



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 the formulation of future policy on social and work-related matters. Further information can be found at the Foundation website at <http://www.eurofound.eu.int/>

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Budget

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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 euro	%	'000 euro	%	'000 euro	%	'000 euro	%	'000 euro	%
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

*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*Vice-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

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 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

Sinead Tiernan, European Trade Union Confederation (ETUC)

Representatives of National Governments

Representatives of Employers' Organisations

Representatives of Employees' Organisations

Country	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)	Arnaud de Koster Federation of Enterprises in Belgium (FEB-VBO)	Herman Fonek 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 (DA)	Nils J Andraesen Confederation of Employers' Associations in Agriculture (SALA)	Annette Bendixen Salaried Employers & 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 Boissel 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-Spenitza 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)
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)

* to be confirmed

Country	Member	Alternate	Member	Alternate	Member	Alternate
					Representatives of Employers' Organisations	Representatives of Employees' Organisations
Italy	<i>Nomination pending</i>	Michele Tiraboschi University of Modena and Reggio Emilia	Carlo Terrasco General Confederation of Italian Industry (Confindustria)	Stefania Rossi General Confederation of Italian Industry (Confindustria)	Giulia Barbucci* General Confederation of Italian Workers (CGLI)	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 Pizzaferrì 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 Wolmeijer 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 Morillo State Society of Industrial Shares (SEPI)	Rosario Morillo Trade Union Confederation of Workers Commissions (CC.OO)	Iniigo Sagama Odrizola Basque Workers Solidarity (ELA-STV)
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 Essemыр 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

EFTA Representatives at EF Meetings as Observers

Government

Hanna Sigridur Gunnsteinsdottir, Ministry for Social Affairs, Iceland

Employers

Dagfinn Malnes, Confederation of Norwegian Business and Industry, Norway

Employees

Antony Kallevig, Norwegian Confederation of Trade Unions, Norway

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Committee of Experts (as at 31/12/03)

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 May 2004, no new nominations are expected until after that date. Therefore, the Committee had no Members in 2003.

Advisory Committees (as at 31/12/03)

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Advisory Committee for Working Conditions

Project 0240

Coordinator: Agnes Parent-Thirion

Representation

Governments: Inger Ohlsson (S)
Birgit Stimmer (A)
Michel de Gols (B) (alternate)

Employers: Marie-Louise Torsén-Lind (S)
Natascha Waltke (UNICE)
Maria Angeles Asenjo (ES) (alternate)

Workers: Hermann Fonck (B)
Erik Pentenga (NL)

Commission: Jurgen Kretz, DG EMPL

Experts: Fred Huijgen (NL)
Jouko Nätti (FIN)
Françoise Piotet (F) (alternate)

Advisory Committee for Living Conditions

Project 0238

Coordinator: Robert Anderson

Representation

Governments: Anthony R. Martin (UK)
Dimitrios Tangas (GR)
George Clark (UK) (alternate)

Employers: Bernard le Marchand (deputy co-ordinator for Employers)
Liam Doherty (IRL)
Guusje Dolsma (NL) (alternate)

Workers: Rosheen Callender (IRL)
Henri Lourdelle (B)
Reinhard Dombre (D) (alternate)

Commission: Fernando Gil Alonso, DG EMPL
Virginia Vitorino, DG Research

Experts: Michaela Moritz (A)
Deirdre Carroll (IRL)
John S. Ditch (UK) (alternate)

Advisory Committee for Industrial Relations

Project 0241

Coordinator: Stavroula Demetriades

Representation

Governments: Kim Taasby (DK)
Cees J. Vos (NL)
Pilar Gonzalez Bayo (ES) (alternate)

Employers: Emmanuel Julien (F)
Carlo Terranno (IT)
Natascha Waltke (UNICE) (alternate)

Workers: Annette Bendixen (DK)
Claudio Stanzani (ETUC)
Norbert Kluge (ETUC) (alternate)

Commission: Jurgen Kretz, DG EMPL
Anneli Sillanpää, DG EMPL

Experts: Anders Rosdahl (DK)
Fred Huijgen (NL)

Advisory Committee for Company Survey on Time

Project 0272

Coordinator: David Foden

Representation

Governments: Michel de Gols (B)
Manolis Mylonas (GR)
Nadine Welter (L) (alternate)

Employers: Alexandra Costa Artur (CECOA) (PT)
Emmanuel Julien (MEDEF)
Florence Cordier (EDF-GDF) (alternate)

Workers: Sinead Tiernan (ETUC)
Herman Fonck (B) (CSC)
Gloria Malaspina (I) (alternate)

Commission: Ann Branch DG EMPL
Fernando Pereira DG EMPL

Experts: Juoko Natti (FIN)
John Ditch (UK)
Fred Huijgen (NL) (alternate)

Advisory Committees for transversal themes

Project 0242 Promoting better employment

Responsibility: Willy Buschak
Robert Anderson
David Foden
Elisabeth Lagerlöf

Representation

Governments: Pilar Gonzalez Bayo (ES)
Robert Mounier-Vehier (FR)
Birgit Stimmer (A) (alternate)

Employers: Arnout de Koster (B)
Christian Ardhe (expert) (S)
Renate Hounung-Draus (alternate)

Workers: Jean Vanoye (F)
Andrew Watt (ETUC)

Commission: Stefaan Herman, DG EMPL
Georg Fischer, DG EMPL

Experts: Anders Rosdahl (DK)
Juoko Natti (FIN)
Françoise Piotet (F) (alternate)

Project 0243 Extending equal opportunities for men and women

Responsibility: Sabrina Tesoka

Representation

Governments: Birgit Stimmer (A)
Nadine Welter (LUX)
Rocio de la Hoz (ES) (alternate)

Employers: Stefania Rossi (I)
Anastasia Koutsivitou (GR)
Tanja Nackmayr (D) (alternate)

Workers: Rosario Morillo (ES)
Sinead Tiernan (ETUC)
Angelo Masetti (I) (alternate)

Commission: Maria Tomassetti DG EMPL
Helga Ebeling, DG Research

Experts: Fred Huijgen (NL)
Michaela Moritz

Project 0244 Managing diversity

Responsibility: Philippe Bronchain

Representation

Governments: Robert Mounier-Vehier (F)
João Veiga Moura (PT)
Luc Vanhamme (B) (alternate)

Employers: Maria Angeles Asenjo (ES)
Sophie Crosby, IBEC (alternate)

Workers: Wim Sprenger (NL)
Angelo Masetti (I)
Erik Pentenga (NL)

Commission: Barbara Nolan, DG EMPL

Experts: Anders Rosdahl (DK)

Project 0245 Supporting social inclusion

Responsibility: Robert Anderson

Representation

Governments: Gunilla Malmberg (S)
M.G. Blomsma, (NL)
Tony Martin (UK) (alternate)

Employers: Guusje Dolsma (NL)
Bernard Le Marchand (deputy coordinator of Employers group)
Cormac McConnell, IBEC (alternate)

Workers: Richard Exell (UK)
Henri Lourdelle (ETUC)

Commission: Hugh Frazer DG EMPL.E.2
Els Van Winckel, DG EMPL

Experts: Anders Rosdahl (DK)
Deirdre Carroll (IRL)
John S. Ditch (UK) (alternate)

Project 0246 Examining the changing use of time

Responsibility: Agnès Parent-Thirion

Representation

Governments: Michel de Gols (B)
 Martin Blomsma (NL)
 William Jestin (IRL) (alternate)

Employers: Rainer Schmidt-Rudloff, BDA
 Elias Tsamoussopolos (GR)
 Rachel O'Flynn, IBEC (alternate)

Workers: Mats Essemyr (S)
 Ronald Janssen (ETUI)
 Wim Sprenger (NL) (alternate)

Commission: Lars Erik Andreasen, DG EMPL
 Ann Branch, DG EMPL

Experts: A. Moritz (A)
 Jouki Nätti (FIN)

Advisory Committees for developmental activities

Project: 0235 Working conditions, living conditions and industrial relations in the Knowledge Society

Responsibility: Henrik Litske / Timo Kauppinen

Representation

Governments: Cees Vos (NL)
 William Jestin (IRL)
 Michel de Gols (B) (alternate) (w/Luc van Hamme (B))

Employers: Alexandra Costa Artur (P)
 Roberto Suarez (ES) (CEOE)
 Barbara Dorn (D) (alternate)

