



European Foundation for the Improvement of Living and Working Conditions

Annual report 2008



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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

Issues of social policy concern came increasingly to the fore during 2008 as Europe faced into economic recession, waves of restructuring and industrial change. Eurofound stepped up its efforts to remain at the vanguard of providing timely and relevant information, data and research findings to EU policymakers faced with responding to these significant challenges. Work on the European Restructuring Monitor grew apace and interest and information requests increased in this area in 2008. Four resource packs produced during the year further attempted to provide up to date information on and analysis of particularly pertinent issues such as flexicurity, globalisation and migration, as well as the implications of demographic change. A conference exploring ‘Global competition and European companies’ location decisions’ provided an occasion to highlight Eurofound expertise on the issue of globalisation and its impact on sectors.

At the same time, policymakers and decision-makers were provided with an insight into living conditions across the European Union as the first results of the second European Quality of Life Survey (EQLS) came on stream. A week-long exhibition at the European Parliament opened by Commissioner Vladimír Špidla in December – entitled *Living and Working in Europe* – further painted a comprehensive picture of the life of Europe’s citizens today, drawing largely on the EQLS, the European Working Conditions Survey and the European Company Survey.

The results of this more targeted approach to information dissemination have seen a rise in various indicators which reflect a greater communications reach and overall impact, reflected in an increase in web use, in media reach, in references in policy and academic documents, in requests for information and in contributions of Eurofound expertise in various expert groups and conferences. Efforts to respond to the information needs of the decision-makers in the social policy arena continued also with increased collaboration and contribution to the EU Presidency programmes and in particular the French Presidency in the second half of the year. This will continue into the new four-year work programme with particular emphasis on increasing the geographic spread of Eurofound’s information reach.

As 2008 marked the end of the current four-year programme, it was appropriate that the Eurofound Performance Monitoring System (EPMS) was formally integrated into the overall management process. In an effort to consistently monitor performance indicators against the overall objectives of the four-year programme and the annual programmes, the EPMS will continue to act as an important tool for Eurofound in its effort to ensure that it continues to achieve its goals and serve its customers.

OVERVIEW

2008 marked the completion of Eurofound's four-year programme, *Changing Europe: Better work, better life*. 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 the 2005–2008 programme, 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 January, fieldwork for the second European Quality of Life Survey was completed. Between September 2007 and January 2008, trained interviewers had questioned 35,000 people across 31 countries on their employment and income situation, on housing and health status, life satisfaction and trust in society and the future. Following data cleaning and analysis, the first results were presented at a launch event in Brussels in November and published in the form of an eight-page résumé.

In February, the first in a series of four resource packs was finalised. *Working longer, living better – Europe's coming of age* summarises Eurofound research on the issue of demographic ageing in five fact sheets and contains a small number of selected publications on the issue. Further packs on globalisation, flexicurity and migration followed during the course of the year. The packs helped to promote Eurofound's work at a wide range of conferences and events and will continue to be disseminated during 2009.

New communication channels were explored in March when the first Eurofound video was disseminated via Europe by Satellite and YouTube. *Youth and work* had been produced for the Foundation Seminar Series. A corporate video was added in November. Also in the spring, two important conferences took place, jointly organised with EU institutions. A high-level conference with the European Parliament examined the impact of globalisation on structural change and employment. The results of the first research module conducted by the CLIP network and looking at housing issues were presented and discussed in a conference on *European cities integrating migrants*, organised with the Committee of the Regions.

In May, the report *Working conditions of an ageing workforce* was published. Further reports based on secondary analysis of data from the Fourth European

Working Conditions Survey (EWCS) were also published during the course of the year, including *Employment security and employability: A contribution to the flexicurity debate* and *Use of technology and working conditions in the European Union*.

A conference exploring *Global competition and European companies' location decisions* was the occasion to present Eurofound expertise on the issue of globalisation and its impact on sectors in June. Eurofound joined forces with PricewaterhouseCoopers and ensured the support of the city of Poznan, where the two-day event took place. More than 100 policymakers representing different stakeholder groups and levels as well as company representatives debated Europe's position in an increasingly competitive global market.

During the summer period, the publication of Eurofound's annual updates on pay, working time and industrial action fuelled the debate in several Member States. The updates, published once a year, are based on information from Eurofound's Network of European Observatories (NEO). A comparison of statutory versus actual working time lead to surprising results for some Member States and these were widely discussed in the national media and among the social partners.

During the second half of the year, Eurofound was actively involved in a large number of events organised by the French EU Presidency. Possibilities for cooperation and requests for input had been discussed during a road show visit to Paris in March. Eurofound cooperated with ANACT for the organisation of a conference on *Flexicurity and quality of work in Europe: 2010 and beyond* and provided speakers, moderators and exhibition stands for six further presidency events.

In October, the ERM report 2008 was published. *More and better jobs : Patterns of employment expansion in Europe* presents the results of a research project on the quantity and quality of jobs created in the EU between 1995 and 2006. The report concludes that many Member States have achieved the Lisbon objective of creating more and better jobs. At its 79th meeting during the same month, Eurofound's Governing Board discussed and adopted the new four-year programme, *Europe at work – Better life and opportunities for all*, which provides the framework for Eurofound research activities for the period 2009–2012.

The year closed with an exhibition on *Living and working in Europe* in the European Parliament. Research findings from work carried out under the 2005–2008 work programme were presented on exhibition panels and through briefing sessions held at the centrally located Eurofound stand. The sessions gave members

of the European Parliament an opportunity to comment on the findings presented by Eurofound research staff. An overview entitled *Living and working in Europe* was prepared for the exhibition, drawing on the findings from Eurofound's three main surveys and painting a picture of how Europe's citizens live and work today.

Eurofound is committed to continuously improving its organisational performance and achieving its objectives through the use of performance indicators. For this purpose, Eurofound has developed its Eurofound Performance Monitoring System (EPMS). The defined indicators are a combination of input, output, outcome and impact indicators. This information is collected monthly, quarterly and annually within Eurofound. This report contains a relevant selection of some pertinent performance indicators from the EPMS, focusing on outcomes and impact achieved during 2008.

In order to better serve its information users, Eurofound also developed a system for anticipating user needs and the proactive delivery of Eurofound's inputs to their key publications, policy initiatives and events.



MONITORING AND UNDERSTANDING CHANGE

Monitoring and analysing trends and change across the EU is the fundamental business of Eurofound, and a key element in this work is the Network of European Observatories (NEO). Representatives of NEO monitor developments in each Member State, in the candidate countries, and at European level in the fields of industrial relations, quality of work and employment and restructuring. Since the end of 2007, this work has been carried out under the supervision of the Monitoring and Surveys unit. The objective of the network is to provide concise, reliable and timely information on developments in these fields to Eurofound's stakeholders, thereby helping decision-makers to develop and implement more effective policies.

OBSERVATORIES

EIRO

Launched in 1997, the European Industrial Relations Observatory (EIRO) aims to collect, analyse and disseminate high-quality and up-to-date information on key developments in industrial relations in Europe – both nationally and at EU level. Its key target audiences are national and European-level social partners and governmental organisations, as well as the EU institutions. EIRO is made up of a network of national correspondents from leading research institutes across the EU and in the candidate countries and Norway who collect and analyse data from across Europe. EIRO also cooperates with other international institutions, such as the ILO and the OECD. In an ongoing initiative since 2000, EIRO has been collaborating with experts from other developed, and developing countries, in comparing the state of play of industrial relations across the industrialised world. Regular information updates are fed into a database of industrial relations news items, available on the EIRO website, which now totals more than 9,000 documents, including news and feature articles, comparative studies and annual reviews. In 2008, 572 information updates were added.

As in other years, EIRO published its regular annual reports on working time developments and pay developments. *Working time developments – 2007* revealed that a significant difference was evident between collectively agreed working hours and actual working hours across Europe (a finding that was debated vigorously among the German media, in particular). Meanwhile, *Pay developments – 2007* reported that inflation outstripped the nominal pay rise in 12 countries in 2007.

In addition, a number of comparative studies looked at specific aspects of industrial relations – both across Europe and from a global perspective. *Working time in the EU and other global economies* presented an overview of working time regulation and management in the EU, Japan and the US, reviewing the most recent trends in working time, including standard weekly working hours, overtime and long working hours, flexible work schedules, shift work and weekend work. The report also includes data on emerging economies such as Brazil and China.

Industrial relations developments in Europe 2007 examined collective bargaining trends on pay, working time, equal opportunities and other topics, as well as examining the impact of the European Directive on informing and consulting employees. Meanwhile, *Developments in industrial action 2003–2007*, reported that overall levels of industrial action were low in historical terms during the period covered, although some new Member States have begun to see a rise in strike activity in recent times.

The report, *Temporary agency work and collective bargaining in the EU*, reviewed the current situation regarding the use of temporary agency work across the EU, examining arrangements for social dialogue and collective bargaining in regulating temporary agency work at national level.

A number of other reports documented the operations of social partner organisations and collective bargaining in some sectors of the economy. The aim of these EIRO ‘representativeness studies’ is to identify the relevant national and supranational social partner organisations involved in the field of industrial relations in selected sectors. The studies are motivated by the European Commission’s goal of recognising the representative social partner associations that are to be consulted under the EC Treaty provisions; hence, they aim to provide the basic information required to establish sectoral social dialogue.

