends in strikes and other forms of industrial action, such as demonstrations. The Foundation's current project on 'Social dialogue and conflict resolution mechanisms in the acceding countries' is an extension of the 2002-2003 project on 'Social dialogue and economic and monetary union in the acceding countries'. The project, which is carried out in cooperation with the Swedish WorkLife Enlargement programme, began in Estonia, Hungary, Malta, Poland and Slovenia in 2003. Its purpose is to bring together employers, trade unions, governments and researchers to assess how social dialogue can best be utilised to improve conflict resolution mechanisms for the peaceful solution of labour conflicts in the acceding countries. Representatives of these organisations participated in a workshop in Prague in October 2003, where they discussed national reports and drafted development projects for conflict resolution mechanisms in their countries.



in the spotlight

Migration and industrial relations

This EIRO comparative study reveals that with 13 million non-nationals in the EU – 3.4% of the total population – immigration is likely to remain an important subject for both governments and social partners in the future. In most countries, migrants are concentrated at the top and bottom ends of the labour market. Governments are increasingly developing a policy of controlled immigration to resolve labour shortages, and because these are mainly to be found at the extreme ends of the labour market, this polarisation may become more pronounced in the future.

Although some immigrants are employed in highly-skilled jobs (e.g. in the UK), a far larger group of migrants work at relatively low-skill levels, especially in labour-intensive sectors such as catering and cleaning. In Spain, 28% of migrants are employed in unskilled jobs, compared with a national average of 14%. In Italy and Portugal, many migrants can be found in building and construction and in blue-collar jobs in the manufacturing industry. In Hungary, the share of manual workers is much higher among foreign work permit-holders than among nationals. The difference is even greater for unskilled manual workers. Overall, migrants are more likely than average to be found in blue-collar jobs and less likely to be found in white-collar jobs or in public employment. Certain areas of governmental/state employment remain to a large extent closed to migrants, particularly in countries such as France.

Although the views of employer organisations and unions on migration are not fundamentally opposed, there are some marked differences. Employers and their organisations generally stress the importance and advantages of free movement of labour. The attitude of trade unions towards migration is more hesitant. Many unions are sceptical of the employers' discourse on the free movement of labour. Rather, they stress the need to improve the situation of existing migrants, employed or unemployed.

Notwithstanding many 'success stories', average migrants are in a disadvantaged position when compared with nationals in terms of employment and unemployment rates, type of jobs and contracts, and pay and employment/working conditions. The evidence seems to

indicate that an integrated approach and cooperation with social partners, while perhaps not guaranteeing success, still offers the best chances. The same might be true for a decentralised approach, whether at regional or at company/sector level.

Bipartite and tripartite dialogue and consultation on migration issues appears to be in place in many countries and in some cases, it plays an important role. However, the topic has not yet been accorded a significant place on the collective bargaining agenda in most countries. There are, however, some notable exceptions in particular sectors and, in more general terms, at intersectoral level in some countries. In many countries, such as France, Hungary, Luxembourg, Poland, Portugal, Slovakia, Slovenia and Sweden, issues relating to migrant workers are not seen as an issue for collective bargaining, but for bipartite and tripartite dialogue. In other countries, the approach varies, with agreements at various levels dealing in different ways with a number of key themes, mainly non-discrimination/equal treatment on the grounds of race and ethnic origin and integration.

At intersectoral level, the Belgian social partners have reached agreements both on equality and non-discrimination on racial grounds, and on special training and employment measures for 'at-risk' groups, including migrants. Equal treatment for migrants is established as a theme in company-level employee-management cooperation by a national agreement in Denmark, while the largest social partner organisations have also reached an agreement on the integration of migrants. Non-discrimination and equal treatment is also dealt with by intersectoral agreements in Greece and Ireland. The narrower issue of monitoring the working conditions of migrant workers has been addressed by a Finnish central agreement. In most cases, there is no evidence that such intersectoral provisions are reflected in any significant bargaining on migration issues at lower levels.

The countries where migrant workers probably receive most attention in collective bargaining are probably those where the issue is dealt with in sectoral agreements: Italy, the Netherlands, Norway and Spain. Company-level bargaining on migration issues seems to be rare, with some exceptions in Germany, Italy, the Netherlands and the UK.

Key events

6-7 FEBRUARY

Fourth annual global forum on equity pay, Davos Conference organised by European Centre for Employee Ownership. Christian Welz made a presentation on 'Views and policies of peak organisations concerning financial participation'.

13-14 MARCH

Social dialogue seminar on gender equality, Brussels Seminar jointly organised by ETUC, UNICE and CEEP. Speakers from the Foundation included David Foden and Sabrina Tesoka.

28-29 MARCH

Strengthening the central and east European employee ownership network to promote financial participation of workers, Brdo pri Kranju, Slovenia Conference organised by EFES. Christian Welz made a presentation on 'Views and policies of peak organisations concerning financial participation'.

12-13 MAY

Better work and life: Towards an inclusive and competitive enlarged Union, Alexandroupolis Joint EU Presidency conference, organised with the Greek Ministry of Labour and Social Affairs. Speakers included Raymond-Pierre Bodin, Stavroula Demetriades, Isabella Biletta, Robert Anderson and Pascal Paoli.

19 JUNE

EP Hearing on economically dependent workers, Brussels Speaker: Stavroula Demetriades

29-31 OCTOBER

Workshop on social dialogue and conflict resolution mechanisms in Cyprus, the Czech Republic, Latvia, Lithuania and Slovakia, Prague. Workshop organised by the Foundation. Speakers included Willy Buschak, Timo Kauppinen and Christian Welz.

