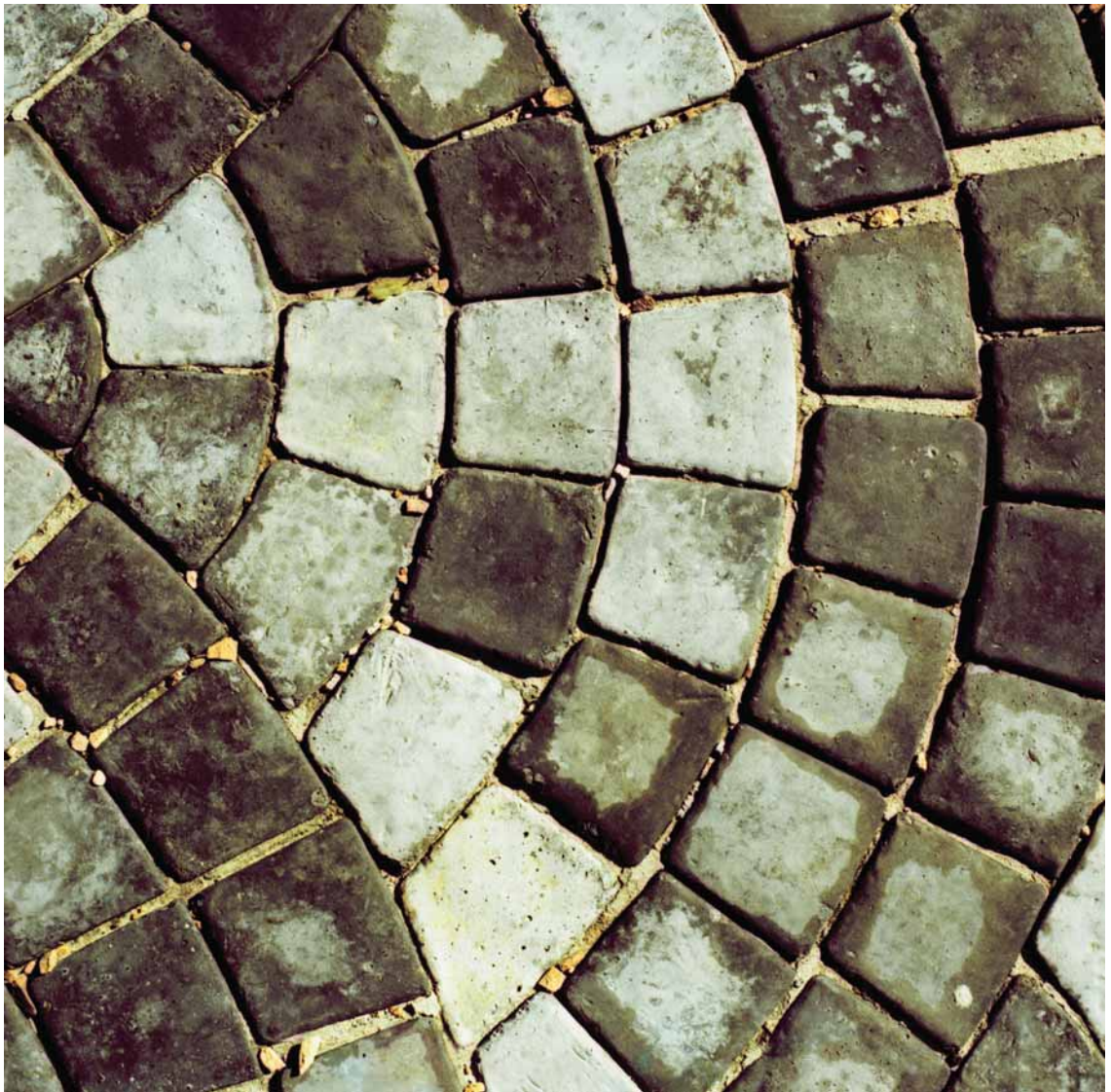




European Foundation for the Improvement of Living and Working Conditions

Annual report 2007



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

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FOREWORD

Working within a dynamic environment of change and development at European and national level, Eurofound continued its efforts to provide policymakers with key information aimed at improving living and working conditions across the EU. Moves to structure Eurofound's organisation in the most effective way to ensure a clear and consistent focus to information delivery were completed by the end of the year.

Likewise, the moves to consolidate and streamline the activities of the observatories were further built on during the year, with the Network of European Observatories providing a coherent information resource drawing on the European Industrial Relations Observatory (EIRO), the European Working Conditions Observatory (EWCO) and the European Restructuring Monitor (ERM).

Using the fourth *European Working Conditions Survey* to assess trends and developments in the areas of work organisation and working conditions, timely and up-to-date findings were disseminated across Europe via a wide-ranging series of events, road show programme and a host of new publications. At the same time, preparations for the fieldwork for the second *European Establishment Survey* took shape, while reports from the first survey continued to come on stream throughout the year. The EWCO likewise continued to provide a key source of information for both policymakers and other stakeholders in this area.

With industrial relations issues high on the programme, Eurofound continued to focus its efforts in providing up-to-date and relevant information on trends and developments both across Europe and in other global economies. The work of the ERM continued to grow, highlighting current trends in restructuring cases, job losses and gains across the EU and analysing the factors that lead to outsourcing and delocalisation. The *European Industrial Relations Dictionary* was updated during the year to provide users with a substantial online tool for their work in this area.

In the area of quality of life and living conditions, fieldwork for Eurofound's second *European Quality of Life Survey* was undertaken across 31 countries at the end of 2007. Updating the interactive EURlife database on a regular basis throughout the year provided information users with a broad spectrum of quality of life information from one unique source. Research from the CLIP network of cities for the integration of migrants during the year resulted in the development of guidelines for better housing, while work in the area of childcare services aimed to provide a timely input to the growing debate in this domain.

All in all, Eurofound's work during 2007, communicating efficiently and clearly to its target groups, served to further profile its reputation as a key information provider for those seeking to shape the future of Europe's living and working conditions. Building on its activities and successes in 2007, Eurofound is poised in a firm position as it moves into the final year of its current four-year programme.

OVERVIEW

Over the course of 2007, Eurofound built on its work of previous years in providing comparative information, research and analysis on living and working conditions, industrial relations and the management of change for key actors in the field of EU social policy. As outlined in its four-year work programme for 2005–2008, Eurofound's work is divided into three key tasks: monitoring and understanding change, researching and exploring what works, and communicating and sharing ideas and experience. Within these three tasks, its activities fall into four thematic areas: employment, industrial relations and partnership, work–life balance and social cohesion.

In February 2007, the descriptive report of the fourth *European Working Conditions Survey* was published, giving a comprehensive overview of the state of working conditions in 31 European countries. As well as reflecting workers' responses to questions on a wide range of aspects of working conditions, the report analyses trends in working conditions over a 15-year time span. At the end of February, Eurofound's visit to Denmark marked the beginning of the 2007 programme of road shows. The road shows give Eurofound an opportunity to meet with social partner representatives and national government and to present current research, data and recommendations. The road shows continued with visits to Portugal and Slovenia in September, Hungary in October and Turkey in November.

Starting in March, Eurofound contributed five background papers to hearings of the European Parliament. The first paper, *Varieties of flexicurity: Reflections on key elements of flexibility and security*, was prepared for a hearing organised by the European Parliament Committee on Employment and Social Affairs in March. Further reports on financial participation, minimum wages, the integration of migrants, and women and violence at work were presented in August, September, October and November.

During April, Eurofound contributed its expertise at a high-level conference held under the German EU Presidency entitled 'Demographic change as opportunity: The economic potential of the elderly'. The event was jointly organised by the German Federal Ministry for Family Affairs, Senior Citizens, Women and Youth and the European Commission. The conference focused on the economic potential of older people and examined ways in which Europe could benefit from the changing demographic situation.

In May, Eurofound welcomed Turkey's ambassador to Ireland, Mr Turan Morali, to its offices in Dublin, a visit that coincided with the publication of the report, *First Quality of Life Survey: Quality of life in Turkey*.

During 2007, Eurofound expanded its collaboration with other EU agencies, signing a cooperation agreement with the European Training Foundation (ETF) in June. As part of this cooperation, initiatives were set up to look at sharing research on the themes of migration, employment and labour market issues, social dialogue and social partnership. Also in June, Eurofound participated in Employment Week 2007, the theme of which was ‘Working Europe – Creating more and better jobs’. Eurofound made presentations on ‘Quality of jobs’ and ‘Mobility, migration and immigration’. In the same month, Eurofound’s European Industrial Relations Observatory (EIRO) marked its tenth year of operations, continuing to provide up-to-date information on, and analysis of, developments in industrial relations in the EU to a growing audience of national, European, and international policymakers. And in June, Eurofound’s European Monitoring Centre on Change (EMCC) cooperated with Paris-based company Schneider Electric in organising one of its company network seminars, which explored the issue of ‘Managing diversity in the workplace: Competitive advantages for companies’.

In September, research staff from EIRO met with Polish policymakers in Warsaw from government, trade unions and employer organisations to present recent findings and recommendations on working time, flexicurity and temporary agency work. In October, fieldwork began on the second *European Quality of Life Survey*, during which over 34,000 people were interviewed in 31 European countries. Also in October, a report from the European Working Conditions Observatory (EWCO), entitled *Managing musculoskeletal disorders*, was published to coincide with a high-level conference organised by Eurofound in Lisbon as part of the Portuguese EU Presidency on 11–12 October entitled ‘Musculoskeletal disorders and organisational change’. And in October, a new type of publication was launched: *Foundation Findings*. Published to coincide with an international seminar organised by Eurofound in Dublin on ‘Labour mobility in a transatlantic perspective’, the first issue of this new series of policy-orientated booklets reviewed Eurofound’s analysis of the 2005 Eurobarometer survey on geographical and labour market mobility.

In November, on the occasion of her state visit to Ireland, Finnish President Tarja Halonen came to Eurofound’s offices to participate in a high-level seminar on ‘The challenges of globalisation for labour market policies and social dialogue’. The conference was also attended by representatives of the Irish government and social partners from both Finland and Ireland.

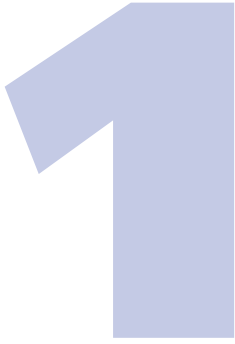
In December, Eurofound published the second annual report from the European Restructuring Monitor (ERM). The report, *Restructuring and employment in the EU: The impact of globalisation*, identified some of the emerging trends in the current phase of globalisation – in particular, the potential for further growth in

international trade in services – and gave suggestions as to how policy should be re-oriented to address such developments.