OUTPUTS IN 2008

- Working time developments – 2007
- Pay developments – 2007
- Industrial relations developments in Europe 2007
- Developments in industrial action 2003–2007
- Working time in the EU and other global economies – Industrial relations in the EU and other global economies 2006–2007
- Temporary agency work and collective bargaining in the EU

- Wage flexibility
- Representativeness of the European social partner organisations: Railways sector
- Flexicurity and industrial relations
- Representativeness of the European social partner organisations: Sea and coastal water transport
- Representativeness of the European social partner organisations: Post and courier services
- Representativeness of the European social partner organisations: Manufacture of sugar
- Impact of the information and consultation directive on industrial relations
- Working conditions and social dialogue (transversal report in collaboration with European Working Conditions Observatory – EWCO)
- Representativeness of the social partners: Gas sector

EWCO

Set up in 2003, the European Working Conditions Observatory (EWCO) provides regular information on quality of work and employment issues in the EU Member States and at EU level. The work of EWCO focuses on the research themes of career and employment security, health and well-being of workers, the development of skills, and work–life balance. EWCO also contributes to identifying examples of good practice at company level. The network of correspondents that contributes to EIRO also provides information updates on national working conditions and comparative analyses for EWCO. The data collected by EWCO is complemented by the European Working Conditions Surveys, which have been monitoring the working conditions of European workers on a regular basis since 1990.

As with EIRO, all of the EWCO publications are available through an online database. In 2008, 159 information updates were added, together with one comparative report and one annual report. EWCO also published eight national survey data reports – summaries of findings from national working conditions surveys.

Highlights of EWCO's output from 2008 include the fourth annual review of working conditions, *Annual review of working conditions in the EU: 2007–2008*, which examines developments in working conditions from the perspective of EWCO's four key thematic areas. In addition, it outlines legislative and policy developments across the EU and identifies trends in the workplace.

Working conditions and social dialogue (a transversal report in collaboration with EIRO) examines the link between working conditions and social dialogue, highlighting instances where social dialogue has had an impact on working conditions, with a specific focus on occupational health and safety. The report also identifies lessons for the future in terms of factors that contribute to the success or failure of social dialogue.

KEY OUTPUTS

- Annual review of working conditions in the EU 2007–2008
- Working conditions and social dialogue

ERM

The European Restructuring Monitor (ERM) has been charting the extent of restructuring activities in Europe and their employment consequences since 2002. Its scope now covers the 27 EU Member States and Norway. The ERM is supported by the same NEO network that underpins the EIRO and EWCO initiatives. Correspondents in the network gather data through a daily review of announcements of company restructuring in national newspapers and the business press, supplying the ERM with a unique collection of company fact sheets, at a rate of approximately 30 new entries a week. In identifying sectors and countries that are likely to undergo restructuring in the short to medium term, the ERM also acts as an early warning mechanism for all actors involved in the process of anticipating and managing change. By the end of 2008, the ERM database contained information on 8,848 restructuring cases; 1,532 of these had been added during the course of the year. Restructuring announcements made across Europe in 2008 reported the creation of 276,181 jobs, while 489,648 job losses were announced.

Each quarter, an overview report of restructuring cases throughout Europe – the *European Restructuring Monitor quarterly* – outlines major European trends in restructuring. In 2008, in addition to reviewing current macroeconomic trends and prospects, the *quarterly* also looked at restructuring in the German state-owned banking sector, restructuring in Cyprus and Malta and company-specific cases, including details of the global restructuring plan at Unilever.

The third ERM annual report, *More and better jobs: Patterns of employment expansion in Europe*, published in 2008, reported on the findings of a study into changes in the structure and wage levels of jobs in the EU. The study examined the expansion of employment that took place in Europe between 1995 and 2006 and looked at whether the increase in the overall number was reached through increases in low-paid or better paid jobs. Job growth was assessed on the basis of job creation in differing income quintiles; job expansion was also examined from such diverse perspectives as sector, gender, employment status and nationality of those employed.

The comparative report *ERM case studies in Europe: The employment impact* looked in detail at 25 cases of business relocation from the EU15 to the new Member States, including the extent of consultation with the workforce, reactions from trade unions, and the outcomes in terms of employment of the affected workforce. Another comparative report, *Perceptions of the employment impact of globalisation*, explored the employment impact of globalisation, and reviewed the attitudes and responses of national governments and social partners to the process of globalisation. It also looked at recent national surveys of public opinion on globalisation, and found evidence of increasing public scepticism in the EU15 regarding globalisation.

OUTPUTS

- More and better jobs: patterns of employment expansion in Europe (annual report)
- Four working papers were also published as part of this study
- ERM case studies in Europe: the employment impact
- Perceptions of the employment impact of globalisation

SURVEYS

Central to Eurofound's monitoring work are its three Europe-wide surveys, carried out at regular intervals. They provide valuable information on how Europe's citizens work, live and feel about their present circumstances and show how working and living conditions have changed over time. They also examine company policies and practices in a number of areas. As data from successive waves of each survey is collected, a picture emerges of how Europe is progressing and of the development of key trends.

EQLS

The European Quality of Life Survey (EQLS) examines a range of quality-of-life issues such as employment, income, education, housing, family, health, work–life balance, life satisfaction and perceived quality of society. First run in 2003, the survey was carried out for the second time in 2007, with 35,000 interviews in 31 countries (the EU27, Turkey, Croatia, Former Yugoslav Republic of Macedonia (FYROM) and Norway). Fieldwork finished in early 2008, data was analysed during the course of the year, a clean dataset was finalised in August and the first results of the survey were published in a résumé in late 2008. At the same time, data was made available in an interactive, graphical survey mapping tool on the Eurofound website.

The second EQLS has as its objectives the analysis of trends in quality of life in Europe and the provision of sound comparative information on key policy issues. The overview report will be published in spring 2009, followed by a number of more detailed secondary analyses. These will look at trends in quality of life in Europe, family life, well-being and welfare (based on a quality of life index), and quality of society and public services. It is also planned to produce national fact sheets for selected Member States. In addition, an analytical report on quality of life in FYROM will be prepared using funds from PHARE.

EWCS

Carried out every five years since 1990, the European Working Conditions Survey (EWCS) provides a European-level snapshot of working conditions and quality of employment, charting the extent and type of changes affecting the workforce and the quality of work. Topics covered in the survey include working time, work organisation, pay, work-related health risks and health outcomes, work–life balance, job satisfaction and access to training. The fourth and most recent survey, conducted in 2005 in the then EU25 (plus Bulgaria, Romania, Turkey, Croatia, Norway and Switzerland) interviewed around 30,000 workers in their own homes. The descriptive report of the survey findings was published in 2007, and secondary analyses published during 2008 addressed the themes of employment security and employability, the working conditions of an ageing workforce and technology and working conditions. The remaining secondary analyses will be published early in 2009. As a complement to the printed descriptive report, data from the 2005 survey were also made available on the interactive, online survey mapping tool. Findings from the EWCS were also used in 2008 to create a number of background papers, prepared on request for specific audiences. These addressed such themes as women and violence at work, the gender pay gap, violence in the education sector and employee financial participation. The next wave of the EWCS will be carried out in 2010.

ECS

In 2004–5, Eurofound carried out its first Europe-wide survey of company human resources policies and practices: the European Establishment Survey. The research sought to elicit the views of personnel managers and (where available) employee representatives in over 21,000 workplaces in 21 EU Member States on whether, why and how establishments make use of a variety of working time arrangements. In 2008, preparatory work began on Eurofound's second large-scale organisational survey – the European Company Survey (ECS) 2009. Fieldwork for the ECS will begin early in 2009 in all Member States of the European Union, and, subject to the availability of additional funding, in Croatia, FYROM, Iceland, Norway, Switzerland and Turkey. The survey will look at company policies and practices across Europe regarding working time arrangements and a range of other elements of employment relations, such as workers' financial participation, incentive pay and flexible payments systems, performance and productivity, quality of social dialogue and quality of work, and employee involvement in organisational change. The management representative and, where possible, employee representatives will be interviewed in each company surveyed. The ECS will also analyse relationships between company practices and their impact, look at practices from the point of view of structures at company level – focusing in particular on social dialogue – and monitor trends.

In order to ensure quality in the survey, and in accordance with Eurofound practices, from the outset experts and users of the survey were involved in its creation. For instance, Eurofound stakeholders represented by members of the Governing Board were involved in the tripartite Advisory Committee on ECS 2009. Also in 2008, the questionnaires were translated from English into the national languages of the countries to be covered by the survey, and piloting of the questionnaires took place in a number of countries. In 2009, data collection will take place over the first quarter and the first results are due to be published in the autumn.

EurLIFE

EurLIFE is an interactive database on quality of life in Europe, accessible through the Eurofound home page. It provides data from Eurofound's own surveys and from other published sources on the living conditions of European citizens and their perceptions of their quality of life. Data from all 27 EU Member States and two candidate countries – Croatia and Turkey – are available in the database. In 2008, work took place on assessing the content, quality and timeliness of the existing database, as well as preparatory work on redesigning the existing web tool for presenting data. Work included re-weighting of data from the 2003 EQLS using a similar weighting scheme as that used for the 2007 EQLS; this will help ensure that statistical estimates based on 2003 data are more accurate, and that they can more readily be compared with data from 2007.