Workers: Dieter Pougín (D)
 Juliane Bir (ETUC)

Commission: Peter Johnston, DG Info Society

Experts: Jouki Nätti (FIN)
 Marc Hesselmanns (B)
 Anders Rosdahl (DK) (alternate)

Project 0254 Mobility and migration into the EU: Social and employment impacts

Responsibility: Philippe Bronchain / Henrik Litske / Jean-Michel Miller

Representation

Governments: Martin Blomsma (NL)
Andrew Milton (UK)
William Jestin (IRL) (alternate)

Employers: Sverker Rudeberg (S)
S.J.L. Nieuwsma (NL)
Maria Angeles Asenjo (ES) (alternate)

Workers: Mats Essemyr (S)
Sinead Tiernan (ETUC)

Commission: Tim Mawson, DG EMPL

Experts: John S. Ditch (UK)
Fred Huijgen (NL)
Françoise Piotet (F) (alternate)

Advisory Committee for information and communication

Project 0247

Responsibility: Elisabeth Lagerlöf

Representation

Governments: Dimitrios Tangas (GR)
Hans-Peter Viethen (D)
Andreas Schaller (A) (alternate)

Employers: Bernard Le Marchand (F)
Heinrich Brauner (A)
Rainer Schmidt-Rudloff, BDA (alternate)

Workers: Angelo Masetti (I)
Jean Vanoye (F)
Juliane Bir (ETUC)

Commission: Ylva Tiveus DG Environment

Experts: Marc Heselmans (B)
Christina Theochari (GR)

Steering Committee for the European Monitoring Centre on Change (EMCC)

Project: 0237

Responsibility: Willy Buschak

Representation

Governments: Michel de Gols (B)
Cees J. Vos (NL)
Pilar Gonzalez Bayo (ES) (alternate)

Employers: Renate Hornung-Draus (D)
Natascha Waltke (UNICE)
Liliane Volozinskis (alternate)

Workers: Marjaana Valkonen (FIN)
Maria Helena Andre (ETUC)
Isabelle Barthes (B) (alternate)

Commission: Jürgen Schefflein, DG ENTR
Dominique Be, DG EMPL

Experts: Michaela Moritz (A)
Marc Heselmans (B)

Foundation Seminar Series

Project: 02368

Responsibility: Isabella Biletta / Mattanja de Boer / Bernard Housset

Representation

Governments: Jerzy Ciechanski (Poland)
Paula Granja, IDICT (PT) (alternate)

Employers: to be nominated

Workers: Jean-Michel Joubier (FR)

Commission: Klaus Käding, DG EMPL
Dominique Be, DG EMPL

Directorate

Willy Buschak, Acting Director
 Wendy Ó 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 Technology

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 Technology

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

Public Affairs Unit

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

Content Management & Dissemination Unit

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

Language Services Unit

Clare Deasley (T)
 Cristina Frawley
 Brigitte Mariacher
 Maria Santos

Human Resources

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

Operational Support

Eberhard Köhler, Head of Operations
 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

(T) Temporary staff

* Seconded from European Commission

** Seconded National Expert

Living Conditions

Rob 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 European Commission

** Seconded National Expert

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Foundation events (*own+joint*) 2003

- 1 *Event Date:* 13 January 2003
Event Title: **EIRO National Centres meeting**
Place: Dublin
Participation: Stavroula Demetriades, EIRO team

- 2 *Event Date:* 28 January 2003
Event Title: **EIRO event - Slovenia**
Place: Ljubljana, Slovenia
Participation: Camilla Galli da Bino

- 3 *Event Date:* 30 January 2003
Event Title: **EIRO event - Slovak Republic**
Place: Bratislava, Slovak Republic
Participation: Camilla Galli da Bino

- 4 *Event Date:* 06 February 2003
Event Title: **Missions of the Candidate Countries to EU**
Place: Brussels, Belgium
Participation: Robert Anderson, Raymond-Pierre Bodin, Stavroula Demetriades, Pascal Paoli, Eric Verborgh

- 5 *Event Date:* 04 March 2003
Event Title: **Life at work - quality issues for women and men**
Place: Dublin
Organiser: SIPTU/Foundation
Participation: Sabrina Tesoka, Brid Nolan

- 6 *Event Date:* 06 March 2003
Event Title: **Using information sources on industrial relations in Europe**
Place: Dublin
Organiser: ETUCO/Foundation
Participation: Fiona Murray

- 7 *Event Date:* 12 March 2003
Event Title: **Company Network Seminar: Managing business in the global village**
Place: Brussels, Belgium
Participation: EMCC team

- 8 *Event Date:* 15 April 2003
Event Title: **Company Network Seminars: Responsible management - a total approach**
Place: Lyon, France
Participation: EMCC team

- 9 *Event Date:* 29 April 2003
Event Title: **Combating violence and harassment in the workplace**
Place: Brussels, Belgium
Organiser: Belgian Federal Ministry of Employment and Labour / Foundation
Participation: Sabrina Tesoka

- 10 *Event Date:* 08 May 2003
Event Title: **Launch of joint EF/EC Industrial Relations Annual Review of EU & Candidate Countries**
Place: Brussels, Belgium
Participation: EIRO Team
- 11 *Event Date:* 12 May 2003
Event Title: **Better work and life: Towards an inclusive and competitive enlarged Union**
Place: Alexandroupolis, Greece
Organiser: Greek Ministry of Employment/Foundation
Participation: Raymond-Pierre Bodin, Stavroula Demetriades, Isabella Biletta
- 12 *Event Date:* 14 May 2003
Event Title: **Breaking the barriers in practice**
Place: Brussels, Belgium
Organiser: European Centre for employee ownership/Foundation
Participation: Christian Welz
- 13 *Event Date:* 26 May 2003
Event Title: **Workshop on Social dialogue and EMU in the Candidate Countries**
Place: Vienna, Austria
Participation: Raymond-Pierre Bodin, Timo Kauppinen, Elisabeth Lagerlöf, Michael Wimmer, Christian Welz
- 14 *Event Date:* 12 June 2003
Event Title: **Company Network Seminar: Restructuring for growth and job creation**
Place: Stockholm, Sweden
Participation: EMCC team
- 15 *Event Date:* 16 June 2003
Event Title: **EIRO Training Seminar**
Place: Dublin
Participation: Stavroula Demetriades
- 16 *Event Date:* 17 June 2003
Event Title: **EP Public Hearing on industrial restructuring**
Place: Brussels, Belgium
Organiser: European Parliament/Foundation
Participation: Introduction by Raymond -Pierre Bodin to Swedish case study TeliaSonera, Willy Buschak, Sylvie Jacquet
- 17 *Event Date:* 01 July 2003
Event Title: **Expert meeting on Time issues**
Place: Budapest, Hungary
Participation: Pascal Paoli
- 18 *Event Date:* 02 July 2003
Event Title: **Expert Meeting on Gender and Working Conditions in Central and Eastern European Countries**
Place: Prague, Czech Republic
Participation: Sabrina Tesoka

- 19 *Event Date:* 17 July 2003
Event Title: **Working Poor - meeting**
Place: Brussels, Belgium
Participation: Agnès Parent-Thirion
- 20 *Event Date:* 16 September 2003
Event Title: **Meeting of Correspondents - Working Conditions Observatory**
Place: Dublin
Participation: Willy Buschak, Working Conditions Observatory team
- 21 *Event Date:* 23 September 2003
Event Title: **Company Network Seminar: Business transformation: which management models and leadership styles?**
Place: Madrid, Spain
Participation: EMCC team, Elisabeth Lagerlöf
- 22 *Event Date:* 09 October 2003
Event Title: **Living and Working Conditions in Europe in 2010**
Place: Ljubljana, Slovenia
Participation: Willy Buschak, Elisabeth Lagerlöf, Wendy O 'Conghaile, Eberhard Köhler, Sabrina Tesoka, Philippe Bronchain, Robert Anderson
- 23 *Event Date:* 09 October 2003
Event Title: **Workshop on financial participation**
Place: Brussels, Belgium
Participation: Christian Welz
- 24 *Event Date:* 20 October 2003
Event Title: **The quality of industrial relations**
Place: Dublin
Participation: Timo Kauppinen
- 25 *Event Date:* 21 October 2003
Event Title: **EMCC sectoral workshop: the future of enterprise financing**
Place: Brussels, Belgium
Participation: EMCC team
- 26 *Event Date:* 29 October 2003
Event Title: **Social Dialogue and Conflict Prevention in the Candidate Countries**
Place: Prague, Czech Republic
Participation: Willy Buschak, Timo Kauppinen, Christian Welz
- 27 *Event Date:* 06 November 2003
Event Title: **Industrial Relations in Europe, Japan & USA**
Place: Dublin
Participation: EIRO team
- 28 *Event Date:* 12 November 2003
Event Title: **Seminar on Mobility and Migration**
Place: Dublin
Participation: Philippe Bronchain

