



European Foundation for the Improvement of Living and Working Conditions

# Annual Report 2001





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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 at the Foundation website at [www.eurofound.eu.int](http://www.eurofound.eu.int).

The Foundation was established by Regulation (EEC) No. 1365/75 of the Council of the European Communities. Article 2 of the Regulation states:

- 1. The aim of the Foundation shall be to contribute to the planning and establishment of better living and working conditions through action designed to increase and disseminate knowledge likely to assist this development.*
- 2. With this aim in view, the tasks of the Foundation shall be to develop and to pursue ideas on the medium and long-term improvement of living and working conditions in the light of practical experience and to identify factors leading to change. The Foundation shall take the relevant Community policies into account when carrying out its tasks. It shall advise the Community institutions on foreseeable objectives and guidelines by forwarding in particular scientific information and technical data.*

The provisions of Article 13.1 of this Regulation require the Administrative Board to adopt a general report each year on the activities, financial situation and future guidelines of the European Foundation. The present report covering 2001 was presented and /adopted/ by the Administrative Board of the Foundation at its 67th meeting on 21 March 2002. In conformity with Article 13.2 of the Regulation, the report will be distributed to the EU institutions and to the Economic and Social Committee.

This publication contains 4 of the 11 annexes of the official Annual Report 2001.

The official version of the report is available for downloading from the Foundation's website at [www.eurofound.eu.int](http://www.eurofound.eu.int) or on request from the information centre at the following address:

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## An open door to Europe

'Communication' and 'customer service' were the watchwords for the Foundation in 2001. That year was the first of our four-year work programme – a programme in which we signalled our intention to move the orientation of our work to meeting the particular information needs of our different target groups and stakeholders. In the previous 25 years the Foundation had concentrated on building up a solid base of information, on identifying where we could bring added value to the formulation of European Social Policy, on developing tools to assist the policy makers and on creating a credible and authoritative source of knowledge in the area of improving living and working conditions.

The four-year programme 2001-2004: *Analysing and anticipating change to support socio-economic progress* gave us a structure in which that work would be consolidated and strengthened. Additionally, in a new departure, it set out a number of specific communication objectives and committed us, for the first time, to developing a communications strategy that would keep those objectives in the forefront of our activities. Listening to our target groups and delivering the messages that they needed, in the format they preferred, at times they required – these were to be the focus of our increased attention.

That work began in 2001. The Foundation's first coherent communication strategy was developed and agreed. Among its key elements was the opening of a Brussels Liaison Office to facilitate communication with our EU target groups and the establishing of a network of national liaison

offices to do likewise in the Member States. Preparations for realising these elements of the strategy were well advanced by the end of the year. They reflect our growing recognition of the need to be closer to our target groups and to communicate with the individuals within those groups. This, we believe, will be more effective than assuming that their information needs are homogeneous and can be met by a single dissemination strategy.

An example of this direct contact was our programme of visits to all Member States where we met and shared information with representatives of relevant ministries and the social partners. Plans were made too for a similar programme to the candidate countries during 2002.

Visitors coming to the Foundation for special briefings (a threefold increase on 2000), conferences (our own and those organised by others), our first Open Day, all of these were important opportunities for contact with our stakeholders and they are outlined elsewhere in this report.

To reach the wider community we strengthened our Internet presence with a revamping of our websites. We have been gratified to see the response to this in the significant growth of user sessions. The Foundation's first Press Day on 12 March underlined our acknowledgement of the press as an important relay of our messages.

In terms of messages, 2001 was the year of 'Working Conditions'. The findings of our Third European Survey on Working Conditions were widely disseminated

through presentations and press conferences in all Member States. A joint conference with the Belgian Presidency promoted the theme of Quality of Employment. A Foundation paper on Better Employment was prepared late in 2001 and will be published in 2002.

Underpinning all of this was a strengthening of our staff resources and an optimal use of our budget (99%). And, in keeping with one of our fundamental principles - that the Foundation should be good value for money, we commissioned an external evaluation of the Foundation's procedures and activities. The report will be published in the first half of 2002 and was, on the whole, quite positive. It did nevertheless point out a

**Raymond-Pierre Bodin**  
Director

number of areas where improvements could be made. We intend to address these sooner rather than later.

The Foundation was created to provide the policy makers with a knowledge that will contribute to the improvement of living and working conditions. The 2001-2004 work programme has reoriented the Foundation in terms of strategy, structure and streamlining of themes to enable it to fulfil its role more effectively. At the end of 2001 we believe that we are on track to do so and we look forward to making a stronger contribution to the further development of a social Europe in an enlarged Union.

**Eric Verborgh**  
Deputy-Director



## Implementing the four-year work programme 2001-2004

*'The four-year work programme sets out a strategic framework for the Foundation's contribution to the process of improving working and living conditions in the context of radically transforming economy and society'*

Raymond-Pierre Bodin,  
Director,

Eric Verborgh,  
Deputy Director

The first annual programme of work of the Foundation's new and ambitious four-year work programme was set in motion during 2001. The four year programme 2001-2004, *Analysing and anticipating change to support socio-economic progress*, encapsulates the Foundation's mandate not only to analyse social trends and new developments but also to create awareness of the likely consequences of change in living and working conditions and in industrial relations. The most significant departure in the new four-year programme was the concentration of the Foundation's work in three core areas – working conditions, living conditions and industrial relations – where previously the Foundation had organised its activities around six themes. Fewer but more substantial research programmes will result and each core area will have as its anchor a Europe-wide monitoring tool tracking change and exploring emerging issues related to the EU social policy agenda.

The new planning framework engaged all structures of the Foundation: committee of experts, advisory committees, staff; and relations with other European and national level institutions and agencies. At the same time, work begun under the 1997-2000 programme, in particular the dissemination of core research results, was completed.

The 2001 programme reoriented the Foundation towards a more effective and visible concentration on strategic research and monitoring activities. The themes identified for strategic research in working conditions, living conditions and industrial relations were a few carefully selected topics, closer to the interface of policy making.

The Foundation's monitoring tools were a principal focus of the organisation's work in this first year of the four-year programme. The Third European Working Conditions survey completed in 2000 was extensively publicised during the year in the 15 Member States while the survey itself was extended to cover working conditions in the candidate countries. The European Industrial Relations Observatory (EIRO) was also further developed during the year and a new more user-friendly design of the EIRO website was launched. Finally, preliminary work began on a detailed set of indicators of living conditions and quality of life in the European Union in a project, which will come to fruition in 2002/3.

The concept of transversal themes was introduced in the four-year programme. The idea behind the transversal themes is to draw on knowledge and analysis from Foundation research over many years and across many projects and bring them together in a series of papers. Five transversal themes have been identified: employment, equal opportunities, social inclusion, time use and diversity. Work commenced on four themes and Foundation papers will be published during 2002.

The objective of the Foundation paper is to make the past, present and future work of the Foundation relevant and accessible in a concise format. The subject of each paper will be linked to current social policy issues and will provide a timely contribution to the debate at European level.

New issues continually emerge during a four-year programme cycle and therefore the

programmes need to allow for exploratory and more experimental work to be carried out. During 2001 work began on the information society and its impact on working and living conditions and industrial relations.

The communication of Foundation research results also became a higher priority in the 2001 work programme. Examples of the more adaptable and focused communications strategy of 2001 included:

- a series of press conferences in the Member States to present the finding of the *Third European Survey on Working Conditions*;
- a programme of visits by the Director and staff to Member States;
- an enhanced and redesigned web presence;
- more collaborative and joint activities with other European Union institutions and international bodies.

