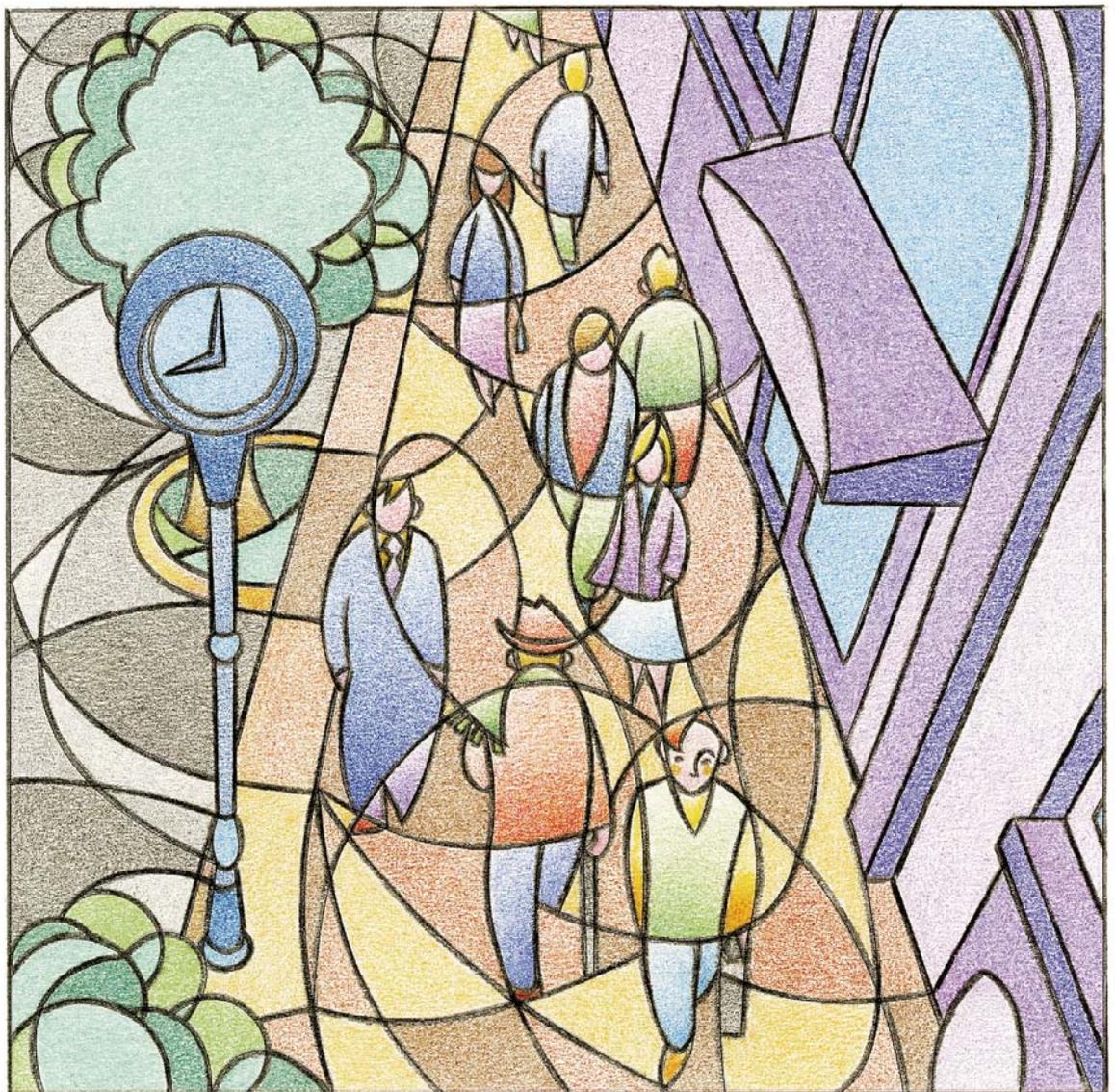


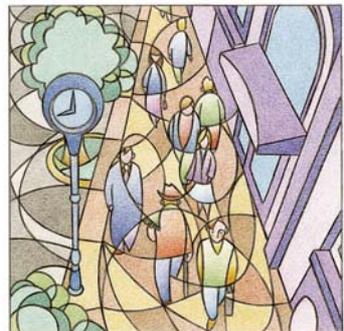


European Foundation for the Improvement of Living and Working Conditions

Annual report 2005



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FOREWORD

The start of 2005 saw the Foundation begin its new four-year work programme *Changing Europe: Better work, better life*. This theme will guide the direction of Foundation research over the next four years: to provide reliable data on long-term trends and develop ideas, gleaned from experience, for improving living and working conditions. The year's end culminated in the appointment of the Foundation's new Director, Jorma Karppinen.

Throughout 2005, the Foundation expanded the role it plays in debate at the European level, contributing to the European Commission's Green paper on demographic change and collaborating with the European Parliament in a series of events. At the national level, the Foundation raised its profile with ongoing national visits as part of the European Quality of Life roadshow programme.

The Foundation's key research work progressed during 2005 and a number of flagship information resources were launched to facilitate access to its findings: the European Industrial Relations Dictionary, comprising 300 cross-referenced terms concerning employment and industrial relations policy; the EurLIFE online searchable database, which provides access to indicators on living conditions in Europe; and the first issue of the Foundation's new magazine, *Foundation Focus*.

Throughout 2005, the Foundation continued to strive for greater efficiency and effectiveness across its operations. Preparations were made for establishing a single network for the delivery of information to the Foundation's observatories and monitoring tools. Due to begin operations in 2006, the network will facilitate greater synergy and avoid the duplication of effort. The continuing effectiveness in the Foundation's use of its resources is evident in the disbursement of 100% of the budget for 2005 over the course of the year. Meanwhile, progress was made towards more effective use of the Foundation's human resources with the implementation of the second phase of the Human Resources Development Programme.

The Foundation's Administrative Board also streamlined its operating procedures during 2005, assuming greater decision-making powers and adopting a new set of governing rules; it also changed its name, to the Governing Board.

Over the course of 2005, the Foundation has made a unique contribution to the improvement of living and working conditions in Europe. In 2006, the Foundation will build on this contribution – in particular, with the results of the fourth European working conditions survey and the first overview report from the

company survey on working time and work–life balance. The knowledge and information that the Foundation can bring to a changing Europe is needed now more than ever. We are confident that we will continue to deliver it in a timely and effective manner.

Jorma Karppinen
Director

Willy Buschak
Deputy Director

OVERVIEW

EMBARCKING ON THE NEW WORK PROGRAMME

2005 marked the first year of the Foundation's new four-year work programme 2005–8. The Foundation launched into its new programme, *Changing Europe: Better work, better life*, with energy and ambition, assembling a range of research projects to cover the four priority themes of creating more and better employment, balancing work and life, supporting participation and partnership, and building social cohesion. The highlight of the year's end was the appointment of the Foundation's new Director, Jorma Karppinen, who took up office in December.

With a view to contributing to the European-level debate, the Foundation prepared a written contribution to the European Commission's Green Paper on demographic change. In addition, the Committee of the Regions used the Foundation's expertise to inform its opinion on industrial restructuring and demographic change, a result of a cooperation strategy developed during 2005. And, continuing a practice started in 2004, the Foundation organised and hosted an exchange seminar with the social attachés of the Permanent Representations of the EU Member States, as well as representatives of the acceding and candidate countries in Brussels. During the year, collaboration with the European Parliament progressed, primarily through a series of events and presentations on issues ranging from restructuring and managing change, through to working conditions and quality of work.