At the start of 2007, Eurofound began collecting data for its cross-organisation performance monitoring system, Eurofound Performance and Monitoring System (EPMS). Using this system, Eurofound aims to systematically integrate its internal monitoring efforts and align them with the organisation's overall strategy and its global monitoring and evaluation methods. As part of this process, since 2002 Eurofound has been monitoring its impact on stakeholders – and on the relevant policy development process – at EU level. This exercise has demonstrated Eurofound's growing contribution to the policymaking process. Looking back over 2007, there were a number of highlights in EU stakeholders' use of Eurofound's expertise.

- The annual European Commission report, *Employment in Europe 2007*, made comprehensive use of Eurofound data, from both the fourth *European Working Conditions Survey* and the *European Survey on Working Time and Work–Life Balance*.
- The European Expert Group on Flexicurity used Eurofound's research expertise on the issue of flexicurity in its report, *Flexicurity pathways: Turning hurdles into stepping stones*.
- The Bureau of European Policy Advisers of the European Commission (BEPA) used the Foundation's data in two high-level reports (*Europe's social reality* and *Investing in youth: An empowerment strategy*).
- The Employment, Social Policy, Health and Consumer Affairs Council (EPSCO) called for the creation of a Family Observatory at Eurofound to develop further the Council's cooperation with Eurofound.
- During the year, Eurofound contributed to several policy hearings of the European Parliament on issues such as flexicurity, minimum wages in Europe and the integration of migrants.
- A report published by ETUI-REHS, *Benchmarking Working Europe 2007*, made extensive use of Eurofound research – particularly from EIRO, and the fourth *European Working Conditions Survey*.
- A delegation of MEPs from the Parliament's Committee on Employment and Social Affairs visited Eurofound's offices. MEPs Csaba Öry (Hungary), Sepp Kusstacher (Austria) and Joel Hasse Ferreira (Portugal) expressed their appreciation of Eurofound's work and underlined its usefulness in their own work.

During 2007, Eurofound underwent a major process of organisational development, part of which entailed changes in the focus and personnel of its research units. At the end of the year, the four existing research units were reorganised to create three units: Living Conditions and Quality of Life, Industrial Relations and Workplace Development, and Employment and Competitiveness. A new research unit, Monitoring and Surveys, will focus on Eurofound's surveys and on its pan-European monitoring tool, the Network of European Observatories (NEO). The underlying aim of these changes is to enable staff to concentrate on core activities, which in turn will lead to a strengthening of human capital, and boost Eurofound's overall performance. In addition, as part of the reorganisation, the Information and Communication section was remerged.



MONITORING AND UNDERSTANDING CHANGE

Monitoring trends and developments – and their analysis – is a key element in Eurofound's work, a task that continued throughout the year. During 2007, Eurofound's three observatories – the European Industrial Relations Observatory (EIRO), the European Working Conditions Observatory (EWCO) and the European Restructuring Monitor (ERM) consolidated the changes made in 2006, when a single information network, the Network of European Observatories (NEO), was created; this single network now monitors developments at both national and European level in the fields of industrial relations, quality of work and employment and restructuring. The key objective of the network is to provide concise, reliable and timely information on developments in these fields to Eurofound's stakeholders and to a wider audience, with a view to assisting stakeholders in developing and implementing policy, and to disseminating knowledge more widely. Further developments came at the end of 2007, when the activities of NEO were incorporated into the new Monitoring and Surveys unit; this move consolidates all of Eurofound's monitoring activities within the organisation, and aims thereby to achieve a greater degree of focus and specialisation.

OBSERVATORIES

EIRO

In 2007, the European Industrial Relations Observatory (EIRO) marked its 10th year of operations. An important, much-quoted source of information, EIRO offers news and analysis on trends and developments in industrial relations across the EU Member States, Norway and at EU level. National correspondents from a network of leading research institutes contribute news updates, thematic reports and comparative studies, which are made available on the EIRO website. The EIRO database now contains more than 9,000 documents, with 12 comparative studies and 762 information updates being added over the course of 2007.

EIRO continued to produce a range of publications throughout the year. The annual report, *Industrial relations developments in Europe 2006*, covered key developments in such areas as collective bargaining, pay, working time, job security, training and equal opportunities. It also looked at developments in the areas of social partner activity, industrial action, cross-border activity and reconciliation of work, family and private life. In addition, in its thematic chapter, it explored the topic of gender and career development, examining in particular workplace segregation and the underrepresentation of women in managerial posts.

In addition, the comparative reports published in 2007 looked at a number of aspects of industrial relations across Member States, including the key issues of pay and working time, employee financial participation and industrial relations in the public sector. At the request of the European Commission, EIRO also examined the representativeness of social partner organisations in the road transport and telecommunications sectors.

EIRO's annual report, *Pay developments – 2006*, recorded increases in wages across Europe between 2005 and 2006, revealing marked differences between the EU15, the NMS, and Norway, in terms of both trends and levels of increases. The report also looked at collectively agreed pay increases in the sectors of metalworking, banking and local government, increases in average earnings and the minimum wage (including rates for younger workers), and the gender pay gap. The report, *Employee financial participation in the new Member States*, found that the progress made in financial participation in the countries that transformed to market economies in the 1990s has since been halted. Another report, *Social partners and social security systems*, looked at the different forms of unemployment benefit systems in Europe and the degree of social partner involvement and its consequences. *Gender and career development*, published in March, explored the continuing barriers to achieving equality of opportunity in this area. The report found that many women who work part time have limited opportunities for training and promotion. Furthermore, it indicated that gender segregation remains a significant problem and the traditional career model still prevails in many countries in Europe, despite women's increased activity rates. In July, the report, *Industrial relations in the public sector*, found that in most of Europe there is a general tendency towards harmonising the public and private sectors. However, there are still striking differences between countries due to differing legal and institutional traditions.

EWCO

The European Working Conditions Observatory (EWCO) entered its fourth year of operations in 2007. Operating in a similar manner to EIRO, EWCO makes use of the same network of correspondents, who regularly contribute information updates on national working conditions and comparative analyses of EWCO's key research themes: career and employment security, health and well-being of workers, skills development, and work-life balance. Over the course of 2007, EWCO published 177 information updates. EWCO's company perspective has been developed further with the online publication of the case studies of companies implementing the Lisbon strategy (see the 'Attractive workplaces for all' project for more details).

EWCO also produced seven national survey data reports in 2007. These are summaries of findings from national working conditions surveys, which complement the results of Eurofound's own working conditions surveys. During the year, EWCO published its third annual review of working conditions, *Annual review of working conditions in the EU: 2006–2007*. The report looks in detail at EWCO's key research areas; in addition, it outlines legislative and policy developments across the EU and identifies trends in the workplace.

Over the course of 2007, EWCO published six comparative analytical reports, based on the European Working Conditions Surveys and the contributions of the 28 EWCO national correspondents. The comparative report, *Teamwork and high-performance work organisation*, considered how teamwork has developed as a new form of work organisation. It also assessed the influence of teamwork on such aspects of working conditions as job autonomy, job satisfaction, work intensity, productivity and the learning environment. The report, *Place of work and working conditions*, focused on the working conditions of EU workers who may have more than one place of work, examining the range of health and safety risks facing these workers. It also looked at issues of work organisation, such as the isolation that these workers can experience and the potential for the blurring of boundaries between private life and working life for those who work at home.

The report, *Employment and working conditions of migrant workers*, revealed that migrant workers tend to have higher rates of unemployment and to be segregated in unskilled occupations. The findings showed that such workers are more likely to be over-qualified and to experience considerable job insecurity, and that they tend to work in sectors and occupations with poorer working conditions

Quality of work and employment in Europe examined the EU policy context for addressing quality of work, and assessed quality of work across the Member States in relation to four key aspects: employment security, health and well-being, skills development and work–life balance.

The report, *Managing musculoskeletal disorders*, was published to coincide with a high-level conference organised by EWCO in Lisbon as part of the Portuguese EU Presidency on 11–12 October, entitled 'Musculoskeletal disorders and organisational change'. The report, based on analysis of the fourth *European Working Conditions Survey*, found that musculoskeletal disorders (MSDs) are the most widespread occupational disease. It also indicated that while MSDs related to strenuous working conditions are declining, those related to stress and work overload are increasing. The report pointed to an association between better learning opportunities and being consulted about changes in organisational and working conditions, and a lower incidence of MSDs. A key outcome of the conference was a summary report outlining concrete proposals for responding to the rising prevalence of MSDs.

On the basis of work carried out in 2007, a comparative report on working conditions and social dialogue will be published during 2008. It will examine whether working conditions change as a result of the presence or absence of functioning social dialogue processes.

ERM

The European Restructuring Monitor (ERM) entered its sixth year of operations in 2007. The ERM aims to assess the extent of company restructuring in the 27 EU Member States and Norway, and the employment consequences of these developments. National correspondents from the NEO network monitor daily newspapers and business press for announcements of company restructuring. By the end of 2007, the ERM database contained information on 9,412 restructuring cases; 1,469 of these were added during the course of the year. Restructuring announcements made in 2007 indicated the creation of 506,372 jobs, while 331,157 job losses were announced.

Four issues of the *European Restructuring Monitor quarterly* were published in 2007. Among other items, the *quarterly* looked at restructuring in some of the newer Member States, examined restructuring in the commerce sector, and took a detailed look at the cases of restructuring in the Nokia Siemens Network, Alcatel-Lucent, and Airbus.

The ERM also published its second annual report in 2007. *Restructuring and employment in the EU: The impact of globalisation* identified some of the emerging trends in the current phase of globalisation and gave suggestions as to how policy should be re-orientated to address these new circumstances. It argued that the nature and extent of globalisation has so far not had any serious overall negative consequences for aggregate employment in Europe. However, it pointed out that given the preponderance of employment in service-sector jobs in the EU, developments in international trade in services could in the future impact considerably on employment in the Union. The report argued in favour of the application of active labour market policies, especially greater support for displaced workers in the form of assistance with job-seeking, rather than wage subsidies, which can displace workers from other jobs. The publication of *Recent restructuring trends in the EU* complemented the annual report with data from the ERM. Data confirmed the trend towards a shift of employment in Europe out of primary sectors and manufacturing into services. However, the loss in manufacturing jobs was more pronounced in the EU15 and Norway than in the new Member States, where some manufacturing sectors showed the greatest employment growth.