The European Monitoring Centre on Change (EMCC), endorsed by the Nice Summit in December 2000 and supported by the social partners, took its first steps towards a working framework, with a conference in 2001 organised with the Belgian Presidency of the European Union.

In contributing to the European Social Policy Agenda the Foundation has repositioned itself as a forum for social debate in Europe. Organising conferences and cooperating with the Swedish and Belgian Presidencies of the European Union, adding value via its tripartite structure, as well as initiating closer technical cooperation with Eurostat and collaboration with the International Labour Office, are illustrations of an approach which enables the Foundation to respond readily to the changes taking place in the European Union.

### **Summary of the four-year work programme**

- Develop and consolidate key areas of activity: research, debate and information.
- Strengthen core areas of expertise in working conditions, living conditions and industrial relations.
- Focus on fewer and more substantial research programmes.
- Reinforce the Foundation's role as a forum for debate and to take advantage of the added value provided by its tripartite structure to implement a more coherent and consistent communications strategy.
- Increase the accountability, transparency and effectiveness of the organisation.
- Respond to important changes taking place in the European Union, notably enlargement.





# An environment of change - working conditions

Pascal Paoli and  
Damien Merllié, *Third  
European Survey on  
Working Conditions*

## No significant improvement in working conditions in Europe

Little reduction in risk factors and no improvement in overall working conditions in Europe over the period 1990-2000 show the need for a full debate on the quality of work in Europe, in the current climate of increased competition and changing employment.

There has been no significant improvement in trends in risk factors or overall conditions in the workplaces of Europe over the 10 year period 1990 to 2000. This was a major finding of the Third European Survey on Working Conditions 2000, published by the Foundation in 2001. The survey findings on the quality of working life have a high level of relevance and significance for all Member States during this period of ever greater economic and monetary integration. From 1990 to 2000, there was no improvement in classic workplace hazards such as noise, vibrations, inhaling fumes and dangerous substances, high and low temperatures, carrying heavy loads and working in painful or tiring positions.

The survey also indicated that work is getting more and more intensive: over 50% of workers work at high speed or to tight deadlines for at least a quarter of their working time.

There is a direct link between temporary work and a higher exposure to risks. Temporary workers are more susceptible to physical hazards and a higher level of work intensity and pace than permanent workers.

More than half of all workers in the survey reported working at high speed and to tight

deadlines. More than two in five workers said that they do not have enough time to do their job. The findings show that stress and work intensity are on the rise. 'Round the clock' work is prevalent with more than one out of two workers in Europe working at least one Saturday per month, one in four working one Sunday per month, one in five on shift work and just under one in five working at least one night per month.

What are the implications of these findings? The survey analysis constructed an indicator of 'work sustainability'. Over a third of all workers feel that they would not be able to, or do not want to, continue in the same job until they reach the age of sixty. This trend was particularly marked in certain occupations and jobs, such as machine operators and service or sales workers.

The survey results for 2000 were analysed in conjunction with those of the first and second surveys of 1990 and 1995. The analysis revealed that over the 10 year period, there was no significant reduction in risk factors or improvement in overall working conditions in European workplaces.

One of the main implications of the Third Working Conditions survey is that there needs to be a renewed focus on the quality of working life in the European Union. The Foundation continued its work in this direction by co-hosting a major conference, *For a Better Quality of Work*, as part of the Belgian EU presidency in September 2001. The event saw two hundred invited participants convene to debate the impact of changes in work organisation and labour market flexibility on quality of employment

and gave the Foundation a platform to present a set of quality of work indicators to an audience of policymakers.

### Monitoring working life in Europe

The results of interviews with 21,500 workers in national surveys on working conditions in the 15 EU Member States were analysed, interpreted and compared with earlier surveys on working conditions. The final synthesis report on the Third European Working Conditions survey was published and the survey was extended to candidate countries.

The first results of the extension of the working conditions survey to candidate countries became available in September 2001. The results will give us an insight into working conditions in candidate countries (based on the same methodology used for the survey in the EU Member States) and will strengthen the Foundation's international network of researchers in the working conditions area in advance of EU enlargement.

The Foundation presented a first conceptual framework of indicators for quality of work and employment at a Belgian Presidency conference in September 2001.

Agreement has been finalised with the International Labour Office to produce a joint report on the quality of working life in Europe.

### Methodological approach of the monitoring tool

- Questionnaire-based survey
- Representative sample of total active population (Third European Survey, 2000: 1500 respondents interviewed in each Member State except Luxembourg, 500)
- Respondents interviewed face-to-face in their homes
- Multi-stage random sampling based on 'random walk' procedure
- Weighting as per Labour Force Survey (Eurostat)

### Strategic research

Moving from systematic data collection and monitoring to more in-depth analysis, the working conditions unit commenced strategic research in a number of areas. A project on corporate social responsibility has taken as its specific focus the mechanisms for evaluating objectives and results that companies have set up to carry out so-called socially responsible policies in the area of working conditions.

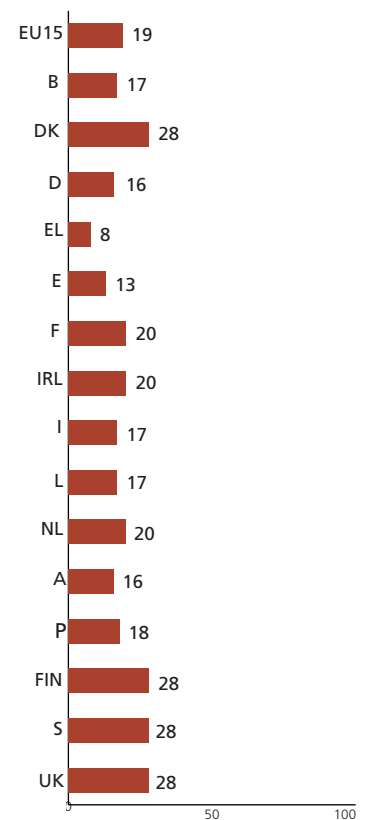
Flexibility has been a thematic issue addressed by the Foundation over the last number of years and a synthesis of this work carried out in 2001 will provide the basis for further work including a study of flexible working time arrangements and their impact on the quality of working and non-working life.

A series of secondary analyses of the Third Working Conditions survey data were carried out during the year. These sought to take a closer look at working conditions both in certain sectors (eg. transport sector, catering sector) and from the perspective of certain sub-groups (based on gender, age, employment status).

### Key facts 2001 - working conditions

- Press Conferences were held in 14 countries to highlight the findings of the Third European Survey on Working Conditions.
- The Third European Survey on Working Conditions generated data for further in-depth analyses of key developments including:
  - a 10 year review of working conditions in Europe 1990-2000;

### PERCENT OF WORKERS FOR WHOM IMMEDIATE SUPERVISOR IS A WOMAN



Source: Third European Survey on Working Conditions 2000, European Foundation for the Improvement of Living and Working Conditions, 2001.

### The gender dimension

The persistence of occupational gender segregation is one significant trend revealed in the Third European Survey on Working Conditions. Income levels are lower for women compared with men in the same occupational groups (for example, retail) where women and men hold different jobs, (for example manager, sales assistant). Women have less control over their working time compared with men. Part-time work remains a primarily female phenomenon – women are four times more likely to be in a part-time job than men. The double workload which falls to working women remains a strong feature of their lives. Women in paid employment are five times more likely than men to do the cooking and housework at home, and twice as likely to be caring for and educating children.