EUROPEAN INDUSTRIAL RELATIONS DICTIONARY

Containing almost 300 alphabetically listed entries, the European industrial relations dictionary is an easy-to-use online reference tool containing the most commonly used terms in employment and industrial relations at EU level. Featuring definitions and relevant contextual information, the cross-referenced entries also link to EU legislation and case law. In 2008, a number of the introductory themes were cross-checked and rewritten, while existing terms were updated and new terms submitted. Early in 2009, a list of recommended new entries and updates will be added in order to ensure the ongoing relevance of the dictionary.

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 2008, 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

IMPACT OF GLOBALISATION ON SELECTED SECTORS

In 2008, Eurofound completed studies on three sectors exploring the impact of globalisation on structural change and employment in textiles, transport and logistics, and energy. The three dossiers analyse the impact of the emergence of global production and labour markets. Special emphasis was given to the factors that drive companies' decisions on where to locate production in order to identify future trends in offshoring for these sectors. The conference, 'Global competition and European companies' location decisions', organised by Eurofound in June 2008 in Poznan, drew on the results of this research.

Eurofound did not pursue its sector research programme in the form of further sector studies in 2008. Instead, it joined forces with the European Commission and cooperated closely in the implementation of the sector research programme of the Directorate General for Employment, Social Affairs and Equal Opportunities. Eurofound provides expertise for 16 sector studies currently being carried out for the Commission and is involved in the running of the associated sector workshops, seven of which were organised in 2008.

LINKS BETWEEN INNOVATION, PRODUCTIVITY AND EMPLOYMENT

Taking Eurofound's expertise in the area of working conditions and their development over time as a starting point, this research project examines the impact of working conditions on productivity and workplace innovation. Can improvements in the quality of work and working conditions lead to sustainable ways of increasing productivity? Productivity will be measured at establishment/company level and complemented with performance indicators at the individual employee level. In 2008, a review of existing empirical evidence was completed for publication as a literature review in 2009. An analytical framework has been developed which will guide case study research planned for 2009. It has also influenced the questionnaire development for Eurofound's 2009 European Company Survey, which will examine the link between working conditions and company performance in a more systematic way.

CHANGES IN EMPLOYMENT STRUCTURE

The results of this project were published in the 2008 ERM report, *More and better jobs: Patterns of employment expansion in Europe*. Based on data from the European Labour Force Survey and the European Community Household Panel, the report shows what kinds of jobs have been created and lost in different European countries since the 1990s. Many Member States have, according to this analysis, achieved the key objectives of the Lisbon strategy and have created not only more but also better jobs. The research classifies jobs by sector and occupation and ranks them according to median earnings (as a proxy for job quality). Overall figures for net employment creation for the period 1995–2006 can thus be broken down into five job quality groups.

Based on the methodology used in this project, preparatory work commenced in 2008 to launch a 'European Jobs Monitor'. The classification described above will be used to monitor on a continuous basis what kind of jobs are being created and destroyed in different European countries and to analyse the changes in the structure of employment.

UNDECLARED WORK

Undeclared work, its prevalence and economic and social impact, remained high on the EU political agenda in 2008. Eurofound decided to use its Network of European Observatories (NEO) to collect information on measures taken by governments, social partners, regional authorities and companies in the Member States to combat undeclared work. The cases identified will be added to the online, searchable database of measures, which was created as part of a pilot project covering five countries in 2007. An overview report will also be published in 2009.

ERM CASE STUDIES

Two further case studies describing good practice in restructuring were commissioned in 2008. The case of La Poste, the French postal service, illustrates how to deal with the consequences of liberalisation and privatisation in the postal sector. The second case looks at bi-partite 'job security councils' and their role in dealing with the employment consequences of restructuring. Both cases will be added to the ERM online database in 2009.

CORPORATE GOVERNANCE AND EMPLOYMENT

Recent decades have seen a significant rise in alternative ways of financing and governing companies. These include hedge funds, private equity and sovereign funds. These new forms of ownership raise important questions about the impact on employment, working conditions, managerial time-horizons, the overall health of companies and the economy more generally. In 2008, Eurofound examined what is known about these issues and which research gaps could possibly be filled by Eurofound.

THE IMPACT OF THE SERVICES DIRECTIVE

The creation of a single market for services is regarded as the last step in the completion of the Single Market. While the job creation potential of an inclusion of these sectors is immense, a real single market for services has a much deeper regulatory impact than the free movement of goods. It affects labour and company law and the national regulation of social security. In 2008, Eurofound examined through desk research and consultation with external experts the possibilities of studying the impact of the Services Directive in the new four-year-programme period.

WORK-LIFE BALANCE AND WORKING CONDITIONS

FLEXIBILITY AND SECURITY OVER THE LIFE COURSE

This project looked at how a balance can be struck between the needs of companies for greater flexibility in employment contracts and workers' wishes for more flexible working hours and for security of employment, from a life-course perspective. The research drew on previous Eurofound research on the organisation of time over the life course and from the European Company Survey, as well as European and national panel data. The main findings and policy implications of the studies were drawn together in a report, *Flexibility and security over the life course: Key findings and policy messages*. The report listed policy recommendations for facilitating a life-course approach, from the perspectives of the individual, the company and the state and national systems, providing useful guidance for creating strategies that help citizens to synchronise and manage a variety of choices across their different life phases, while still participating in paid work. It is planned to organise a conference to present the project results in 2009.

WORKING CONDITIONS AND SOCIAL DIALOGUE

A series of national reports submitted by correspondents from the EIRO and EWCO networks formed the basis for this project, which explores the impact of social dialogue on working conditions at national, sectoral, company and workplace levels. From these reports, a comparative report entitled *Working conditions and social dialogue* was published in 2008. The research found that health and safety, training, development and lifelong learning are areas where the goals of the social partners can converge, hence increasing the likelihood of a successful outcome; it also found evidence of a positive link between working conditions and social dialogue. Further analysis focused on the construction sector and the care sector, including a description of existing examples of good practice in these sectors in a number of countries. Particular attention was paid to the findings from countries in which the labour inspectorate plays a role in informing and consulting both employers and trade unions on the benefits of social dialogue.

GLOBAL COMPARISON OF WORKING CONDITIONS

This project compares the quality of work and employment in the EU, the US and Japan, with a view to stimulating debate on the common features and differences in these developed economies. The research also allows a comparison between the EU and other economies in terms of such areas as the gendered nature of labour market participation or different patterns of working time. The comparative analysis was based on microdata sources (working conditions surveys and labour force surveys), as well as macrodata sources, such as governmental data on labour markets. The project provides contextual information, such as data on the structure and composition of the labour markets, and material on the regulatory and institutional background. The study also looks at what is driving changes in quality of work and employment in the three regions. It compares methodologies for measuring quality of work and life across the regions, and evaluates the effectiveness of existing data as a robust basis for comparison.

OLDER WOMEN WORKERS IN EUROPE

This project is an overview of research from Eurofound and elsewhere, aimed at gaining an up-to-date picture of the situation of older women workers in Europe, and in particular of measures that are being taken to improve their employment prospects and the quality of their working conditions. The research has its origins in the EU's Stockholm and Barcelona targets, which respectively aim to boost the number of older people and the number of women in the workforce. It has made extensive use of Eurofound research, particularly from the European Working Conditions Surveys, the Quality of Life Survey as well as case studies from research projects dealing with the ageing workforce and attractive workplace. The key output will be an issue of *Foundation Findings* devoted to the subject, due to be published early in 2009.

INDUSTRIAL RELATIONS AND PARTNERSHIP

DYNAMICS OF EUROPEAN SECTORAL SOCIAL DIALOGUE

This project aims to investigate developments in European sectoral social dialogue as a new form of governance at EU level. The project seeks a better understanding of the dynamics at play in the different sectors and in their corresponding committees. It looks at number of dimensions, such as structures and actors, the socioeconomic characteristics of the sector, relationships with EU policies, the relationship of the committees to the national sector and the dynamics of certain sectors in comparison with others. The key output of the project will be a report (due to be published early in 2009), based on an analysis of documents from the European Commission and the EU-level social partners. A workshop was held in spring of 2008, to facilitate the report's finalisation and evaluation. In addition, feedback with key actors in EU sectoral social dialogue played an important role in drafting the report.

CODES OF CONDUCT AND 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. Corporate codes of conduct establish rules for the behaviour of managers and employees that reflect the principles of corporate social responsibility. As an alternative instrument, international framework agreements (IFAs) have been promoted, mainly by global trade union federations, to address an emerging need for the internalisation of industrial and labour relations in the global context. IFAs in most cases result from negotiations between international or European trade union organisations and the management of multinational companies, and define certain minimum standards and joint principles of industrial relations. In 2008, a report was published containing the results of research conducted in 2007, based on an analysis of 50 or more of each type of instrument, as well as 11 company case studies. During the year, the research was extended to investigate whether IFAs (currently applied mainly within EU) could be a stepping stone towards the internationalisation or Europeanisation of industrial relations, in the context of the modernisation of employment relations and the role of the social partners in the enlarged EU. Research work comprised an analysis of existing IFAs and European framework agreements (EFAs), four case studies of companies with IFAs or EFAs, and interviews with representatives of management and employees at international, European and national level. An overview report is due to be published in 2009.