During 2007, steps to improve the quality of ERM data were taken: in a process of external validation, the extent to which ERM data reflects other statistical sources was undertaken.

At the same time, ERM team members monitored the quality of the data supplied by correspondents from the NEO in an ongoing process of feedback and evaluation.

SURVEYS

A core element of Eurofound's monitoring work is its three pan-European surveys, on quality of life, working conditions and company policies and working time arrangements. As the programme of surveys matures, and data from successive waves of the survey is collected, a picture of how Europe is progressing in these three areas will emerge.

EQLS

Fieldwork for the second *European Quality of Life Survey* (EQLS) took place in late 2007. Around 35,000 people in 31 countries – the 27 Member States, the candidate countries of Croatia and Turkey, and Macedonia and Norway – were interviewed about their working and living conditions and how they view their circumstances.

Many of the questions asked in the first EQLS in 2003 were asked again, on such issues as employment, income, education, housing, family, health, work–life balance, life satisfaction and perceived quality of society. Being in possession of two sets of data will allow the research team to gauge how people's lives have changed in the intervening years.

In addition to collecting data, each national team carrying out the survey submitted a full technical report, as well as an evaluation report reflecting on the issues encountered during the survey and suggesting improvements for future waves. The first descriptive report will be published in 2008 along with a résumé that charts trends over time.

A number of reports were published during 2007 analysing data from the first survey in 2003. EQLS and national data were combined to produce the report, *First European Quality of Life Survey: Quality of life in Turkey*. The report offered a comparison of the social circumstances of people in Turkey with those of their EU neighbours. Although Croatia was not included in the first wave of the EQLS, the United Nations Development Programme used the EQLS questionnaire to conduct a quality of life survey in Croatia in 2006; the report, *Quality of life in Croatia*, drew on these findings, as well data from national research, to provide internationally comparable indicators for the candidate country. The report also underlined areas for policy intervention in each of the quality-of-life domains. The final report, *First European Quality of Life Survey: Key findings from a policy perspective*,

summarised the main findings of the EQLS and explored the implications of these findings for EU policy. These reports comprised the final products from the first wave of the EQLS.

EWCS

Eurofound has been conducting its *European Working Conditions Survey* (EWCS) every five years since 1991. The recurring nature of the survey gives a picture of trends in working conditions throughout Europe. Moreover, the scope of the survey has expanded: from a mere 20 questions in 1991, the number has grown to nearly 100 questions and sub-questions in 2005. The descriptive report for this latest survey, the fourth *European Working Conditions Survey*, conducted in 2005, was published at the start of 2007, and received much positive media coverage.

The EWCS has generated a great deal of interest in Europe, and beyond, among research and governmental organisations. For example, a chapter of the European Commission's annual flagship report, *Employment in Europe 2007*, was devoted to a detailed analysis of functional flexibility in the workplace based on data from the fourth *European Working Conditions Survey*. The Korea Occupational Safety and Health Agency (KOSHA) recently conducted a survey into working conditions using the EWCS questionnaire. In addition, cooperation is being undertaken with the ILO with a view to developing a global working conditions survey. To satisfy the many requests for use of the data, survey datasets from all waves were fully harmonised in order to ensure maximum comparability. The complete collection of datasets has been made publicly available on the data archive at the University of Essex.

In 2007, work also began on the secondary analysis of the survey findings. The themes covered are gender and working conditions, the ageing workforce, work organisation, working time and work intensity, technology and working conditions, employment security and employability, sectoral perspectives, and the extent of convergence or divergence of working conditions across the countries surveyed. With the exception of the last topic, research on these themes was concluded in 2007.

In addition, for the first time, a post-test of the survey was completed in 2007, with a series of qualitative follow-up interviews being conducted in Austria, the Czech Republic, Finland, Portugal and the UK. In each of these countries, 20 survey respondents were interviewed. The aim of the post-test was to detect any cross-national differences in the interpretation of the questions, evaluate the capacity of the survey to measure a variety of phenomena and facilitate a better understanding of the survey findings.

In addition to the main descriptive report, a number of other publications in 2007 addressed key elements of the 2005 survey research. The first report from the secondary analyses, *Working conditions in the EU: The gender perspective*, was published at the end of the year. (The remaining reports from the secondary analyses will be published in 2008). Findings from the report were discussed at a Eurofound seminar in Brussels in December, as part of the 2007 European Year of Equal Opportunities for All. A background paper, *Quality of work and employment in Europe: Women or men, does it matter?* was prepared in order to provide delegates with an overview of recent Eurofound research on gender-related issues.

Another background paper, *Women and violence at work*, was drafted to coincide with a hearing of the European Parliament's Committee on Women's Rights and Gender Equality in November. The paper drew extensively on the most recent *European Working Conditions Survey* data and included original analysis related to workplace violence and bullying. Another report, *Quality of work and employment in Romania*, provided an insight into quality-of-work issues, using national statistical sources as well as data from the fourth *European Working Conditions Survey*.

ESWT

First conducted in late 2004 and early 2005, the *European Survey on Working Time and Work-Life Balance* (ESWT) aimed to find out whether, why and how establishments make use of a variety of working time arrangements. The survey sought the opinions of personnel managers and, where available, employee representatives, in 21,000 workplaces across Europe. Preparatory work began in 2007 on fieldwork for the second survey (to be carried out in 2008); meanwhile, analysis and reporting of the first survey's findings continued.

Five reports published in 2007 highlighted particular aspects of the survey's findings. The report, *Extended and unusual working hours in European companies*, explored all aspects of non-standard working hours, and examined in detail the incidence and effects of such working hours across countries, sectors and companies. *Parental leave in European companies* compared the different national systems in operation across Europe and the differences in how men and women use parental leave. It also looked at the factors that influence the take-up of parental leave by employees. *Early and phased retirement in European companies* explored the institutional frameworks of early and phased retirement schemes and the specific factors in the company that influence their implementation, as well as the level of eligibility and the reasons for making use of such schemes, from the perspectives of both management and employee representatives. *Part-time work in European companies* revealed how widespread part-time employment has become as a

working arrangement. It also looked at the variations in the take-up of part-time work between men and women, profiled part-time workers in terms of pay, career prospects and sectoral distribution and analysed the effects of part-time work on work–life balance. *Working time flexibility in European companies* analysed the perceived impact of flexible working time arrangements on company performance, in terms of financial success and employment stability or growth.

EurLIFE

EurLIFE is an interactive database detailing aspects of quality of life in Europe, drawn from Eurofound's own surveys and from other published sources, such as Eurostat, the European Community Household Panel (ECHP) and the European Social Survey (ESS). Users can access data, in both graphical and tabular formats, for more than 160 objective and subjective indicators across 12 quality of life domains. Data for the newest Member States, Bulgaria and Romania, as well as the candidate countries Croatia and Turkey, were added to EurLIFE in 2007. In addition, updates for the EU25 were incorporated, where more recent data was available.

EUROPEAN INDUSTRIAL RELATIONS DICTIONARY

The European Industrial Relations Dictionary was updated during 2007 and a number of new entries were added. A comprehensive, accessible dictionary of terms commonly used in industrial relations at the European level, the dictionary is made more user-friendly, and useful, by its extensive cross-linking and its links to relevant EU legislation and case law. It can be browsed and searched at www.eurofound.europa.eu/areas/industrialrelations/dictionary/index.htm. Entries are updated to take account of new developments and legislation.

2

EXPLORING WHAT WORKS

Eurofound's second key task – exploring what works – focuses on what can be learned in each of the key thematic areas of the 2005–2008 work programme: employment and restructuring, work–life balance and working conditions, industrial relations and partnership, and social cohesion and quality of life. Throughout 2007, Eurofound continued to expand its work in this area. In particular, greater emphasis was placed on case studies of good practice, at both company and Member State level.

EMPLOYMENT AND RESTRUCTURING

CHANGES IN EMPLOYMENT STRUCTURE

This project examines what kinds of jobs have been created and lost in different European countries since the 1990s, in order to evaluate how Member States have fared in terms of implementing one of the key objectives of the Lisbon strategy – more and better jobs. It looks at changes in the structure of occupations and sectors, and the quality of jobs (in terms of wages). It is based on an analysis of existing European databases – primarily the European Labour Force Survey and the European Community Household Panel. Addressing the main issues under discussion at the moment (what kind of jobs are being created in European labour markets), the project aims to contribute to research and policy debates on labour market issues. A descriptive report is due to be published in 2008.

IMPACT OF GLOBALISATION ON SELECTED SECTORS

Preparatory work began on this project in 2007, which aims to explore the impact of globalisation on structural change and employment in three sectors: textiles, transport and logistics, and energy. In these sectors, the emergence of global production and labour markets has resulted in major structural change. The research will analyse the factors that drive companies' decisions on where to locate production and will also explore future trends in offshoring for these sectors. The outputs of the project will include drawing up scenarios which predict the potential for growth as a result of globalisation.

SECTOR RESEARCH

Eurofound has been examining industrial change and its impact on particular sectors since 2003. In 2007, the research focused on the trends and drivers of change for the commerce and biomedical healthcare sectors. The output for each sector including mapping reports, case studies and future scenarios are due for publication in the form of an online 'dossier' early in 2008.

UNDECLARED WORK

As Member States strive to reach the employment targets set out in the Lisbon agenda, the subject of undeclared work – its prevalence and economic and social impact – is high on the EU political agenda. In 2007, Eurofound set out to examine the macroeconomic impact of undeclared work, its effect on companies and their competitiveness, and its impact on the working and living conditions of workers. The medium-term goal of the project was to create an online, searchable database of measures undertaken in Member States to combat undeclared work. A pilot mapping exercise in five Member States was conducted in 2007, looking at measures – by governments, social partners, regional authorities and companies – that have been taken in these countries to combat undeclared work, and evaluating these measures. The information collected complemented existing data collected by the European Commission through Eurobarometer surveys.

ERM CASE STUDIES

In 2007, Eurofound expanded its online database of case studies of good practice in restructuring. The selected cases explored the role that social partnership can play at company level in preparing for and managing structural change. The cases examined were Louis de Poortere (Belgium), Eesti Põlevkivi (Estonia), Eon Sverige (Sweden) and MG Rover (UK). The research focused on the measures taken by companies to enhance workers' employability as a preparation for future restructuring, and the role of flexicurity in managing restructuring in a socially responsible way.