2005 was also marked by further efforts to reach out to the Foundation's stakeholders. Six national visits under the European Quality of Life road show programme – to Austria, Hungary, Ireland Slovenia, Spain and Sweden – included bilateral discussions with government and social partner representatives. These road show visits, an opportunity to meet with the Foundation's stakeholders and present current Foundation research, will continue in 2006. Presentation of the findings of the European Quality of Life Survey had a substantial impact in the national and European media, reaching an estimated six million people through newspapers, radio and TV.

The company survey project on working time and work–life balance progressed in 2005, with the extension of the fieldwork to six of the new Member States and the launch of the reporting and analysis phase of the project. Before the end of the year, an overview of the first findings of the project was presented to journalists and published on the internet.

Given the number of countries and languages in which the survey was conducted, the Foundation decided to commission an external quality control expert to monitor the project and give guidance throughout its life cycle. This ensured that the survey was performed in line with best practice in international social surveys.

Over the course of 2005, the Foundation continued to streamline its publication process, with the aim of producing timely and accurate research findings that can inform public debate and policy-making at both EU and national level. A number of flagship publications were published in 2005, including the *European Industrial Relations Dictionary*, which comprises 300 cross-referenced terms concerning employment and industrial relations policy, and the EurLIFE database, which provides easy access to indicators on living conditions in Europe. In its publications programme, the Foundation produced 178 publications, representing an increase of 10% over the output in 2004. In the light of recommendations arising from a user survey, the Foundation also redesigned its principal website Eurofound in 2005, improving the search function and navigation tools. The website is the Foundation's core channel for the dissemination of its research and findings and the upgraded site resulted in a noticeable increase in the total number of web user sessions.

In October, the Foundation published the first issue of its new magazine, *Foundation Focus*, on the topic of industrial restructuring. It is planned to dedicate each issue to a topic of critical social and economic importance in the European Union, with a series of articles on different aspects of the topic. The overall aim is to contribute to debate, at both European and national levels, on the big issues shaping Europe's living and working conditions.

The Foundation's Administrative Board underwent a number of changes in 2005, documented in a Council regulation which updates and amends the Foundation's original regulation (EEC) 1365/75.

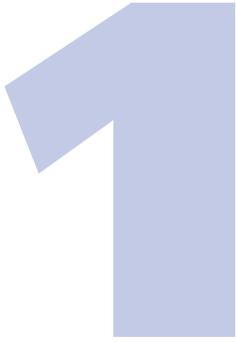
A new set of governing rules were put in place, primarily to accommodate the size of the Foundation's decision-making body following enlargement of the European Union.

While maintaining its tripartite structure, the former Administrative Board is now called the Governing Board and it will meet just once a year, apart from the annual group meetings. Moreover, the Bureau has assumed greater decision-making powers. As a positive indicator of how effective the Foundation was in managing its affairs over 2005, it spent 100% of its budget over the year, in line with the record for 2004.

In 2005, the Foundation intensified its efforts towards putting in place a new methodology for information reporting and analysis in the fields of quality of work and employment, industrial relations and restructuring. The new network of

researchers, covering 30 countries in Europe, will feed information and news to the Foundation's three monitoring tools: the European Industrial Relations Observatory (EIRO), the European Working Conditions Observatory (EWCO), and the European Restructuring Monitor (ERM). This restructured way of working, which will come into force in March 2006, aims to achieve greater synergy between all sections of the Foundation and avoid the overlaps in processes and content that currently exist between the separate networks. It was also seen as a means of satisfying, in a more streamlined way, the growing demands and size of the Foundation's client base in the post-enlargement period. The new network will also play a role in reaching the national policy debate and will support the dissemination of the Foundation's knowledge to the general public.

The second phase of the Human Resources Development Programme, designed to achieve a more participative and transparent approach to performance management, was put in place during the year. The objective behind this exercise is to offer greater opportunities for Foundation staff and ensure development of their full potential. During the year, the Foundation also implemented the newly reformed Staff Regulations of the European Communities, to realign the rights and obligations of its staff with those of the other EU institutions.



MONITORING AND UNDERSTANDING CHANGE

Monitoring and understanding change is the first of the Foundation's three key tasks outlined in its new work programme for 2005–8. Change is monitored through its Europe-wide information networks, based on information relayed by correspondents from across the Member States, and through its comprehensive, pan-European surveys. The networks collect national data in both the Member States and acceding and candidate countries; the surveys provide data for analysis from the 25 Member States, and a number of other countries, on a wide range of issues related to the Foundation's four key themes. Supplementary information is provided by two further sources: EurLIFE, an online database offering statistical information on the quality of life of European citizens, and an online glossary of terms, the *European Industrial Relations Dictionary*.

NETWORKS

The three networks – the European Industrial Relations Observatory (EIRO), the European Restructuring Monitor (ERM) and the European Working Conditions Observatory – are central to the Foundation's monitoring activities. Their web-based reporting and analysis continues to provide a useful, topical and reliable information resource for the Foundation's target audience. Highlights in 2005 for all networks included expansion of coverage to embrace more countries, and preparations for the new consolidated information network which will begin operations in March 2006.

EUROPEAN INDUSTRIAL RELATIONS OBSERVATORY

EIRO entered its eighth year of operations in 2005, the online database continuing to provide a key source of news and analysis for its target audience of social partners and governments, the European Commission, the European Parliament, and other European bodies. Use of the EIRO database remained high throughout 2005, the average number of user sessions per month rising from 176,088 in 2004 to 195,554 in 2005 – an increase of 11%.

The report, *Industrial relations developments in 2004*, was published jointly with the European Commission. The report provides a comparative overview of the most significant industrial relations events and issues in the course of the year, both at national and EU level. It outlines the main activities in European social dialogue and employment legislation and policy, and examines the main issues covered by collective bargaining: pay, working time, job security, equal opportunities and training. Eight comparative studies and six thematic features were published online, as well as comparative updates on working time and pay developments across Europe.

In the early part of 2005, the EIRO website was the subject of a user survey, a review by web experts and usability testing. The results of the user survey were generally positive, with users rating highly the information found on the website in terms of its usefulness and reliability. Users flagged the need to improve the search function and this improved functionality is now being implemented.

The aim of the web expert review was to gain an insight into how effectively EIRO serves its core audience. As part of the process, representatives of social partners, governments, EU institutions, experts, and international organisations were invited to a focus group meeting held in Brussels in July. The group discussed in detail the quality of EIRO's service to its core audience, how that service could be improved, how to improve the quality of articles and studies and other current and future challenges.

EUROPEAN RESTRUCTURING MONITOR

The European Restructuring Monitor (ERM) began its fourth year of operations in 2005. The ERM aims to give a picture of how much restructuring is taking place in European companies and how many jobs are lost or created as a result. It provides information on individual restructuring cases and allows for the compilation of statistics comparing countries, sectors and types of restructuring. Correspondents monitor their national press on a daily basis for reports on company restructuring. In 2004 the ERM covered only 18 countries; in 2005, the scope of the ERM was extended to all 25 EU Member States and the acceding countries Romania and Bulgaria.