PAY AND INDUSTRIAL RELATIONS

Europe's economy is increasingly tied in with that of its global competitors – countries such as the US and Japan, and emerging economies like Brazil, China and India. Since 2000, Eurofound has been comparing the role of industrial relations in the EU with other global economies from the perspective of a number of key aspects of working life. In 2007, it looked at the relationship between working time and industrial relations in the EU and in a number of key global players, culminating in a report published in 2008. In 2008, this comparative global research turned its focus to the theme of pay, with a view to comparing the issues of pay, minimum wages and wage flexibility within and outside the EU. The research involved developing a questionnaire, answered by national contributors, which fed into the preparation of a flagship report due to be published in 2009. Central to the study was the annual seminar on industrial relations in a global perspective, organised by Eurofound in cooperation with the OECD in Paris at the end of November. The seminar, attended by representatives of the ILO, the OECD and the social partners, focused on the issues of minimum wages and wage flexibility, and the role played by the social partners in wage developments in the EU and in its key global competitors.

STAKEHOLDER ENQUIRY SERVICE

In order to better meet the needs of its target audiences, Eurofound has been providing more reports and services on an on-demand basis to its main stakeholder groups. As part of this approach, the stakeholder enquiry service specifically focuses on trends and key drivers of change in European sectors. In 2008, Eurofound fulfilled a request from the European social partners in the construction sector, for more information on liability in subcontracting. This pioneering research analysed existing national legislation on the issue of subcontracting processes in the construction sector. Research findings were presented by Eurofound to the European Parliament in a public hearing on 5 November, and published in a comparative report, *Liability in subcontracting processes in the European construction sector*. The report, which analyses the legislation in place in the eight Member States that have developed regulations in this field, is supplemented by national reports, which analyse the aims and origins of national legislation, and the various types of existing arrangements.

EMPLOYABILITY AND FLEXICURITY

In 2008, work on this project focused on secondary analysis of results from the European Working Conditions Survey and the European survey on working time and work-life balance, with a view to assessing the impact of employability policies from the differing perspectives of management, employees, and social partners. The aim was to identify those human resource management policies that help boost employability. The analysis placed particular emphasis on the legislative and bargaining structures regarding flexicurity in the Member States and on low-skilled workers, and identified good practice examples at company level. In October, the findings were presented at a French Presidency conference jointly organised by Agence Nationale pour l'Amélioration des Conditions de Travail (ANACT) and Eurofound, 'Quality of work in Europe: Beyond 2010'. The debate focused on the models available for understanding the new work challenges, and on innovative practices used in companies, in social dialogue or in public policies in the EU Member States.

CONTINUING VOCATIONAL TRAINING AND INDUSTRIAL RELATIONS

Bringing more citizens into the European labour market and ensuring that the workforce enjoys a high skills level are crucial elements in boosting Europe's economic development, social cohesion and competitiveness. The European Copenhagen Process aims to increase participation in adult education by enhancing cooperation in vocational education and training. Social partners involved in the governance and implementation of continuing vocational education (CVT) can play a key role in ensuring access to lifelong learning for all workers. In 2007, the Foundation began working with its sister agency CEDEFOP (the European Centre for the Development of Vocational Training), on research into CVT and industrial relations. The data was analysed in 2008 to show how social dialogue and collective bargaining have been contributing to the development of CVT policies and initiatives in the EU27 and Norway since the introduction of the Copenhagen Process in 2002. It is planned to disseminate the results of the joint study in an expert seminar in early 2009.

SOCIAL COHESION AND QUALITY OF LIFE

ROLE OF LOCAL AUTHORITIES IN THE INTEGRATION OF MIGRANTS

In 2006, under a joint initiative of the Congress of Local and Regional Authorities of the Council of Europe, the City of Stuttgart and Eurofound, the 'European network of cities for local integration policies for migrants' (CLIP) was established. The network aims to enable local authorities to learn from each others' experience and hence 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 draws on 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. In 2008, Eurofound published the second output from the CLIP project, *Equality and diversity in jobs and services: City policies for migrants in Europe*, which looked at equality and diversity policies in city administrations in relation to employment as well as service provision for migrants. The report documents numerous good practice examples showing how European cities are striving to ensure greater equality in their employment practices.

DEMOGRAPHIC CHANGE AND EMPLOYMENT IN SOCIAL SERVICES

This project, initiated in 2008, analyses key elements of demographic change that have implications for social public services, looking specifically at the potential of this change for both employment creation and job loss. The main dimensions of demographic change, for the purposes of this project, are population ageing and population movement (both within and between countries) and the project examines their part in shaping supply and demand of labour in social services. Over a three-month period, Eurofound researchers reviewed both Eurofound publications and documentation produced by the EU institutions. A short analytical report on demographic change and employment in social services in Europe, providing background and orientation for the 2009–2012 work programme, will be published as part of the *Foundation Findings* series in 2009.

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 sections.

RESEARCH ACTIVITIES

COMPANY NETWORK SEMINARS

Eurofound's company network seminars provide a tripartite setting in which managers and employees can discuss the anticipation and management of change at company level. In 2008, a seminar on 'Flexibility policies at the company level: a common interest?' was organised, hosted by Dexia Group in their Brussels headquarters. Representatives from five companies – Palfinger (Austria), Dexia Group (Belgium), MRW (Spain), Saab AB (Sweden) and GKN (UK) – described the flexibility policies in place in their companies and how these helped to enhance the adaptability of the business and the people working in it. Special attention was given to flexible work practices that allowed employees to achieve a desired work-life balance while at the same time helping the company to stay productive and increase its competitiveness. The output of the seminar was a guide to good practice due for publication in early 2009.

FOUNDATION SEMINAR SERIES

The Foundation seminar series aims to provide opportunities for social partners and other decision makers involved in EU social policy to debate and exchange ideas on key policy topics. In 2008, the theme of the seminar series was 'Developing workers' skills – actors and action'. The first workshop in June examined the macroeconomic challenges, such as demographic and industrial change, and how the European strategy on skills was addressing them. It looked at the tools available for skills forecasting, the role of skills development in restructuring situations and the part played by partnership. The second session in November focused on national approaches and company practice. The debates covered skills recognition and validation, and financing mechanisms. Participants valued the opportunity for networking provided by the seminar and also the knowledge gained about practice in other countries as an aid to designing successful policies at home.

MOBILITY IN EUROPE

The activities in this area in 2008 focused on the organisation of a joint seminar with the Swedish work–life mobility programme (WLMP), which is run by the Swedish Public Employment Service. Social partner representatives from the new Member States and the Candidate Countries discussed outflow aspects of labour mobility (brain drain) as well as the consequences of inflow of labour. Practical tools to manage work–life mobility were presented in case studies from the participating countries. Knowledge shared at the event, which took place in June in Budapest, could contribute to the development of sustainable employment and efficient labour markets. A second seminar is planned for spring 2009.

DEVELOPMENTS IN CHILDCARE SERVICES IN DISADVANTAGED AREAS

In its research on care provision for children of school age (between five and 12 years), Eurofound has looked at employment developments in this area and at the provision of out-of-school care services for children living in disadvantaged areas. The results of this research were presented in a conference organised jointly with the Turkish Ministry of Labour and Social Security in June 2008. The conference aimed to identify similarities and differences in the situation of families and childcare systems in Europe and OECD countries in comparison with Turkey. The dominant theme to emerge from the conference, which brought together almost 100 participants from research, policymaking and the social partners, was the overall situation and employment status of women in Turkey. A conference report presenting the conclusions was published in August.

EMPLOYMENT INITIATIVES FOR AN AGEING WORKFORCE

In 2008, Eurofound staff presented its research into the challenges of an ageing workforce at 20 events. These included Presidency events, EU and international conferences as well as national events. Unabated interest in the subject helped to promote Eurofound's research work in this area, notably the database documenting examples of good practice in companies and the resource pack, 'Working longer – Living better'. Information from the database of good practice examples was also used to put together a report on ageing women workers which is to be published in the *Foundation Findings* series in early 2009.

INFORMATION AND COMMUNICATION ACTIVITIES

OVERVIEW

Communication efforts continued apace during 2008, consolidating the strategy of streamlining information and targeting output as well as serving the stakeholders with particular attention. Visibility increased significantly, with the number of people reached via the media almost doubling in 2008 compared to 2007 and the number of user sessions for the Eurofound website continuing to rise. Citations and references of Eurofound publications in academic and policy documents also increased as did requests for visits to Eurofound and speaker invitations.

Reflecting Eurofound's increased efforts to contribute to and collaborate with the EU presidency programmes, cooperation with the Slovenian and French EU Presidencies was intense. Likewise, collaboration with other EU agencies and institutions improved, with closer communication links and activities taking place with the European Commission, European Parliament, European Economic and Social Committee, Committee of the Regions, etc.