STAKEHOLDER ENQUIRY SERVICE

The stakeholder enquiry service responds to ad hoc requests from Eurofound's stakeholders for analysis of trends and key drivers of change in sectors. In 2007, research was completed on two studies from 2006: recruitment in the fisheries sector, and fostering gender equality in the transport sector. The two reports resulting from this

research were published during 2007: *Innovative recruitment strategies in the fisheries sector* (along with four national reports) and *Innovative gender equality measures in the transport industry*. During 2007 another study, requested by stakeholders, on liability in sub-contracting processes in the European construction sector, was launched.

SECTOR-LEVEL EMPLOYMENT FORECASTS

In 2007, preparatory work began on the project, 'Sector-level employment forecasts'. While work on this area has been largely confined to providing expert advice to the European Centre for the Development of Vocational Training (CEDEFOP) in their project on skills forecasting, it was proposed that the possibilities of using the CEDEFOP findings to provide forecasts of job quality be explored.

Work also began in 2007 on 'Dynamics of European sectoral social dialogue'. This project aims to analyse sectoral social dialogue in the EU, and address the development of the European social dialogue as a new form of governance of EU-level industrial relations. The aim of the research is to increase understanding of the dynamics at play in the sectors and in their corresponding committees. Preparatory work also began on the project 'Links between innovation, productivity and employment', which will focus on sustainable ways of increasing productivity through improvements in working conditions, including new forms of work organisation. Finally, work got under way on another project, 'Contribution of micro companies to employment creation' in 2007, starting with a mapping exercise aimed at identifying the best tools for measuring employment levels in micro enterprises and their contribution to economic growth.

WORK-LIFE BALANCE AND WORKING CONDITIONS

ATTRACTIVE WORKPLACES FOR ALL

The aim of this project is to examine how companies can contribute to achieving some of the objectives of the Lisbon strategy: fostering employability, boosting the labour market participation of underrepresented groups, integrating people at risk of exclusion into the labour market, encouraging financial participation, promoting flexible working time, and encouraging business creation and entrepreneurship. Over 100 company case studies from seven countries (Austria, France, Germany, Italy, the Netherlands, Sweden and the UK) were analysed and the findings made available in a searchable online database in 2007. The examples show that it is possible for companies to combine quality of work and employment with financial success. One aim of the research is for the employment practices documented to feed into national policies and inspire other companies to do more and better. In all of the cases, social dialogue plays a key role in the successful development and implementation of the objectives.

FLEXIBILITY AND SECURITY OVER THE LIFE COURSE

This study builds on previous Eurofound work on flexibility and security: how to maintain a balance between companies' needs for greater flexibility in employment contracts and workers' needs for more flexible working hours and for security of employment. It is one of the few studies to look at this issue from a life-course, or longitudinal, perspective. Over the course of 2007, a number of working papers were produced, each looking at a particular aspect of the topic. They drew on previous Eurofound research on the organisation of time over the life course and from the *European Survey on Working Time and Work-life Balance* as well as European and national panel data for their analysis. The main findings and policy implications of the studies were drawn together in a report, *Flexibility and security over the life course*, due to be published in 2008.

EMPLOYABILITY AND FLEXICURITY

Data from Eurofound research was used to prepare a background paper, *Varieties of flexicurity: Reflections on key elements of flexibility and security*, for a hearing on the Commission's Green Paper 'Modernising labour law to meet the challenges of the 21st century' held by the European Parliament Committee on Employment and Social Affairs in March. Eurofound contributed to a conference on 'Flexicurity: a perspective for flexible labour markets and social security?' in Berlin in July, organised by the Institute of Social and

Economic Research in the Hans Böckler Foundation (WSI). Due to budgetary constraints, however, the plans for in-depth company case studies on this topic had to be cancelled. With regard to employability and security, research on workers with low levels of skills began in 2007. The output will include a literature review, as well as some analysis of this group of workers in the *European Working Conditions Survey*, with special attention to their employment status and employability.

WORKING CONDITIONS AND SOCIAL DIALOGUE

Based on the findings of the comparative report entitled *Working conditions and social dialogue* (to be published in 2008), the project explores the correlation between working conditions and social dialogue. The preliminary findings of the report were presented at a seminar held at the end of 2007. The report shows the impact of social dialogue on working conditions at all levels – national, sectoral, company and workplace levels. It was compiled on the basis of individual national reports submitted by EIRO and EWCO correspondents. It presents examples of ‘win-win’ situations of good working conditions and high-performing companies that use social dialogue, showing that at the level of the decentralised company there is a positive link between working conditions and social dialogue.

QUALITY STANDARDS FOR CASE STUDIES

Case studies are an important feature of Eurofound’s work. Case study research has taken many different forms and has sought to fulfil many different purposes. The primary aim of this project was to develop a standard methodological approach for case study research in Eurofound, based on an agreed set of guidelines for carrying out cross-national case study research. Eurofound initiated research on this topic in 2006 and a report was published in 2007, *Quality standards for case studies in the European Foundation*. The research included a literature review of case study methodology, an analysis of existing Eurofound case study reports, and interviews with Eurofound staff, external researchers, and stakeholders. A key conclusion was that no ‘one size fits all’ model for the case studies exists, one that can meet all of Eurofound’s needs. A typology was devised to describe the main types of case study, corresponding to different phases in the research cycle: exploratory, explanatory and example case studies.

INDUSTRIAL RELATIONS AND PARTNERSHIP

CODES OF CONDUCT AND INTERNATIONAL FRAMEWORK AGREEMENTS

This research project, begun in 2006, examines the prevalence of codes of conduct and international framework agreements in companies, and highlights their role in industrial relations. In 2007, an analysis of selected international framework agreements and codes of conduct was carried out, as well as case study research into 11 companies that had unilaterally introduced codes of conduct or had negotiated framework agreements with trade unions, by means of interviews with management and employee representatives, union confederations, and employer organisations. The research analysed differences between the two forms of regulation and the factors that prompt companies to adopt one or the other agreement. It also looked at the impact of codes of conduct on working conditions, social dialogue and corporate cultures. A report mapping recent developments in codes of conduct and framework agreements was prepared in 2007, for publication in 2008. In 2007, a new research project, 'International framework agreements: a stepping stone towards the internationalisation of industrial relations?' was launched.

INDUSTRIAL RELATIONS, FUTURE TRENDS AND CHALLENGES OF GLOBALISATION

This project sets out to benchmark European industrial relations against the Lisbon Strategy's objectives, comparing industrial relations in the EU against Europe's key global competitors (Australia, Brazil, China, India, Japan, South Africa and the US). Following research carried out in 2006, two reports were published in 2007. The first report, *Impact of globalisation on industrial relations in the EU and other major economies*, explored the main effects of globalisation, such as labour market flexibilisation, increasing labour migration, the rise of atypical employment forms, and changes in work content and working conditions, and examined which type of social model could survive in the face of global competition. The second report, *Approaches to flexicurity: EU models*, identified flexicurity as one approach to modernising the European social model. It compared various flexicurity options, examined models of best practice and pinpointed the challenges inherent in implementing flexicurity practices.

CAPACITY BUILDING FOR SECTORAL AND LOCAL LEVEL SOCIAL DIALOGUE IN THE NEW MEMBER STATES, CROATIA AND TURKEY

This project investigates how to develop the capacity – in terms of skills, organisation, and finance – to engage in social dialogue in the new Member States and Turkey, in order to promote employment, better working conditions and industrial relations in these countries. Social partners, government representatives and researchers have been involved in the research through discussion and review. The first phase of the project, begun in 2005, analysed the potential for social dialogue at national level in the NMS10, Bulgaria, Romania and Turkey. The second phase, begun in 2006, looked at the potential for social dialogue in these countries (plus Croatia) at sector and company level. Fourteen national reports were published over the course of 2007 and a comparative synthesis report is due to be published in 2008.

WORKING TIME AND INDUSTRIAL RELATIONS

In light of globalisation, the European economy faces a growing challenge from rapidly developing economies such as those of Brazil, China and India. As a result, Europe's industrial relations systems – a key part of its social model – should be viewed as part of a wider framework. Since 2004, Eurofound has been looking at various aspects of industrial relations in Japan and the US; in the past couple of years, the research has been extended to Asia and Latin America. In 2007, the research focused on studying the relationship between working time arrangements and industrial relations. The aim of the project is to come to a better understanding of working time policies in countries outside the EU, and to compare these with policies within Europe. In November, a high-level seminar, organised in conjunction with the ILO, looked at trends in industrial relations and working time issues in the EU and its global competitors. In 2008, Eurofound will publish an overview of the main developments in industrial relations and trends in working time in the EU, Japan, US, Brazil, China and India for the period 2006–2007.

SOCIAL COHESION AND QUALITY OF LIFE

ROLE OF LOCAL AUTHORITIES IN THE INTEGRATION OF MIGRANTS

In 2006, the Congress of Local and Regional Authorities of the Council of Europe, the City of Stuttgart and Eurofound jointly created the European Network of Cities for Local Integration Policies of Migrants (CLIP); in 2007, the network included 28 cities, both inside and outside the EU. The initiative aims to enable local authorities to learn from each others' experience and so develop more effective policies for integrating migrants at the local, municipal level. Eurofound's research looks at the role of local authorities in integrating migrants both economically and socially. It uses case studies prepared by the participating municipalities, with support from a research support group, which form the basis for developing guidelines for practice and policy. Given the relevance of housing for the integration of migrants, the network began its research activities with a first module examining issues related to housing; the first report from the initiative, *Housing and integration of migrants*, was published in collaboration with the Council of Europe in 2007. The report looks at examples of good practice policy measures, and gives pointers for the development of guidelines to help cities deal with the challenge of integrating migrants. It also assesses the role of public, private and third sector organisations in supporting and developing more successful policies.

DEVELOPMENTS IN CHILDCARE SERVICES IN DISADVANTAGED AREAS

Earlier Eurofound research into care provision for children of school age (between five and 12 years) had looked at employment developments in this area. The second phase focused on the provision of out-of-school care services for children living in disadvantaged areas. Research was undertaken in six Member States (Belgium, Czech Republic, Estonia, Germany, Portugal and the UK) and the output consisted of national reports and case studies of local initiatives. The aim of the research was to assess the impact of the different approaches implemented in each Member State, to establish which measures were successful, and to highlight the main lessons for policymakers and key actors. Findings from the case studies and national reports were published in a report, *Out-of-school care services for children living in disadvantaged areas*. A short summary drawing together findings from both phases of the research was also published.