- 29 *Event Date:* 17 November 2003
Event Title: **EIRO event - Italy**
Place: Rome, Italy
Organiser: EIRO Italian National Centre/Foundation
Participation: Camilla Galli da Bino
- 30 *Event Date:* 17 November 2003
Event Title: **Illness and Inclusion conference**
Place: Calabria, Italy
Organiser: Italian Presidency/Foundation
Participation: Willy Buschak, Robert Anderson, Philippe Bronchain, Teresa Renehan
- 31 *Event Date:* 20 November 2003
Event Title: **Industrial Change in Europe: current situation, prospects, responsibilities**
Place: Brussels, Belgium
Organiser: EESC/Foundation
Participation: Willy Buschak, Robert Anderson, Stavroula Demetriades, Jacques Terrenoire
- 32 *Event Date:* 27 November 2003
Event Title: **Euforia conference**
Place: Brussels, Belgium
Participation: Timo Kauppinen
- 33 *Event Date:* 27 November 2003
Event Title: **EIRO National Centres meeting**
Place: Dublin
Participation: EIRO team
- 34 *Event Date:* 02 December 2003
Event Title: **Strategies to combat social exclusion**
Place: Dublin
Participation: Living conditions team
- 35 *Event Date:* 11 December 2003
Event Title: **Violence and harassment in the workplace seminar**
Place: Brussels, Belgium
Participation: Jean-Michel Miller
- 36 *Event Date:* 12 December 2003
Event Title: **Tripartite Conference: The right of information and consultation in practice in an enlarged Europe**
Place: Warsaw, Poland
Organiser: ILO/Ministry Economy Poland/Foundation
Participation: David Foden, Stavroula Demetriades, Camilla Galli da Bino

- 1 *Event Date:* 21 January 2003
Event Title: **Economic and Social Aspects of Migration**
Place: Brussels, Belgium
Organiser: OECD/European Commission
Participation: Philippe Bronchain, Hubert Krieger

- 2 *Event Date:* 23 January 2003
Event Title: **International seminar on flexible and innovative ways to achieve work -life balance and social inclusion**
Place: Dublin
Organiser: Trinity College Dublin
Participation: Philippe Bronchain: Work, life balance - an EU perspective

- 3 *Event Date:* 24 January 2003
Event Title: **European Forum against Poverty and Social Exclusion**
Place: Rome, Italy
Organiser: Italian Democratici di Sinista/EP PSE Group
Participation: Raymond-Pierre Bodin

- 4 *Event Date:* 29 January 2003
Event Title: **Advisory Committee on Care Work in Europe**
Place: Brussels, Belgium
Organiser: DG Research
Participation: Robert Anderson

- 5 *Event Date:* 30 January 2003
Event Title: **20th Anniversary event IRES**
Place: Paris, France
Organiser: IRES
Participation: Raymond-Pierre Bodin

- 6 *Event Date:* 31 January 2003
Event Title: **Meeting on Corporate Social Responsibility**
Place: Lyon, France
Organiser: ANACT
Participation: Jean-Michel Miller

- 7 *Event Date:* 31 January 2003
Event Title: **Workshop 'Family and welfare: policy/relevant findings'**
Place: Brussels, Belgium
Organiser: DG Research, European Commission
Participation: Rob Anderson

- 8 *Event Date:* 06 February 2003
Event Title: **Lunchtime debates at the European Commission**
Place: Brussels, Belgium
Organiser: European Commission
Participation: Pascal Paoli: Working conditions in the candidates countries

- 9 *Event Date:* 06 February 2003
Event Title: **Fourth Annual Global Forum on Equity Pay**
Place: Davos, Switzerland
Organiser: European Centre for Employee Ownership
Participation: Christian Welz
- 10 *Event Date:* 12 February 2003
Event Title: **The future of Europe - A Commission perspective**
Place: Dublin
Organiser: Institute of European Affairs
Participation: Wendy O'Conghaile
- 11 *Event Date:* 20 February 2003
Event Title: **Third Family and Welfare Cluster Dialogue Workshop**
Place: Brussels, Belgium
Organiser: European Commission
Participation: Agnès Parent-Thirion
- 12 *Event Date:* 25 February 2003
Event Title: **Joint seminar on stress at work**
Place: Brussels, Belgium
Organiser: UNICE
Participation: Eric Verborgh
- 13 *Event Date:* 27 February 2003
Event Title: **Mainstreaming Equality Conference**
Place: Dublin
Organiser: The Equality Authority
Participation: Sabrina Tesoka, Brid Nolan
- 14 *Event Date:* 28 February 2003
Event Title: **Social Integration and the Disabled**
Place: Thessaloniki, Greece
Organiser: CEDEFOP
Participation: Philippe Bronchain
- 15 *Event Date:* 04 March 2003
Event Title: **The economic and budgetary implications of global ageing - Joint Conference**
Place: Brussels, Belgium
Organiser: European Commission DG ECFIN and CSIS
Participation: Robert Anderson
- 16 *Event Date:* 13 March 2003
Event Title: **IRES - presentation of Foundation reports**
Place: Paris, France
Organiser: IRES
Participation: Agnès Parent-Thirion

- 17 *Event Date:* 13 March 2003
Event Title: **Social dialogue seminar on gender equality**
Place: Brussels, Belgium
Organiser: ETUC
Participation: Stavroula Demetriades, Sabrina Tesoka
- 18 *Event Date:* 19 March 2003
Event Title: **ANPE 'Entretiens de l'emploi'**
Place: Paris, France
Organiser: ANPE - Agence Nationale Pour L'Emploi
Participation: Robert Anderson: chairing workshop, Raymond -Pierre Bodin: opening session
- 19 *Event Date:* 19 March 2003
Event Title: **Mid-term review of the Social Policy Agenda: achievements and perspectives**
Place: Brussels, Belgium
Organiser: European Commission
Participation: Raymond-Pierre Bodin, Sylvie Jacquet, Wendy O'Conghaile, Eric Verborgh
- 20 *Event Date:* 19 March 2003
Event Title: **Work Stress and Health**
Place: Toronto, Canada
Organiser: American Psychological Association / National Institute for Occupational Safety and Health
Participation: Pascal Paoli
- 21 *Event Date:* 21 March 2003
Event Title: **CEDEFOP Advisory Group on lifelong learning**
Place: Thessaloniki, Greece
Organiser: CEDEFOP
Participation: Hubert Krieger
- 22 *Event Date:* 21 March 2003
Event Title: **DG Research project 'European Family Care'**
Place: Ancona, Italy
Organiser: DG Research
Participation: Robert Anderson
- 23 *Event Date:* 25 March 2003
Event Title: **Les conditions de travail en enquetes -DARES**
Place: Paris, France
Organiser: Ministry of Labour and Social Affairs
Participation: Pascal Paoli
- 24 *Event Date:* 27 March 2003
Event Title: **Lunchtime Debates: Violence and harassment in the workplace**
Place: Brussels, Belgium
Organiser: European Commission, Training Unit
Participation: Sabrina Tesoka