The communication strategy of focusing Eurofound's information outputs saw four information resource packs published during the year, presenting Eurofound's work on globalisation, migration, flexicurity and ageing, all of which were requested for distribution at various EU Presidency conferences and linked with relevant organisations. The packs contained key publications related to the four topics, as well as a series of fact sheets presenting research results and analysis in a user-friendly and concise way. Similarly, work continued on the Foundation Findings series and the Foundation Focus magazine as part of these efforts to provide a more streamlined access to Eurofound information on pertinent topics.

Eurofound's policy of making short information documents available in all languages also continued throughout the year with the key results of the second European Quality of Life Survey published in a résumé, translated into all languages. Equally, executive summaries of all key reports as well as info sheets on specific topics are systematically available in 25 languages.

Keeping pace with change in communication channels, Eurofound's online survey mapping tool was updated to include the new EQLS data and a video on *Youth and work*, produced for the Foundation Seminar Series has been widely used and published online.

MULTIMEDIA

Eurofound's media coverage almost doubled during the year, reaching an estimated 112 million Europeans in 2008 compared to 58 million in 2007. In this way, Eurofound maintains its visibility among stakeholders and the general public by its regular contribution to the public debate in European media. During the year, some 35 press activities were carried out, primarily at national level and in collaboration with its stakeholder organisations, resulting in 2,149 article cuttings, up from 1,126 in 2007. On average, at least one journalist query is dealt with every day, maintaining relations with socio-economic reporters in newspapers, radio and TV across the 27 EU Member States. A first venture into multimedia in an effort to facilitate access to Eurofound's new research findings, data and recommendations, using a multichannel approach to communication, saw the production of a video news release, an electronic press kit, an interactive display of data online and tailor-made photographs to better promote the first findings of the European Quality of Life Survey in November 2008. Two productions have generated four films and a library of audiovisual images. They present Eurofound's work in general and a specific project on youth and work.

PUBLICATIONS

In 2008, Eurofound produced 114 printed publications and 317 web reports. These figures do not include the information updates and restructuring fact sheets produced by Eurofound observatories (totalling 729 and 1,532 respectively). Of these publications, 152 were original language publications and 279 were language versions. This reflects the request of Eurofound's stakeholders to make its research results available in more than one language. Two issues of the biannual *Foundation Focus* were published, one on the issue of migration and the other on globalisation. The *Foundation Findings* series continued with three issues published covering childcare, ageing women workers and demographic change. The ERM annual report, *More and better jobs: Patterns of employment expansion in Europe*, was well received and the popularity of the *European Restructuring Monitor quarterly* increased further over the year. A joint publication with the Council of Europe, *Equality and diversity in jobs and services: City policies for migrants in Europe*, highlighted Eurofound's work in the area of integrating migrants, which is carried out in the framework of the CLIP project. The wealth of data from the Fourth *European Working Conditions Survey* was further exploited with the publication of five secondary analysis reports. All print reports now contain a two-page executive summary, which is available online in 25 languages.

PROMOTIONAL ACTIVITIES

Eurofound's promotional activities in 2008 centred around the production of resource packs, including fact sheets, reports and other material, on four topics: ageing workforce, globalisation, flexicurity and migration. In December, a one-week event under the theme of 'Living and Working in Europe' was organised at the European Parliament. Briefing sessions and discussions offered a wide range of information and contributed to promote these publications.

The globalisation pack, 'Around the world in 80 ways; the world's global market place', which included the first *Foundation Focus* of 2008, *Small world*, was launched at the conference on 'Global Competitiveness and European Companies Location Decisions' which took place in Poznan, Poland in June. This conference, one of the highlights of Eurofound's communication efforts for this period, brought together a wide range of players in the field of business and regional development for two days of lively discussion.

The corporate brochure, 'Promoting quality of work and life', was published in March and is available in all EU languages. At the same time Eurofound disseminated its *Youth and work* video (produced for the Foundation Seminar series) via Europe by Satellite and online via the YouTube channel as part of its strategy to use a coherent multi-channel approach to information dissemination. Eurofound also contributed actively to the Slovenian and French Presidencies during the year, providing exhibitions and speakers at a series of conferences and events related to Eurofound's work. Road show visits took place in France and the Netherlands in March 2008, in the Czech Republic in May and in Greece in September 2008. The French visit in particular provided a useful vehicle for preparation for France's EU Presidency.

WEB DEVELOPMENTS

The increase in web users reflects the positive impact of an increasingly pro-active user focus, which relies on new and innovative ways of serving web users. A new tracking system allows a more detailed analysis of the use of the Eurofound website and will help to consolidate this approach. The introduction of two new web tools has resulted in Eurofound being better placed to assess customers' needs and to measure the impact of campaigns and other promotional activities. Data from the *Fourth European Working Conditions Survey* was published in the new survey mapping tool, aimed at graphical presentation of survey data, and work on similar treatment for the *Second European Quality of Life Survey* was finalised in November. A number of new case study collections were made available online, notably on 'Tackling undeclared work' and 'An attractive workplace for all'. A new single

login system is now available for web users allowing access to multiple services with a single ID and password. Job applicants can now apply for vacancies online. In 2008, there were 1,596,875 visits to the Eurofound website from 230 countries.

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 2008 programme involving visits to Greece and the Czech Republic. At the same time, Eurofound organised a number of high-profile events including a conference on childcare in Ankara, Turkey in May 2008, a conference on global competition and European companies' location decisions in Poznan, Poland and the CLIP joint conference on migration in Malmö in November. Some 40 events involving 1,500 participants were organised by the conference team in 2008.

EXHIBITIONS

Over the course of 2008, Eurofound further developed its policy of participating in high profile events, securing a number of exhibition slots to showcase its work. In 2008, Eurofound participated in 13 exhibitions involving presidency events in Slovenia and France. The highlight of Eurofound's activities in this area was the exhibition at the European Parliament in December 2008, a week-long event under the theme of 'Living and Working in Europe'. 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.

VISITOR PROGRAMME

The geographic spread of visitors to Eurofound is increasing every year: in 2008, visitor groups represented 23 EU Member States and Norway and, reflecting Eurofound's growing international profile, some visitors came from Australia, the Republic of Korea, South Korea and the US. A total of 446 visitors in 52 separate visits were received during that period. Eurofound is also extending the range of tools used to facilitate the programme: PowerPoint presentations, corporate video, and interactive web tools such as the survey mapping tool. These products are integrated into the visitors' programme to increase the media variety shown to visitors and to 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 relationship management system (CRM). This tool largely replaced earlier systems in mid-2008 after first results of a survey carried out among recipients had shown a very positive response to the new service. The CRM is set to be extended by a newsletter mailing system in spring 2009.

4

PERFORMANCE, EVALUATION AND IMPACT

EUROFOUND PERFORMANCE MONITORING SYSTEM

As an EU public body, Eurofound is required to monitor its organisational performance and achievement of its objectives through the use of performance indicators. For this purpose, Eurofound developed its Eurofound Performance Monitoring System (EPMS), which was rolled out in 2007. 2008 was the second full year of collecting data for around 20 performance indicators.

The EPMS is based on the widely used Balanced Scorecard methodology – a now well established ‘good practice’ method of measuring organisational performance holistically, which is used by private and public sector organisations worldwide.

- The 20+ performance indicators measure Eurofound’s performance under its strategic goals from four perspectives:
- User perspective
- Process perspective
- Financial (budgetary) perspective
- Learning and growth perspective

The defined indicators are a combination of input, output, outcome and impact indicators, providing information about the immediate past (‘lag’ indicators), and some future-oriented (‘lead’ indicators). This information is collected monthly, quarterly and annually within Eurofound, and is currently increasingly used for internal management reporting purposes, to enable Eurofound’s management to monitor its performance on an ongoing basis.

Having two years’ data available, it is now increasingly possible to track developments on specific indicators in the different perspectives, and linked to strategic goals over time. The longer time series of performance data collected also provides an important monitoring input to Eurofound’s future evaluation activities, thus contributing to a desired shift towards continuous, longitudinal evaluation, and the emergence of Eurofound as a ‘learning organisation’.

In late 2008, work was started to further refine the EPMS to enable the integration of indicators and measures relating to the specific objectives of Eurofound’s new four-year work programme. This involves minor structural revisions to rearrange indicators according to those specific objectives, in addition to the strategic goals, and a small number of

additional specific measures, whereas the majority of established measures continue to operate.

For the purpose of this annual report, a number of indicators have been selected and are analysed from the EPMS, with a particular emphasis on indicators relating to Eurofound’s actually achieved results. This focus builds on the well established practice for several consecutive years of tracking and reporting on Eurofound’s outcomes and impact, which is now becoming fully integrated in the overall performance monitoring framework of the EPMS.