PROMOTING QUALITY OF LIFE IN RURAL EUROPE

Eurofound launched this research project in 2005, in part a response to observed differences between rural and urban areas emerging from the first *European Quality of Life Survey*. The project looks at social capital initiatives that aim to boost quality of life in rural areas – social capital being the interaction of individuals in formal or informal networks, resulting in the building of trust and cooperation. Research carried out in five Member States of the former EU15 and five new Member States identified examples of initiatives developed by local and regional authorities, social partners and NGOs to boost employment levels in rural areas. The findings show that involvement in social networks positively affects economic development, leading to entrepreneurship and consequent economic growth, employment and social inclusion. A report published in 2007, *Social capital and job creation in rural Europe*, documented the findings and presented a number of policy recommendations. To further promote the results of the research, a conference on social capital and job creation in rural Europe was organised during the Portuguese Presidency in November 2007 in Lisbon, in cooperation with the EC Leader + Observatory, the Leader+ Portuguese Network and the Portuguese Ministry of Agriculture, Rural Development and Fisheries.

3

COMMUNICATING AND SHARING IDEAS AND EXPERIENCE

A key element of Eurofound's work involves sharing ideas and experience with its stakeholders – whether through publishing research findings, making data available online, or meeting stakeholders face to face. A number of Eurofound's research projects are structured around such sharing of information. These are detailed in the following section.

RESEARCH ACTIVITIES

COMPANY NETWORK SEMINARS

Eurofound's company network seminars provide a forum in which managers and employees can discuss the anticipation and management of change at company level. In 2007, two such seminars took place. The first, held in the headquarters of Schneider Electric in Paris in June, dealt with the theme 'Managing diversity in the workplace: Competitive advantages for companies'. Five companies presented their strategies for diversity management and its application in practice: Schneider Electric (France), Dublin Bus (Ireland), NH Hoteles (Spain), Carrefour (France), and Volvo (Sweden). Participants at the seminar concluded that, while an increasing number of European companies are realising the potential business benefits of a more diverse workforce, raising awareness of the issue remains a challenge.

The second seminar, in November, was hosted by international bank Grupo Santander at its headquarters in Madrid, Spain. Over two days, 32 representatives from companies, trade unions, universities, research organisations and the European Commission discussed the management of change in EU cross-border mergers and acquisitions (M&A). A number of companies gave detailed presentations of their M&A strategies: Air France/KLM (France, Netherlands), Impress (Netherlands, UK), Danske Bank/National Irish Bank (Denmark, Ireland), Schneider Electric (France), and Santander/Abbey (Spain, UK). Participants agreed that many of these mergers and acquisitions fail to meet initial expectations, in terms of creating company growth and shareholder value, and concluded that the key challenges in any M&A process are appropriate planning and evaluation and the effective integration of company structures and human resources.

FOUNDATION SEMINAR SERIES

The Foundation seminar series aims to provide opportunities for social partners and public authority representatives involved in EU social policy to debate and exchange ideas on key policy topics. The topic chosen for 2007 was 'Youth and work'. The first workshop,

which took place at Eurofound's premises in Dublin in June, outlined the challenges young people face in finding work, and the European strategies that have been devised to promote opportunities for youth employment. The second session, which took place in Madrid in October, highlighted national policies and country situations, as well as policies and actions at company level. In 2007, Eurofound introduced a new communications approach to the series, producing a short video documentary in which young people from across Europe describe their daily experience of working and of job-seeking; this first-person perspective complemented the corporate and social policy perspectives presented in the seminars. The video highlighted a number of key issues – the transition from school to work, poverty, equal opportunities, and housing – which echoed the key policy concerns raised by the seminar participants.

EMPLOYMENT INITIATIVES FOR AN AGEING WORKFORCE

Retaining older workers in employment is a priority policy objective, as well as being a factor in the sustainability of social protection budgets. Since the 1990s, Eurofound has been documenting examples of good practice in companies, aimed at improving job opportunities and working conditions for older workers. In the current research phase, earlier cases were followed up, while the focus of study was extended to include the new Member States. The case studies cover several countries, sectors and types of organisation, and document good practice in relation to such issues as recruitment, training and development, flexible working, health and ergonomics. The cases are available in a searchable online database, currently containing over 200 cases from all 27 Member States. The case studies point to a range of benefits for the organisation and for staff: improved health and well-being, work satisfaction, better relations with co-workers and managers, better retirement prospects, and, specifically for the organisation, greater security of labour supply and improved industrial relations. Approximately half of the cases chart the evolution of initiatives first introduced in the 1990s, allowing for an assessment of their success over time. In 2007, 16 national overview country reports were published, documenting the evolution of initiatives undertaken by selected organisations over the last decade.

EMPLOYMENT GUIDANCE SERVICES FOR THE REINTEGRATION OF DISABLED WORKERS

Assisting people with a disability or chronic illness back into the workplace is vital in order to ease the pressure on Europe's social security systems and to avoid the risk of social exclusion of these people. One of the key strategies for helping long-term benefit claimants to return to work is a system of effective employment guidance and counselling services. The focus of this research is on how such services can play a key role in assisting people with a disability or chronic illness to return to the workplace. In 2008, Eurofound will

launch an online database of 56 case studies in 10 Member States, documenting examples of good practice in employment guidance services for people who have become disability claimants in the course of their working lives.

MOBILITY IN EUROPE

As part of Eurofound's ongoing research into issues of mobility and migration, a seminar was held in Eurofound's Dublin premises in October entitled 'Labour mobility in a transatlantic perspective'. The seminar brought together policymakers and researchers from Europe and the United States to look at the policy debate regarding the mobility and flexibility of employees on both sides of the Atlantic, the actual levels of mobility, and the effects of mobility on individuals and on regions.

Jointly organised by Eurofound and the German Marshall Fund of the United States, the seminar drew a number of conclusions, including the recognition that continuous long-distance mobility can have the potential to result in a 'brain drain' and a 'youth drain' for those regions and countries whose citizens emigrate. Central to the discussions were the data gathered from a Eurobarometer survey (no. 64.1) carried out in 2005 on geographical and labour market mobility in Europe. The data, which Eurofound analysed in cooperation with the European Commission, shed light both on the extent of geographical mobility to date, and on future intentions to move between regions or countries. Five analytical reports, based on the data, were published during 2007.

INFORMATION AND COMMUNICATION ACTIVITIES

OVERVIEW

Information and communication played a pivotal place in Eurofound's activities during 2007. The volume of activity in all areas increased significantly, with more press activities and publications, more road show visits and exhibitions, an increased volume of visits to Eurofound (with visitors coming from a wider geographical area) and greater participation in events than in 2006. Eurofound also increased its visibility, reaching almost twice the number of people via the media over the course of 2007 than in 2006. Eurofound cooperated in both the German and Portuguese EU Presidencies, while collaboration with other EU agencies and institutions increased. As part of Eurofound's overall goal of streamlining its information output and thereby ensuring greater impact, strenuous efforts were made to curb the volume of publications in 2007. The launch of the new *Foundation Findings* series and the consolidation of the *Foundation Focus* magazine served as key tools

in this context, drawing together research results and analysis on specific issues in a user-friendly and targeted format. Likewise, the background papers service continued to grow in popularity, with five new reports requested by Eurofound stakeholders over the year. Reflecting the positive impact of adopting an increasingly pro-active user focus through new and innovative ways of communicating, the number of user sessions for the Eurofound website sessions continued to rise during 2007; use of the new tracking system allowed for greater analysis to consolidate this approach.

PRESS AND MEDIA

In terms of visibility, Eurofound's media scope almost doubled in 2007 compared with 2006, with 58 million Europeans being reached as against 32 million. This was largely due to a greater number of press activities at national level and the creation of a more efficient distribution system for press releases. Some 37 press activities were carried out in 2007 (a majority of these at national level), with a total of 45 press releases issued. The number of press events, ranging from the distribution of press alerts to the full organisation of press conferences and briefings with journalists, rose by 28% compared with the number for 2006.

PUBLICATIONS

In terms of output, despite concerted efforts to reduce the volume of publications in an effort to provide a more coherent information focus for the user, the number of publications rose – from 332 in 2006, to 376 in 2007. In particular, the number of web publications increased from 155 to 197. Two issues of the biannual *Foundation Focus* were published, one on the issue of equal opportunities and the other on family matters. The new *Foundation Findings* series was launched at the end of 2007, with three editions (on work–life balance, flexicurity and mobility) being published to positive response. The ERM annual report, *Restructuring and employment in the EU: The impact of globalisation*, was well received and the popularity of the *European restructuring monitor quarterly* increased over the year. A joint publication with the Council of Europe, *Housing and integration of migrants*, highlighted Eurofound's work in the area of integrating migrants through the CLIP project. Work was also completed on two online databases of cases of good practice – one on retaining older people in the workforce, and another on employment guidance services for people with disabilities. Eurofound's strategy of multilingualism continues to be increasingly user driven, allowing for the translation of key information publications in various languages according to demand.

PROMOTIONAL ACTIVITIES

Eurofound undertook a major promotional exercise to highlight the fourth *European Working Conditions Survey* flagship report. Launched in Brussels in February, a programme of events was organised around the report throughout Europe, as were a number of press briefings and a joint information seminar with Eurofound's Belgian national outreach centre. At the end of the year, a seminar took place in Brussels to publicise the first report of the secondary analysis of the survey, *Working conditions in the European Union: The gender perspective*. At the same time, all road show visits in 2007 covered the survey.

The launch of the report, *First European Quality of Life Survey: Quality of life in Turkey*, took place in Brussels to facilitate an exchange of views based on the findings. Some of these findings were taken up in the different meetings of the road show visit to Turkey at the end of November. In addition, a joint Eurofound/Commission event took place in June in Brussels to promote the publication of the industrial relations annual review, *Industrial relations developments in Europe 2006*, and to mark EIRO's 10th anniversary. Eurofound also participated in Employment Week, which takes place annually in Brussels, in June. This year's theme was 'Working Europe: creating more and better jobs' and included an exhibition of Eurofound's work.

On average, two to three dissemination initiatives take place per week. To further strengthen the impact of Foundation dissemination activities, Eurofound is employing new methods of communication such as email notification of publications and events to targeted users, known as 'e-alerts'.

WEB DEVELOPMENTS

The introduction of Google Analytics, a tool designed to generate web statistics, has resulted in Eurofound being better placed to assess customers' needs and to measure the impact of campaigns and other promotional activities. In addition, during 2007, a user survey was carried out to elicit the ideas and opinions of users with a view to improving the Eurofound website. Work on developing an online survey mapping tool, designed to enable users to access all the data from Eurofound's three surveys, was completed. It is planned to launch this in 2008. Work on the introduction of user-oriented news feeds was also finalised.