- secondary analyses regarding employment status, gender, age, time and work organisation.
- Research on temporary agency work in the European Union was concluded in 2001.
- The Foundation along with the Belgian Ministry of Labour, hosted the Belgian EU presidency conference *For a Better Quality of Work* in Brussels on 20-21 September 2001. The conference addressed four main topics relating to quality of work: time, work and personal life; work organisation and quality of work; labour market flexibility and quality of work; and indicators on quality of work.
- A series of leaflets on working time preferences were published based on data from the Employment Options of the Future survey.
- The Working Conditions team at the Foundation attended 56 workshops, conferences, meetings and seminars across the 15 Member States, communicating research findings, chairing discussions and promoting debate.

## Key events – working conditions

### 18-19 January

High level workshop *The Future of Work, Employment and Social Protection* (Annecy). R.-P. Bodin presented paper '*Quelles sont les tendances émergentes dans les sociétés contemporaines et comment les interpréter?*'

### 22-24 January

*Work Life 2000*, Swedish EU Presidency conference, (Malmö).

### 24-25 April

Workshop *Quality at Work* (Bilbao), European Commission event; (P. Paoli)

### 20-21 September

Conference *For a Better Quality of Work*, (Brussels) co-organised by the Foundation and the Belgian Presidency. P. Paoli presented a paper on 'Employment Indicators'

# Quality of life in Europe - living conditions



## Setting standards for good quality in public services

Service quality initiatives have led to new types of quality-oriented developments, improving quality of services particularly for disadvantaged groups. It is becoming increasingly necessary to establish indicators of good quality, user entitlements and working conditions that can be used to set standards. These are conclusions of research results from the previous four-year programme, which were disseminated last year. Improved quality of services particularly for disadvantaged groups such as dependent elderly people; long-term unemployed young people; adults with learning disabilities; and adults with mental illness was presented in a publication, *Quality in Social Public Services*, stemming from the previous four year programme dealing with public services reforms. The report examines key reforms and innovations taking place in a range of social, care, education and employment services in Europe.

Twenty-two social scientists collaborated in the study, which reviewed existing research and statistical and documentary evidence across ten countries, (Belgium, Italy, Spain, Finland, UK, Denmark, France, Austria, Germany and Greece) with supplementary research from five countries (Ireland, Sweden, the Netherlands, Luxembourg and Portugal). Policy makers, workers' representatives, and management and services users were interviewed at national and local levels. In total 97 examples of good practice were considered and twenty more detailed case studies provided an in-depth assessment of the impact of change on

the quality of working life and the quality of services to users.

'Service restructuring, integration and coordination have profoundly affected working conditions and the greater emphasis placed on user-oriented services. In some cases inadequate resourcing of integration has meant that high levels of stress and additional workloads have resulted for staff in the social public services', according to Dr Jane Pillinger, author of the report.

The research found that:

- It is becoming increasingly necessary to establish indicators of good quality, user entitlements and working conditions that can be used to set standards;
- Service agreements, including contracting-out of services or service planning objectives, are a growing feature of partnership arrangements in the design and delivery of public social services in Europe;
- Changed styles of working such as inter-agency groups and team working are significant in efforts to increase co-ordination and integration of fragmented services;
- User empowerment and participation has become a central objective of many of the reforms in the social public services;
- Service quality initiatives have led to new types of quality-oriented developments from local and rudimentary arrangements to formal standard setting systems;
- Stress, heavy workloads and ill health were noted as significant problems associated with reform among social service workers.

Jane Pillinger, *Quality in social public services*

Alessandra Cancedda,  
*Employment in household services*

Social public services are highly gendered since women make up a large proportion of both users and providers of services, and are mainly responsible for delivering front-line services. It will be a challenge to growth in employment in this sector for employment strategies to make work attractive, flexible and secure for both women and men.

**Monitoring living conditions and the quality of life of European citizens**

The Foundation has recognised gaps in information for policy makers and the need for a systematic tool for the monitoring of living conditions and quality of life of citizens in Europe. In 2001, work started on developing a conceptual framework for such a tool. When fully developed and reporting in 2003, this monitoring instrument will perform the same role for the Foundation's work in living conditions as do the European working conditions survey and the European Industrial Relations Observatory (EIRO) in the Foundation's other two core areas.

The first meeting of the research group was held in November 2001. The group's work entails the development of a conceptual framework; the establishment of an electronic database of information sources;

can complete the picture on living conditions in Europe.

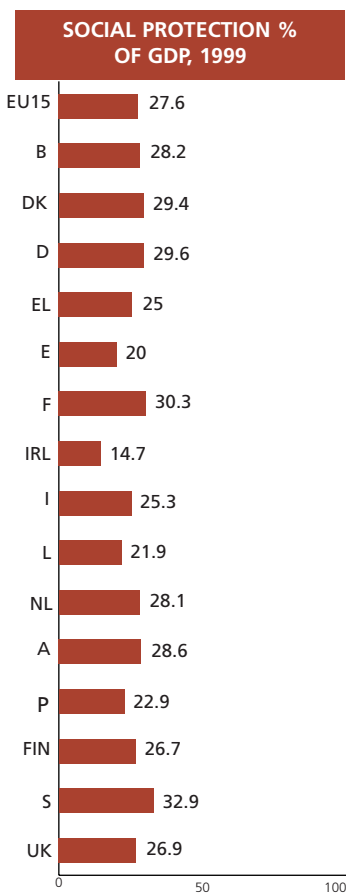
**Strategic research**

Activation to employment and coordination of policies, as well as services, has become a cornerstone of both employment and social protection policies – at both EU and Member State levels. The Foundation's research on 'Integrated approaches to active welfare and employment policies' was extended during 2001 with overview reports from the four remaining countries – Austria, Greece, Luxembourg and Sweden. The European synthesis report was prepared and will be published early in 2002.

Extensive case studies started in 2001 in a new research initiative entitled 'Corporate responsibility towards society.' Research into how companies engage with their local environment and with the local communities through forms of corporate social responsibility, is at an early stage in Europe. This work began to explore the many company initiatives in the environmental and community development arenas.

A new project 'Towards a new organisation of time throughout working life' builds upon previous Foundation work on time but develops a new perspective regarding time over the life course. Developments in educational leave, career breaks and care leave are among the time options considered in this research. It examines how new time arrangements can help to improve work-life balance, but also how these can enable new patterns of working, learning and caring to develop over working life. The research is looking at measures found in public policies and collective bargaining as well as in workplaces.

The field of work-life balance was also central to a Foundation report published in 2001 on employment in household services. Childcare, eldercare, domestic cleaning, home maintenance and catering – these are the household services which were examined in a comparative eight-country study by the Foundation and published in 2001. The rapid growth of employment in household services arises from diverse factors including demographic change, labour market developments as well as



Source: Eurostat, Statistics in Focus, 1/2002.