At the end of 2005, the ERM database contained information on 3,781 cases of restructuring, of which 1,555 were added during that year. One interesting finding is that 40% of the recorded cases were of business expansion, which resulted in the creation of new jobs. In 2004, less than 20% of cases fell into this category. However, in 2005 more than 520,000 job losses as a result of restructuring activities were announced, compared to the creation of 370,000 new jobs. Four issues of the *ERM quarterly* were published during the year: the online journal analyses trends observed for specific sectors and focuses in each issue on the restructuring activities in a specific country and in two companies.

Given the nature of the methodology used, the figures provided by the ERM reflect general trends rather than giving a full and accurate account of restructuring activities in European companies. There is a natural bias in the data collection towards large multinational companies, since activities in small and micro enterprises are not included. Furthermore, since only company announcements and not actual job losses are recorded,

there is an inevitable information gap: following negotiations with employees and trade unions, the company may not carry out its announced plan. The Foundation's European Monitoring Centre on Change (EMCC) plans to explore ways of filling this gap in 2006, using statistical and administrative data to verify the ERM's findings.

EUROPEAN WORKING CONDITIONS OBSERVATORY

The European Working Conditions Observatory (EWCO) entered its second year of operations in 2005. EWCO is essentially a web-based information resource covering issues related to quality of work and employment in Europe. Its network of national correspondents delivers a regular supply of news and reports on national working conditions survey data, as well as comparative analysis of selected themes. In 2005, the network was extended to include four new correspondents for Bulgaria, Hungary, the United Kingdom and Romania, resulting in a network of sixteen national correspondents and one EU-level correspondent.

In 2005, EWCO published reports on specific topics drawn up jointly between correspondents. The topics included work-related stress, combining family and full-time work, and the impact of training on employability. EWCO also published twelve new national survey data reports. These reports, based on national working conditions survey sources, provide data that complement the Foundation's own EU-level survey data. They also provide a valuable methodological input for future questionnaires in the European Working Conditions Survey. In 2005 EWCO also published its *Annual Review of Working Conditions in the EU: 2004–2005*, which outlined relevant legislative and policy developments, and examined trends in the workplace.

SURVEYS

The Foundation's three large-scale, comparative surveys – the European Working Conditions Survey, the European Quality of Life Survey (EQLS), and the Company Survey on working time and work-life balance – aim to map key issues and trends in the living and working conditions of European citizens. In the post-enlargement period, the scope of the surveys has been expanded to include the new Member States as well as candidate and acceding countries. In 2005, the fieldwork for the Fourth European Working Conditions Survey took place, analysis of the results of the First European Quality of Life Survey continued and fieldwork for the First Company Survey was expanded to include a further six new Member States.

EUROPEAN WORKING CONDITIONS SURVEY

The fieldwork for the fourth European Working Conditions Survey was carried out in September–November 2005; preliminary results are expected in the second quarter of 2006. In all, 31 countries including all EU25 Member States participated and 29,648 individual European workers were interviewed.

Previously conducted in 1990, 1995 and 2000, this fourth survey will provide a valuable portrait of working Europe in 2005 and indicate the nature of the changes affecting the workforce and their working conditions over the last 15 years. The survey provides the only source of harmonised data for European policy-makers on many important indicators of working life. It compensates for the absence of data at national level in many countries and creates a basis for international comparison.

The core areas addressed by the fourth survey questionnaire are largely the same as in previous surveys: they cover such topics as working time, psychosocial risks arising from work and work organisation. The Foundation has now gathered a unique time series of data on these issues at European, national and sectoral level. In certain areas, the scope of the survey was enlarged for 2005 to include questions on the place of work, the extent to which work is conducted outside of working hours and the meaning and satisfaction derived from work. Similarly, existing questions on the use of technology at work and on work-related training were modified or expanded to reflect the growing importance of these issues in many workers' lives. These revisions to the questionnaire, as well as the quality control procedures put in place for the survey design, implementation and data-processing phases, should create a richer set of data and a more robust basis for the future analysis of working conditions in Europe.

The survey has made a considerable impact over the fifteen years of its operation. One indication of its high profile is the participation of two non-EU countries – Norway and Switzerland – on a self-financing basis. Another is the degree to which the survey data is cited in research and policy publications; and a further indication is the number of requests for the survey datasets (over 300 requests since 2002) by national and international organisations, including the European institutions, Member State governments, social partner organisations, the OECD and the ILO.

The ultimate objectives of the survey are to provide an accurate picture of work in Europe in 2005, to provide reliable data for informing European policymaking and to help the European Union deliver on its commitment to 'more and better jobs'. Reporting of the fourth survey results will begin in 2006. The findings have the potential to make a

substantial contribution towards influencing the debate on, and improving the quality of, European working conditions.

EUROPEAN QUALITY OF LIFE SURVEY

The European Quality of Life Survey (EQLS) was carried out for the first time in 2003, covering 28 countries (25 Member States and three candidate countries). It examines a range of issues: employment, income, education, housing, family, health, work–life balance, life satisfaction and perceived quality of society. In-depth analyses of data from the European Quality of Life Survey were published during 2005 in a series of reports dealing with three topics: income inequalities and deprivation; families, work and social networks; life satisfaction, happiness and sense of belonging. A fourth report, looking at housing and local environment, will be published in 2006.

The survey findings were communicated through presentations at national and international events – for instance, the delivery of a paper entitled ‘Demographic changes in Europe: Implications for family policy’ at a meeting of the Council of Europe’s expert committee on children and families in May. In March, survey results on work–life balance issues were presented at an international conference organised by CBAF in Denmark, the centre for work–life balance. In November, survey findings on issues of income inequalities and deprivation were presented at a conference on ‘The Future of the European Social Model: A German Perspective’ organised by the German Ministry for Families, Seniors, Women and Youth.

In December, WZB (Social Science Research Centre Berlin), in collaboration with the Foundation, organised a scientific conference that reviewed articles based on EQLS data. Following on from the conference, a volume of scientific papers addressing quality of life issues will be published.

The Foundation’s Quality of Life road show visited six capitals during the year – Vienna, Budapest, Madrid, Ljubljana, Dublin and Stockholm. A further four in-depth analyses of the survey data, to be published in 2006, will complete the analysis of the First Quality of Life Survey.

Currently, survey data are being used for a report on quality of life in Bulgaria and Romania, and the first report from the Norwegian survey (conducted in Norway during 2004 using the Foundation’s questionnaire) will have a particular focus on the quality of life of disabled people in Europe.

COMPANY SURVEY ON WORKING TIME AND WORK–LIFE BALANCE

Fieldwork for the Foundation's first survey on working time and work–life balance policies was carried out in establishments in the former EU15 in 2004. In 2005, when funds became available, the Foundation extended the fieldwork to six of the Member States that joined in 2004 – Cyprus, the Czech Republic, Hungary, Latvia, Poland and Slovenia. The survey complements existing Foundation data and research on working time, which has mainly focused on individual workers. The reporting and analysis phase of the project took place during 2005, with some first 'headline' results published online at the end of the year.

The methodology for the second phase – the six new Member States – was the same as that used for the first. The chosen unit of enquiry was the establishment (the local site); the survey covered the entire economy with the exception of the agricultural sector, and was representative for all establishments with 10 or more employees; in addition, the sample was stratified by establishment size and broad economic sector.

The survey focused on working-time arrangements that could significantly help workers to achieve a satisfactory work–life balance. Such arrangements include: part-time work; extended operating hours; flexible working time arrangements, including working time accounts; overtime; child-care leave; phased and early retirement; and measures to facilitate work–life balance.