EVENTS

Eurofound continued to organise and participate in a large number of events, providing a key channel for profiling its research findings and encouraging further debate. At national level, the programme of road shows continues to be a high priority, with the 2007 programme involving visits to Denmark, Portugal, Slovenia, Hungary and Turkey. At the same time, Eurofound organised a number of high-profile events. President of Finland, Tarja Halonen, gave the keynote address at the Eurofound seminar, 'The challenges of globalisation for labour market policies and social dialogue: The wider perspective', which took place on 13 November 2007.

EXHIBITIONS

Over the course of 2007, Eurofound further developed its policy of participating in high-profile events and secured a greater number of exhibition slots to showcase its work. In 2007, Eurofound participated in 16 exhibitions, compared to 11 in 2006. These exhibitions are regarded as a cost-effective means of highlighting the extent of Eurofound's research and a useful opportunity to meet Eurofound's stakeholders face to face. An effort has been made to host a number of exhibitions at events held in Ireland, in order to reinforce Eurofound's connections with local audiences.

VISITOR PROGRAMME

The number of visitors to Eurofound's offices rose in 2007: a total of 573 visitors in 58 separate visits were received in 2007, compared to 467 visitors in 52 visits in 2006. Moreover, the geographic spread is increasing year on year: in 2007, some 48 visitors (in six groups) were from the newer Member States; three groups came from EFTA member countries; and, reflecting Eurofound's growing international profile, three groups of visitors came from the Republic of Korea, one group from Israel and one from the US. Eurofound is also extending the range of tools used to facilitate the programme: PowerPoint presentations, corporate video, and interactive web tools such as the research mapping tool. These products are integrated into the visitors' programme to increase the media variety presented to the visitors and make the information more dynamic, while also relieving the demand on human resources.

CUSTOMER RELATIONS MANAGEMENT SYSTEM

Communication with Eurofound's stakeholders and other target groups has been enhanced through the development of the customer relations management system (CRM). Further progress was made on this project in 2007, including a survey of all contacts on earlier mailing systems. The survey was carried out in order to secure agreement from the recipients to be included in the new system, and also to ascertain their particular areas of interest and so better target the information. Response to the survey was very positive. It is envisaged that the CRM will replace earlier systems entirely by the middle of 2008.

4

PERFORMANCE AND IMPACT

EUROFOUND PERFORMANCE AND MONITORING SYSTEM

While impact tracking is already well established and developing further, it was felt necessary to integrate and further extend Eurofound's performance and monitoring efforts even more systematically, and to align these with Eurofound's overall strategy. Hence, a new performance monitoring system was launched at the end of 2006, and operationalised during 2007.

At the start of the year, data collection for the Eurofound Performance and Monitoring System (EPMS) was initiated. Based on the Balanced Scorecard method, the EPMS is designed to track Eurofound's effectiveness and its success in reaching its strategic goals. A recognised performance management tool, systems such as the EPMS have been widely used in the corporate world since the 1990s, and are in use in a number of EU agencies. In addition to Eurofound's own desire to better monitor its performance, the European Commission's Directorate General for Budget, and the Internal Audit Service, now require all EU bodies to monitor their organisational performance through performance indicators.

The EPMS is designed to track 27 measurable performance indicators at organisational level, each linked to one of Eurofound's five strategic goals:

1. expand influence on real decision makers;
2. increase visibility and improve image;
3. identify, develop and understand users;
4. improve research and output quality;
5. secure competitive advantage.

The indicators measure Eurofound's performance from four perspectives: the user, the internal processes, learning and growth, and the financial perspective. For each strategic goal, typically between three and eight indicators are defined, the aim being to gain a balanced picture of how Eurofound is succeeding in terms of reaching this goal.

Quantitative and qualitative measures are combined, with the aim of attaining a balance of input, output and outcome measures. In order to provide a balanced view of organisational performance, it is important not to consider any single measure in isolation, but to view them in a holistic manner, taking account of how measures relate to each other.

Given that much of the data exist for only 12 months, some further adjustments to the quality of the data collection systems and some refinements of measures may be required.

In most cases, the data collected during 2007 constitute an initial baseline, against which future data can be benchmarked to track the trends of Eurofound's performance.

IMPACT INDICATORS

In order to gauge Eurofound's impact at EU policymaking level, the organisation collects qualitative and quantitative data on a number of 'impact indicators', monitoring EU policy papers, reports and other sources for evidence of its contributions to EU policy. The high-level summary data are reported through the EPMS indicator, 'Influence the policy debate through the use of Foundation material in policy and legislative documents'. Some achievements for 2007 are presented below.

CONTRIBUTION TO EU POLICY DEBATE

The number of direct contributions by Eurofound to EU policy documents and/or debates has been increasing annually: an increase of 20% was recorded in 2007 over 2006 (175 recorded instances, compared to 147 in 2006). The current figure suggests a realistic reflection of Eurofound's real contribution and visibility.

USE OF EUROFOUND EXPERTISE

In addition to such quantitative data, Eurofound also evaluates its ongoing impact at EU level in a qualitative way. Since 2006, a scaled qualitative assessment has been made of the quotations or uses of Foundation expertise by relevant key target groups, differentiating the degree of impact achieved on a scale from 1 to 5. A rating of '5' indicates that the organisation has used Eurofound expertise, without any prompting by Eurofound. A rating of '1', by contrast, indicates that Eurofound proactively provided input to the organisation but that no mention was made of its work. Instances were recorded of target EU-level organisations that made reference to Eurofound's work (129 in all) and of requests for Eurofound input from these organisations (67 in all). This recording, performed in 2007, will establish a baseline, which will facilitate trend comparisons in future years.

The 2007 impact tracking report also records particular areas of Eurofound's work, mapped to key themes of its Work Programme 2007, that were quoted in EU-level policy documents or debates. Some trends are noticeable in this respect.

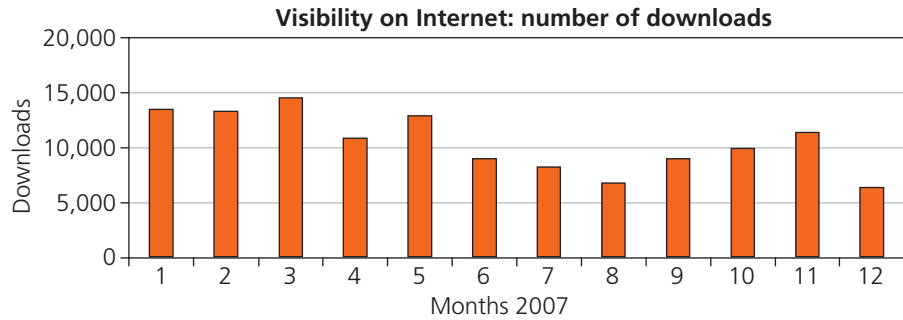
- There was a 70% increase in the number of documents linked to the theme of 'employment and working conditions', indicating the impact of Eurofound's campaign on the fourth *European Working Conditions Survey*, and the importance and relevance of this to EU-level stakeholders.
- The intense EU debate about flexicurity during 2007 resulted in a 150% increase in the use of Eurofound's work on the issue.
- The increase of 130% on the topics of 'health and safety' and 'health at work' can be linked to the release of the new Commission strategy on Health and Consumer Protection 2007–2013, and its associated debate.

PARTICIPATION IN EVENTS

A measurable indicator for the goal 'Expand Eurofound's influence on real decision makers' is the number of presentations made by Eurofound staff at events, by invitation. During 2007, 93 presentations were recorded, an average of eight every month – exceeding for nine of the 12 months the target of five per month.

For the strategic goal 'Increase visibility and improve image', a number of indicators relating to Eurofound's information and communication activities are employed. For example, the





number of downloads from the Eurofound website are measured. Seasonal patterns are clearly visible, as they have been in previous years, with the greatest number of presentations taking place in the busy spring and autumn periods.

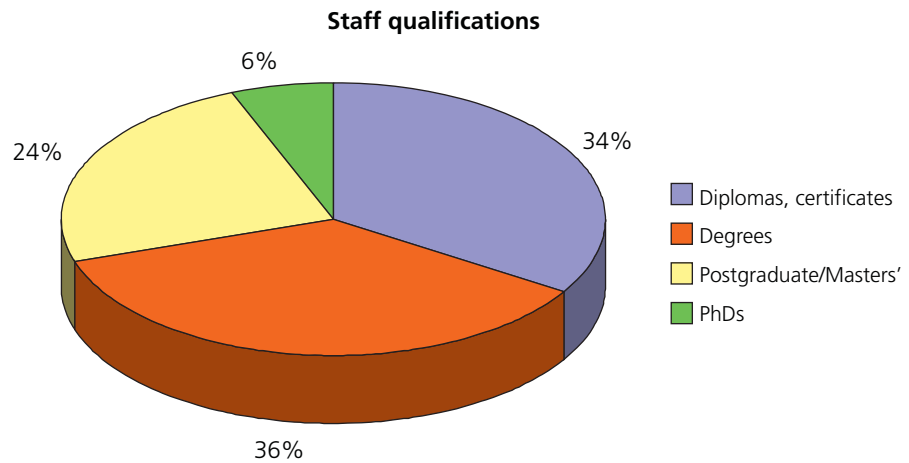
MEDIA MONITORING

To measure the increasing impact and effectiveness of its press activities, Eurofound has put in place a system of media monitoring, involving a network of readers of daily newspapers, magazines and newsletters in all 27 EU Member States, and an electronic monitoring system for articles on the Internet. A total of 1,126 article cuttings based on Eurofound and its work were recorded and collected in 2007. This represents an increase of 21% over the number of cuttings collected in 2006.

A total of 46 copyright requests were received from publishing companies asking for licence to publish parts of Eurofound’s work, or data, in their publications – a further indicator of Eurofound’s reputation for high-quality research outputs.

INTELLECTUAL CAPITAL

Another strategic goal is ‘To improve the quality of research and outputs’, for which one indicator is the level of intellectual capital that Foundation staff possess. One measure chosen for this is the average number of graduate and post-graduate qualifications per staff member (an average of 1.6 university degrees per staff member in 2007). While neither a perfect nor complete measure of ‘intellectual capital’, this measure does allow some insight into Eurofound’s ability to support its activity with highly qualified staff. Eurofound aims to maintain and further boost this measure through recruitment, training and development.