**Methodological approach of the monitoring tool**

The Foundation's approach to monitoring of living conditions and quality of life is currently being defined and the necessary steps to make it operational are being considered. The Foundation's monitoring tool is intended to make a specific policy-relevant contribution and will be distinctive in both data analysis and reporting. Although the reporting will draw on existing data where relevant, it seems likely that a new instrument for data collection will be required, either based on a new survey or building on other surveys.

the production of an illustrative report on the 'Quality of Life of Europeans' analysing key research and monitoring data gathered for the database; and identification of data gaps with a view to initiating new work that

social and cultural factors. This job creation potential has attracted attention from many policy makers who have welcomed this first European systematic study. However the study points to the need to improve working conditions of staff in these services. In 2002 the Foundation will take forward its examination of problems in attracting workers into the care sector, an area of rapidly growing need particularly in view of ageing in European society.

### Key facts 2001 – living conditions

- Two European synthesis reports were published together with 29 national reports and two overview reports and disseminated in printed and electronic format
- Approximately 100 case studies arising from research into improvements in the provision of social public services in Europe have been placed on the

Foundation's website and were searchable on-line by the end of 2001.

- A 10-minute electronic presentation 'Pathways to Social Cohesion' summarising work carried out over the previous two four-year programmes in the area of social cohesion was launched in English and French.
- The Living Conditions team of the Foundation attended or organised 45 workshops, seminars, conferences, meetings and debates during which their research activities were debated and developed.

## Key events – living conditions

### January 22 - 24

Swedish Presidency conference *Work Life 2000* (Malmö) organised by the National Institute for Working Life. R. Anderson presented paper 'Employment policies for an increasingly diversified work force' (also acted as Rapporteur).

### January 26 - 27

Seminar *Quality: Why and How? Trends in European Social Public Services for Needy Groups* (Copenhagen) organised by Danish National Institute of Social Research. R. Anderson presented paper 'Social Public Services – Developments at EU Level'.

### 31 May – 1 June

Conference *Local Employment Practices, Diversity and Mobility for Growth*. (Malmö), Swedish EU Presidency event. R. Anderson presented a paper 'New Challenges – what will be the problems in local labour market when it comes to European employment situation?'

### June 6 - 8

Swedish Presidency conference *Meeting the Challenge of a Changing Social Europe* (Gothenburg) organised by European Social Network. The Foundation ran two workshops on 'Coordinated developments in services for dependent elderly people' and 'Developing equal opportunities, a review of European experience'.

### June 14 - 15

Seminar *Employment in Household Services* (Rome) organised by the Foundation.

### September 3 - 4

Seminar *Future Mental Health Challenges in Europe* (Brussels) organised by STAKES, Belgian Ministry of Public Health, European Commission. R. Anderson presented 'Service developments for adults with mental health problems'.

### October 10

Seminar *Employment in Household Services: Promoting equal opportunities and social protection* (Brussels) organised by the Foundation.



# Europe restructures its industrial relations

Erik Poutsma,  
*Recent trends in  
employee financial  
participation in the  
European Union*

A. Pendleton,  
E. Poutsma,  
J. van Ommeren,  
and C. Brewster,  
*Employee share  
ownership and profit  
sharing in the  
European Union*

## Increased participation by employees in their companies

Financial participation by employees in their enterprises can be viewed as a means of promoting employee involvement. However, Foundation research suggests that no automatic correlation between employee share ownership, and productivity or profitability exists. Participation by employees in various forms of company financial participation schemes grew in Europe over the second half of the 1990s. Throughout the 1990s in Germany, Spain, Italy and Ireland, there were strong appeals from governments to the social partners to lend their support to such schemes. Germany improved tax concessions for employees and employers, while new supportive legislation was passed in Belgium. The renewed interest in debate and research coincided with the publication of a Commission Working Paper on financial participation in European Union companies.

Two research reports published by the Foundation in 2001 explored systems of financial participation in Europe in considerable detail. The research found:

- Some 24% of companies in nine countries studied, had broadly based profit-sharing schemes, with even higher proportions found in the UK and France.
- Just 9% of establishments studied had employee share ownership schemes and four per cent had both share ownership and profit sharing scheme in operation.
- Firms with financial participation schemes are more likely to communicate information on the company's strategic

plans and on the economic and financial situation to their employees.

Financial participation by employees in their enterprises can be viewed as a means of promoting employee involvement. It is widely assumed that financial participation is associated with a rise in productivity. However, the Foundation studies could identify no automatic correlation between employee share ownership, and productivity or profitability. Nonetheless Foundation analyses indicate that financial participation, when combined with other forms of employee participation, such as direct or representative participation in decision-making, does increase productivity.

The Foundation's studies drew on a range of partners and data sources to produce the financial participation research reports. These ranged from updates of the European Commission's PEPPER Reports (Promotion of Employee Participation in Profit and Enterprise Results), use of the Foundation's Employee Participation in Organisation Change (EPOC) Survey data, and the analytical support of the University of Nijmegen Business School in the Netherlands.

An expert conference jointly organised with the Commission in November 2001, provided an opportunity for the findings to be discussed by experts in the field and for the Foundation's work to contribute to the European debate on this increasingly important phenomenon

## Monitoring - European Industrial Relations Observatory EIRO

EIRO continued to report on industrial relations in the European Union Member States and beyond, from a comparative perspective. In 2001, the big issues included:

- Industrial restructuring: with reports on companies such as Marks & Spencer, Danone, Corus, Motorola, General Motors; analysis of EU initiatives; comparative studies on the industrial relations aspects of mergers and takeovers, and on the involvement of employees and collective bargaining in company restructuring.
- Industrial relations in information and communication technology sector;
- Effects of 11 September – EIRO reported on the industrial relations aspects of the crisis in the airline industry (Aer Lingus, Sabena, Iberia, Alitalia, SAS, BA, Germany etc);
- Employee participation - new or proposed EU Directives (European Company Statute, national information and consultation), reform of German legislation, debate on participation in the UK;
- Equality/diversity - comparative study on workers with disabilities: law, bargaining and the social partners; national reports on various aspects;
- Gender pay differentials - national reports, plus annual update on gender issues.

EIRO has begun to look outside the borders of Europe, comparing the industrial relations situation in Europe with that in the USA and Japan. In the five years since EIRO was set up, there has been a very strong growth in the use of the website -

[www.eiro.eurofound.eu.int](http://www.eiro.eurofound.eu.int) - with up to 65,000 user sessions per month in 2001.

The nature of change, future developments and forecasts of coming trends in significant industrial relations areas were the themes of four studies launched by the Foundation. Based on existing EIRO data, the three studies completed during the year included: life-long learning and industrial relations; reconciliation of work and family life and collective bargaining trends in industrial relations.

## Methodological approach of the monitoring tool

European Industrial Relations Observatory is a monthly updated database based on the information from EIRO national centres in each EU Member State and Norway. The database includes news, articles and comparative studies on industrial relations issues.

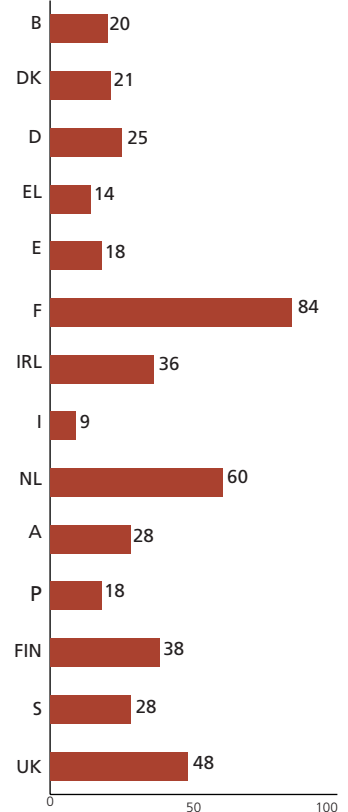
There was also collaboration with the European Commission to produce a yearly status report on Industrial Relations in Europe. Work on the industrial relations glossaries continued with the addition in 2001 of the Swedish version while the publication of the Finnish volume in 2002 will complete the series.