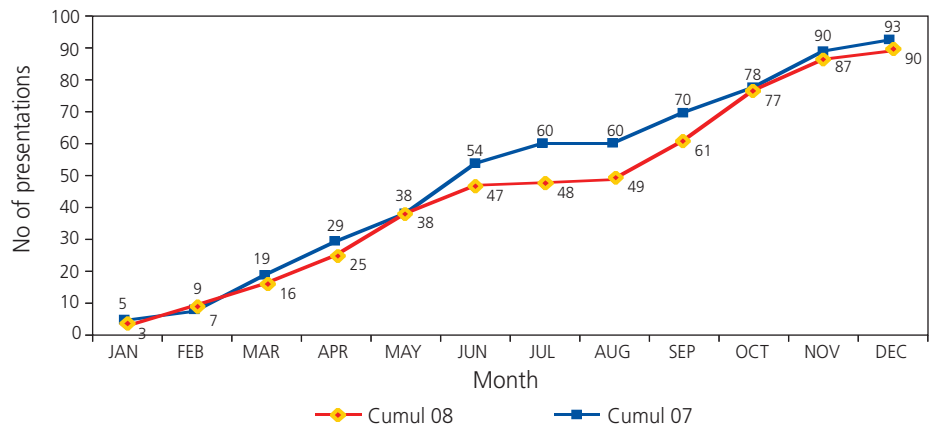
SELECTION OF SOME INDICATORS

Considering Eurofound’s mission to provide information, advice and expertise – on living and working conditions, industrial relations and managing change in Europe – for key actors in the field of EU social policy on the basis of comparative information, research and analysis, it is important to monitor how Eurofound is performing in terms of providing this information successfully to its key target groups.

For this purpose, Eurofound has defined a number of outcome and impact indicators, which track the take-up and absorption of Eurofound generated knowledge by the key target audiences and users. An analysis of 2008 data of a selection of these pertinent indicators is presented here.

PRESENTATIONS BY STAFF AT EXTERNAL EVENTS

(User perspective, output indicator)



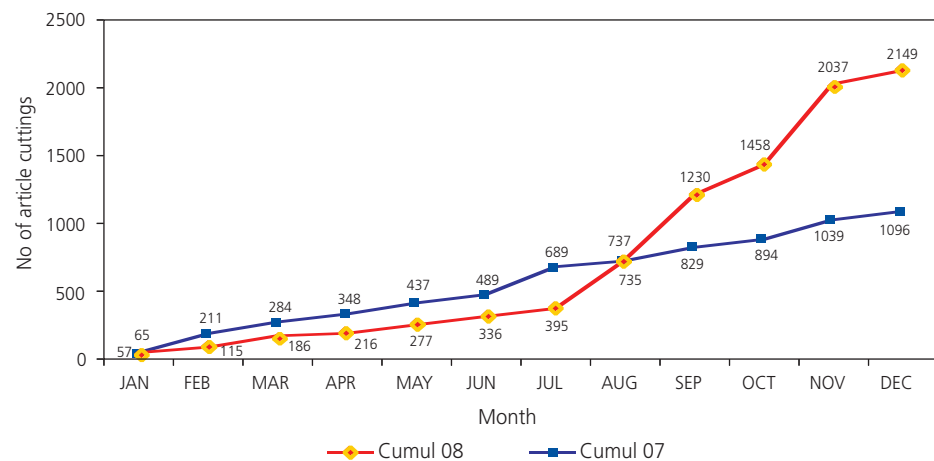
This monthly measure tracks the cumulative number of Eurofound staff members acting as speakers or chairs at conferences and events organised by other organisations, on invitation, over the year. The graph shows 2008 cumulative figures on this measure compared to the previous year.

PRESS COVERAGE

(User perspective; outcome indicator)

SELECTED MEASURE: PRESS ARTICLE CUTTINGS

This measure is one of five sub-measures which contribute to the indicator 'Press coverage', selected for the purposes of this report. The remaining sub-measures confirm the upwards trend for this indicator.



This measure tracks the cumulated number of newspaper and magazine articles in which Eurofound is mentioned, with a focus on media in the EU27 Member States (but also recording media outside the EU), on a monthly basis, through an electronic press cutting monitoring service. It is a good example for an 'outcome' indicator, as it shows the *outcome* = *results* of our activities in this area – how the information provided by Eurofound has been taken up by journalists. An almost 100% increase of article cuttings since August compared to same time last year (reversing an earlier trend which trailed behind 2007 figures) can be noted, and can be explained at least in part due to:

1. Better timing of information, feeding into the national debates.
2. Better distribution channels, including a dedicated press release distribution service provider.

3. Increased collaboration with press organisations of Eurofound’s stakeholders, such as the European Commission DG Communication in Brussels, and the European Commission’s representational offices in the EU Member States, as well as some trade union and employer organisations in the Member States.

USE OF EUROFOUND EXPERTISE IN EU POLICY DOCUMENTS

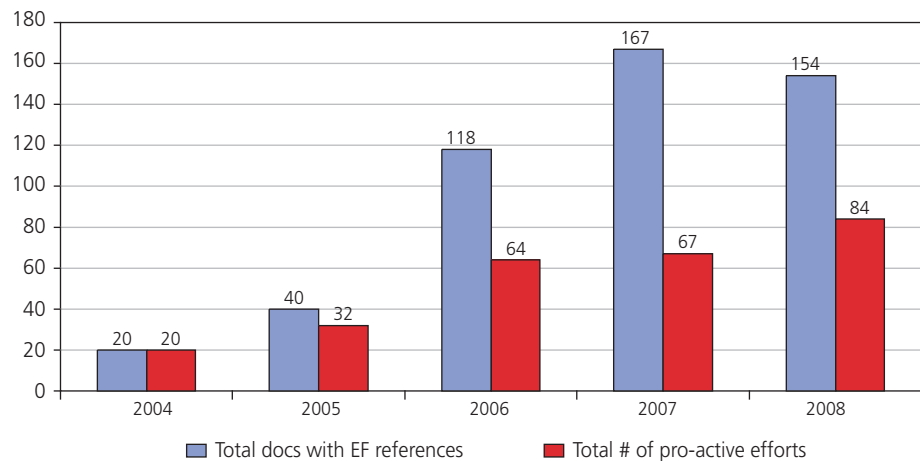
QUANTITATIVE ASSESSMENT

The data collection is based on the monitoring of EU policy papers, reports and various publications. Eurofound monitors EU level policy documents to which Eurofound has contributed (pro-actively or following a specific request) with research findings or expertise through presentations.

The monitoring of EU policy documents released by EU institutions, social partners, think tanks, NGOs, etc. is not exhaustive.

Data for this indicator have been collected systematically from 2002 to 2008, providing a six-year time series, allowing some trend analysis.

Evolution of the number of Eurofound references in EU policy documents 2002-2008



'Pro-active efforts' means anticipation of institutions' work programmes and direct, deliberate input and follow-up of pieces of legislation, publications etc. carried out by Eurofound staff.

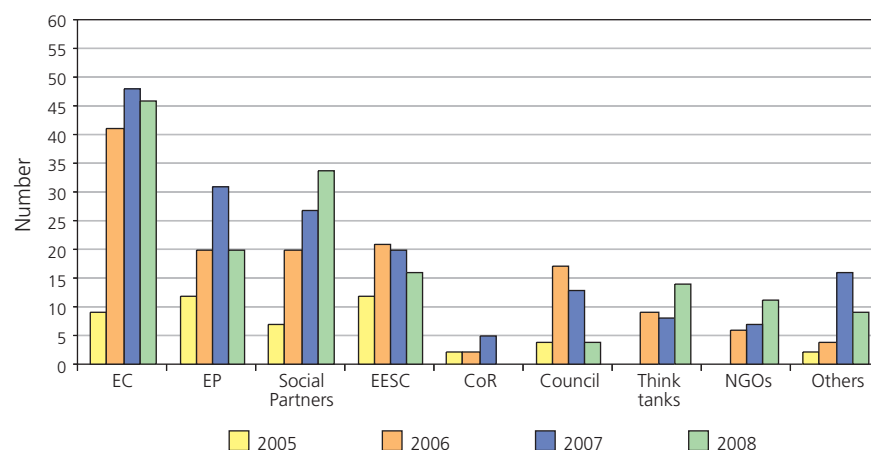
An analysis of the above figure suggests that an increased effort is noted, by which Eurofound aims at proactively providing expertise and background materials to policymakers at EU level.

For 2008, it seems that despite the increased pro-activity on the part of Eurofound, the overall take-up of Eurofound’s reports and expertise by policymakers is not thereby increased – in fact a small decrease in the total number of references occurs. This might be an indication that Eurofound has possibly reached a level of ‘maturity’ or that a steady level of visibility at EU level may have been reached after a previous period of steady growth. Other contributing factors may be the reduced legislative activity at EU level in the domain of social policy, which in turn has a direct effect on the number of EU-level papers (European Parliament reports, etc.) prepared by other institutions and organisations in 2008.

QUALITATIVE ASSESSMENT

‘Drilling down’ deeper to the level of individual EU level organisations – the key target audiences to which Eurofound provides inputs and expertise – allows for a more differentiated qualitative assessment of how Eurofound’s expertise is taken up by these organisations in their own respective work.

Use of Eurofound quotations and expertise in EU policy documents – per organisation:



This figure displays the evolution of the use of Eurofound expertise (and its attribution through direct quotation) in 2008, per organisation. The most important results for 2008 are a decreased use by the European Parliament compared to earlier years (this might be due to

the reduced legislative work by the Parliament in the field of social affairs in 2008), which is offset by an increased use by the social partners.

The use of Eurofound expertise by the European Commission remains stable. The use by the Council has reduced, although Eurofound participation and visibility at the EU Presidencies – in particular the French Presidency – have considerably increased during the same period.