12-13 DECEMBER

Tripartite conference: The right of information and consultation in practice in an enlarged Europe, Warsaw Jointly organised with ILO and Ministry of Economy, Labour and Social Policy, Poland. Speakers from the Foundation included Stavroula Demetriades, David Foden and Camilla Galli da Bino.

2003 was the first fully operational year for the European Monitoring Centre on Change (EMCC). During the year it consolidated its role in promoting a positive and proactive approach to anticipation and management of change for key economic and social actors and focused on two main objectives.

Firstly, in an effort to establish EMCC as a reliable and accessible information and knowledge resource on anticipating and managing the consequences of change, a major redesign of the EMCC Portal in April rendered it more user-friendly and accessible. A significant number of documents and reference sources were also published on-line. These included results from research on the graphics and media sector, the fishing industry and the financial markets. Two key information features were also launched: the European Restructuring Monitor and the Sector Futures foresight features.

Secondly, focusing on its role to promote EMCC as a place for creating shared knowledge on anticipating and managing change through exchange of practice, EMCC organised a series of four seminars on trans-sectoral issues. These seminars brought together management and employee representatives at company level as well as other relevant experts and established the foundations for the EMCC Company Network. Two sectoral workshops highlighted the results of EMCC research and developed a shared approach to scenario building in the sectors. Reports summarising the content of these exchange events have been published on the EMCC Portal.

Furthermore in 2003, EMCC established initial partnerships with other institutions and networks in an effort to promote a proactive approach to industrial change and develop the use of EMCC resources. In this context, it launched a study aimed at identifying business schools practice in teaching the management of change.

Monitoring change in Europe

European restructuring monitor

The European Restructuring Monitor (ERM) was launched on the EMCC Portal in May. A unique monitoring tool, it provides information on restructuring announcements and their predicted employment effects through an analysis of financial newspapers and journals in the 15 EU Member States. All cases of company restructuring involving enterprises of more than 250 people and where employment loss will affect at least 10% of the workforce are documented in a database. All announcements of job creation as a result of company restructuring are also included. The database facilitates the compilation of statistics on developments by country, region, sector and type of restructuring.

The first issue of the *ERM quarterly* was published in August. The quarterly provides an overview of the main findings as well as an interpretation of the data collected over the past three months. Statistics compare restructuring activities, identifying the countries and sectors most affected. Each issue highlights developments in a specific country or sector and presents background information on two major recent restructuring cases.

Sector Futures

This monitoring tool, first published in April, focuses on foresight studies over a 12-month period for several sectors. These include automotive, textiles and leather, publishing and media, information technology, financial services and health and social services. The first feature provides a snapshot of the sector outlining the trends and drivers that will map its future. The second feature in the series provides a more interpretive and analytical account of the future of the sector, taking account of issues such as employment growth and decline, skills and training, work organisation, and employment patterns. The third feature focuses on key policy issues for the future of the sector, identifying policy alternatives and variations across European sub-sectors and regions. This issue also provides references to key policy reports concerning industrial relations, employment patterns

and working conditions and practices in the sector. Seven issues were published during 2003.

EMCC dossiers

The EMCC dossiers aim to promote and facilitate the use of the EMCC database by providing comprehensive summaries on a chosen topic, presenting a selection of relevant research and data in a systematic way. A series of links provide access to a wide variety of relevant documents and information sources. Two EMCC dossiers were published in 2003, one on the crisis in the steel sector and another on industrial restructuring.

Research studies

Trends and drivers of change in the automotive sector and the textiles and leather sector

These two studies provide analysis and data on changing trends and the main drivers of change in these sectors. They also look at their impact in the areas of competitiveness, work organisation, employment, skills and qualifications and gathering of qualitative information on measures taken by companies in these sectors.

Exchange events

A series of seminars was held as part of the EMCC's Company Network.

13-14 MARCH

Managing business internationalisation, Brussels

The first seminar in 2003 drew 32 participants and featured presentations from Deutsche Telekom (DE); WS 2 (IE); La Artistica Productos Quimicos (ES); If (SE).

15-16 APRIL

Responsible management – a total approach, Lyon

The second seminar was organised in cooperation with the French organisation, Centre des Jeunes Dirigeants (CJD). CJD presented the findings of a survey carried out

among 400 of its member companies in 2002 with a view to identifying socially responsible business practices among French small and medium sized enterprises. This presentation was followed by four case studies: PR Agency Pohjoisranta (FI); Amazon PR (UK); Peduzzi Batiment (FR); MTTM (FR).

11-12 JUNE

Restructuring for growth and job creation, Stockholm

25 participants from private sector companies, social partner organisations and government departments met in Stockholm to discuss company experience of growth and job creation from different perspectives. Obstacles to achieving growth were also debated as well as the internal and external partnerships required to support and sustain business growth and job creation. The four companies under the microscope were: ICM Logistik (SE); DINAC (FR); SAMOR International Group (IT); Novo-Nordisk (DK).

23-24 SEPTEMBER

Business transformation: Which management models and leadership styles? Madrid

45 people attended the fourth 2003 EMCC company network seminar hosted by the Economic and Social Council for Spain, the Foundation's National Liaison Centre in Madrid. Coming from 10 Member States, the participants' backgrounds varied from managing directors of small companies, union representatives, researchers and consultants, senior managers and human resource directors of large, global companies. This rich diversity of experience focused on the theme of leadership and culture in managing change. Company cases included Union Fenosa (ES); DVV Insurance/Dexia Finance Group (BE); RATP (FR), and Aircoach (IE).