## Strategic research

Moving from systematic data collection and monitoring to more in-depth analysis, the industrial relations unit commenced strategic research in a number of areas.

The Foundation has carried out a series of studies on the impacts of Economic and Monetary Union (EMU) on the private and public sector. The studies revealed that EMU was found to have a considerable impact on the strategies and policies of the companies analysed, which, in turn, had effects on employment, industrial relations and working conditions in each of the sectors. In 2001, the Foundation embarked on the third phase of its research - a study of the social implications of EMU for the public sector. The results showed that scope and the role of the Member States have changed due to their adaption to EMU criteria. The resulting literature review made recommendations for further studies on the impacts of

## TOTAL PROPORTION OF BUSINESS UNITS WITH BROAD-BASED FINANCIAL PARTICIPATION



Source: Employee Share Ownership and profit-sharing in the European Union, European Foundation for the Improvement of Living and Working Conditions 2001.

## European Works Councils - potential negotiating role

Information on recent agreements continued to be added to the European Works Councils (EWC) database. One area of EWC activity that has received little attention so far is the negotiating role of EWCs. The findings of Foundation research in 2001 highlighted that the negotiation of joint texts by EWCs is a growing, although restricted, phenomenon. The Foundation report, *Bargaining at European level? Joint texts negotiated by European Works Councils*, makes a first exploratory attempt at examining the extent and nature of negotiating activity within EWCs especially in the context of the possible "Europeanisation" of industrial relations within multinational companies, and of the continuing wave of cross-national corporate restructuring.



globalisation, EMU and ongoing market reforms in EU.

An innovative approach to collective bargaining in many European countries has been the conclusion of collective agreements, or "pacts for employment and competitiveness" (PECs). The Foundation's ongoing research in this area examined the different approaches taken by PECs in 11 Member States of the EU, focusing on the overall significance of the agreements for employment and collective bargaining policies. *Negotiating collective agreements on employment and competitiveness*, published in 2001, highlights the wide-ranging content of the agreements – covering innovative measures on working time, wage structures and work organisation – and points to patterns occurring in the different countries or sectors of industry.

## Key facts 2001 – industrial relations

- The EIRO website attracted a record number of users in 2001.
- Six editions of the EIRO bi-monthly bulletin *EIRObserver* were produced, containing features, news items and updates, based on some of the reports supplied from the EIROonline database.
- Collaboration with the International Labour Office, Geneva, to produce a Joint Report on Industrial Relations *Developments in Europe and the Applicant Countries 2001*, during 2002.
- The High Level Group on Industrial Relations established by Commissioner Anna Diamantopoulou requested a number of future change-oriented reports during 2001.

## Key events – industrial relations

### January 22-24

Swedish Presidency conference *Work Life 2000 – Quality in Work* (Malmö). T. Kauppinen presented a paper, 'Telework – Labour Market, Health and Well-Being'.

### April 26-28

Conference IREC 2001 (Madrid), K.O'Kelly presented paper 'Collective Agreement for Employment and Competitiveness'.

### June 20-21

Launch of conference *Work Life/EU Enlargement Project*. (Stockholm) organised by National Institute for Working Life T. Kauppinen presented paper 'Europeanisation of Industrial Relations in the Global Perspective'

### June 25 - 29

IIRA 6th European conference (Oslo) organised by IIRA. T. Kauppinen presented two papers: 'Wages development before EMU' and 'Globalisation, the 24 hour society'; K.O'Kelly presented paper 'European Social Model and its Impact on EU Industrial Relations'; S. Demetriades presented paper on 'Roles of Social Partners in Vocational Training'.

### September 11 - 17

Telework conference (Helsinki) organised by the Ministry of Labour and the Commission. T. Kauppinen made a presentation on 'European Knowledge Society Foresight'.

### October 25-26

Conference *EMU and EURO, the future of industrial relations* (Stockholm) co-organised Foundation, NUTEK and Swedish National Labour Market Board.

# The European Monitoring Centre on Change



## Anticipating and monitoring change

By monitoring the drivers of change in the European economy, acting as a clearing-house for collecting and disseminating information about measures at company, local, regional, national and European levels, the EMCC is designed to create an understanding of how to anticipate and manage change due to corporate restructuring.

A European operational capacity to track and analyse industrial change was one of the recommendations to emerge from the high-level expert group set up by the Commission in 1997 in the wake of major industrial plant closures at Renault, Vilvoorde in Belgium. The Gyllenhammar report's recommendation was reflected in the Commission's *Social Policy Agenda of 2000* and was strongly supported by the Social Partners organisation, by the European Parliament and by the Member States. The final impetus for the EMCC came from the European Council in Nice (December 2000) when the Presidency conclusions called for the establishment of the European Monitoring Centre for Change within the Foundation. Following significant preparatory work, EMCC was formally launched in Brussels in October 2001 under the auspices of the Belgian Presidency.

The core goals of EMCC are to monitor the 'drivers' of change in the European economy and to collect and disseminate information about measures taken at company, sectoral, regional, national and European levels to understand, anticipate and manage change. The Centre is designed to support the key actors through the provision of accessible,

reliable data and opportunities to exchange views, ideas and practice. The 'drivers' of change are those factors, which have the capacity to shift the direction of change from one axis to another. Two 'drivers' of importance have been identified as the focus of work by EMCC in its initial phase, international communications technology and financial markets.

Built on existing reliable and accurate information sources, EMCC will aim to provide the tools for key actors in European social policy to make more informed decisions about managing the processes of change.

## EMCC - the start-up year

A Steering Committee for the European Monitoring Centre on Change was established during 2001 with a remit to shape the direction, form and content of the EMCC. The Steering Committee is a balanced and representative forum composed of representatives of the social partners, the European Commission, Member State governments, experts, the

*'Change is necessary. If you don't change you risk disappearing... The EMCC is a centre for change, not for economic restructuring. The main mission is to identify the data vis-à-vis the main drivers of change.'*

Thérèse de  
Liederkerke, UNICE

## EMCC mandate

The mandate of the European Monitoring Centre for Change derives from:

- European Commission Social Policy Agenda, 2000.
- Joint Opinion of the Social Partners on the European Monitoring Centre on Change, November 2001.
- European Parliament Resolution on the Social Consequences of Restructuring, 2001.
- Presidency Conclusions of the Nice European Council, December 2000.
- Presidency Conclusions of the Stockholm European Council, March 2001.

*‘Trade unions have long recognised that change is not constrained by boundaries, even European ones. For us the Centre is not a passive information source, but rather a proactive facility linking analysis with data collection.’*

Emiglio Gabaglio,  
ETUC

*‘The recognition of the strategic importance of human capital should guide our vision of industrial change and I think that the Monitoring Centre will have an important role in this regard.’*

Odile Quintin,  
Director general,  
Employment and  
Social Affairs,  
European  
Commission

Foundation, and as such, represents many of the Foundation’s target audience interests.