The respondents were senior managers with responsibility for personnel and independent representatives of employees. In total, managers in over 21,000 establishments were interviewed by telephone; in 25% of these establishments a worker representative was also interviewed. For the six countries surveyed in 2005, two additional background questions were added: whether the establishment was in domestic or foreign ownership, and whether the establishment was founded in the period of transition to a market economy.

On the basis of the integrated data set (for all 21 countries), reporting and analysis got under way in 2005, with a first descriptive overview report due to be published in 2006. This will be followed by a series of more detailed reports on specific arrangements (part-time work, extended operating hours, child-care leave, early and phased retirement), which will analyse the survey data and contextualise them using other relevant research. These reports are expected to be available in the second half of 2006.

EUROBAROMETER SURVEY ON JOBS AND MOBILITY

Collaboration continued in 2005 with the European Commission's Directorate General for Employment, Social Affairs and Equal Opportunities to analyse and publish results from Eurobarometer surveys on themes of interest to the Foundation – for example, ICT at work, social capital, and use of time over the working life. The Foundation is carrying out data analysis of a Eurobarometer survey on job and regional mobility, having also been involved in the questionnaire design. It contains around 50 questions and is based on face-to-face interviews in all 25 Member States. The data set includes around 23,000 interviews. The reports resulting from this project will support both the European Year of Workers' Mobility 2006 and preparation of the section on the social dimension of mobility for all citizens in the Commission's *Social Situation Report 2007*. In addition, the reports will assist the Foundation in conducting more in-depth research into occupational and professional mobility and the movements of employees between regions and countries. The aim is to:

- provide an in-depth description of geographical and labour market mobility in Europe;
- analyse the drivers of, and barriers to, mobility in Europe;
- identify the economic and social effects of mobility patterns in Europe.

EurLIFE

EurLIFE, the Foundation's database of statistical quality of life indicators was launched in June 2005, covering the 25 EU Member States and Bulgaria, Romania and Turkey. It offers the best available data from published EU sources and from the Foundation's own surveys in relation to more than 120 social indicators across the twelve quality of life domains – education, employment, environment, family, health, housing, life satisfaction, leisure, income deprivation, safety, social participation and transport. This new instrument allows users to create graphs and tables for their own requirements and so assists in the charting of trends and developments in the quality of life of Europeans.

<http://www.eurofound.eu.int/areas/qualityoflife/eurlife/index.php>

European Industrial Relations Dictionary

Designed as an easy-to-use, online reference tool, the *European Industrial Relations Dictionary* is a comprehensive collection of the most commonly used terms in employment and industrial relations at the European level. It contains almost 300 alphabetically listed entries; these feature definitions and contextual information, as well as links to EU legal documents and cases. The definitions have been adapted to include the latest political and institutional developments of the European Union – for example, the Treaty establishing a Constitution for Europe.

The dictionary offers a valuable insight into European industrial relations theory and practice; such insight is intended to benefit members of trade unions and employers organisations, civil servants from national administrations and international organisations and researchers.

Social partners have already welcomed the *European Industrial Relations Dictionary* as a valuable tool for understanding a specifically European context of industrial relations. The initial user feedback regarding the scope, quality and accessibility of the information is positive.

The Foundation's Acting Director Willy Buschak launched the *European Industrial Relations Dictionary* on 30 November 2005, in the presence of Commissioner Špidla and incoming Director Jorma Karppinen. Produced in English, the dictionary is available free of charge online, and will be updated on a regular basis.

<http://www.eurofound.eu.int/areas/industrialrelations/dictionary/index.htm>

IN THE SPOTLIGHT

QUALITY CONTROL OF SURVEYS

Conducting international surveys over a large number of countries and in over thirty different languages, or language variants, presents particular logistical and organisational challenges. From the project's inception, the Foundation aimed to carry out the 2005 European Working Conditions Survey in line with best practice in international social research.

To this end, the Foundation contracted an external quality control expert to create a detailed quality assurance framework. The expert's brief also included the provision of ongoing guidance at every phase of the project, from the drawing up of the tender specifications and data collection, through to the final data editing and cleaning. Specific elements designed to effect quality control in the 2005 edition of the survey are documented below.

QUESTIONNAIRE DESIGN

A team of national working conditions experts from most EU Member States and from EU and international institutions (Eurostat, European Commission, OECD, ILO) contributed to the development of the survey questionnaire. A series of four expert meetings were held over 2004–5, resulting in a broadening of the scope of the questionnaire to include such topics as location of work, the extent of employees' engagement with work and the job-related use of email and internet. The meetings also reviewed the gender sensitivity of the questionnaire.

QUESTIONNAIRE TRANSLATION

To identify and resolve potential language problems, the questionnaire was submitted to two separate translation processes – the initial translation from the master English version into the individual languages and an independent back-translation into English. National experts involved in the questionnaire's development then reviewed the final translations. To facilitate the translation process, Foundation staff developed a detailed glossary of the working conditions terminology used in the questionnaire.

PROJECT MANAGEMENT SYSTEM

To ensure transparency at all stages of the process, the principal data contractor hosted a direct, web-based survey project management system, which included a questionnaire translation system. This meant that Foundation staff had live access to all project-related information throughout the development and implementation phases.

SURVEY FIELDWORK DOCUMENTATION AND MONITORING

The Foundation approved all documents for the preparation of the fieldwork (the sampling plans, the interviewers' instructions, the interviewers' manual and the questionnaire) before fieldwork started. During the data collection phase, the principal contractor provided weekly fieldwork reports. In addition, in the early part of this phase, Foundation staff accompanied survey interviewers on field visits in eight countries, which put them in a position to identify and resolve certain issues.

DATA PROCESSING AND WEIGHTING

To ensure that the original interview data were entered correctly, 10% of questionnaires were subject to re-entry checks. And, in each country, 10% of both addresses and interviews were checked. The independent quality control expert also ensured that the technical aspects of data processing were performed in line with best practice.

FINAL SURVEY DOCUMENTATION

A set of final survey documentation was collated for the project, including separate coding and sampling reports, a report on data editing and cleaning, a technical fieldwork and methodological report, survey questionnaire versions in all languages, and a final survey quality control report.

A post-test, covering a limited number of countries, will be performed early in 2006. Together with the above processes, this will ensure a survey dataset that can be used as a reliable resource for the analysis of European working conditions.

<http://www.eurofound.eu.int/ewco/surveys/index.htm>

2

EXPLORING WHAT WORKS

The second of the Foundation's three key tasks over 2005–8 is to explore what works. In its strategic four-year programme framework, *Changing Europe: Better work, better life*, the Foundation identified four key themes to explore in more depth: employment; work–life balance; industrial relations and partnership; and social cohesion. The work programme for 2005 explored new topics within these broad themes and built on previously gathered knowledge.

Looking ahead, the task will be to define relevant concepts and to identify knowledge gaps – a task for which both internal and external resources will be required. Such an approach will provide a sound basis for selecting an appropriate methodology. From such findings, the Foundation will be in a position to illustrate and analyse what works.

In 2006, the Foundation will undertake a project to develop standards for case study methodology. The Foundation has a long tradition of carrying out case studies. The aim of this project is to produce a set of agreed quality standards for conducting cross-national case study research. This will form part of the Foundation's strategy to streamline the high quality of its standards in all its research activities.