- 25 *Event Date:* 27 March 2003
Event Title: **Mental Illness and Stigma**
Place: Athens, Greece
Organiser: Greek Ministry of Health
Participation: Robert Anderson: Rapporteur for workshop on social inclusion; paper on strategies for employment of people with mental illness
- 26 *Event Date:* 28 March 2003
Event Title: **Central and Eastern European Employee Ownership Network**
Place: Ljubljana, Slovenia
Organiser: Marc Mathieu EFES
Participation: Christian Welz
- 27 *Event Date:* 28 March 2003
Event Title: **Preparing the Positive Aspects of Globalisation**
Place: Florence, Italy
Organiser: TIDE Project Secretariat
Participation: Janet Smith
- 28 *Event Date:* 03 April 2003
Event Title: **Changing Family Structures, Policy and Practice**
Place: Loughborough, United Kingdom
Organiser: IPROSEC
Participation: Agnès Parent-Thirion
- 29 *Event Date:* 11 April 2003
Event Title: **European Industry Federations Seminar - Developing sectoral collective bargaining in the Candidate Countries**
Place: Budapest, Hungary
Organiser: ETUC
Participation: Mark Carley: Report on industrial relations in the EU and CCs
- 30 *Event Date:* 27 April 2003
Event Title: **National Women's Forum 2003**
Place: Galway
Organiser: Rosheen Callender, SIPTU
Participation: Brid Nolan
- 31 *Event Date:* 28 April 2003
Event Title: **Undeclared work: a threat for the welfare state**
Place: Leuven, Belgium
Organiser: European Centre of Workers Questions
Participation: Robert Anderson: Paper on household services, informal economy
- 32 *Event Date:* 04 May 2003
Event Title: **Access and Quality in Health Care**
Place: Patras, Greece
Organiser: Patras University/Ministry of Health and Welfare
Participation: Robert Anderson

- 33 *Event Date:* 05 May 2003
Event Title: **Quality of Work and Employment in Europe**
Place: Lyon, France
Organiser: INT
Participation: Pascal Paoli
- 34 *Event Date:* 07 May 2003
Event Title: **Atypical forms of work and life course working time**
Place: Düsseldorf, Germany
Organiser: Hans Boeckler Foundation
Participation: Hubert Krieger
- 35 *Event Date:* 15 May 2003
Event Title: **Conséquences sur les comités d'entreprise européens des restructurations, fusions, cessions**
Place: Paris, France
Organiser: Europe et Société
Participation: David Foden
- 36 *Event Date:* 15 May 2003
Event Title: **Foresight in the Enlarged European Research and Innovation Area**
Place: Ioannina, Greece
Organiser: GSRT
Participation: Timo Kauppinen: Presentation of EUFORIA project
- 37 *Event Date:* 16 May 2003
Event Title: **European Forum on Local Development**
Place: Rhodos (Lalissos), Greece
Organiser: Ministry of Labour
Participation: Henrik Litske: Workshop on social economy
- 38 *Event Date:* 16 May 2003
Event Title: **Industrial Policy in an enlarged Europe**
Place: Brussels, Belgium
Organiser: ETUC
Participation: Raymond-Pierre Bodin
- 39 *Event Date:* 18 May 2003
Event Title: **Managing Diversity Workshop**
Place: Manchester, United Kingdom
Organiser: European Social Network
Participation: Philippe Bronchain
- 40 *Event Date:* 19 May 2003
Event Title: **Gender Mainstreaming of Public Policies: from Theory to Reality**
Place: Maastricht, Netherlands
Organiser: EIPA/European Centre for the Regions
Participation: Sabrina Tesoka

- 41 *Event Date:* 22 May 2003
Event Title: **Managing Social Risks through Transitional Labour Markets**
Place: Berlin, Germany
Organiser: WZB Wissenschaftszentrum Berlin für Sozialforschung
Participation: Hubert Krieger: Discussant in a plenary session in 'Working times changes'
- 42 *Event Date:* 26 May 2003
Event Title: **10th ETUC Congress**
Place: Prague, Czech Republic
Organiser: ETUC
Participation: Raymond-Pierre Bodin, Willy Bu schak
- 43 *Event Date:* 31 May 2003
Event Title: **International Agora Conference 'Policy, practice and partnership: implementing lifelong learning'**
Place: Thessaloniki, Greece
Organiser: CEDEFOP
Participation: Hubert Krieger: Presentation on time over working life project
- 44 *Event Date:* 02 June 2003
Event Title: **European Forum on Population Ageing Research**
Place: Brussels, Belgium
Organiser: European Forum on Population Ageing Research - University of Sheffield
Participation: Robert Anderson
- 45 *Event Date:* 06 June 2003
Event Title: **Mainstreaming Social Inclusion**
Place: Dublin
Organiser: Combat Poverty Agency
Participation: Raymond-Pierre Bodin: Opening address
- 46 *Event Date:* 08 June 2003
Event Title: **6th International Congress on Work Injuries Prevention, Rehabilitation and Compensation**
Place: Rome, Italy
Organiser: INAIL
Participation: Pascal Paoli
- 47 *Event Date:* 13 June 2003
Event Title: **Working conditions**
Place: Paris, France
Organiser: DARES
Participation: Pascal Paoli
- 48 *Event Date:* 16 June 2003
Event Title: **Corporate Social Responsibility**
Place: Lisbon, Portugal
Organiser: IDICT
Participation: Philippe Bronchain

- 49 *Event Date:* 16 June 2003
Event Title: **Gender Equality Conference**
Place: Brussels, Belgium
Organiser: EPSU
Participation: Sabrina Tesoka: Latest trends in working conditions - upward or downward equality?
- 50 *Event Date:* 17 June 2003
Event Title: **Interagency Collaborative Working**
Place: Dublin
Organiser: Dublin Employment Pact
Participation: Robert Anderson: Integrated Local Labour Market Services - Some lessons from European practice
- 51 *Event Date:* 19 June 2003
Event Title: **EP Hearing on Economically dependant work**
Place: Brussels, Belgium
Organiser: ESAC Committee
Participation: David Foden: Presentation of EIRO comparative study on economically dependent workers, employment law and industrial relations across the EU
- 52 *Event Date:* 19 June 2003
Event Title: **Group of Specialists on Employment for Marginalised Groups**
Place: Strasbourg, France
Organiser: Council of Europe
Participation: Robert Anderson
- 53 *Event Date:* 20 June 2003
Event Title: **Horeca/Tourism**
Place: Brussels, Belgium
Organiser: HOTREC/EFFAT
Participation: Sabrina Tesoka: Results of survey on working conditions in the hospitality sector
- 54 *Event Date:* 20 June 2003
Event Title: **Family in the health care system: a cost raising or a cost -reducing factor?**
Place: Tutzing, Germany
Organiser: European Observatory on the Social Situation, Demography and Family
Participation: Robert Anderson: Health risk and resources in the life course and in different living arrangements
- 55 *Event Date:* 24 June 2003
Event Title: **Expert Forum on OSH Monitoring**
Place: Bilbao, Spain
Organiser: Health and Safety Agency
Participation: Pascal Paoli
- 56 *Event Date:* 26 June 2003
Event Title: **Workshop on lifelong learning**
Place: Dublin
Organiser: Equal Adaptability European Thematic Group - European Commission
Participation: Hubert Krieger

- 57 *Event Date:* 26 June 2003
Event Title: **ORIGIN - Annual Meeting**
Place: Brussels, Belgium
Organiser: DG Personnel and Administration
Participation: Sabrina Tesoka: Preventing violence and moral harassment at work
- 58 *Event Date:* 01 July 2003
Event Title: **Irish Congress of Trade Unions Biennial Conference**
Place: Tralee
Organiser: ICTU
Participation: Camilla Galli da Bino, Hilary O'Donoghue
- 59 *Event Date:* 03 July 2003
Event Title: **Promoting the rights of disabled people through quality services**
Place: Luxembourg
Organiser: Fondation APEMH
Participation: Robert Anderson: Chair working group
- 60 *Event Date:* 21 July 2003
Event Title: **Work, Stress and Health**
Place: Brisbane, Australia
Organiser: OHS - Australia
Participation: Pascal Paoli: Key note speaker
- 61 *Event Date:* 08 September 2003
Event Title: **IIRA Congress**
Place: Berlin, Germany
Organiser: IIRA
Participation: Willy Buschak, Stavroula Demetriades, Timo Kauppinen, Camilla Galli da Bino
- 62 *Event Date:* 16 September 2003
Event Title: **Network of Researchers**
Place: Paris, France
Organiser: Université Européenne du Travail
Participation: Jacques Terrenoire
- 63 *Event Date:* 18 September 2003
Event Title: **Ageing and Pensions**
Place: Bologna, Italy
Organiser: Ministry of Labour, Rome
Participation: Hubert Krieger: Reorganisation of time over the life course
- 64 *Event Date:* 18-19 September 2003
Event Title: **EUROSTAT event: 89th DGINS Conference**
Place: Vouliameni, Athens, Greece
Organiser: Directorate General for Social Statistics
Participation: Willy Buschak