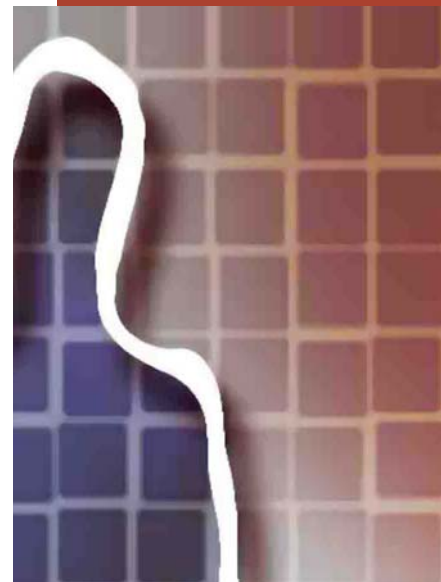
The publication of an information brochure and the defining of elements of the first work programme and priorities for 2001 marked the initial phase of the EMCC. Guiding principles and a mission statement were formulated to provide a framework for its activities.

#### **The launch of the EMCC in 2001**

A group of some 100 experts and policy makers came together for the formal launch of the EMCC, including Ministers and officials of candidate countries, Member State governments, European Commission officials, the social partners, representatives of labour movement organisations and regional public bodies along with the Foundation’s directorate and staff. The experts who attended represented many of the prospective users of EMCC. The launch event was designated as a working conference during which the forces of change in Europe were analysed and debated.

Presentations and debate at the event were summarised in a conference report *Understanding, anticipating and managing change - identifying the drivers of change* which was published in January 2002. The report serves to focus the work of EMCC and provide perspectives on change for the period 2002-2004.

# Informing and engaging in debate



## Targeted communication at EU level

In 2001, the information and communication section was reorganised to meet the needs of its target groups and stakeholders more effectively. The information and communication section underwent a major reorganisation in 2001. A distinct division of responsibilities was established between the public affairs and content management and dissemination, in order to better meet the needs of our target groups and stakeholders. A press office was also created, with the recruitment of a permanent press officer.

The information centre and the enquiry services received and dealt with more than 823 enquiries during the year.

Integrating the information liaison officers of the living conditions, working conditions and industrial relations sections in the work of the information section was initiated, to allow for a better flow of information and closer collaboration with the research units.

## Multilingual content management programme

The information and communication section continues to manage a substantial multilingual publications programme. A strategy for communicating and disseminating the results of the Foundation's core research areas was put into place, in close collaboration with the four research sections, aiming to distribute research findings in time to match the demands of the target audiences.

In 2001, 208 publications, research reports and summaries, the newsletter and other brochure materials were translated, printed

and distributed to the 15,600 recipients on the Foundation's distribution lists.

Approximately 9,500 pages were translated into the eleven official languages of the European Union by the translation section of the Foundation, in collaboration with its partner the Translation Centre in Luxembourg. The ongoing work on a terminology database continued in-house: adding and updating terms in all EU languages that are of relevant to the Foundation core areas.

From time to time, organisations need to re-examine how they are presenting themselves to the world. In 2001, the Foundation reviewed its logo and housestyle, to ensure that the overall impression is of a modern, up-to-date organisation

## Increased press activities

Last year also saw the first results of a proactive press strategy aimed at raising the profile of the Foundation as an authoritative EU organisation providing information and analysis based on research in its three core areas. Efforts continue to raise the Foundation's media profile by establishing and maintaining contacts with selected journalists in opinion-making quality newspapers.

During 2001, activities were concentrated around the introduction and presentation of the *Third European Survey on Working Conditions* at press conferences in 14 EU Member States, organised in collaboration with the European Commission's representation offices. Press coverage generated from these events significantly

*'The aim of the Foundation shall be to contribute to the planning and establishment of better living and working conditions through action designed to increase and disseminate knowledge likely to assist this development'*

Article 2 of Council Regulation (EEC) No.1365/75

increased the profile of the Foundation's work in both print and live media throughout Europe.

The Foundation continues to collaborate with the presidencies of the European Union to participate and co-organise events that will further raise the profile of the Foundation's work. In 2001, two high-level conferences were co-organised with the Belgian Presidency of the European Union in 2001. The conference, *For a better quality of work* was held in Brussels, Belgium, on 20-21 September, bringing together over 200 politicians and key policy makers. The conference addressed issues of quality of work in preparation to the future decision of Social Europe, and the conclusions were forwarded to the European Council in Laeken on 14-15 December.

On 23 October the conference *Understanding, anticipating and managing change: identifying the drivers of change* 100 people met to launch the Foundation's European Monitoring Centre on Change (EMCC) at the Palais d'Egmont in Brussels, Belgium.

#### Better use of the Internet

The content and structure of the Foundation's website [www.eurofound.eu.int](http://www.eurofound.eu.int) was strengthened by bringing the research results to the fore. A web editor was put in charge to ensure frequent updating of information. Almost 700 of the Foundation's most recent publications were made available online, free of charge. EIROOnline (European Industrial Relations Observatory) website was also redesigned, to make the information more easily accessible to its users.

The redesign of the websites resulted in a three-fold increase (from 43,000 per month to 100,000) in the number of user sessions in each of the last two months of the year.

Preparations were made in 2001 to relocate the Foundation's websites to go under the same roof, or in technical terms to go under the same domain name, as the other EU-organisations. The new domain name of '.eu.int' will identify the Foundation as an EU body and will take effect in the first quarter of 2002.

#### Key facts 2001

- A content management system was made available for the in-house management of production workflow.
- Ten editions of the Foundation newsletter *Communiqué* were published in English and French.
- The Foundation Open Day, opened by Irish Deputy Prime Minister (Tánaiste) Mary Harney TD on 16 May 2001, attracted some 450 visitors.
- More than 650 visitors came to the Foundation on arranged visits during the year.
- A Foundation brochure and customised electronic presentation were developed and made available.
- The Foundation organised a Press Day on 12 March and invited social affairs journalists of major, opinion-making newspapers.

# Annex 1

## Foundation budget 2001



### SUMMARY

Research	47%
Information and Dissemination	29%
Translation	10%
Administration	14%

### ANALYSIS

#### ACTIVITY

	Research		Information & Dissemination		Translation		Administration		Total	
EXPENDITURE		%		%		%		%		%
Staff	3 192 627	41	2 068 835	27	752 963	10	1 758 417	23	7 772 842	51
Administrative	404 748	37	276 469	25	95 701	9	322 080	29	1 098 998	7
Operational	3 469 802	55	2 042 972	33	765 000	12	0	0	6 277 774	42
<b>TOTAL</b>	<b>7 067 177</b>	<b>47</b>	<b>4 388 276</b>	<b>29</b>	<b>1 613 664</b>	<b>10</b>	<b>2 080 497</b>	<b>14</b>	<b>15 149 614</b>	<b>100</b>

### STAFFING

#### POSTS FILLED

	Research		Information & Dissemination		Translation		Administration		Total
Grade A	15		6		5		3		29
Grade B	4		5		0		6		15
Grade C	9		11		3		9		32
Grade D	0		0		0		1		1
<b>TOTAL</b>	<b>28</b>		<b>22</b>		<b>8</b>		<b>19</b>		<b>77</b>

Note: Activity based accounts in euro.