Another perspective on monitoring the uptake of Eurofound expertise by key EU-level policy target groups is monitored by comparing the proactive efforts undertaken by Eurofound towards the other organisation with the eventual outcome (uptake of expertise by the organisation). Here a graded scale is applied, where the biggest weight (5) is attributed where Eurofound expertise was taken up without any proactive input by Eurofound.

The most significant results for 2008 are as follows:

- In the case of 21 policy documents, Eurofound expertise was taken on board or a request or recommendation for more research was expressed, or a policy recommendation directly incorporated without a proactive input by Eurofound as follows (weighting scale 5):
 - European Commission (8),
 - European Parliament (7),
 - EU social partners (4)
 - EU Council (2)
- For 36 policy documents, the weighting scale of 4 was applied, where uptake was preceded by some proactive input by Eurofound:
 - European Commission (21),
 - European Parliament (6),
 - EU social partners (10)
 - EU Council (2)

USE OF EUROFOUND FINDINGS AND EXPERTISE BY THEME

The themes and topics of Eurofound references most addressed in the EU level policy documents or debates have also been monitored. According to the data collected, some thematic issues have since 2005 been constantly reflected in quotations referring to Eurofound's work. The table below highlights the most recurrent themes in 2008.

THEMES AND SUB-TOPICS
<p>Employment and working conditions</p> <ul style="list-style-type: none"> • Anticipating change, restructuring • Work organisation, quality of jobs, job satisfaction, wages, harassment and violence at work • Working time, flexicurity • Skills (emerging topic in 2008)
<p>Work–life balance</p> <ul style="list-style-type: none"> • Family issues, parental leave • Care services, childcare (emerging topic in 2008)
<p>Industrial relations and partnership</p> <ul style="list-style-type: none"> • Social dialogue, European Work Councils, Collective agreements • Temporary agency work
<p>Social cohesion</p> <ul style="list-style-type: none"> • Active ageing • Migration and integration of migrants • Disability

EUROFOUND'S ADDED-VALUE

A qualitative indicator for monitoring the added value of Eurofound and its impact on the EU policy-making process is to look at EU policy documents which:

- show that some EU institutions have made a more comprehensive or key use of Eurofound data to base their policy and reflection or requested Eurofound's contribution;
- provide policy recommendations and guidelines;
- serve as reference documents for all actors involved in the field of employment and social affairs.

The following (not exhaustive) list of EU policy documents includes some references to the most explicit use of Eurofound expertise or quotation of its research findings (most recent listed first).

- **European Commission (EC) working document, 'Restructuring in Europe 2008 – A review of EU action to anticipate and manage employment change'**, 16 December 2008. This report prepared by the Commission uses EMCC objectives and mission, ERM data and operating process extensively and, to considerable detail, in particular to illustrate the employment impact of restructuring in Europe.
- **EC Communication, 'New skills for new Jobs: Anticipating and matching labour market and skills needs'**, 16 December 2008 (two documents). Eurofound is quoted as a resource with expertise on forecasting and anticipating needs, a foresight cross-sector methodology, and use of sectoral data.
- **Letter from the French Minister for Employment, social relations, family and solidarity to the EESC President**, calling on the EESC to further develop its activities on the issue of the gender pay gap and the identification of best practices of companies and the analysis of monitored evolutions *'in cooperation with the Dublin Foundation and the European Commission'*, 5 December 2008.
- **Conclusions of the Education, Youth and Culture Council meeting on the future priorities for enhanced European cooperation in vocational education and training (VET)**, 21 November 2008. The Council invites Member States and the Commission to 'further develop activities on the anticipation of skills needs and skills mismatches, in close collaboration with Cedefop, ETF and Eurofound'.
- **EC Employment in Europe 2008 report**, 18 November 2008. Eurofound (mainly EWCS) is quoted for its typology of job quality 'models' in the EU; the report quotes that it is 'based on most recent data available (LFS, EMCO compendium and the Fourth EWCS)', which puts Eurofound in one highly qualitative 'trio', acknowledging its added value.
- **EC report, 'Implementation of the Barcelona objectives concerning childcare facilities for pre-school-age children'**, 3 October 2008. Data from Eurofound report on the childcare services sector are used to illustrate the number of jobs in the early childcare sector.
- **EP study (Policy Department Economic and Scientific Policy/Employment) on 'The impact of new forms of labour on industrial relations and the evolution of labour law in the EU'**, June 2008. This study – prepared for MEPs – is extensively and comprehensively based on Eurofound data on undeclared work, working conditions of migrants, working time, temporary agency work, work organisation, etc.

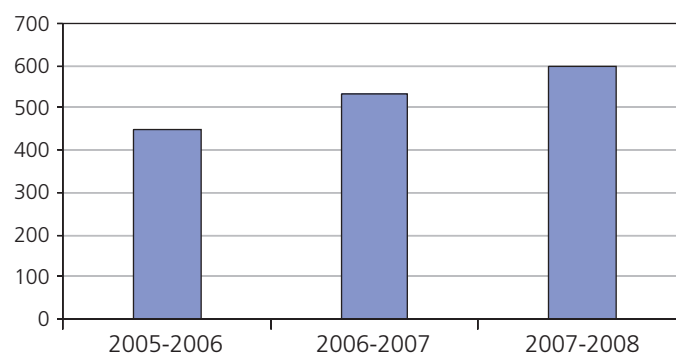
ACADEMIC REFERENCES

In order to monitor the take-up of Eurofound content in the relevant disciplines of research and academia, citations of reports commissioned and authored by Eurofound in quality peer-reviewed academic journals has been monitored.¹

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. Over the period 2007–2008, Eurofound's work was cited in at least 600 articles published in peer reviewed journals.

The figure below shows the evolution over recent years, showing a gradual growth in academic citations being identified. It should, however, be noted that some of this increase can be attributed to improved coverage of journals through the monitoring tools used, which results in better retrieval of references – where completeness of coverage cannot be envisaged.

Number of articles in which Eurofound and/or its work were cited over a 2 year period (2005-2008)



Looking at the number and titles of different journals in which these citations appear provides an interesting overview of the range of disciplines which reference Eurofound work. Only titles with a minimum of five citations per year are included. This list is headed by established journals in the field of industrial relations, employment, labour law and social policy, but also includes titles from disciplines such as public health.

¹ Monitoring tools used: a combination of ISI Web of Science (incorporating Social Science Citation Index); SCOPUS, Google Scholar

The most popular Eurofound publications used in academic citations are the following:

1. EIROnline, used as a reference in all industrial relations journals and other sources.
2. Third European Working Conditions Survey.
3. Fourth European Working Conditions Survey.
4. Temporary agency work in the European Union.

Number of different journals in which citations appear (2007-2008 period)

Top journals (5 or more citations)	Number of citations of Eurofound work
European Journal of Industrial Relations	18
Industrial Relations Journal	13
Work, Employment and Society	11
Economic and Industrial Democracy	10
Employee Relations	10
Scandinavian Journal of Work, Environment and Health	10
British Journal of Industrial Relations	9
International Journal of Comparative Labour Law	9
Journal of European Social Policy	9
European Societies	9
Journal of Epidemiology and Community Health	8
International Journal of Manpower	7
Journal of Industrial Relations	7
Social Indicators Research	7
Ergonomics	6
European Sociological Review	6
IZA Discussion Papers	6
NBER Working Papers	6
Santé Publique	6
Social Policy and Administration	6
International Journal of Human Resource Management	5
Revue internationale de droit économique	5

EVALUATION

2008 was the concluding year of Eurofound's four-year work programme 2005–2008, 'Changing Europe: Better work, better life'. The development work for Eurofound's new four-year work programme for 2009-2012, 'Europe at work: Better life and opportunities for all' was concluded with its adoption by Eurofound's Governing Board in October 2008.

In line with its Financial Regulation (article 25.4), Eurofound is obliged to regularly carry out ex-ante and ex-post evaluations of its programmes and activities. Accordingly, Eurofound has carried out – for the first time – an ex-ante evaluation concerning its new four-year work programme, in parallel, but independent of the work programme development process.

This ex-ante evaluation was carried out internally in Eurofound. Following the European Commission's guidelines for ex-ante evaluations, this exercise looked at the new four-year programme from the perspective of its relevance and stakeholder consultations, objective setting and related indicators, alternative approaches and risk assessment, cost-effectiveness analysis, trade-offs, European added value, and monitoring and evaluation arrangements. The ex-ante evaluation will form the basis for planned future mid-term and ex-post evaluations of this four-year work programme.

In addition, an interim evaluation was carried out during 2008 of Eurofound's Network of European Observatories (NEO), covering the EIRO, EWCO and ERM observatories. This interim evaluation² was conducted by an internal evaluation team, assessing the NEO operations in terms of relevance, economy, efficiency, effectiveness, consistency and stakeholder acceptance and use.

² Internal document, not published.