CREATING MORE AND BETTER EMPLOYMENT

INNOVATIVE MANAGEMENT OF RESTRUCTURING

The European Monitoring Centre on Change (EMCC) focuses on how businesses can respond better to change and manage it effectively. In 2005, the EMCC published a number of in-depth case studies that focused on identifying approaches that help minimise the negative social consequences of company restructuring. The studies indicate a number of common trends that characterise the innovative management of restructuring.

Support measures focus increasingly on relocating employees within the company, rather than on generous severance payments and early retirement schemes. In one case, voluntary redundancy was not only encouraged in the business unit to be delocalised but among all staff. This opened up opportunities for those whose jobs were delocalised to stay with the company but in different positions and locations. Such an approach requires that companies accurately match their employees' skills to the corporate business needs.

In a number of other cases, individual solutions were sought for each employee. This is more time-consuming than the straightforward negotiation of redundancy packages: typically, it can last 12–18 months. It also involves counselling, job searching, retraining and, increasingly, support for the creation of new businesses by employees. However, the

companies claimed that it was both less costly and less disruptive for the companies and therefore better for their competitiveness and image.

Trust and cooperation between all parties is cited as a crucial factor for success, both in terms of internal industrial relations and in dealings with external bodies. One case recounted how the bankrupt company gave the labour market authorities and the trade unions the information they needed to release benefits immediately and to start a tailor-made support programme for each employee. As a result, the former workers maintained their trust in the company; when a buyer was found, they were willing to return to the plant and make available the skills and expertise that would otherwise have been difficult to replace. In the second case, the joint commitment of the local government and the closing company to redeveloping the abandoned site helped create new opportunities for those who had lost their jobs.

One factor was common to all the cases of restructuring examined: flexibility and creativity were required from all parties if acceptable solutions are to be arrived at.

NEW BUSINESS CREATION AND ENTREPRENEURSHIP AFTER RESTRUCTURING

One of the routes by which the Lisbon employment targets can be met is by supporting the creation and growth of new businesses. A study carried out by the European Monitoring Centre on Change (EMCC) in 2005, *Business creation as a result of restructuring processes*, explored the issue of business creation in the aftermath of restructuring.

Encouraging and supporting employees threatened by unemployment in starting their own business forms part of an increasing number of socially responsible restructuring plans. The study included six cases of successfully managed company restructurings: one each from France, Germany, the Netherlands, Poland, Spain and the United Kingdom. In November, in a seminar organised for members of its Company Network, the Foundation discussed these cases. A number of strategies were highlighted that helped to minimise job loss, including management buy-outs, the provision of support by intermediary public agencies, and the absorption of employees from the parent company in newly created subsidiaries.

Both the EMCC study and the seminar debate found that such start-ups need a solid structure of support, advice and training to succeed. As the business idea is often the weakest part of these entrepreneurs' strategies, the consultancies and training organisations that provide the bulk of the advice need to vet the ideas carefully. Financing,

too, remains one of the biggest challenges, as banks are generally reluctant to provide venture capital to enterprises whose long-term future is uncertain.

Because they operate over a long timescale, start-up incentives are among the most expensive labour market measures. Therefore, improving their survival rate and ensuring that they reach a point from which they can grow and create more employment becomes even more important. Beyond formal support measures, fostering a culture of entrepreneurship that nurtures the individual's creativity and entrepreneurial spirit seems to be the key to achieving this goal.

ATTRACTIVE WORKPLACE FOR ALL

In 2005, a new transversal Foundation project was initiated. Entitled 'Attractive workplace for all: A contribution to the Lisbon Strategy at company level', the project aims to look at how companies are contributing to the achievement of some of the Lisbon objectives – improving employability, helping more people enter the labour market, making working time more flexible, and developing the job creation potential of larger businesses.

In its first phase, the project will collect and analyse over 100 case studies in seven Member States – Austria, France, Germany, Italy, Netherlands, Sweden and the United Kingdom. The study is being extended into the new Member States. Planning for the project took place throughout 2005 and collaboration with the main project contractors began in December.

All the case studied will be published in an online database, and provide the raw material for a consolidated report, which will place the company initiatives in a national context and draw some country-level comparisons. It is expected that the first results of the project will be published in late 2006.

EMPLOYMENT INITIATIVES FOR AN AGEING WORKFORCE

The impact of population ageing on employment and the labour market, and company initiatives taken to address this issue, were first examined by the Foundation in the mid 1990s. At that time, more than 150 case studies of good practice were documented. A decade later, in 2005, the Foundation began following up these initiatives, analysing their effects on attitudes, on the workforce in general and on company policy. One of the aims of the analysis is to improve job opportunities and working conditions for older workers. The case studies from eleven Member States highlight a number of topics including gender issues, the life course perspective, collective bargaining and transferability.

In October, the database of case studies 'Employment initiatives for an ageing workforce' was launched on the Foundation's website. Each case study describes how the organisation approached the issue and outlines the medium- to long-term results.

LABOUR SUPPLY AND JOB CREATION IN CARE SERVICES

Research in the area of job creation in care services in 2005 included studies of the dependent care sector and of pre- and after-school services for children aged 5–12 years.

The study on the dependent care sector arose out of the debate over the ageing society and concerns about the supply of formal care workers. Thirteen countries, including five new Member States, Bulgaria and Romania, were included in the research, which documented best practice regarding the mobility, training and formal employment of carers. A report based on the research will be published in spring 2006. A conference on the theme will take place in Finland during its EU Presidency in the second half of 2006.

The childcare project looked at the development of formal employment in affordable, high-quality services for the out-of-school care of younger children. Among the issues being examined across the EU25 are skills, qualifications and gender and how to improve the status of jobs in the childcare sector. Examples of best practice in six Member States have been documented. The report is due for publication in 2006.

BALANCING WORK AND LIFE

WORKING TIME OPTIONS OVER THE LIFE COURSE

The 'life-course' concept and related policies are gaining importance in EU policy discourse: examples can be found in the European Employment Strategy, in the Commission's communication on active ageing and in its Green Paper on demographic challenges. The OECD also recently launched a study on the life course.

Two reports were published in 2005 under phase two of the Foundation's life-course research theme. The first report, *Working time options over the life course: Changing social security structures*, looked into the potential reshaping of time, income and social security provision over an individual's life. The second report covers new patterns of work organisation and company initiatives to facilitate new time arrangements in Europe. A presentation on 'Demographic change in a life-course perspective' was made to the

Employment and Social Affairs Committee of the European Parliament during their discussions on the Green Paper on demographic challenges.

A new project on flexibility and security over the life course includes two perspectives. The first focuses on working-time arrangements and forms of employment contracts in a life-course perspective. The second deals with the issue of flexibility from a workplace perspective, looking at flexibility strategies of companies which have to deal with high fluctuations in demand. A particular focus will be the implications of flexible working time arrangements on the work-life balance of employees. This project complements the company survey.

SUPPORTING PARTICIPATION AND PARTNERSHIP

NEW FORMS OF GOVERNANCE IN INDUSTRIAL RELATIONS

European social dialogue is widely recognised as playing a pivotal role in society and an important factor in improving European governance. In 2005, the Foundation launched a new project, 'Impact of new forms of governance on industrial relations', to analyse the recent developments in European social dialogue as influenced by the development of new tools of governance. The study will examine new forms of governance at the different levels of industrial relations: intersectoral, sectoral and company level.