# Annex 2

## Administrative Board (as at 31 December 2001)

### MEMBERS OF THE BUREAU

#### Government group

*Chairperson of the Board*

Marc BOISNEL

Ministère du Travail, du Dialogue Social et de la Participation

Kees J. VOS (alternate)

Ministerie van Sociale Zaken en Werkgelegenheid

#### Employers group

*Vice-Chairperson of the Board*

Jan Willem VAN DEN BRAAK

Vereniging VNO-NCW

#### Employees group

*Vice-Chairperson of the Board*

Marjaana VALKONEN

SAK

#### Commission

*Vice Chairperson of the Board*

Bernhard JANSEN

DG Employment and Social Affairs

### REPRESENTATIVES OF THE EUROPEAN COMMISSION

#### Members

Yiva TIVEUS

DG Environment

Andrew SORS

DG Research

#### Alternates

Jackie MORIN

DG Employment and Social Affairs

Klaus SCHNUER

DG Environment

Ronan O'BRIEN

DG Research

## CO-ORDINATORS

### Employers group

#### Member

Natascha WALTKE  
Union des Confédérations de l'Industrie et des Employeurs d'Europe (UNICE)

#### Alternate

Bernard LE MARCHAND  
Fédération Européenne des Moyennes et Grandes Entreprises (FEMGED)

### Employees group

#### Member

Jean LAPEYRE  
European Trade Union Confederation

#### Alternate

Roger SJØSTRAND  
European Trade Union Confederation





## Administrative Board (as at 31 December 2001)

Country	Representatives of National Governments		Representatives of Employers' Organisations		Representatives of Employees' Organisations	
	Member	Alternate	Member	Alternate	Member	Alternate
<b>Austria</b>	A. SCHALLER Bundesministerium für soziale Sicherheit und Generationen	B. STIMMER Bundesministerium für Arbeit, Gesundheit und Soziales	H. BRAUNER Industriellen-Vereinigung	C. PARAK Verband der Öffentlichen Wirtschaft und Gemeinwirtschaft Österreichs	R. CZESKLEBA ÖGB	
<b>Belgium</b>	M. DE GOLS Ministère de l'emploi et du travail	L. VAN HAMME Ministerie van Tewerkstelling en Arbeid	R. WAEYAERT UNIZO Belgian Organisation for SMEs	A de KOSTER FEB-VBO Fédération des entreprises de Belgique	H. FONCK ACV – Dienst Onderneming	
<b>Denmark</b>	P. NEDERGAARD Arbejdsministeriet	K. TAASBY Ministry of Labour	H. BENNICKE Confederation of Danish Employers	P. LAURENTS SALA	A. BENDIXEN Salaried Employees & Civil Servants Council	J.T. RASMUSSEN LO Denmark
<b>Finland</b>	M. SALMENPERÄ Ministry of Labour	T. ALASOINI Ministry of Labour	T. SAUKKONEN Confederation of Finnish Industry & Employers	M. VIRTANEN Employers' Confederation of Service Industries	M. VALKONEN SAK	L. KURKI STTK
<b>France</b>	M. BOISNEL Ministère du travail, du dialogue social et de la participation	R. MOUNIER-VEHIER Ministère de l'emploi et de la solidarité	M. DAMEZ FONTAINE EDF	E. JULIEN MEDEF	J.-P. PEULET CFDT	M. DECAYEUX CGT-FO
<b>Germany</b>	W. KOBERSKI Bundesministerium für Arbeit und Sozialordnung	S. RÖSELER Bundesministerium für Arbeit und Sozialordnung	B. DORN Bundesvereinigung der Deutschen Arbeitgeberverbände	R. HORNUNG-DRAUS Bundesvereinigung der Deutschen Arbeitgeberverbände	D. POUGIN Deutscher Gewerkschaftsbund	R. DOMBRE Deutscher Gewerkschaftsbund
<b>Greece</b>	D. TANGAS Ministry of Labour	M. MYLONAS Ministry of Labour and social security	E. TSOUMANI-SPENTZA Federation of Greek Industries	E. TSAMOUSSOPOULOS Federation of Greek Industries	S. LEMOS INE/GSEE	D. MOSCHOIANNIS GSEE
<b>Italy</b>	M.T. FERRARO Ministero del Lavoro e della previdenza sociale	M. TIRABOSCHI Università degli Studi di Modena e Reggio Emilia	C. TERRANEO Confindustria	S. ROSSI Confindustria	G. MALASPINA CGIL	A. MASETTI UIL
<b>Ireland</b>	W. JESTIN Department of Enterprise, Trade and Employment	J KELLEHER Department of Environment and Local Government	D. KILLEN Smurfit Ireland	M. GAVIN Irish Business and Employers Confederation (IBEC)	R CALLENDER Services Industrial, Professional & Technical Union (SIPTU)	L. BERNEY Irish Congress of Trade Unions (ICTU)

## Administrative Board (as at 31 December 2001)

Country	Representatives of National Governments		Representatives of Employers' Organisations		Representatives of Employees' Organisations	
	Member	Alternate	Member	Alternate	Member	Alternate
<b>Luxembourg</b>	N. WELTER Ministère du travail et de l'emploi	P. WEBER Inspection du travail et des mines	N. WELSCH Société nationale des chemins de fer luxembourgeois	G. SANTER Fédération des industriels luxembourgeois-FEDIL	R. PIZZAFERRI Onofhängege Gewerkschaftsbond Lëtzebuerg (OGB-L)	N. HOFFMANN Lëtzebuenger Chrëschtliche Gewerkschafts-Bond(LCGGB)
<b>Netherlands</b>	C.J. VOS Ministerie van Sociale Zaken en Werkgelegenheid	M. BLOMSMA Ministerie van Sociale Zaken en Werkgelegenheid	W. VAN DEN BRAAK Vereiniging VNO-NCW	G.A.M. VAN DER GRIND Dutch organisation for Agriculture & Horticulture	W. SPRENGER Federatie Nederlandse Vakbeweging	A. WOLTMEIJER Christelijk Nationaal Vakverbond (CNV)
<b>Portugal</b>	J BRITO XAVIER Instituto de Desenvolvimento e Inspeção das Condições de Trabalho (IDICT)	F. SANTIAGO Ministério do Ambiente	A. COSTA ARTUR CECOA	L. A. GARCIA FERRERO MORALES Associação Industrial Portuguesa	J. de DEUS GOMES PIRES UGT Portugal	J. DIONISIO CGTP
<b>Spain</b>	C. GALACHE MATABUENA Ministerio de Trabajo y Asuntos Sociales	C. BRIONES GONZALEZ Ministerio de Trabajo y Asuntos Sociales	M.A. ASENJO DORADO Confederación Nacional de la Construcción (CNC)	R. ESCOLAR POLO SEPI	R. MORILLO CC.OO	I. SAGARNA ODRIOZOLA Solidaridad de Trabajadores Vascos (ELA/STV)
<b>Sweden</b>	I. OHLSSON National Institute for Working Life	G. MALMBORG Ministry for Social Affairs	M.-L. THORSÉN LIND Confederation of Swedish Enterprises	E. JANNERFELDT Confederation of Swedish Enterprises	S. BERGSTRÖM IO-S	M. ESSEMYR Swedish Confederation of Professional Employees (TCO)
<b>United Kingdom</b>	G. CLARK Department for Work and Pensions	A.R. MARTIN Department for Work and Pensions	S. BLAKE Confederation of British Industry (CBI)	D. JOHNSON Confederation of British Industry (CBI)	D. FEICKERT Trade Union Congress (TUC)	R. EXELL Trade Union Congress (TUC)

## EFTA Representatives at EF meetings as observers

<b>Government</b>	<b>Employers</b>	<b>Unions</b>
Marlene ELSENSOHN Office of National Economy	Kristian SKJØLAAS Confederation of Norwegian Business and Industry	Antony KALLEVIG Norwegian Confederation of Trade Unions
Uwe FISCHER Arbeitsvermittlung Liechtensteinische Landesverwaltung		



## Annex 3

# Committee of Experts (as at 31 December 2001)

### Austria

Michaela Moritz  
Österreichisches Bundesinstitut für  
Gesundheitswesen (ÖBG)

### Belgium

Marc Heselmans  
Ministerie van Tewerkstelling en Arbeid

### Denmark

Anders Rosdahl  
Socialforskningsinstituttet

### Finland

Jouko Nätti  
University of Jyväskylä

### France

Françoise Piotet  
Université de Paris I-Panthéon Sorbonne

### Germany

Norbert Altmann  
Institut für Sozialwissenschaftliche  
Forschung e.V.