Two scenario workshops were also organised with a sectoral focus

22-23 MAY

Future stories: Using scenarios to anticipate change in the graphics and media sector, Dublin

A working group met to discuss scenario-building techniques in the graphics and media sector. Participants came from both the public and private sectors and from trade associations representing Austria, Belgium, Denmark, Germany, Netherlands, Norway, Spain and the UK. Printing sector representatives dealing with business services to small companies and the publishing sector also attended. The European Commission was represented by DG Enterprise's sectoral desk on wood, paper, printing and publishing.

21-22 OCTOBER

Funding the growth of enterprises, Brussels

Using the results of the EMCC study and scenarios, the workshop discussed the future of enterprise financing in Europe with representatives from new or recent start-ups (see spotlight below).



Key events

17 JUNE

European Parliament hearing, Brussels

At the request of the European Parliament's Employment and Social Affairs Committee, the EMCC coorganised a public hearing on the issue of restructuring. The event was introduced by experts and followed by the presentation of two restructuring cases.

This included one company case: Telia Sonera (Swedish telecom company), and one regional case: Falck (steel company in the north Milan area).

19-20 JUNE

Joint conference: 'Responsible restructuring', Dublin

EMCC, together with the Centre d'Études de l'Emploi and the Université Européenne du Travail, organised a joint conference involving researchers, experts and economic and social stakeholders from various European countries. The conference focused on the lessons to be drawn from the positive experiences of the effects of restructuring.

20-21 NOVEMBER

EFIEESC-CCIC: 'Industrial change in Europe: current situation, prospects and responsibilities', Brussels

The aim of the joint conference was to pool knowledge on best practice, to identify prospects for development and to make an appraisal of the responsibilities of the various players affected by industrial change. The discussions were geared to three topics: sectoral changes in the future EU Member States, development partnerships and forward skills management.

24-25 NOVEMBER

EMCC/DG Enterprise: Anticipating change in Europe's printing industry, Brussels

The workshop's purpose was to present scenario methodology in the context of the *Communication on the state of competitiveness of the forest-based and related industries*, with the objective of validating trends and drivers and discussing key issues for the printing industry.



in the spotlight

Financial markets and the funding of enterprises in the European Union: what future?

In a 2002 research project, EMCC examined the likelihood of a change in the model of enterprise financing in Europe. Three scenarios were developed to examine drivers of change in the 1990s and analyse the impact of today's pressure points on the financial system.

The aim of the workshop was to encourage young companies to use the scenarios to anticipate change and prepare for likely changes in the future, in relation to the provision of capital and access to external financing.

The workshop brought together more than 20 participants, including managers and owners of start-ups and established SMEs from all sectors, scenario-planning experts, representatives of financial institutions, experts/researchers specialising in financial market developments, employee and trade union representatives from companies and sectoral organisations. The future of enterprise financing in Europe was discussed with representatives from new or recent start-ups. The main topics for discussion were:

- Is the structure of business financing in the EU changing, and what would be the implications?
- Is there a shift towards greater reliance on capital markets, equities and bonds and less use of bank finance? In other words, is the structure of business finance in Europe moving towards the Anglo-American model, where financial institutions, especially banks, play a smaller role in funding business?
- What implications would such a shift have on the way companies in Europe are managed and on their overall performance?

- Is there a need for companies to adapt to changing circumstances and how could this change be achieved?

The workshop took a look at the supply side of capital introducing the three scenarios developed by London Economics. The presentation focused on the driving forces of change in financial markets in the 1990s as well as today's pressure points. It also provided background information on scenario-building techniques. In working group sessions, participants had a chance to react to the scenarios, identifying the main issues and challenges regarding the future of enterprise financing in Europe.

The workshop then examined how the demand side of capital, i.e. companies in need of external funding, are likely to react to changing strategies and requirements of those supplying capital. Experts pointed out the risks and opportunities for growing start-ups and SMEs as a consequence of supply-side changes.



6

Transversal themes

As part of its strategy to improve dissemination and increase use of its work, the Foundation continued the Foundation paper series on the themes identified as priorities in the 2001-2004 programme. These papers draw on the results of a range of Foundation projects and are written in the context of current EU policy objectives. An Advisory Committee appointed by the Administrative Board for each of the five themes assists the Foundation in tailoring these products to the information needs of the Foundation's audiences through advice on the selection of topics and drafting of the papers.

Promoting better employment

A meeting of the Advisory Committee took place in March 2003 and various proposals for Foundation papers were discussed. Possible themes for papers to be developed in 2004 included promoting better employment and flexibility and promoting better employment and industrial relations.

Extending equal opportunities for women and men

A Foundation paper on the *Quality of women's work and employment: Tools for change* was disseminated in 2003. It deals with the persistence of gender differences in labour market participation in terms of employment rates and working time patterns, gender segregation and differentials in pay and income as well as with the question of reconciliation of work and family life. The Foundation's work in this area shows the progressive blurring of the traditional boundaries between living and working conditions and highlights the added value of an integrated approach involving the main social actors at EU and national level. Two meetings of the Advisory Committee for this theme were held on 14 February and 13 June. On the basis of these discussions a second paper on Equal Opportunities in services of general interest (education, care and social services) is currently being finalised.

Managing diversity

The second meeting of the Advisory Committee on managing diversity was held on 6 June. Two potential Foundation papers were discussed: *Valuing diversity*, a contribution to social cohesion and *Managing diversity*, a tool for better employment and competitiveness. It was proposed that the two papers be merged with a view to possible publication in 2004 under a working title of *Building on diversity*, a contribution to a better Europe.

Supporting social inclusion

Progress was made on three papers under this theme. The Foundation paper, *Social inclusion: Local partnerships with civil society*, was published in December. It outlines the strategic and practical importance of civil society in supporting social inclusion and looks at the role of

Transversal themes

partnerships at local and regional level. Drawing on a wide range of Foundation research in this domain, it suggests guidelines to assist policymakers in strengthening the role of civil society in an enlarged EU. A draft of the second paper on social inclusion and the social partners has also been completed. The third paper on access to, and quality of, public welfare services is currently being drafted.