ACADEMIC CITATIONS

The extent of academic references of Eurofound’s work has been measured for several years. In 2007, this measurement was incorporated as an indicator in the EPMS, under the aforementioned strategic goal. As in previous years, the number of academic journal articles that cite Eurofound’s work over a two-year period, on a rolling basis, are measures of this indicator. Over the period 2006–2007, Eurofound’s work was cited in at least 530 articles across 350 academic journals. In 2006, by comparison, Eurofound’s work was cited in 450 articles in 300 journals.

With the EPMS, Eurofound is now in a position to better monitor its activities, determine if its actions are contributing to the strategic goals, and receive adequate notice if performance is not up to expectations. With ongoing data collection in the years ahead, trend information will build up over time and so permit more in-depth understanding.

ANNEX 1

FOUNDATION BUDGET 2007

1. SUMMARY OF REVENUE

EUR '000

EU SUBSIDY	19,940	98%
REVENUE FOR SERVICES RENDERED	321	2%

2. SUMMARY OF EXPENDITURE

EUR '000

MONITORING	4,744	24%
ANALYSIS	7,116	36%
COMMUNICATION	4,559	23%
ADMINISTRATION	3,279	17%

3. ANALYSIS OF EXPENDITURE

EUR '000

	MONITORING		ANALYSIS		COMMUNICATION		ADMINISTRATION		TOTAL	
		%		%		%		%		%
STAFF	2,018	20	3,026	29	2,371	23	2,912	28	10,327	52
ADMINISTRATIVE	240	19	360	29	295	23	367	29	1,262	6
OPERATIONAL	2,486	31	3,730	46	1,893	23	0	0	8,109	42
TOTAL	4,744	24	7,116	36	4,559	23	3,279	17	19,698	100

4. STAFFING

	MONITORING	ANALYSIS	COMMUNICATION	ADMINISTRATION	TOTAL
AD	7	14	8	6	35
AST	8	8	16	17	49
Total	15	22	24	23	84

ANNEX 2

GOVERNING BOARD (AS AT 31 DECEMBER 2007)

COUNTRY	REPRESENTATIVES OF NATIONAL GOVERNMENTS		REPRESENTATIVES OF EMPLOYER ORGANISATIONS		REPRESENTATIVES OF EMPLOYEE ORGANISATIONS	
	MEMBER	ALTERNATE	MEMBER	ALTERNATE	MEMBER	ALTERNATE
Austria	Andreas Schaller <i>Federal Ministry for Social Security, Generations and Consumer Protection</i>	Birgit Stimmer <i>Federal Ministry for Economy and Labour</i>	Heinrich Brauner <i>Federation of Austrian Industry (IV)</i>	Christoph Parak <i>Union of Public and Cooperative Economy of Austria (UPCEA)</i>	Renate Czeskleba <i>Austrian Federation of Trade Unions (ÖGB)</i>	Wolfgang Greif <i>Union of Salaried Private Sector Employees (GPA)</i>
Belgium	Michel De Gols <i>Ministry of Employment, Labour and Social Dialogue</i>	Jan Baten <i>Ministry of Employment, Labour and Social Dialogue</i>	Roland Waeyaert <i>Organisation for Self-employed and SMEs (UNIZO)</i>	Paul Clerinx <i>Federation of Enterprises in Belgium (FEB-VBO)</i>	Herman Fonck <i>Confederation of Christian Trade Unions (ACV/CSCE)</i>	François Philips <i>Belgian General Federation of Labour (FGTB/ABVV)</i>
Bulgaria	Lazar Lazarov <i>Ministry of Labour and Social Policy</i>	Dragomir Draganov <i>Ministry of Labour and Social Policy</i>	Krasimir Dachev <i>Bulgarian Chamber Of Commerce and Industry</i>	Galia Bozhanova <i>Bulgarian Industrial Association – Union of the Bulgarian Business</i>	Ivan Kokalov <i>Confederation of Independent Trade Unions in Bulgaria (CITUB)</i>	Ekaterina Ribarova <i>Confederation of Independent Trade Unions in Bulgaria (CITUB)</i>
Cyprus	Orestis Messios <i>Ministry of Labour and Social Insurance</i>	Yiota Kambouridou <i>Ministry of Labour and Social Insurance</i>	Michael Antoniou <i>Cyprus Employers and Industrialists Federation</i>	Lena Panayiotou <i>Cyprus Employers and Industrialists Federation</i>	Christos Karydis <i>Cyprus Workers' Confederation (SEK)</i>	Andreas Matsas <i>Cyprus Workers' Confederation (SEK)</i>
Czech Republic	Vlastimil Váňa <i>Ministry of Labour and Social Affairs</i>	Martina Kajánková <i>Ministry of Labour and Social Affairs</i>	Vladimíra Drbalová <i>Confederation of Industry of the Czech Republic</i>	Vladimír Kopačka <i>Association of Small and Medium-Sized Enterprises and Crafts (AMSP) of the Czech Republic</i>	Hana Málková <i>Czech-Moravian Confederation of Trade Unions (CMKOS)</i>	Tomáš Pavelka <i>Czech-Moravian Confederation of Trade Unions (CMKOS)</i>
Denmark	Ole Bondo Christensen <i>Ministry of Employment</i>	Kim Taasby <i>Ministry of Employment</i>	Sven-Peter Nygaard <i>Confederation of Danish Employers</i>	Nils J. Andreasen <i>Danish Confederation of Employers' Associations in Agriculture (SALA)</i>	Jens Wiene <i>Salaried Employees and Civil Servants Council (FTF)</i>	Niels Sørensen <i>Danish Confederation of Trade Unions (LO)</i>
Estonia	Märt Masso <i>Ministry of Social Affairs</i>	Siiri Otsmann <i>Ministry of Social Affairs</i>	Eve Päärendson <i>Estonian Employers' Confederation (ETTK)</i>	Tarmo Kriis <i>Estonian Employers' Confederation (ETTK)</i>	Kalle Kalda <i>Association of Estonian Trade Unions (EAKL)</i>	Vaike Parkel <i>Employees' Unions' Confederation (TALO)</i>
Finland	Raila Kangasperko <i>Ministry of Labour</i>	Tuomo Alasoini <i>Ministry of Labour</i>	Seppo Saukkonen <i>Confederation of Finnish Industries (EK)</i>	Anu Sajavaara <i>Confederation of Finnish Industries (EK)</i>	Juha Antila <i>Central Organisation of Finnish Trade Unions (SAK)</i>	Leila Kurki <i>Finnish Confederation of Salaried Employees (STTK)</i>
France	Joël Blondel <i>Ministry of Social Affairs, Labour and Solidarity</i>	Mireille Jarry <i>Ministry of Social Affairs, Labour and Solidarity</i>	Nathalie Chadeyron <i>EDF-GDF</i>	Emmanuel Julien <i>Movement of French Enterprises (MEDEF)</i>	Laurence Thery <i>Confédération Française Démocratique du Travail (CFDT)</i>	Rafaël Nedzynski <i>General Confederation of Labour (FO-FGTA)</i>
Germany	Andreas Horst <i>Ministry of Labour and Social Affairs</i>	Vera Bade <i>Ministry of Labour and Social Affairs</i>	Wolfgang Goos <i>German Federal Association of Employers in the Chemical Industry (BAVC)</i>	Renate Hornung-Draus <i>Confederation of German Employers' Association (BDA)</i>	Dieter Pougin <i>German Confederation of Trade Unions (DGB)</i>	Reinhard Dombre <i>German Confederation of Trade Unions (DGB)</i>
Greece	Gregorios Peloriadis <i>Ministry of Employment & Social Protection</i>	Constantinos Petinis <i>Ministry of Employment & Social Protection</i>	Rena Bardani <i>Confederation of Greek Industries (SEV)</i>	Christina Georganda <i>Hellenic Federation of Enterprises (SEV)</i>	Alexandros Kalivis <i>Confederation of Workers of Greece (GSEE)</i>	Konstantinos Issychos <i>Confederation of Workers of Greece (GSEE)</i>