### Greece

Christina Theochari - Chairperson  
Athens Labour Centre

### Ireland

Deirdre Carroll  
Department of Social, Community and  
Family Affairs

### Italy

Silvana Sciarra  
Università Europea di Firenze

### Luxembourg

Jean-Paul Demuth  
Association d'assurance contre les  
accidents, section industrielle

### Netherlands

Fred Huijgen  
University of Nijmegen  
Department of Business Administration

### Portugal

António Casimiro Ferreira  
Colégio de S. Jerónimo

### Spain

Carmen Ortega Jiménez  
Dirección General de Acción Social,  
del Menor y de la Familia

### Sweden

Bengt Furåker  
University of Göteborg

### United Kingdom

No nomination yet

### Observer:

### Norway

Tore Nilssen  
SINTEF Industrial Management

# Annex 4

## Foundation staff (as at 31 December 2001)

### DIRECTORATE

Raymond-Pierre Bodin, Director  
Eric Verborgh, Deputy Director  
Wendy Ó Conghaile, Advisor to Directorate  
Barry O'Shea, Advisor to Directorate \*\*  
Michael Wimmer, Advisor to Directorate \*  
Catherine Cerf  
Cécile Deneys  
Annick Menzies

### ADMINISTRATION

Terry Sheehan, Head of Section  
Linda Byrne  
Michael Cosgrave  
Jennifer Corcoran (T)  
Frances Doyle (T)  
Kay Flynn (T)  
Said El Aroussi  
Elisabeth Gouilleux-Cahill  
Jim Halpenny  
Jackie Hayes (T)  
Sarah Hayes  
Ewan Hogan  
Ailish Kelly (T)  
Dolores McCarthy  
Mary McNeice  
Brian Moore  
Louise Shanley  
Sally Anne Sloan  
Justin Smith (T)  
Elizabeth Wade (T)

### INFORMATION AND COMMUNICATION

Elisabeth Lagerlöf, Head of Section  
Antonella Pirami  
Måns Mårtensson, Press Officer

(T) Temporary staff

\* Detached National Expert

\*\* Seconded from DGINFSO

### Content Management & Dissemination Unit

Mattanja de Boer, Programme Manager  
Fiona Murray, Web Manager  
Gabriele Felster  
Martin Flynn  
Sean Griffin  
Philip Ireland  
Niall McNamara (T)  
Chrysanthe Moschonaki  
David Pritchard (T)  
Hilary O'Donoghue  
Colm O'Neill  
Marie O'Meara  
Barbara Schmidt  
Karin Teeuwen  
Jan Vandamme

### Public Affairs Unit

Brid Nolan, Programme Manager  
Bénédicte Chaidron (T)  
Roseanna Creamer  
Doris Hirschfeld  
Dolores Whelan (T)

### Language Services Unit

Maria Barreiro, Programme Manager  
Cristina Frawley  
Brigitte Mariacher  
Jacques Prieu  
Evangelos Psaroudakis  
Maria Santos



## HUMAN RESOURCES

Raymond Comerford, Head of Section  
Heather Brown  
Aoife Caomhánach  
Melina Fenelon (T)

## OPERATIONAL SUPPORT

Eberhard Köhler, Head of Operations  
Charlotte Kjaer Andersen  
Martine Deasy  
Hanne Hansen  
Patricia Kingston  
Ann McDonald

## RESEARCH

### Industrial Relations

Stavroula Demetriades, Coordinator  
Maria Byrne (T)  
Camilla Galli da Bino  
Timo Kauppinen  
Kevin O'Kelly (T)  
Sylvaine Recorbet  
Ioanna Rossi (T)  
Christian Welz  
Victoria Rahm (T)

## Living Conditions

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

## Working Conditions

Pascal Paoli, Coordinator  
Christine Gollin  
Judy McAuley (T)  
Sophia MacGoris  
Leontine Mastenbroek  
Jean-Michel Miller  
Agnès Parent-Thirion  
Ola Persson\*  
Sabrina Tesoka

## European Monitoring Centre on Change (EMCC)

Barbara Gerstenberger  
Sylvie Seigné-Monks (T)  
Janet Smith

(T) Temporary staff

\* Detached National Expert

\*\* Seconded from DGINFSO

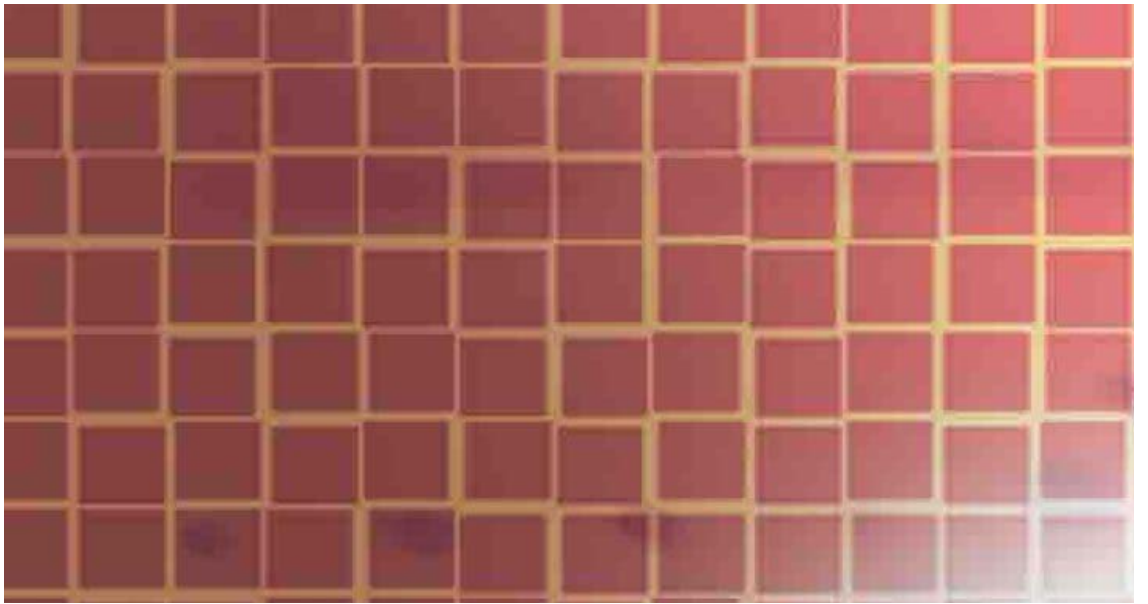
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