Examining the changing use of time

The first Foundation paper on this issue dealing with *Working time in Europe: Trends and challenges* is currently being finalised, while a second paper looking at the implications of the 24-hour network society is also being prepared. Meetings of the Advisory Committee to discuss these drafts were held on 20 March and 17 June 2003.

methodologies and identify the questions relating to time policies. The survey will be implemented in 2004 and conducted in the current EU Member States. It will be carried out at company level on the basis of interviews with managers responsible for human resources and, where feasible, with employee representatives.

Transversal projects

Corporate social responsibility

In 2003, the Foundation provided a concrete contribution to the debate on corporate social responsibility (CSR) with the publication of the report, *Towards a sustainable corporate social responsibility*. This report was a synthesis of two studies. The first was entitled *Corporate social responsibility and working conditions* which described corporate policies incorporating social responsibility in the field of working conditions and employment. Two specific issues highlighted in the study were restructuring and subcontracting. The second report, *Corporate responsibility towards society: A local perspective* looked at the issue more from the perspective of quality of life.

Company survey on time

The work conducted on the company survey on working time and work-life balance during 2003 was essentially of a preparatory nature. The first step was to commission a report to identify previous company surveys, especially those dealing with time issues and surveys conducted on an international basis. The aim was to look at the previous



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Developmental activities

In 2001-2002 the Foundation launched developmental activities in the areas of 'Migration and mobility' and 'Knowledge society foresight'. Developmental projects are essentially innovative, experimental, explorative and oriented towards the future. Each of these projects was nearing completion at the end of 2003. The final workshop of the 'Knowledge society foresight' project will be held in mid-2004, and the 'Migration and mobility' theme has received inputs from a number of areas of Foundation work. The outcomes of these projects will be integrated, where appropriate, into Foundation activities planned during the next four-year rolling programme 2005-8.

Migration and mobility

Migration, both within the European Union and from other countries, has reached historically high levels in recent years. In a comparative study carried out by the Foundation entitled 'Migration and industrial relations' (EIRO, May 2003), the issue was examined from the perspective of industrial relations. This study provides information on both the levels of migration and the numbers of migrant workers, as well as examining their labour market and employment situation and outlining the key elements of government policy and legislation in this area. Finally, the study looked at the views and activities of the social partners and the extent to which issues relevant to migration are covered by collective bargaining.

In November 2003, the Foundation held a workshop which contributed to the debate on mobility and migration into the EU, and in particular on its social and employment impacts. It highlighted the fact that enlargement brings a new dimension to the free movement of workers within the EU. Precise forecasts for migration from east to west Europe are difficult to make: the possible volume, the regional distribution, and the forms of migration have yet to be assessed. But according to the analysis, there will be no dramatic additional increases in migration and mobility due to enlargement. In terms of occupations and sectors, both the higher and the lower levels of the labour market will be particularly affected and sectors like construction or hotels, restaurants and catering more than others. The research concludes that a large part of migration will be of a temporary nature, as an improvement of the economic and social conditions in the new Member States can be foreseen within a relatively short time frame. One possible approach could be to establish a managed immigration system where integration and an intercultural society respecting diversity in a framework of shared core values play an essential role.

Additional insights were provided by the Foundation's 'Quality of life' project which carried out analysis of the European Commission's Eurobarometer survey of the

Developmental activities

candidate countries (Spring 2002), one strand of which looked at migration trends in an enlarged Europe. A series of questions were answered about people's intention to migrate to the EU, which indicated that there is unlikely to be a flood of migrant workers. Just 1% of people aged 15 and over declared a 'firm' intention to migrate to the EU. Rates were highest among young and better educated people but the study concluded that a potential brain drain may be compensated by 'return' migration as the economies of the acceding countries get stronger.

Knowledge society foresight

The European Knowledge Society Foresight' project (EUFORIA) consisted of research, network building and the exchange of information and expertise with knowledge society specialists, the social partners and government representatives from the Member States. The project also aimed to link to the European Commission's sixth European Research Programme 2002-2006 on foresight, the DG Employment and Social Affairs's programme on the knowledge society and to the Lisbon Strategy on analysing how social foresight can fill the gap between the Lisbon Council employment strategy and technology foresight. The EUFORIA project fulfilled all the criteria of a developmental project. It was experimental, explorative, innovative, development-oriented, and forward-looking. The output consisted of a *Handbook on Knowledge Society Foresight*, a series of knowledge society country reports (Finland, Germany, Greece, Ireland), a synthesis report, a Delphi study, and a 'European Knowledge Society Barometer'. In addition, a series of meetings were held and the final closing event will occur, jointly with the Irish Government, in June 2004 at an EU Presidency Conference, 'Competitiveness – thinking and debating the future: shaping and aligning public policies'. The outcomes of the project will be presented at this conference.

The Foundation continued to incorporate the information and communication dimension into all research projects to ensure regular communication with the target audience as part of an integrated, planned approach. This included presentations, briefings, speeches and press activities at both European and national levels, including the acceding and candidate countries. In this context, the Brussels Liaison Office and the National Liaison Centres have acted as important communication vehicles.

Equally, the Foundation's role as a platform for debate was significantly boosted through a wide range of conferences, seminars and discussion fora organised throughout the year. An assessment of larger conferences was carried out during 2002. This resulted in the identification of new and innovative formats for interactive and participative debate which is now being applied to Foundation conferences and similar events.