- 65 *Event Date:* 18 September 2003
Event Title: **Quality at work and quality of service in local public transport**
Place: Brussels, Belgium
Organiser: CEEP, UITP, IRU, CER, FTF
Participation: Stavroula Demetriades
- 66 *Event Date:* 23 September 2003
Event Title: **Managing the ageing of the workforce**
Place: Athens, Greece
Organiser: Hellenic Management Association
Participation: Robert Anderson: Presentation - Common traits in practices of good age management from across Europe
- 67 *Event Date:* 24 September 2003
Event Title: **Europäische Sozialpolitische Gespräche**
Place: Brussels, Belgium
Organiser: German Representation in Brussels
Participation: Willy Buschak: Presentation of EF activities, expertise and monitoring tools
- 68 *Event Date:* 25 September 2003
Event Title: **Forum Franco-Allemand**
Place: Kehl, Germany
Organiser: Ministry of Social Affairs of Bad Württemberg
Participation: Sabrina Tesoka
- 69 *Event Date:* 06 October 2003
Event Title: **Workhealth Project**
Place: Athens, Greece
Organiser: FIOSH, Germany; Institute for Social and Preventive Medicine, Athens
Participation: Juhani Pekkola
- 70 *Event Date:* 08 October 2003
Event Title: **Social protection in dependent situations**
Place: Madrid, Spain
Organiser: Instituto de Seguridad Social 'Juan Luis Vives'
Participation: Philippe Bronchain
- 71 *Event Date:* 09 October 2003
Event Title: **Enlargement, immigration policies and labour market**
Place: Modena, Italy
Organiser: Italian Ministry of Labour
Participation: Hubert Krieger: New migration puzzle - East/West migration in an enlarging union
- 72 *Event Date:* 09 October 2003
Event Title: **Birmingham seminar of EPP Workers' group**
Place: Birmingham, United Kingdom
Organiser: EPP group
Participation: EMCC: Presentation of Foundation's activities related to Industrial changes - mergers and restructuring

- 73 *Event Date:* 10 October 2003
Event Title: **Health and Work, 5th Colloquium**
Place: Montpellier, France
Organiser: Federation Nationale des Accidentés du Travail et Handicapés
Participation: Agnès Parent-Thirion
- 74 *Event Date:* 10 October 2003
Event Title: **Women in Industrial Research - Speeding up Changes in Europe**
Place: Berlin, Germany
Organiser: EU-Bureau of German Federal Ministry of Education and Research
Participation: Sabrina Tesoka
- 75 *Event Date:* 16 October 2003
Event Title: **Round Table on Poverty and Social Exclusion**
Place: Turin, Italy
Organiser: European Commission
Participation: Robert Anderson: Speaker in workshop on citizenship and access to rights; papers on quality in Social Public Services
- 76 *Event Date:* 19 October 2003
Event Title: **The power of Local Action: 2003 International Healthy Cities Conference**
Place: Belfast, Northern Ireland
Organiser: WHO
Participation: Henrik Litske: Papers on Social Inclusion through local partnerships with civil society
- 77 *Event Date:* 20 October 2003
Event Title: **Managing diversity in health and social care in the interest of all citizens**
Place: Gothenburg, Sweden
Organiser: European Social Network
Participation: Philippe Bronchain: Building on diversity, a contribution to a better Europe
- 78 *Event Date:* 27 October 2003
Event Title: **Carrefour international de l'innovation sociale et territoriale**
Place: Poitiers, France
Organiser: Robert Villeneuve
Participation: Jacques Terrenoire
- 79 *Event Date:* 03 November 2003
Event Title: **Expert Forum on OSH Monitoring**
Place: Bilbao, Spain
Organiser: European Agency for Safety and Health at Work
Participation: Jean-Michel Miller
- 80 *Event Date:* 03 November 2003
Event Title: **Innovative measures in case of restructuring**
Place: Brussels, Belgium
Organiser: Eurocadres
Participation: Jacques Terrenoire

- 81 *Event Date:* 04 November 2003
Event Title: **EurOhse 2003 - Health and Safety at Work**
Place: London, United Kingdom
Organiser: EurOhs Magazine
Participation: Willy Buschak: Researching for a better future
- 82 *Event Date:* 06 November 2003
Event Title: **Group of Specialists on Employment for Marginalised Groups**
Place: Strasbourg, France
Organiser: Council of Europe
Participation: Robert Anderson
- 83 *Event Date:* 07 November 2003
Event Title: **Le Temps de Vivre**
Place: Paris, France
Organiser: Ministry of Labour, France
Participation: Agnès Parent-Thirion: Presentation of survey results on time
- 84 *Event Date:* 09 November 2003
Event Title: **Workers' Protection and Solidarity in the enlarged Europe**
Place: Vienna, Austria
Organiser: IFBWW
Participation: Jean-Michel Miller: Presentation of data on European survey
- 85 *Event Date:* 11 November 2003
Event Title: **Seminar: Industrial change - Re-organisation of business and production**
Place: Brussels, Belgium
Organiser: EP-PES Group
Participation: Jacques Terrenoire
- 86 *Event Date:* 24 November 2003
Event Title: **Scenario Building Workshop for Europe's Printing Industry**
Place: Brussels, Belgium
Organiser: Janet Smith
Participation: Janet Smith
- 87 *Event Date:* 25 November 2003
Event Title: **Measuring attitudes and values in Europe: the contribution of the European Social Survey**
Place: Brussels, Belgium
Organiser: DG Research and European Social Survey
Participation: Henrik Litske
- 88 *Event Date:* 25 November 2003
Event Title: **Forum Célidé: political and industrial restructuring in Europe**
Place: Paris, France
Organiser: CFDT
Participation: Gregorio De Castro, Elisabeth Gouilleux -Cahill

- 89 *Event Date:* 27 November 2003
Event Title: **Migrants' dignity and social integration**
Place: Seville, Spain
Organiser: Council of Europe
Participation: Philippe Bronchain
- 90 *Event Date:* 30 November 2003
Event Title: **Financial Participation of Workers and Social Responsibility of Enterprises**
Place: Rome, Italy
Organiser: CISL and FEAS
Participation: Christian Welz
- 91 *Event Date:* 05 December 2003
Event Title: **Symposium des Infirmieres du Travail**
Place: Tours, France
Organiser: Commission Internationale de Sante au Travail
Participation: Sabrina Tesoka
- 92 *Event Date:* 05 December 2003
Event Title: **Beyond 2003, European Year of People with Disabilities - what challenges for a more inclusive society?**
Place: Rome, Italy
Organiser: European Commission, Italian Ministry of Labour
Participation: Robert Anderson
- 93 *Event Date:* 09 December 2003
Event Title: **Health and Safety for Trade Unions from Central and Eastern Europe**
Place: Vienna, Austria
Organiser: International Federation of Building and Wood Workers
Participation: Jean-Michel Miller: Working conditions Survey in the Accession countries

INDUSTRIAL RELATIONS

Eirobserver 01/03	Journal	EF/03/03	English
Eirobserver 02/03	Journal	EF/03/29	English
Eirobserver 03/03	Journal	EF/03/51	English
Eirobserver 04/03	Journal	EF/03/74	English
Eirobserver 05/03	Journal	EF/03/87	English
Eirobserver 06/03	Journal	EF/03/112	English
Europeanisation of industrial relations in a global perspective: Literature review	Report	EF/02/102	English
Challenges and opportunities for social dialogue and tripartism	Conference summary	EF/03/05	English, French
Social dialogue and EMU in candidate countries	Report*	EF/03/40	English
Industrial relations developments in Europe 2002	Report	EF/03/38	English
Handbook of knowledge society foresight	Report*	EF/03/50	English
Industrial relations and employee financial participation	Infosheet	EF/03/86	English, French

LIVING CONDITIONS

Illness, disability and social inclusion	Infosheet	EF/03/32	11 Community languages
Illness, disability and social inclusion	Report	EF/03/35	English
Illness, disability and social inclusion	Summary*	EF/03/63	English, French
Monitoring quality of life in Europe	Infosheet	EF/03/41	11 Community languages
Monitoring quality of life in Europe	Report*	EF/02/108	English
Illustrative report on quality of life	Report*	EF/03/54	English
A new organisation of time over working life	Infosheet	EF/03/44	11 Community languages
A new organisation of time over working life	Report	EF/03/36	English
A new organisation of time over working life	Summary*	EF/03/64	English
Working time preferences and work-life balance in the EU Member States	Report*	EF/03/42	English
As time goes by	Report*	EF/03/09	English, French
Care workers - matching supply and demand	Report*	EF/03/62	English