The project aims to deliver information on the impact of these new tools on the different actors in the European industrial relations system – European institutions, governments and social partners. The final report will be delivered after the second expert workshop, due to be held in March 2006.

EUROPEAN WORKS COUNCILS

Building on the findings of two studies – the report, *European works councils in practice*, and the EIRO comparative study *Developments in European Works Councils* – a new phase of the European works councils project was launched in 2005. It aimed to further expand the Foundation research on European works councils by conducting case studies on experiences in new Member States and by more closely examining the role of EWCs in restructuring. The first results of the fieldwork are expected in summer 2006. A short overview of the Foundation's research activity on European works councils over 11 years and the monitoring of their developments will be published in 2006.

CAPACITY-BUILDING FOR SOCIAL DIALOGUE IN THE EU10

In 2005, the Foundation initiated a project on social dialogue capacity-building covering all ten new EU Member States (Cyprus, Czech Republic, Estonia, Hungary, Latvia, Lithuania, Malta, Poland, Slovakia and Slovenia) as well as Bulgaria, Romania and Turkey. The aim of the project is to examine ways of advancing the social dialogue process in these countries in order to use it as an instrument in promoting employment, working conditions, and industrial relations. The project is carried out jointly with the Swedish Work–Life Development Project. Tripartite national teams, consisting of representatives from governments, trade unions and employer organisations attended the Foundation workshops and discussed national reports prepared by national researchers. The participants agreed that the opportunity to share experiences with other countries acted a valuable impetus for national development. A comparative synthesis report and ten national reports will be published online in 2006.

BUILDING SOCIAL COHESION

DEVELOPMENTS IN EMPLOYMENT GUIDANCE SERVICES FOR PEOPLE WITH DISABILITIES AND ILL-HEALTH

While employment rates have been slowly rising in Europe, they have remained low for people with disabilities or ill-health. Previous research in the Foundation has examined measures aimed at retaining people in work after they develop chronic illness or disability. A new project started in 2005 continued the work already undertaken. This project focused on those who have left employment for reasons of health or disability and examined innovative measures for their reintegration in employment, mainly in the area of guidance and employment counselling services. In 2006, an overview report of the project will be published, and a database documenting these new initiatives set up.

LABOUR MARKET MOBILITY AND ACCESS TO SOCIAL RIGHTS FOR MIGRANTS

Sharing experiences of successful integration policies is increasingly important for local and regional authorities. Research on this topic got under way with the development of a conceptual framework for the analysis of integration policy at municipal level. The project proposes working with existing networks of local authorities to produce examples of best practice in sustainable integration policy on a variety of issues. It will also provide a directory of initiatives of different types of integration action and a database of integration policy at the local level in Europe.

On the same theme, the Foundation acted as rapporteur for a workshop on the integration of migrants at the European Commission's conference on the Green Paper 'Confronting demographic change: For a new solidarity between generations' in July 2005.

PROMOTING QUALITY OF LIFE IN RURAL EUROPE

First analyses from the European Quality of Life Survey carried out in 2004 highlighted the need for more detailed investigation into rural–urban differences across Europe. As well as disparities in income, employment, knowledge and education, and housing, there are also significant differences in the characteristics of the population in urban and rural areas when looking at education levels, age and gender. In 2005, the study 'Promoting quality of life in rural Europe' was initiated, aimed at looking at innovative measures to promote quality of life in rural Europe through social capital initiatives. An expert seminar was held in September to assist in fine-tuning the project proposal for 2006.

IN THE SPOTLIGHT

EMPLOYMENT INITIATIVES FOR AN AGEING WORKFORCE

Over the last four decades, life expectancy in the European Union has increased by between eight and ten years. During the same period, the numbers of older workers, especially men, have been in steady decline. Today, only one in every three 55–64 year-olds is in paid employment. Exploiting the full potential of every worker, including older workers, is a priority of the European Union's Lisbon strategy for growth, employment and greater social cohesion.

The impact of population ageing on employment and the labour market was first examined by the Foundation in the mid 1990s. The report, *Combating age barriers in employment: A European portfolio of good practice*, charted initiatives taken to reverse the trends of early retirement and exit from the labour market, and to encourage the retention, reintegration and retraining of older workers. A decade later, the Foundation is reviewing some of those initiatives to examine how they have changed in succeeding years and to analyse what has contributed to their success or failure. Altogether, 130 case studies from 11 Member States (Austria, Belgium, Finland, France, Germany, Greece, Italy, the Netherlands, Spain, Sweden and the United Kingdom) are being documented. These studies highlight dimensions such as gender issues, the life-course perspective, collective bargaining and transferability.

In phase two of the project, it was extended to five new Member States – Estonia, Latvia, Poland, Slovakia and Slovenia – and to Bulgaria and Romania. The promotion of active ageing (the extension of working life and the increase of employment rates among older workers, especially women and low-skilled workers) faces particular challenges in many of these countries.

In October, the database of case studies 'Employment initiatives for an ageing workforce' was launched. Accessible on the Foundation's website, each case study describes how the organisation approached the issue and outlines the medium- to long-term results. The case studies cover different company sizes, sectors and type of organisation, and document good practice in relation to such issues as recruitment, training and development, flexible working, health and ergonomics.

A seminar bringing together researchers and experts from both phases of the project was held in December. It reviewed outputs from the study, including a set of guidelines for good practice and an analytical report on developments in age management in workplaces over the past decade.

The challenges of an ageing workforce require the involvement and close co-operation of all stakeholders. For its part, the Foundation has been active in presenting its research findings to groups such as national governments, the EU institutions (including the Parliament's Intergroup on Ageing), the NGO sector (AGE Platform) and the business community. This will continue in 2006 with the publication of the main reports.

<http://www.eurofound.eu.int/areas/populationandsociety/index.htm>

3

COMMUNICATING AND SHARING IDEAS AND EXPERIENCE

Communicating and sharing ideas and experience is the third of the Foundation's three key tasks for its new work programme. It requires that the Foundation be proactive in transferring and communicating the results of its work to its stakeholders, target groups and various information intermediaries. Such communication also provides opportunities for the actors involved in EU social policy to debate issues and exchange ideas and experiences on selected topics.

COMMUNICATION HIGHLIGHTS

Communication highlights in 2005 included the following actions:

- a new topic-oriented website design, which gained more than 4.5 million user sessions on all sites – an increase of 25% compared with 2004;
- the 'Quality of Life' campaign, which reached six million newspaper readers in six countries;
- the introduction of the Quality of Life indicators database EurLIFE on the Foundation website;
- increased communication to the Parliament, the Commission and the EU social partners through MEP lunches, as well as participation in Commission, ETUC and UNICE seminars;
- two Foundation seminars– one on the ageing workforce and one on flexibility;
- three Company exchange seminars on restructuring and change;
- presentation of the first results of the company survey on working time and work–life balance;
- the launch of the *European Industrial Relations Dictionary*, an online collection of 300 terms related to employment and industrial relations at EU level;
- the online database on the ageing workforce, a collection of cases of best practice in age management;
- the launch of the new bi-annual magazine, *Foundation Focus*;
- a publication programme with a 10% increase in products compared to the previous year;
- targeted initiatives to reach the general public through the National Liaison Centres, and through a press campaign directed at national news outlets;
- preparatory work for the new synergy network, which will be launched in 2006, to streamline processes and content of online information outputs from ERM, EIRO and EWCO.