Moreover, the consistent drive to ensure the highest quality of Foundation products resulted in new product forms for both web and print. A web user survey was carried out which included an expert review and usability testing. A new web design will be completed during 2004. Additional features were also added to Eurofound's newsroom leading to twice the number of journalists on the press mailing list. Quality assurance procedures for translated documents were upgraded and an assessment of the Foundation's translation policy post-enlargement was drawn up.

A thematic approach

The idea behind a more thematic approach is to allow the Foundation to focus on the dissemination of research, analysis and results in one domain over a certain time period – highlighting the Foundation's contribution to integration and change. Linked to the 2003 'EU Year of People with Disabilities', '*Diversity as a challenge for Europe*' was the major theme for 2003. '*Paving the road to enlargement – exchanging experiences*' highlighted the campaign to present and disseminate the Foundation's work in the acceding and candidate countries which began late 2003 and will continue into 2004. Dissemination activities also focused on promoting the activities of the European Monitoring Centre of Change and explored further possibilities to promote the Foundation's sectoral research information.

Better targeting

The visibility and impact of Foundation research on policymaking at EU level has been further strengthened through the activities of the Brussels Liaison Office. Specifically, the importance of the BLO was highlighted through the organisation of joint events (public hearings at the European Parliament and a joint conference with the Economic and Social Committee on industrial change) as well as the targeted promotion of Foundation research and findings towards the various actors of the EU legislative process. References to Foundation reports appeared in resolutions of the European Parliament, EESC opinions and communications and reports of the European Commission on issues such as European Work Councils, financial participation, immigration and employment, industrial change and the report of the European Employment Task Force, which is a major contribution to the Spring European Council 2004. Cooperation increased between the Foundation and representative organisations of civil society and sectoral social dialogue due largely to the active monitoring by the BLO of the policy agenda of these partners. Seven National Liaison Centres were established and operated successfully throughout 2003 in Austria, Belgium,

Integrated approach: Information and communication

France, Italy, the Netherlands, Spain and Sweden. Their contribution to the Foundation's information strategy included:

- Concise information on the Foundation's work in the appropriate language via the web, by e-letter or through newsletters or magazines.
- Identification of the needs of the most important target groups in each country, leading to 3,000 new contacts.
- Reports on national activities related to the Foundation's research areas, ensuring a real context to the Foundation's information activities.
- Identification of ways of reaching sub-target groups, including press.
- Arrangement of national seminars on relevant subjects and distribution of Foundation material. About 4,400 publications were distributed in this way.

Message movers

EU efforts

Collaboration at EU level increased. Two joint conferences were held with the European Economic and Social Committee and a hearing was coorganised with the European Parliament on industrial restructuring. Furthermore, the Foundation was invited to several debates at the Commission and participated in two parliamentary hearings on migration and on economically dependent workers.

Presidency priorities

Efforts to boost collaboration with EU presidencies continued. Two joint conferences were organised during the Greek and Italian EU presidencies. 'Better Work – Better Life', was the theme of the conference held in May. A joint conference on 'Illness and inclusion' was held in Reggio Calabria in November as part of the Italian EU Presidency. Preparations for the Irish Presidency in 2004 began with an invitation from the Irish presidency to take part in the Irish 'Forum for the workplace of the future'.

Enlargement aspect

The launch of the report, *Working conditions in acceding and candidate countries*, took place to coincide with the first Board meeting with observers from the new Member States in October. Media from the acceding countries and Ireland were also invited.

Outreach impact

In total, the Foundation organised or coorganised 36 conferences and seminars, while participating in 97 external events. It also organised seven major exhibitions.

Web activities

The Foundation's website, *Eurofound*, has grown progressively, with an 89% increase in user sessions since 2002; a total of more than 1.5 million for the year. Moreover, nine out of 10 respondents in the user survey stated that they were satisfied or very satisfied with the overall quality of the site.

The user survey was part of an assessment of *Eurofound* that also included an expert review as well as usability testing. This exercise generated valuable information which will support improvements to the site during coming years, highlighting the need for a more consistent structure, a more dynamic look and a better search facility. The Foundation also explored how best to present more sectoral information and some proposals will be implemented in 2004.

The working conditions area of the site was redesigned to become the European Working Conditions Observatory, which will be formally launched in February 2004. Preparations to present the living conditions survey and its database during 2004 have also started.

*EIRO*Online, the Industrial Relations Observatory, also saw an impressive increase in user sessions during 2003, with a rise of 77%, amounting to nearly two million user sessions. The EIRO network now consists of 26 national centres, including the new Member States and Norway as well as one EU-level centre.

The EMCC web portal home page has been redesigned to highlight the range and frequency of material available and to incorporate the European Restructuring Monitor – a quarterly summary of up-to-date news and analysis of restructuring in Europe. The portal recorded a promising 49,459 user sessions in its first full year of operation.

Publications – less is more

During 2003, a total of 91 original language titles were published, compared to 106 in 2002. This figure reflects the Foundation's ongoing strategy to focus on fewer printed products, while providing a wide range of web-only products. A more integrated information package has also been developed. Synchronised in time with a new research publication, new web pages present a summary of the findings, linking to the main report. An article in *Communiqué* also alerts its 15,000 readers to the new publication.

A new product type was introduced which presents research results on one double-printed sheet. The info sheets are user-friendly tools providing the first step towards accessing further information in the research reports published on the web. They also act as easy-access handouts at seminars and exhibitions. Info sheets are translated into all official EU languages.

The multilingual dimension reached a new level with the enlargement from 15 to 21 official languages. Within budgetary restrictions, the Foundation is committed to providing a summary of research findings as well as corporate products in all 21 languages. Reports covering the acceding and candidate countries have been translated into the ACC languages.