LIVING CONDITIONS AND WORKING CONDITIONS

Monitoring Living Conditions and Quality of Life in Europe: Developing the Conceptual Framework	Report*	EF/02/108	English
Integrated approaches to active welfare and employment policies: Greece	Summary*	EF/03/11	English
Towards a sustainable corporate social responsibility	Report	EF/03/17	English
Corporate responsibility towards society: A local perspective	Report*	EF/03/27	English
Corporate social responsibility and working conditions	Infosheet	EF/03/31	11 Community languages
Corporate social responsibility and working conditions	Report*	EF/03/28	English, French
EU - Presidency Conference: Better work and life	Report*	EF/03/89	English

WORKING CONDITIONS

Work organisation and health at work in the EU	Report*	EF/02/06	English, French
Working conditions in candidate countries and the EU	Résumé	EF/02/46	French, Latvian
Age and working conditions in the EU	Other	EF/02/106	English
Preventing violence and harassment at the workplace	Summary*	EF/02/112	English, French
Preventing violence and harassment at the workplace	Report	EF/02/109	English, French
Third European survey on working conditions 2000	Report	EF/01/21	Spanish
Time constraints at work and health risks in Europe	Summary*	EF/03/07	English, French
Sectoral profiles of working conditions	Summary*	EF/03/08	English, French

WORKING CONDITIONS (cont.)

Time and work: duration of work	Report*	EF/02/11	English
Time and work: work intensity	Report*	EF/02/48	English
Employment and labour market insertion strategies as a tool for social inclusion	Conference summary*	EF/03/10	English, French, Spanish
Preventing violence and harassment at the workplace	Infosheet	EF/03/30	11 Community languages
Industrial restructuring	Promotional	EF/03/48	English, French
Economically dependent workers, employment law and industrial relations	Infosheet	EF/03/53	English, French, German
Age and working conditions in the EU	Report	EF/02/107	English, French
Flexibility and social protection	Report*	EF/03/55	English
Working conditions in acceding and candidate countries	Report	EF/03/06	English, French and all acceding and candidate country languages
Working conditions in acceding and candidate countries	Infosheet	EF/03/75	English, French and all acceding and candidate country languages
Working conditons in acceding and candidate countries	Summary*	EF/03/96	English, French
Social dialogue and EMU in acceding countries	Report*	EF/03/88	English
Interactions between the labour market and social protection	Report*	EF/03/43	English

EMCC

EMCC Flyer Managing business internationalisation	Promotional	EF/03/12	English
EMCC Flyer Company network	Promotional	EF/03/13	English
EMCC Flyer Responsible management a total approach	Promotional	EF/03/26	English
EMCC Flyer Future stories using scenarios to anticipate change in the graphics and media sector	Promotional	EF/03/33	English
Does the economic performance of family business differ from that of other businesses? A review of literature	Report*	EF/03/15	English
EMCC Flyer Restructuring for growth and job creation	Promotional	EF/03/33	English
Case study in the graphics and media sector Sportsnews Internet Services	Report*	EF/03/56	English
Case study in the graphics and media sector Gopher Publishers	Report*	EF/03/57	English
Case study in the graphics and media sector Daydream software	Report*	EF/03/58	English
Case study in the graphics and media sector BBC	Report*	EF/03/59	English
Case study in the graphics and media sector Borsen	Report*	EF/03/60	English
EMCC Promotional leaflet	Promotional	EF/03/52	All Community and acceding country languages
Financial markets and the funding of enterprises in the EU - What future?	Report*	EF/03/16	English
EMCC Workshop: Funding the growth of enterprises	Promotional	EF/03/78	English
The financial system as a driver of change	Report*	EF/03/14	English
EMCC Promotional leaflet	Promotional	EF/03/52	English
The future of financial services - changing times (Sector Futures)	Report*	EF/03/85	English
Shaping the future of ICT (Sector futures)	Report*	EF/03/90	English
The future of publishing and media (Sector futures)	Report*	EF/03/101	English
Background information on the contribution of ICT to industrial change in graphical and media enterprises: Overview	Report*	EF/03/79	English
Background information on the contribution of ICT to industrial change in graphical and media enterprises: Publishers	Report*	EF/03/80	English
Background information on the contribution of ICT to industrial change in graphical and media enterprises: Audiovisual industries	Report*	EF/03/81	English
Background information on the contribution of ICT to industrial change in graphical and media enterprises: Equipment and material suppliers	Report*	EF/03/82	English
Background information on the contribution of ICT to industrial change in graphical and media enterprises: Printers	Report*	EF/03/83	English

EMCC (cont.)

Background information on the contribution of ICT to industrial change in graphical and media enterprises: Advertising agencies	Report*	EF/03/84	English
Impact of ICT on the fishing industry - Two scenarios	Report*	EF/03/103	English

TRANSVERSAL THEMES

Quality of Women's Work and Employment: Tools for Change	Found. Paper	EF/02/110	English, French
Social inclusion through local partnerships with civil society	Found. Paper	EF/03/77	English

CORPORATE PRODUCTS

Communiqué 1/03	7-Newsletter	EF/03/02	English, French
Communiqué 2/03	7-Newsletter	EF/03/37	English, French
Communiqué 3/03	7-Newsletter	EF/03/61	English, French
Communiqué 4/03	7-Newsletter	EF/03/76	English, French
Communiqué 5/03	7-Newsletter	EF/03/97	English, French
Communiqué 6/03	7-Newsletter	EF/03/111	English, French
National Liaison centre France	Promotional	EF/03/19	French
National Liaison centre Austria	Promotional	EF/03/20	German
National Liaison centre Italy	Promotional	EF/03/21	Italian
National Liaison centre The Netherlands	Promotional	EF/03/22	Dutch
National Liaison centre Spain	Promotional	EF/03/23	Spanish
National Liaison centre Belgium	Promotional	EF/03/24	French and Dutch
National Liaison centre Sweden	Promotional	EF/03/25	Swedish
Annual Report 2002	Corp. Prod.	EF/03/18	English, French
Web version Annual report 2002	Corp. Prod.	EF/03/47	German, Italian, Danish, Dutch, Greek, Spanish, Portuguese, Finnish, Swedish
Annexes Annual report 2002	Corp. Prod.	EF/03/49	English

All publications are available on the Foundation website at www.eurofound.eu.int.

Publications marked * are printed on demand.

Living Conditions					
No.	Title of project	Nature of activity	Phase	Reports received	Key dissemination events
0222	Monitoring living conditions and quality of life in the EU	Concept development	Completed	<i>Monitoring quality of life in Europe</i> – conceptual framework report and information sheet	<p>9-10 October, Modena, ‘Enlargement, immigration policies and labour market’</p> <p>16 October, Turin, ‘Round table on poverty and social exclusion’</p> <p>25-26 November, Brussels, ‘Measuring attitudes and values in Europe’</p>
		Survey and analysis of data	Ongoing	<i>Quality of life in Europe: an illustrative report</i> – online report	
		Updating and extension of statistical database of comparable EU-wide data sources	Ongoing		
0224	A new organisation of time over working life	Concept development	Completed	<i>A new organisation of time over working life</i> – info sheet, report and summary	<p>22-26 January, Dublin, International seminar on ‘Flexible and innovative ways to achieve work-life balance and social inclusion’</p> <p>19-23 March, Paris, ANPE ‘Entretiens de l'emploi’</p> <p>22-23 May, Berlin, ‘Managing social risks through transitional labour markets’</p> <p>31 May-1 June, Thessaloniki, Presidency Agora Conference ‘Policy, practice and partnership: Getting to work on lifelong learning’</p> <p>17-19 September, Brussels, Conference on ‘Time use research’</p> <p>18 September, Bologna, ‘Ageing & Pensions’</p>
		Phase 2 research: analysis of working time arrangements and case studies	Ongoing		