ANNEX 1

FOUNDATION BUDGET 2008

1. SUMMARY OF REVENUE

EUR '000

EU SUBSIDY	20,308	99%
REVENUE FOR SERVICES RENDERED	143	1%
	20,451	

2. SUMMARY OF EXPENDITURE

EUR '000

OBSERVATORIES AND SURVEYS	5,831	29%
EMPLOYMENT AND COMPETITIVENESS	1,064	6%
INDUSTRIAL RELATIONS AND WORK PLACE DEVELOPMENT	2,220	11%
LIVING CONDITIONS AND QUALITY OF LIFE	2,440	12%
INFORMATION AND COMMUNICATION	5,221	26%
ADMINISTRATION AND SUPPORT	3,263	16%
	20,038	100%

3. ANALYSIS OF EXPENDITURE

EUR '000

	O&S		E&C		IR&WD		LC&QoL		I&C		A&S		Total	
		%		%		%		%		%		%		%
STAFF	1,380	14	558	6	1,575	16	1,486	15	2,196	22	2,778	28	9973	50
ADMINISTRATIVE EXPENDITURE	245	14	94	6	265	15	242	14	376	22	485	28	1707	9
OPERATING EXPENDITURE	4,206	50	412	5	381	5	711	9	2,648	32	0	0	8358	42
TOTAL	5,831	29	1,064	6	2,220	11	2,440	12	5,221	26	3263	16	20,038	100

ANNEX 2

GOVERNING BOARD (AS AT 31 DECEMBER 2008)

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>	vacant	Heinrich Brauner <i>Federation of Austrian Industry (IV)</i>	Christoph Parak <i>Union of Public and Cooperative Economy of Austria (UPCEA)</i>	Karin Zimmermann <i>Austrian Federation of Trade Unions (ÖGB)</i>	Martin Bolkovac <i>Union of Salaried Private Sector Employees (GPA-DJP)</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 Clerin <i>Federation of Enterprises in Belgium (FEB-VBO)</i>	Herman Fonck <i>Confederation of Christian Trade Unions (ACVICSC)</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>	Nicos Epistithiou <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>	Tomas 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>	Katrin Raadom <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	Pirjo Harjunen <i>Ministry of Employment and the Economy</i>	Juhani Pekkola <i>Ministry of Employment and the Economy</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	Constantinos Petinis <i>Ministry of Employment & Social Protection</i>	Triantafyllia Totoy <i>Ministry of Employment & Social Protection</i>	Rena Bardani <i>Confederation of Greek Industries (SEV)</i>	Christina Georganta <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>
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>	Istvan Komoroczki <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>

COUNTRY	REPRESENTATIVES OF NATIONAL GOVERNMENTS		REPRESENTATIVES OF EMPLOYER ORGANISATIONS		REPRESENTATIVES OF EMPLOYEE ORGANISATIONS	
	MEMBER	ALTERNATE	MEMBER	ALTERNATE	MEMBER	ALTERNATE
Ireland	Anne Coleman-Dunne <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>	Eamonn McCoy <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>	Uliano 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>	Andrius 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>	Magalie Lysiak <i>Business Federation Luxembourg (FEDIL)</i>	Viviane Goergen <i>Christian Trade Union Confederation (LCGB)</i>	René Pizzaferrri <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-Domińczak <i>Ministry of Labour and Social Policy</i>	Malgorzata Rusewicz <i>Polish Confederation of Private Employers (PKPP)</i>	Adam Ambrozik <i>Confederation of Polish Employers (KPP)</i>	Bogdan Olszewski <i>Independent and Self-Governing Trade Union 'Solidarnosc' (NSZZ)</i>	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>	Vitor Manuel Vicente Coelho <i>General Workers' Federation (UGT-P)</i>	Joaquim Dionisio <i>Confederation of Portuguese Workers (CGTP)</i>
Romania	Sorin Ioan Botezatu <i>Ministry of Labour, Family and Equal Opportunities</i>	Mirela Argaseala <i>Ministry of Labour, Family and Equal Opportunities</i>	Dan Anghelescu <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>
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>	Tatjana Pajnikihar <i>Association of Employers of Slovenia (ZDS)</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>

REPRESENTATIVES OF NATIONAL GOVERNMENTS		REPRESENTATIVES OF EMPLOYER ORGANISATIONS		REPRESENTATIVES OF EMPLOYEE ORGANISATIONS		
COUNTRY	MEMBER	ALTERNATE	MEMBER	ALTERNATE	MEMBER	ALTERNATE
Spain	Ana Cristina López López <i>Ministry of Work and Social Security</i>	Joaquin Martínez Soler <i>Ministry of Work and Social Security</i>	Maria Angeles Asenjo Dorado <i>National Confederation of Construction (CNC)</i>	Rafael García Melgar <i>Spanish Confederation of Employers' Organizations (CEOE)</i>	Lola Morillo <i>Confederation of Workers Commission (CC.OO)</i>	vacant
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	William Wells <i>Department for Business, Enterprise and Regulatory Reform</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>		Ingrid Malt <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
	Armindo Silva <i>DG Employment, Social Affairs and Equal Opportunities</i>	Andrew Chapman <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>

MEMBERS OF THE BUREAU

GOVERNMENT GROUP

Vice Chair of the Governing Board (Chair up to October 2008)

Mária Ladó, Ministry of Employment and Labour, Hungary

Coordinator

Michel De Gols, Ministry of Employment and Labour, Belgium

Additional Representative

Jerzy Ciechański, Ministry of Labour and Social Policy, Poland

Alternates

Lauris Beets, Ministry of Social Affairs and Employment, Netherlands

Andreas Schaller, Federal Ministry for Social Security, Generations and Consumer Protection, Austria

Nadine Welter, Ministry of Labour and Employment, Luxembourg

EMPLOYER GROUP

Vice-Chair of the Governing Board

Stefania Rossi, General Confederation of Italian Industry

Coordinator

Maxime Cerutti, BusinessEurope

Additional Representative

Vladimíra Drbalová, Confederation of Industry of the Czech Republic

Alternates

Maria Angeles Asenjo, National Confederation of Construction (CNC), Spain

Neil Carberry, Confederation of British Industry

EMPLOYEE GROUP

Chair of the Governing Board (Vice-Chair up to October 2008)

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

Coordinator

Reiner Hoffmann, European Trade Union Confederation (ETUC)

Additional Representative

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

Alternates

Mats Essemyr, Swedish Confederation for Professional Employees (TCO)

Erik Pentenga, Federation of Dutch Trade Unions (FNV)

Alternate Coordinator

Martin Hutsebaut, European Trade Union Institute (ETUI-REHS)

EUROPEAN COMMISSION

Vice-Chairperson of the Governing Board

Armindo Silva, DG Employment, Social Affairs and Equal Opportunities

Alternate

Andrew Chapman, DG Employment, Social Affairs and Equal Opportunities

ANNEX 3

FOUNDATION STAFF 2008 (AS AT 31 DECEMBER 2008)

DIRECTORATE

Jorma Karppinen, Director
(vacant), Deputy Director
Eberhard Köhler, Advisor to Directorate
Sylvie Jacquet, Head of Brussels Liaison Office
Silvia Arzilli
Cécile Deneys
Lidia Jankowska

ADMINISTRATION

Markus Grimmeisen, Head of Unit
Sarah Hayes
Bronislava Kovacikova

FINANCE

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

GENERAL FACILITIES

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

INFORMATION AND COMMUNICATION TECHNOLOGIES

Jim Halpenny, Head of Unit
Linda Byrne
Said El Aroussi
Brian Gorman
Alan O'Meara (T)
Louise Shanley

INFORMATION AND COMMUNICATION

Mary McCaughey, Head of Unit
Mary Kelly
Måns Mårtensson

COMMUNICATION PRODUCTS

Barbara Gerstenberger, Head of Communication Products
Martin Flynn
Cristina Sequeira Frawley
Patrick Grabolle
Philip Ireland
Stephan Jaeger
Inma Kinsella
Aidan McKeown
Fiona Murray
Hilary O'Donoghue
Sylvie Seigné-Monks

CUSTOMER RELATIONS

Catherine Preston, Customer Relations Manager
May-Britt Billfalk
Elisabeth Gouilleux-Cahill
Seán Griffin
Doris Hirschfeld
Bríd Nolan
Colm O'Neill
Janka Robinson
Bernice Turner

HUMAN RESOURCES

Raymond Comerford, Head of Unit
Aoife Caomhánach

CATERING SERVICES

Maura O'Brien
Helen Ritchie

OPERATIONAL SUPPORT

Mattanja de Boer, Head of Unit
Wojciech Kostka
Mary McNeice
Małgorzata Radzimowska
Vittorio Rossi (T)
Barbara Schmidt

RESEARCH TEAMS

MONITORING AND SURVEYS

Agnès Parent-Thirion, Head of Unit
Catherine Cerf
Roseanna Creamer
David Foden
Camilla Galli da Bino
Sophia MacGoris
Branislav Mikulic
Sara Riso
Jan Vandamme
Greet Vermeylen

EMPLOYMENT AND COMPETITIVENESS

Donald Storrie, Acting Head of Unit
Diarra Diop (T)
John Hurley
Radosław Owczarzak

INDUSTRIAL RELATIONS AND WORKPLACE DEVELOPMENT

Stavroula Demetriades, Head of Unit
Isabella Biletta
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
Klára Fóti
Christine Gollin
Hubert Krieger
Anna Ludwinek
Teresa Renehan
Sarah Farrell

T = Temporary staff

European Foundation for the Improvement of Living and Working Conditions

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