Some 44 (63 including translations) reports were produced, of which 30 (50 including translations) were published exclusively on the web. Eight (13) web summaries of single reports were made available and eight information sheets were published. One Foundation paper was also produced. Six issues of the Foundation's newsletter *Communiqué* and of *EIRObserver* were issued during 2003. Including all reports

and web and print products, the total reaches 262 (91 original titles and 172 translations). All Foundation publications are available to download free of charge.

Targeting European-based and national media

The Foundation's press activities in 2003 aimed at positioning the Foundation as the primary European source of knowledge, analysis and data for journalists in the socio-economic field, at national and European level. Increased collaboration with the press services of the European Parliament, the European Commission and the European Economic and Social Committee resulted in regular contact with EU correspondents in Brussels. Strengthening collaboration with the Foundation's National Liaison Centres also helped bring Foundation research to national debates and increased the contact base of journalists.

Monitoring press activity

Some 150 press article cuttings were generated during the year from 23 press activities targeted at EU level. These consisted primarily of reports and feature articles in major European daily newspapers as well as analysis and editorials in weekly and monthly magazines. More than 50 press article cuttings were also generated from 12 press activities targeted at national level. Foundation findings and analysis also appeared on television and radio reports. A new system of media monitoring for articles and reports in newspapers, magazines, television and radio across all 25 EU Member States and acceding countries was established.

To further facilitate access to all Foundation information, additional features such as background notes and quotes related to each press activity were introduced in *Eurofound's* newsroom. The number of journalists registering for email alerts on Foundation news doubled during the year, to 1,600. Queries from journalists remained stable, at similar levels to 2002, averaging one query per day.

Media training for Foundation staff was also conducted to increase the knowledge and understanding of journalists' needs and requirements.

Integrated approach: Information and communication

Forum for the future

The Foundation Forum was initiated in 2002 to provide a regular gathering for actors and thinkers in the social policy field. It is a biennial event, with contributory meetings in the intervening years. In 2003, a debate of experts was organised in Ljubljana, Slovenia, on 'Working and living conditions in 2010'. The meeting had a double aim, namely to provide an input to the Foundation's upcoming four-year programme, and to prepare a theme for Forum 2004. A number of strands emerged from the discussions to be woven into the thematic fabric of the forthcoming Forum to take place in Dublin in November 2004.

Dissemination through education

The final seminar in a series of joint meetings organised between ETUCO, ETUI and the Foundation was held at the Foundation on 6-9 March. This event, focusing on using the Internet as a tool for information on industrial relations, marked the end to a collaboration of several years' standing as the Foundation leaves the seminar in the capable hands of ETUCO for future years.

In 2003, the Foundation carried out a feasibility study for a series of seminars aimed at sharing experiences on European social issues for those involved at national level in the Member States.

Broader scope of visits

The number of visits to the Foundation declined slightly: 66 groups compared to the previous year's 69. On the other hand, visitors spent longer periods at the Foundation and there was a significant number of visits from the acceding and candidate countries. All the Foundation's stakeholders and target groups were represented among the visits. About a quarter of the groups were from EU institutions or at ministerial level, while one in three groups was drawn from the social partners and governments. About every twelfth visitor group represented the media and one in twenty groups came from a non-governmental organisation.

New look for information centre

In fulfilling its function to assist the Foundation in producing and disseminating its work, the Information Centre acquired 500 new titles. These included key publications in all areas of work in addition to the core collection of 120 journals available either via print or the web. The library represents a vital source of information for staff and fulfils a crucial role for visitors. A refurbishment was completed during the year which created more space in the library area, enabling people to easily access the print and web-based resources. The Information Centre received a total of 565 enquiries during 2003.

Quality control

2003 saw the strengthening of the writing function following the employment of the new editor in chief. An editorial team was established and each information product is channelled through a rigorous editorial and production process before being placed in the public domain. The internal workflow has also been further improved by introducing a web-based product tracking system.

The translation quality assurance process was updated during 2003. A decision was taken to establish a network of people with experience in relevant terminology and revision to ensure consistently high accuracy level in translation. The network will be established in 2004.

A conference evaluation and assessment package was developed and will become operational in 2004. Policies for conference preparation and procedures were updated. Throughout 2003, information and communication initiatives were an increasingly integral part of each research project and programme. 2004 will see an even more integrated communication approach on a thematic basis as part of a constant effort to improve the Foundation's visibility among its target audiences.

Annexes

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Foundation budget 2003

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Administrative Board (as at 31 December 2003)

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Committee of Experts (as at 31 December 2003)

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Foundation staff (as at 31 December 2003)

Annex 1

Foundation budget 2003

1. Summary

	%
Research	57
Information and dissemination	20
Translation	5
Administration	18

2. Expenditure analysis (based on 2003 payments and carry-overs)

	Activity									
	Research		Information and dissemination		Translation		Administration		Total	
	'000 €	%	'000 €	%	'000 €	%	'000 €	%	'000 €	%
Staff	4,325	48	1,701	19	388	4	2,623	29	9,037	54
Administrative	554	46	239	20	60	5	339	28	1,192	7
Operational	4,714	72	1,396	21	440	7	0	0	6,550	39
Total	9,593	57	3,336	20	888	5	2,962	18	16,779	100

3. Staffing

	Research	Information and dissemination	Translation	Administration	Total
Grade A	16	6	2	5	29
Grade B	8	4	0	6	18
Grade C	10	7	1	10	28
Grade D	0	0	0	1	1
Total	34	17	3	22	76

Annex 2

Administrative Board (as at 31 December 2003)