Living Conditions (cont.)					
No.	Title of project	Nature of activity	Phase	Reports received	Key dissemination events
0250	Illness and inclusion	Investigation and analysis of main policy issues Phase 2 research: Reintegrating into/maintaining people with serious illness and disabilities in the workforce - overview of existing measures - case studies	Completed Ongoing	<i>Illness, disability and social inclusion</i> – info sheet, report and summaries Conference summary of Italian Presidency conference will be published online first quarter of 2004	27-30 March , Athens, Presidency conference on ‘Mental illness and stigma’ 20-22 June , Tutzing (Germany), ‘Family in the health care system: a cost raising or a cost-reducing factor?’ 3-4 July , Kirchberg (Luxembourg), ‘Promoting the rights of disabled people through quality services’ 8-9 Octobre , Madrid, ‘Séminaire international sur la protection sociale des situations de dépendance’ 17-18 Novembre , Reggio Calabria, Joint Foundation/Italian Presidency conference, ‘Illness and employment: Retaining the link to work’ 27-28 November , Seville, ‘Migrants’ dignity and social integration’ 5-7 December , Rome, European Year of People with Disabilities 2003 Closing Conference 16-18 December , La Rioja (Spain), ‘The regional dimension of disability policies’
0270	Strategies to combat social exclusion and unemployment in disadvantaged regions	Concept development Case studies	Ongoing Ongoing		16-17 May , Rhodos (Greece), European forum on local development 19-22 October , Belfast, ‘The power of local action’ 2 Dec , Dublin, Foundation workshop, ‘Strategies to combat social exclusion and unemployment in disadvantaged regions: The role of regional social capital’
0292	Labour supply in care services	Concept development, case studies and database of successful measures	Ongoing		28-29 April , Leuven, ‘Undeclared work: A threat for the welfare state’

Working Conditions					
No.	Title of project	Nature of activity	Phase	Reports received	Key dissemination events
0156	European Working Conditions surveys	Survey	Completed	<i>Working conditions in acceding and candidate countries</i> – report, résumés and info sheets	6 February , Brussels, Midday conference in the European Commission
0227	Negotiating the conditions of flexibility	Research and concept development	Ongoing	<i>Flexibility and social protection</i> – report <i>Interactions between the labour market and social protection</i> – conference summary	
0251	Working poor	Research and concept development	Completed	Working poor – report	
0252	Preventing violence and harassment in the workplace	Research, literature review	Completed	<i>Preventing violence and harassment in the workplace</i> – info sheet, report and summary	29 April , Brussels, Conference, ‘Preventing violence and harassment in the workplace’ 27 March , Brussels, Midday conference in the European Commission 11-12 December , Brussels, First European Working Conditions Observatory (EWCO) seminar, ‘Preventing violence and harassment in the workplace’
0261	Indicators of quality of work and employment	Research, concept development in the area of wages and quality of employment	Ongoing		
0262	Third working conditions survey – sectoral surveys	Secondary analysis of survey data	Completed	<i>Sectoral profiles of working conditions in the hotel / restaurants and road transport sectors</i> – report and summary	17 September , Brussels, EU sectoral social dialogue committee presentation
0263	Links to working conditions surveys	Analysis and comparison of working conditions survey methodologies	Completed	<i>Working Conditions surveys: A comparative analysis</i> – online report	
0278	European Working Conditions Observatory	Web-based information service	Ongoing	Online publication of news updates, topic reports and survey data reports from a network of correspondents as well as Foundation own work.	11-12 December , Brussels, First European Working Conditions Observatory (EWCO) seminar, ‘Preventing violence and harassment in the workplace’

Industrial Relations					
No.	Title of project	Nature of activity	Phase	Reports received	Key dissemination events
0116	European works councils	To provide information and analysis on agreements and on the operations of European works councils	Ongoing	A study of 40 EWCs based in France, Germany, Italy, Sweden and United Kingdom is under way.	<p>24 April, Brussels, European Works Councils Study Group meeting organised by EESC Speaker: David Foden</p> <p>15-16 May, Paris, Colloquium, 'Conséquences sur les comités d'entreprises européens des restructurations, fusions, cessions dans les entreprises européennes' Speaker: David Foden</p> <p>12-13 December, Warsaw, Tripartite conference, 'The right of information and consultation in practice in an enlarged Europe', coorganised with ILO and Ministry of Economy, Labour and Social Policy, Poland Speakers: Stavroula Demetriades, David Foden, Camilla Galli da Bino</p>
0118	European employment and industrial relations glossaries and database	To monitor trends and developments in industrial relations.	Ongoing	EU volume under way.	
0188	European industrial relations observatory (EIRO)	To monitor trends and developments in the field of industrial relations	Ongoing	<p>EIRO Annual Review 2002 (joint EF/EC publication); Annual Review EU, USA, Japan; Annual updates (Pay, Working Time, Industrial Action); Six comparatives studies; Four thematic features; Approx. 860 articles; Six issues of EIRObserver; EIRO promotional card (all languages).</p>	<p>EIRO national events:</p> <ul style="list-style-type: none"> • Ljubljana, 28 January • Bratislava, 30 January • Rome, 17 November • Warsaw, 12 December <p>19 June, Brussels, EP hearing on economically dependent work Speaker: Stavroula Demetriades</p> <p>8-12 September, Berlin, IIRA World Congress, Foundation reception, publication exhibition</p> <p>12-13 December, Warsaw, Tripartite conference: 'The right of information and consultation in practice in an enlarged Europe', coorganised with ILO and Ministry of Economy, Labour and Social Policy, Warsaw</p>
0200	Europeanisation of industrial relations	To address the aspects of modernisation of employment relations and the role of social partners in a changing environment of industrial relations	Completed	<i>The quality of industrial relations in the European public sector</i>	

Industrial Relations (cont.)					
No.	Title of project	Nature of activity	Phase	Reports received	Key dissemination events
0211	Pacts for employment and competitiveness (PECs)	To increase awareness and understanding of the contribution of industrial relations initiatives to the improvement of employment and competitiveness	Completed	PECs in railway sector	
0218	Financial participation	To explore current practices in the Member States To explore new developments in financial participation schemes and especially in SMEs within the Member States.	Completed Ongoing	<i>The policies and views of peak organisations to financial participation</i> – report <i>Industrial relations and employee financial participation</i> – info sheet	6-7 February , Davos, Fourth annual global forum on equity pay, organised by the European Centre for Employee Ownership Speaker: Christian Welz 28-29 March , Brdo pri Kranju, Slovenia, Conference, ‘Strengthening the Central and East European employee ownership network to promote financial participation of workers’, organised by EFES Speaker: Christian Welz
0283	Joint Greek EU Presidency conference ‘Better work and life: Towards an inclusive and competitive enlarged Union’	To explore how improving quality of work can contribute to achieving better jobs in the enlarged European economy and how quality in both economic and social fields can be achieved and promoted through strong partnerships.	Completed	<i>Better work and life: Towards an inclusive and competitive enlarged Union</i> – conference summary	12-13 May , Alexandroupolis, Joint EU Presidency conference, ‘Better work and life: Towards an inclusive and competitive enlarged Union’ Speakers: Raymond-Pierre Bodin, Stavroula Demetriades, Isabella Biletta
0271	Quality of Industrial relations	Research on quality indicators of industrial relations taking into account national legislation, collective agreements and other official documents at EU and national level.	Ongoing	Study on comparative indicators of the quality of the industrial relations	20-21 October , Dublin, Industrial relations experts workshop, ‘The quality of industrial relations: concepts, indicators and country profiles’ Speakers: Timo Kauppinen, Stavroula Demetriades

Industrial Relations (cont.)					
No.	Title of project	Nature of activity	Phase	Reports received	Key dissemination events
9200	EMU and ACC Conflict resolution mechanisms in the acceding countries	To promote the social dialogue in the ACC as a consensual decision-making process with regard to the economic development, employment, social protection as well as social cohesion. To assess how social dialogue can best be utilised to improve conflict resolution mechanisms for peaceful solutions of labour conflicts in the acceding countries.	Completed Ongoing	<i>Social dialogue and EMU in the candidate countries</i> (Estonia, Hungary, Malta, Poland and Slovenia) – report <i>Social dialogue and EMU in 10 acceding countries</i> – report	26-28 May , Vienna, workshop ‘Social dialogue and EMU in Cyprus, Czech Republic, Latvia, Lithuania and Slovakia’ Speakers: Timo Kauppinen, Christian Welz 29-31 October , Prague, workshop, ‘Social dialogue and conflict resolution mechanisms in Cyprus, the Czech Republic, Latvia, Lithuania and Slovakia’ Speakers: Willy Buschak, Timo Kauppinen, Christian Welz