COUNTRY	REPRESENTATIVES OF NATIONAL GOVERNMENTS		REPRESENTATIVES OF EMPLOYER ORGANISATIONS		REPRESENTATIVES OF EMPLOYEE ORGANISATIONS	
	MEMBER	ALTERNATE	MEMBER	ALTERNATE	MEMBER	ALTERNATE
Hungary	Mária Ladó <i>Ministry of Employment Policy and Labour</i>	Éva Tímea Kiss <i>Ministry of Social Affairs and Labour</i>	Antal Csúport <i>National Association of Strategic and Public Utility Companies (STRATOSZ)</i>	Attila Szabadkai <i>Union of Agrarian Employers (AMSZ)</i>	Erzsébet Hanti <i>National Confederation of Hungarian Trade Unions (MSZOSZ)</i>	László Gyimesi <i>Forum for the Cooperation of Trade Unions (SZEF)</i>
Ireland	Sean Ward <i>Department of Enterprise, Trade and Employment</i>	Riona Ní Fhlanghaile <i>Department of the Environment, Heritage and Local Government</i>	Brendan McGinty <i>Irish Business and Employers Confederation (IBEC)</i>	Gavin Marie <i>Irish Business and Employers Confederation (IBEC)</i>	Rosheen Callender <i>Services Industrial, Professional and Technical Union (SIPTU)</i>	Liam Berney <i>Irish Congress of Trade Unions (ICTU)</i>
Italy	Valerio Speciale <i>Ministry of Labour and Social Politics</i>	Lorenzo Fantini <i>Ministry of Labour and Social Politics</i>	Stefania Rossi <i>General Confederation of Italian Industry (Confindustria)</i>	Paola Astorri <i>General Confederation of Italian Industry (Confindustria)</i>	Cinzia Del Rio <i>Unione Italiana del Lavoro (UIL)</i>	Iuliano Stendardi <i>Confederazione Italiana Sindacati dei Lavoratori. (CISL)</i>
Latvia	Ineta Tāre <i>Ministry of Welfare</i>	Ineta Vjakse <i>Ministry of Welfare</i>	Ilona Kiukucāne <i>Employers Confederation of Latvia (LDDK)</i>	Liene Vancāne <i>Employers' Confederation of Latvia (LDDK)</i>	Linda Romele <i>Free Trade Union Confederation of Latvia (LBAS)</i>	Kaspars Rācenājs <i>Free Trade Union Confederation of Latvia (LBAS)</i>
Lithuania	Rita Kazlauskienė <i>Ministry of Social Security and Labour</i>	Evaldas Bacevičius <i>Ministry of Social Security and Labour</i>	Jonas Guzavičius <i>Confederation of Lithuanian Industrialists (LPK)</i>	Edmundas Jankevičius <i>Confederation of Lithuanian Industrialists (LPK)</i>	Janina Matuiziene <i>Lithuanian Trade Union Confederation (LPSK)</i>	Vaidotas Petronis <i>Lithuanian Labour Federation (LDF)</i>
Luxembourg	Nadine Welter <i>Ministry of Labour and Employment</i>	Jean Zahlen <i>Ministry of Labour and Employment</i>	Nicolas Welsch <i>National Railway Society of Luxembourg</i>	Sonja Streicher <i>Business Federation Luxembourg (FEDIL)</i>	Viviane Goergen <i>Christian Trade Union Confederation (LCGB)</i>	René Piffaferri <i>Luxembourg Confederation of Independent Trade Unions (OGB-L)</i>
Malta	Noel Vella <i>Ministry of Education, Youth and Employment</i>	Anna Borg <i>Employment and Training Corporation (ETC)</i>	Joseph Farrugia <i>Malta Employer's Association (MEA)</i>	Joseph Montebello <i>Malta Federation of Industry (MFOI)</i>	William Portelli <i>Confederation of Malta Trade Unions (CMTU)</i>	Vacant
Netherlands	Lauris Beets <i>Ministry of Social Affairs and Employment</i>	Martin Blomsma <i>Ministry of Social Affairs and Employment</i>	Gerard A.M. van de Grind <i>Dutch Organisation for Agriculture & Horticulture (LTO)</i>	Jan Boersma <i>Dutch Organisation for Agriculture & Horticulture (LTO)</i>	Erik Pentenga <i>Federation of Dutch Trade Unions (FNV)</i>	Vacant
Poland	Jerzy Ciechański <i>Ministry of Labour and Social Policy</i>	Agnieszka Chłoń- Domirćzak <i>Ministry of Labour and Social Policy</i>	Małgorzata Rusewicz <i>Polish Confederation of Private Employers (PKPP)</i>	Rafał Baniak <i>Confederation of Polish Employers (KPP)</i>	Bogdan Olszewski <i>Independent and Self- Governing Trade Union 'Solidarność' (NSZZ)</i>	Mr Piotr Ostrowski <i>All-Poland Alliance of Trade Unions (OPZZ)</i>
Portugal	Paulo Morgado de Carvalho <i>Ministry of Labour and Social Solidarity</i>	Fernando Ribeiro Lopes <i>Ministry of Labour and Social Solidarity</i>	Heitor Salgueiro <i>Association of Portuguese Industry (CIP)</i>	Pedro Almeida Freire <i>Association of Portuguese Trade and Services (CCP)</i>	Vítor Manuel Vicente Coelho <i>General Workers' Federation (UGT-P)</i>	Joaquim Dionísio <i>Confederation of Portuguese Workers (CGTP)</i>
Romania	Sorin Ioan Botezatu <i>Ministry of Labour, Social Solidarity and Family</i>	Mirela Argaseala <i>Ministry of Labour, Family and Equal Opportunities</i>	Dan Angheliescu <i>Patronatul National Român (PNR)</i>	Ion Sorici <i>Citadina League of the Public and Communal Services in Romania</i>	Dumitru Fornea <i>MERIDIAN National Trade Union Confederation</i>	Steluta Enache <i>National Trade Union Bloc (BNS)</i>

REPRESENTATIVES OF NATIONAL GOVERNMENTS			REPRESENTATIVES OF EMPLOYER ORGANISATIONS		REPRESENTATIVES OF EMPLOYEE ORGANISATIONS	
COUNTRY	MEMBER	ALTERNATE	MEMBER	ALTERNATE	MEMBER	ALTERNATE
Slovakia	Miloslav Hetteš <i>Ministry of Labour, Social Affairs and Family</i>	Elena Paliková <i>Ministry of Labour, Social Affairs and Family</i>	Viola Kromerová <i>Slovak Tradesman Union</i>	Martina Kunáková <i>Slovak Tradesman Union</i>	Eva Mešťanová <i>Confederation of Trade Unions of the Slovak Republic (KOZ SR)</i>	Margarita Döményová <i>Confederation of Trade Unions of the Slovak Republic (KOZ SR)</i>
Slovenia	Vladka Komel <i>Ministry of Labour, Family and Social Affairs</i>	Metka Štoka-Debevec <i>Ministry of Labour, Family and Social Affairs</i>	Marjan Ravnik <i>Chamber of Craft of Slovenia (OZS)</i>	Nina Globočnik <i>Association of Employers of Slovenia</i>	Pavle Vrhovec <i>Association of Free Trade Unions of Slovenia (ZSSS)</i>	Maja Konjar <i>Association of Free Trade Unions of Slovenia (ZSSS)</i>
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Sweden	Bo Barrefelt <i>Ministry of Employment Division for Labour Law and Work Environment</i>	Marie Åkhagen <i>Ministry of Employment Division for Labour Law and Work Environment</i>	Sverker Rudeberg <i>Confederation of Swedish Enterprises</i>	Christian Ardhe <i>Confederation of Swedish Enterprises</i>	Mats Essemyr <i>Swedish Confederation of Professional Employees (TCO)</i>	Sten Gellerstedt <i>Swedish Trade Union Confederation (LO-S)</i>
United Kingdom	Grant Fitzner <i>Department of Trade and Industry</i>	Suzanne Moroney <i>Department for Work and Pensions</i>	Marion Seguret <i>Confederation of British Industry (CBI)</i>	Neil Carberry <i>Confederation of British Industry (CBI)</i>	Richard Exell <i>Trade Union Congress (TUC)</i>	Peter Coldrick <i>Trade Union Congress (TUC)</i>
EFTA-EEA	Observers					
	Torkel Sandegren <i>Norwegian Ministry of Labour and Inclusion, Norway</i>		Dagfinn Malnes <i>Confederation of Norwegian Business and Industry (NHO), Norway</i>		Anthony Kallevig <i>Norwegian Confederation of Trade Unions, Norway</i>	
REPRESENTATIVES OF THE COMMISSION						
	MEMBER	ALTERNATE	MEMBER	ALTERNATE	MEMBER	ALTERNATE
	Nikolaus van der Pas <i>DG Employment, Social Affairs and Equal Opportunities</i>	Jackie Morin <i>DG Employment, Social Affairs and Equal Opportunities</i>	Michael Hübel <i>DG Health and Consumer Protection</i>	Charles Price <i>DG Health and Consumer Protection</i>	Dimitri Corpakis <i>DG Research</i>	Ronan O'Brien <i>DG Research</i>

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Mária Ladó, Ministry of Social Affairs and Labour, Hungary

Coordinator

Michel De Gols, Ministry of Employment and Labour, Belgium

Additional Representative

Jerzy Ciechański, Ministry of Labour and Social Policy, Poland

Alternate

Lauris Beets, Ministry of Social Affairs and Employment, Netherlands

Nadine Welter, Ministry of Labour and Employment, Luxembourg

Sean Ward, Department of Enterprise, Trade and Employment, Ireland

EMPLOYER GROUP

Vice-Chairperson of the Governing Board

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Coordinator

Maxime Cerutti, BusinessEurope

(Jeanne Schmitt, until 31 October 2007)

Additional Representative

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

Alternate

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Vladimíra Drbalová, Confederation of Industry of the Czech Republic

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Coordinator

Reiner Hoffmann, European Trade Union Confederation (ETUC)

Additional Representative

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

Alternate

Mats Essemyr, Swedish Confederation for Professional Employees (TCO)

Erik Pentenga, Federation of Dutch Trade Unions (FNV)

Sinead Tiernan, European Trade Union Confederation (ETUC)

EUROPEAN COMMISSION

Vice-Chairperson of the Governing Board

Nikolaus van der Pas, DG Employment, Social Affairs and Equal Opportunities
(Armindo Silva, DG Employment, Social Affairs and Equal Opportunities,
until 19 October 2007)

Additional Representative

Jackie Morin, DG Employment, Social Affairs and Equal Opportunities

Alternate

Andrew Chapman, DG Employment, Social Affairs and Equal Opportunities

ANNEX 3

FOUNDATION STAFF 2007 (AS AT 31 DECEMBER 2007)

DIRECTORATE

Jorma Karppinen, Director
Willy Buschak, Deputy Director
Eberhard Köhler, Advisor to Directorate
Cécile Deneys
Lidia Jankowska

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Sylvie Jacquet, Head of Office
Silvia Arzilli

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Sarah Hayes
Bronislava Kovacicova

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Jean-Christophe Gayrand, Accounting Officer
Gema María Castro Martín
Ramona Dolan (T)
Bernadette Landy-Lovatt
Leontine Mastenbroek

GENERAL FACILITIES

Kay Flynn
Ewan Hogan
Majja Mannervesi-Ernst
Leslie Privett
Simon Tyner

SNE: Seconded National Expert

T: Temporary staff

INFORMATION AND COMMUNICATION TECHNOLOGIES

Jim Halpenny, Head of Unit
Linda Byrne
Said El Aroussi
Brian Gorman
Louise Shanley

INFORMATION AND COMMUNICATION

Mary McCaughey, Head of Unit
Mary Kelly
Måns Mårtensson

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Martin Flynn
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Patrick Grabolle
Philip Ireland
Stephan Jaeger
Inma Kinsella
Aidan McKeown
Fiona Murray
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Catherine Preston, Customer Relations Manager
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Bríd Nolan
Colm O'Neill
Janka Robinson
Bernice Turner

HUMAN RESOURCES

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Claudia Baliban
Magdalena Bodenlosova
Aoife Caomhánach
Matías Linder

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Helen Ritchie

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Mary McNeice
Małgorzata Radzimowska
Barbara Schmidt
Janet Smith
Samira Tetta

RESEARCH TEAMS

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Roseanna Creamer
David Foden
Camilla Galli da Bino
Alexandra Gryparis
Maija Lyly-Yrjänäinen (T)
Sophia MacGoris
Branislav Mikulic
Sara Riso
Jan Vandamme
Greet Vermeylen

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Catherine Cerf
Enrique Fernández
John Hurley
Timo Kauppinen
Radosław Owczarzak

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Maria Cuesta
Gregorio de Castro
Katarzyna Jurczak
Izabela Książak-Klepcka
Jean-Michel Miller
Marina Patriarka
Sylvaine Recorbet
Christian Welz

LIVING CONDITIONS AND QUALITY OF LIFE

Robert Anderson, Head of Unit
Javier Bernier
Christine Gollin
Hubert Krieger
Teresa Renehan
Sarah Farrell
Gerlinde Ziniel (SNE)

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