PUBLIC AND STAKEHOLDER CONTACTS

STRENGTHENING CONTACTS AT EU LEVEL

The cooperation with the European parliament has been strengthened through a series of events and presentations, such as a working lunch with MEPs to discuss restructuring and the management of change. The participants, members of the committees on employment and social affairs, industry, research and energy, regional development, and economic and monetary affairs, expressed great interest in the EMCC's work. Feedback from MEPs was also of value to the Foundation in helping it identify new areas for research and examples of good practice. The Foundation took part in a European Parliament hearing on the role of women in Turkish social, economic and political life, during which the Foundation presented results from the European Working Conditions Survey regarding the employment and working conditions of women in Turkey. The Foundation presented its research results at a conference of the Party of European Socialists on 'More and better jobs for women: An EU priority?', in which Commissioner Špidla presided.

The Foundation prepared a contribution to the Commission's Green Paper on demographic change, 'Confronting demographic change: A new solidarity between the generations', which allowed a coordinated input on this issue to all relevant institutions.

A fruitful cooperation strategy has been developed with the European Union Committee of the Regions (CoR); arising from this, Foundation expertise on restructuring and demographic change has informed CoR opinion. The Acting Director, Willy Buschak, was invited to chair a meeting on restructuring in Scotland during the UK presidency.

The sectoral social partners at EU level have shown a growing interest in the Foundation's expertise, in particular, its information on restructuring. The Liaison Forum of the sectoral social dialogue committees and some sectoral committees' meetings regularly include presentations from the Foundation.

The second annual exchange seminar with the social attachés of the EU, acceding and candidate countries raised interest among the Permanent Representations of the Member States. The Foundation's presentation focused on ERM developments, the *European Industrial Relations Dictionary* and employment initiatives for an ageing workforce.

The Foundation has continued its dialogue with the Social Platform: the Social Platform is consulted during the preparation of the Foundation's annual work programmes.

RAISING THE PUBLIC IMAGE

In line with the Commission's action plan on communication, the Foundation has reached out to European citizens by 'going local'. As the communication plan points out, good communication requires that messages be adapted to the target audience. The Foundation has done this with its road show campaign across Europe: during each visit the press release and press conference have highlighted data concerning the quality of life results in the target country and compared these with EU averages or with other Member States with a similar profile.

The national liaison centres (NLCs) have continued their work in disseminating information related to ongoing national debates on such topics as employment and labour market issues, quality of work, generation pacts and retirement, pensions, equal opportunities and migration. All NLCs have now a Foundation page on their website that contains information in the national language. Three of the five NLCs can currently produce web statistics: between these three, approximately 2,600 user sessions were recorded. During the second half of 2005, more than 10,000 emails were also sent, delivering information about new publications. Moreover, the Foundation was promoted at 11 national exhibitions and more than 800 printed publications were distributed. In addition the NLCs helped to organise a number of Foundation seminars.

INCREASING DIALOGUE

CONFERENCES AND EVENTS

In 2005 the Foundation was invited to over 160 external events. The Foundation staff participated in 95 external events; staff took an active part in 66 of these – making presentations, chairing sessions or acting as a discussant in workshops.

In addition, the Foundation organised 71 events: 82% taking place in the former EU15 (mostly Ireland and Brussels), 10% in the new Member States and, thanks to Phare funding, 8% in the acceding and candidate countries. In total, 2,126 policymakers, social partners, advisors, experts and representatives of the European institutions participated in the Foundation's own meetings.

VISITS TO THE FOUNDATION

Visits to the Foundation are another way of increasing interest in the Foundation's work. In 2005, 36 groups visited the Foundation, amounting to a total of 239 participants. A small number of the groups – for example, politicians and ambassadors – were invited by the management; others visited on their own initiative. The groups consisted mainly of representatives from government and the social partners, and came largely from the Nordic countries, Germany and Austria. Five of the visiting groups consisted of researchers. One large group of French students also visited, as well as some NGOs. A tailor-made programme was designed for each group, consisting of a series of presentations from Foundation staff and follow-up discussion.

FOUNDATION SEMINAR SERIES

The Foundation seminar series continued in 2005, with two topics of discussion: age and work, and flexible work organisation.

The aim of the series is to increase mutual understanding of national situations, foster awareness of European policy, promote a sharing of experience, and facilitate networking. Assessments of the seminars have been positive: in particular, the opportunity for the tripartite discussion of issues between union, employer and government representatives has been much appreciated at both the national and international level.

EMCC COMPANY NETWORK SEMINARS

In 2002, the EMCC launched its Company Network seminar series, aimed at raising awareness of the reality of industrial change at the company level and facilitating the exchange of experience and peer discussion among practitioners. In 2005, three seminars were organised, including a total of 140 participants representing company management, trade unions and works councils, research organisations and public authorities from EU Member States and acceding countries. The structure of the seminars remains the same as in previous years: an introduction by an expert introduction, followed by four presentations of case studies in which managers and/or employee representatives outline the experience of their company, selected on the basis of innovative and successful responses to common challenges. This is followed by moderated discussion in plenary and working groups.

The topics addressed by the seminars were:

- ‘Offshore outsourcing of business services – threat or opportunity?’: this seminar looked at the logistics and processes behind the corporate strategy of moving service jobs around the globe.
- ‘Workplace innovation – fostering productivity and quality of work’: this seminar explored the role of innovative work-organisation models that enable companies to achieve higher performance levels and contribute to employee empowerment.
- ‘Business creation as a result of restructuring processes’: the focus of this seminar was on innovative approaches to restructuring that lead to job creation and the launch of start-up businesses by employees.

INFORMATION PRODUCTS

NEW PUBLICATIONS

The first issue of the Foundation’s first bi-yearly magazine, *Foundation Focus*, was published in October 2005. The magazine aims to focus in each issue on a topic of critical social and economic importance in the European Union, offering a series of articles on different aspects of the topic.

The first issue explored the issue of industrial restructuring and included a review of the Commission’s Communication of March 2005. Topics covered included trends in job losses and job creation in Europe, the response of workers to restructuring initiatives, and the successful use of social capital initiatives in disadvantaged areas. In a final section, the spotlight was turned on two sectors – the automotive industry and the business-related services sector – showing strategies developed in those sectors in response to the challenges of restructuring.

In total, 178 original-language items appeared in print or on the web – an increase of 10% over 2004’s output. The publications included 150 reports and 17 corporate, news or promotional items. When translated publications are included, the total for 2005 rises to 332.

Another information product released in 2005 – and one of the most lauded – was the *European Industrial Relations Dictionary*, launched at a ceremony in Brussels with key speeches by Commissioner Špidla and representatives from UNICE, ETUC and the national governments.

USE OF THE FOUNDATION WEBSITE

In 2005, there were 25% more user sessions of the Foundation's websites than in 2004. Eurofound, the main website, had an increase of 33%, bringing the total to 1,900,000 users; visits to EIRO increased by 11% to 2,341,177.

WEBSITE	USER SESSIONS 2005	INCREASE SINCE 2004
Eurofound	1,957,089	33%
EIRO	2,341,177	11%
EMCC	337,537	133%

One reason for this success was the redesign of the Eurofound website. A topic-based information architecture was introduced, along with the provision of easier access to information grouped by country, sector and language. New web products introduced in 2005 include:

- the quality of life database EurlIFE, which provides easy access to a number of indicators on living conditions, and allows users to create tables and graphs according to their own needs;
- the online *European Industrial Relations Dictionary*;
- a collection of case studies on age management in the workplace.