EMCC					
No.	Title of project	Nature of activity	Phase	Reports received	Key dissemination events
0266	EMCC Company Network Seminars	Exchange and identification of good practice	Developmental/ ongoing.	Final reports and case studies were received for each of the seminars held throughout 2003 (available on the EMCC portal)	12-13 March , Brussels, ‘Managing Business Internationalisation’ 15-16 April , Lyon, ‘Responsible management, a total approach’ 11-12 June , Stockholm, ‘Restructuring for growth and job creation’ 23-24 September , Madrid, ‘The importance of leadership and culture in managing change’ Further dissemination took place after the events through the posting of the seminar reports and case studies on the EMCC portal
0273	EMCC Information System - (ERM) European Restructuring Monitor	Monitoring activity. Dissemination	Developmental/ ongoing.	Supply of data and information to the EMCC on company restructuring in the European Union as announced in financial newspapers and journals and the development of a web-enabled database to capture this information. Weekly updates of fact sheets on the ERM database. Quarterly bulletins	Continuous dissemination of updated information fact sheets and quarterly reports through the EMCC portal

EMCC (cont.)					
No.	Title of project	Nature of activity	Phase	Reports received	Key dissemination events
0273	EMCC Information System - Sector Futures	Monitoring activity. Dissemination	Developmental/ ongoing.	Supply of regular updates to the EMCC on foresight studies regarding developments in the following industrial sectors (three per sector): Textiles and leather; IT; automotive; graphics and media; financial services; health and social services	Continuous dissemination of updated Sector Futures bulletins via their publication on the EMCC portal
0274	EMCC Research	Research, monitoring activity, developmental activity	Near conclusion – some of the deliverables due in 2003 will be available early 2004	The following two sectors were researched during 2003: automotive and textiles and leather. For each sector the following were produced: - Mapping of the sector - Case and clusters studies - Scenarios - Data sources	Planned for 2004
0275	EMCC Business School Network	Debate Discussion Feasibility	In progress	A feasibility study will be handed over at the beginning of 2004. This will present the EMCC with findings and recommendations as to the viability of establishing a Network of Business Schools during the course of 2004	None foreseen
0276	EMCC Sectoral Workshops	Presentation and validation of sectoral research studies carried out during 2002	Research/ Developmental	Inception reports, case studies and final reports belonging to these two workshops were received during 2002 and have already been mentioned in the 2002 Annual Report. The workshops themselves produced two final reports during 2003; these are available on the EMCC Portal.	22-23 May , Dublin, 'Using scenarios to anticipate change in the graphics and media industry' 21-22 October , Brussels, 'The future of enterprise financing'

Transversal themes					
No.	Title of project	Nature of activity	Phase	Reports received	Key dissemination events
0242	Promoting better employment	To enable the Foundation to better communicate the findings of its work on better employment in a way that addresses the concerns and priorities of EU social policy and social dialogue.	Final		19-23 March , Paris, ANPE 'Entretiens de l'emploi' 27-30 March , Athens, Presidency conference on 'Mental illness & stigma'
0243	Extending equal opportunities for men and women	To provide the Foundation with a strategic framework to identify areas for continuing activities and initiatives in the field of equal opportunities for men and women and to synthesise relevant existing Foundation research findings.	Final	Quality of women's work and employment tools for change- Foundation paper A second paper is in preparation: <i>Equal opportunities in services of general interest (education, care and social services)</i>	13 January , Reuters, Press Release 4 March , Dublin, SIPTU, Liberty Hall
0244	Managing diversity	To enable the Foundation to better communicate the findings of its work on managing diversity in a way that addresses the concerns and priorities of EU social policy and social dialogue.	Ongoing	Two Foundation papers in preparation: (i) <i>Valuing diversity, a contribution to social cohesion</i> , (ii) <i>Managing diversity, a tool for better employment and competitiveness</i> . Following the Advisory Committee meeting it was decided to merge the two with a view to publication in 2004 under the working title of <i>Building on diversity, a contribution to a better Europe</i> .	
0245	Supporting social inclusion	To enable the Foundation to better communicate the findings of its work on social inclusion in a way that addresses the concerns and priorities of EU social policy and social dialogue.	Ongoing	Completion of Foundation Paper no 4, <i>Social inclusion: Local partnerships with civil society</i> (For publication early 2004). Foundation papers in preparation: <i>Social partners and social inclusion and Access and quality of public welfare services</i>	19-22 October , Belfast, 'The power of local action'

Transversal themes (cont.)					
No.	Title of project	Nature of activity	Phase	Reports received	Key dissemination events
0246	Examining the changing use of time	To enable the Foundation to better communicate the findings of its work on time in a way that addresses the concerns and priorities of EU social policy and social dialogue.	Ongoing	Foundation paper in preparation: <i>Working time in Europe: trends and challenges.</i> A second paper looking at the implications of the 24-hour network society is also being prepared.	

Development Activities					
No.	Title of project	Nature of activity	Phase	Reports received	Key dissemination events
0235	Working conditions, living conditions and industrial relations in the knowledge of society	Developmental research	II phase 2002-2003	<i>Handbook of Knowledge Society Foresight</i> EUFORIA project: <i>European Knowledge Society Foresight</i> , The EUFORIA Synthesis Report + summary <i>The Knowledge Society in Finland, Germany and Greece</i> – three reports + summaries <i>Advancement of the knowledge society in the European Union, USA and Japan</i> – report + summary <i>European Knowledge Society Delphi</i> – report + summary <i>Knowledge Society Barometer</i> – summary.	EUFORIA for Europe Conference in November 2003 and Expert conferences in March and September 2003
0254	Mobility and migration into the EU	Explorative debate	I-II	The Foundation in collaboration with the European Commission produced a chapter dedicated to migration in the report on industrial relations in 2002 (<i>Industrial relations developments in Europe 2002 – Ref. EF/03/38/EN</i>).	12 November , Dublin, ‘Mobility and migration into the EU: social and employment impacts’

Information and Communication activities		
	<i>Nature of activity</i>	<i>Statistical information</i>
Information centre	Enquiries to the centre	565
Foundation website	User sessions Eurofound	1,517,963
	User sessions EIRO	1,988,462
	User sessions EMCC	49,459
Multilingual programme of publications/electronic publications	Number of publications produced	262
Publication licences	Licences granted	22
Communiqué and relations with the press	Bi-monthly newsletter	6
	Press releases	36 in total: 24 pan-European, 12 national.
Marketing activities	Information visits to Foundation	66
	Exhibitions	35 (7 large)
Dissemination activities	Publications sent out and dispatching to conferences and events	137,053

Activity report of the Authorising Officer for the year 2003

10

Introduction

Article 40, paragraph one, of the *Financial Regulation* as adopted by the Administrative Board on 28 March 2003 requires the Authorising Officer to report annually to the Administrative Board on the performance of his duties by means of an Authorising Officer's Report. *This is an abridged version focusing on internal management and control systems.*

Management and internal control systems applied in 2003

Control Environment

The Administrative Board adopted a new *Financial Regulation and Implementing Rules* on 28 March 2003.

The *Financial Regulation* provides for the establishment of an Advisory Committee on Procedures and Contracts to deal with the submission to the Administrative Board of contracts exceeding €250,000. In practice, this body also deals with all contracts where the cumulative value over three or five years exceeds €11,799.

An administrative unit within the Foundation has been given responsibility for carrying out a general advisory and verification function for all contract and tendering related matters. This unit has also provided training in procurement activities for all relevant staff.

The following control measures were introduced:

- Establishment of an organisational structure based on centralised implementation of financial functions.
- Utilisation of the SI2 accounting system which provides for mandatory independent verification of key financial transactions.
- Appointment of advisors to the Directorate to carry out ex ante and ex post appraisal of financial activities.
- Allocation of specific responsibilities for the execution of finance-related tasks on the basis of decisions made by the Authorising Officer (Acting Director).

Performance/risk assessment

Performance/risk assessment is an integral part of the planning and implementation of projects.

Information and communication

Structures for information and communication functioned well in 2003. These included: monthly Management Committee meetings, monthly Communication Planning Committee meetings, regular unit/group meetings and general staff meetings.

The Foundation's website provided updated information on operational and administrative matters.

The Foundation's website was fully operational and is being further developed.

Operational information systems functioned well and are being further developed.

European Foundation for the Improvement of Living and Working Conditions.

Annual report 2003 - Annexes

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