Members of the Bureau

Government group

Vice-Chairperson of the Board

Marc Boisnel, Ministry of Social Affairs,
Labour and Solidarity

Alternate

Kees J. Vos, Ministry of Social Affairs and Employment

Employers group

Vice-Chairperson of the Board

Jan Willem Van den Braak, Confederation of
Netherlands Industry and Employers (VNO-NCW)

Employees group

Chairperson of the Board

Marjaana Valkonen, Central Organisation of
Finnish Trade Unions (SAK)

European Commission

Vice-Chairperson of the Board

Bernhard Jansen, DG Employment and Social Affairs

Representatives of the European Commission

Members

Bernhard Jansen, DG Employment and Social Affairs
Ylva Tiveus, DG Environment
Andrew Sors, DG Research

Alternates

Jackie Morin, DG Employment and Social Affairs
Klaus Schnuer, DG Environment
Ronan O'Brien, DG Research

Coordinators

Employers group

Member

Natascha Waltke, Union of Industrial and
Employers Confederations of Europe (UNICE)

Alternate

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

Employees group

Member

Walter Cerfeda, European Trade
Union Confederation (ETUC)

Alternate

Sinéad Tiernan, European Trade Union
Confederation (ETUC)

EFTA representatives at Foundation meetings as observers

Government

Hanna Sigrídur Gunnsteinsdóttir, Ministry
for Social Affairs, Iceland

Employers

Dagfinn Malnes, Confederation of Norwegian
Business and Industry, Norway

Employees

Antony Kallevig, Norwegian Confederation
of Trade Unions, Norway

Annex 2

Administrative Board

Country	Representatives of national governments		Representatives of employer organisations		Representatives of employee organisations	
	Member	Alternate	Member	Alternate	Member	Alternate
Austria	Andreas Schaller Federal Ministry for Social Security and Generations	Birgit Stimmer Federal Ministry for Economy and Labour	Heinrich Brauner Federation of Austrian Industry (IV)	Christoph Parak Austrian Association for Public and Social Economy	Renate Czeskleba Austrian Federation of Trade Unions (ÖGB)	<i>Nomination pending</i>
Belgium	Michel De Gols Ministry of Employment and Labour	Luc Van Hamme Ministry of Employment and Labour	Roland Waeyaert Organisation for self-employed and SMEs (UNIZO)	Arnaut de Koster Federation of Enterprises in Belgium (FEB-VBO)	Herman Fonck Confederation of Christian Trade Unions (ACV/CSC)	<i>Nomination pending</i>
Denmark	Peter Nedergaard Ministry of Labour	Dorthe Preuss * Ministry of Labour	Henriette Bennicke Confederation of Danish Employers (DI)	Nils J Andreasen Confederation of Employers' Associations in Agriculture (SALA)	Annette Bendixen Salaried Employees & Civil Servants Federation (FTF)	Niels Sørensen Danish Confederation of Trade Unions (LO)
Finland	Matti Salmenperä Ministry of Labour	Tuomo Alasoini Ministry of Labour	Tapani Saukkonen Confederation of Finnish Industry & Employers (TT)	Martti Virtanen Employers' Confederation of Service Industries (PT)	Marjaana Valkonen Central Organisation of Finnish Trade Unions (SAK)	Leila Kurki Finnish Confederation of Salaried Employers (STTK)
France	Marc Boisnel Ministry of Social Affairs, Labour and Solidarity	Robert Mounier-Vehier Ministry of Social Affairs, Labour and Solidarity	Florence Cordier France Electricity and France Gas (EDF-GDF)	Emmanuel Julien Movement of French Enterprises (MEDEF)	Jean Vanoye* French Democratic Confederation of Labour (CFDT)	Michel Decayeux General Confederation of Labour (CGT-FO)
Germany	Andreas Horst Federal Ministry of Economics and Labour	Eva Högl Federal Ministry of Economics and Labour	Rainer Schmidt-Rudloff Confederation of German Employers' Association (BDA)	Renate Hornung-Draus Confederation of German Employers' Association (BDA)	Dieter Pougín German Confederation of Trade Unions (DGB)	Reinhard Dombre German Confederation of Trade Unions (DGB)
Greece	Dimitrios Tangas Ministry of Labour and Social Security	Manolis Mylonas Ministry of Labour and Social Security	Eugenia Tsoumani-Spentza Confederation of Greek Industries (SEB)	Elias Tsamoussopoulos Confederation of Greek Industries (SEB)	Alexandros Kalyvis General Confederation of Greek Labour (GSEE)	Dimitrios Moshogiannis General Confederation of Greek Labour (GSEE)

	Representatives of national governments		Representatives of employer organisations		Representatives of employee organisations	
Country	Member	Alternate	Member	Alternate	Member	Alternate
Ireland	William Jestin Department of Enterprise and Employment	John Kelleher Department of the Environment and Local Government	Dermot Killen Smurfit Ireland	Gavin Marié Irish Business and Employers Confederation (IBEC)	Rosheen Callender Services Industrial, Professional and Technical Union (SIPTU)	Liam Berney Irish Congress of Trade Unions (ICTU)
Italy	<i>Nomination pending</i>	Michele Tiraboschi University of Modena and Reggio Emilia	Carlo Terraneo General Confederation of Italian Industry (Confindustria)	Stefania Rossi General Confederation of Italian Industry (Confindustria)	Giulia Barbucci* General Confederation of Italian Workers (CGIL)	Angelo Masetti Union of Italian Workers (UIL)
Luxembourg	Nadine Welter Ministry of Labour and Employment	Paul Weber Labour Inspectorate (ITM)	Nicolas Welsch National Railway Society of Luxembourg	Georges Santer Federation of Luxembourg Industrialists (FEDIL)	René Pizzaferrri Luxembourg Confederation of Independent Trade Unions (OGB-L)	Nicolas Hoffmann Christian Trade Union Confederation (LCGB)
Netherlands	Kees Vos Ministry of Social Affairs and Employment	Martin Blomsma Ministry of Social Affairs and Employment	Jan Willem Van den Braak Confederation of Netherlands Industry and Employers (VNO-NCW)	Gerard A M van der Grind Dutch Confederation of Agriculture & Horticulture (LTO Nederland)	Erik Pentenga Dutch Trade Union Federation (FNV)	Arie Woltmeijer National Federation of Christian Trade Unions (CNV)
Portugal	João Veiga Moura Institute for the Development and Inspection of Labour Conditions (IDICT)	Fernanda Santiago Ministry of the Environment	Alexandra Costa Artur Centre for Vocational Training for the Commercial Sector (CECOA)	Luis Ferrero Morales Association of Portuguese Industry (AIP)	Joaquim Dionisio General Confederation of Portuguese Workers (CGTP)	João de Deus Gomes Pires General Workers Confederation (UGT)
Spain	Pilar González Bayo* Ministry of Labour and Social Affairs	Carmen Briones Gonzalez Ministry of Labour and Social Affairs	Maria Angeles Asenjo Dorado National Confederation of Construction (CNC)	Rosario Escolar Polo State Society of Industrial Shares (SEPI)	Rosario Morillo Trade Union Confederation of Workers Commissions (CC.OO)	Iñigo Sagarna Odriozola Basque Workers Solidarity (ELASTV)
Sweden	Inger Ohlsson National Institute for Working Life	Gunilla Malmberg Ministry of Social Affairs	Marie-Louise Thorsén-Lind Confederation of Swedish Enterprise	Sverker Rudeberg Confederation of Swedish Enterprise	Mats Essemyr Swedish Confederation of Professional Employees (TCO)	Sten Gellerstedt Swedish Trade Union Confederation (LO)
United Kingdom	George Clark Department for Work and Pensions	Anthony R Martin Department for Work and Pensions	James Fothergill Confederation of British Industry (CBI)	Neil Bentley Confederation of British Industry (CBI)	Richard Exell Trade Union Congress (TUC)	Peter Coldrick* Trade Union Congress (TUC)

*to be confirmed

Annex 3

Committee of Experts (as at 31 December 2003)

The mandate of the Members of the Committee of Experts expired in October 2002. Pending the redrafting of the Foundation's mandate in the light of EU enlargement, which is currently under way and is expected to come into force in 2004, no new nominations are expected until after that date. Therefore, the Committee had no Members in 2003.

Annex 4

Foundation staff (as at 31 December 2003)

Directorate

Willy Buschak, Acting Director
Wendy O Conghaile, Advisor to Directorate
Barry O'Shea, Advisor to Directorate*
Sylvie Jacquet, Brussels Liaison Officer
Cécile Deneys
Annick Menzies

Administration

Terry Sheehan, Head of Section
Sarah Hayes
Eleanor Smiley (T)

Finance

Linda Byrne
Jennifer Corcoran (T)
Jean-Christophe Gayrand
Leontine Mastenbroek
Marika Ylitolva

General Services

Michael Cosgrave
Kay Flynn (T)
Alexandra Gryparis
Ewan Hogan

Information and Communication Technologies

Gloria Nistal, Head of Section

Support and Operational team

Said El Aroussi
Brian Gorman (T)
Jim Halpenny
Louise Shanley

Web Technology team

Stephan Jaeger
Barbara Schmidt

Information and Communication

Elisabeth Lagerlöf, Head of Section
Måns Mårtensson
Antonella Pirami
Michael Wimmer**

Content Management and Dissemination

Mattanja de Boer, Programme Manager
Martin Flynn
Sean Griffin
Philip Ireland
Mary McCaughey
Chrysanthe Moschonaki
Fiona Murray
Hilary O'Donoghue
Colm O'Neill
Karin Teeuwen
Jan Vandamme

Public Affairs

Brid Nolan, Programme Manager
Sophie Flynn (T)
Elisabeth Gouilleux-Cahill
Doris Hirschfeld

Language Services

Clare Deasley (T)
Cristina Frawley
Brigitte Mariacher
Maria Santos

Human Resources

Raymond Comerford, Head of Section
Heather Brown
Aoife Caomhánach
Matías Linder

Annex 4

Foundation staff

Operational Support

Eberhard Köhler, Head of Section
Martine Deasy
Agnes Geraghty (T)
Patricia Kingston
Bernadette Lovatt
Ann McDonald
Mary McNeice

Research

Industrial Relations

Stavroula Demetriades, Coordinator
Isabella Biletta**
Maria Byrne (T)
Maria Cuesta
Camilla Galli da Bino
David Foden
Timo Kauppinen
Marina Patriarka
Sylvaine Recorbet
Christian Welz

Living Conditions

Robert Anderson, Coordinator
Javier Bernier (T)
Bianca Bottoni**
Philippe Bronchain
Sarah Farrell
Inma Kinsella
Hubert Krieger
Henrik Litske
Teresa Renehan

Working Conditions

Agnès Parent-Thirion, Coordinator
Roseanna Creamer
Christine Gollin
Bernard Housset**
John Hurley
Sophia MacGoris
Jean-Michel Miller
Juhani Pekkola**
Sabrina Tesoka
Greet Vermeulen

European Monitoring Centre on Change (EMCC)

Jacques Terrenoire, Coordinator (T)
Gregorio de Castro
Catherine Cerf
Barbara Gerstenberger
Janet Smith

(T) = Temporary staff

* *Seconded from the European Commission*

** *Seconded national expert*

European Foundation for the Improvement of Living and Working Conditions

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