It is too early to say what impact these will have on overall web usage.

User surveys and expert assessment of the EIRO and EMCC websites were also carried out, leading to recommendations for improvement such as better search functionality, shorter and clearer reports and more graphics. Some changes have already taken place, while others, including the new search facility, will happen during 2006.

Further developments of the website for 2006 include the amalgamation of the three websites: EIRO, EMCC and Eurofound into one single Foundation site.

The European Quality of Life Survey campaign

The European Quality of Life Survey campaign started in 2004 and continued in 2005. During the year, three in-depth reports were published and the EurLIFE database was launched in June, together with the redesigned Foundation website.

The European Quality of Life Survey was also the topic for presentations during the six national visits in 2005. During each visit, press activities, aimed at highlighting the Foundation's work from a national perspective, resulted in good media exposure. In total, some 7.5 million people were reached through newspapers, TV and radio during the six visits in 2005 along. Since the roadshow of national visits began in 2004, over 14.3 million people have been reached via the media.

As well as highlighting the Foundation's work, the roadshow presents a valuable opportunity for Foundation personnel to meet, and hold bilateral meetings with, the Foundation's stakeholders.

IN THE SPOTLIGHT

PROMOTING DIALOGUE

The Foundation seminar series project continued in 2005, following positive feedback on the 2004 pilot phase. Two seminars were organised: the first, 'Age and work: connecting the generations', marked the completion of the 2004 series, while the second, 'Towards a sustainable and flexible work organisation', represented a new topic. The seminar on the topic of work examined key points on the political and social agenda, including promoting access to the job market for older workers; supporting 'active ageing'; and improving lifelong learning and employability. The seminar on flexible work organisation focused on flexibility in terms of time and work organisation.

The aim of the seminar series is to provide opportunities for knowledge-sharing that could facilitate a better decision-making process in European social policy and help social actors at national level to meet the goals of the Lisbon Agenda. Networking, sharing of national experiences and furthering knowledge of European policy priorities are key components of the strategy. The structure in 2005 remained the same as for the previous series: an overview of EU policies and Foundation work; presentation of national situations; examination of various company examples; and an address on the topic by an expert.

The tripartite structure – involving representatives of the social partners, national governments and the European Commission – was deemed an important factor in the success of the 2005 series. The opportunity to discuss issues amongst diverse parties was appreciated, both at national and international level. The participants were accorded sufficient time together to develop a methodological approach, to network and build informal contacts.

In 2006, the Foundation seminar series will continue as part of the ongoing Foundation activities, with a seminar on employability and flexicurity. It will continue the communication strategy used in the 2005 series by offering a dedicated webpage for participants and making available information about the seminars and speakers' contributions on the Foundation website.

<http://www.eurofound.eu.int/events/fss.htm>

4

EVALUATING OUR CONTRIBUTION

The effectiveness of the Foundation and its impact on the living and working conditions of European citizens matters greatly to the Foundation's stakeholders, its target audiences and, of course, its staff members: knowing that one's work is useful and makes a difference motivates a continuous drive towards excellence.

The Foundation's mandate is to contribute to the planning and design of better living and working conditions in Europe. The Foundation aims to be the key player in this field – a centre of expertise at both a European and international level.

In the current drive towards accountability, research must show value for money and demonstrate impact. Measuring the impact of the Foundation's work is partly a task of evaluation and partly a task of monitoring. As part of its systematic evaluation programme, in 2006 the Foundation will commission an external corporate evaluation of the Foundation's work and its effectiveness.

Effective monitoring of the impact of the Foundation's work requires that its use by the target audiences be recorded. Such 'significant evidence of use' is the key element in the Foundation's system of monitoring and tracking its impacts. This will allow the Foundation to judge whether its work is reaching its target groups and how those groups use its work.

In 2005, the Foundation achieved a great deal in making a contribution to policy and legislation at EU level: this is largely a result of understanding the nature of the links between research and information, and the needs and interests of policy developers. However, more needs to be understood about the interaction between research and policy. The Foundation will seek to develop its mechanisms for measuring the impact of research on policy and for creating opportunities for the active linking of research to policy.

The Foundation has identified four main indicators for assessing significant use of its work and activities. These are addressed below.

EUROPEAN LEVEL

Contributing to the policy development process at EU level is a major strategic focus for the Foundation. This means providing customised information, reliable data and sound analyses to a variety of policy-making audiences.

2005 was a successful 'vintage' for increased visibility and positive acknowledgement from stakeholders at EU level of the Foundation, as well as for the Foundation's effectiveness in feeding the EU legislative process.

In the drawing up of legislation and policy documents at EU level, there was a 150% increase in the number of references, quotations and direct uses (49 in total) of the Foundation's work.

In 2005, the Foundation's work was recognised in a number of areas at EU level.

- The themes reflected in EU policy documents that used Foundation expertise and products were employment and working conditions, restructuring, gender, social dialogue and demographic change. The 2005 thematic 'winner' is the EMCC and in particular the European Restructuring Monitor (ERM), whose visibility has significantly increased among all stakeholders.
- The Commission communication on 'Restructuring and employment' explicitly requested that the Foundation and the EMCC further develop resources for both qualitative and quantitative analysis and monitoring, with a view to building a firmer foundation for the public debate on restructuring and relocation.
- The usefulness of ERM data and findings was recognised at the European Council informal ministerial meeting on restructuring held during the Luxembourg Presidency.
- The European Parliament resolution on 'Strengthening European competitiveness: the effects of industrial change on policy and the role of SMEs' requested that the Commission ask a group of experts to draw up a report to the European Council, drawing heavily on the Foundation's and the EMCC's expertise in restructuring and social dialogue.
- The Foundation's presentation at the European Parliament's Employment and Social Affairs Committee on 'Demographic change in a life course perspective' was instrumental in the Foundation's recommendations being taken on board by some MEPs; as a consequence, the European Parliament's report on the Commission's Green Paper on demographic change was amended.

MEDIA COVERAGE

The pro-active press strategy, built up over five years, of regularly communicating to journalists in the socioeconomic arena across Europe ensures that the Foundation's work and findings frequently appear in European media. A total of 37 press releases were issued as part of the Foundation's press work in 2005, resulting in over 800 article cuttings and also in 10 television news broadcasts, and 22 interview and news radio broadcasts.

Some 12 press conferences and briefings with journalists were held at various locations across the European Union. There were 180 queries from journalists during the year, down from 460 in 2004, a reflection of the reorganised press room on the Foundation's website, providing better access to information.

The majority of articles, features, interviews and broadcasts covering the Foundation's work are primarily the result of the Foundation's own press activities, but an increasing

number are using the Foundation's work as reference. This is a result of the Foundation's ongoing efforts to make the Foundation Europe's leading knowledge source about socio-economic progress.

The new media monitoring system, which measures the scope as well as type of coverage of an article in a newspaper, reveals that some 12 million people have been exposed to the Foundation's image, work and findings during the year. On several occasions, the Foundation's work has hit the front pages of major daily newspapers, among them *Le Monde* in France, *Aamulehti* in Finland, *Mladá Fronta Dnes* in the Czech Republic and *Wirtschaftblatt* in Austria. An increasing number of editorials and opinion columns have also been quoting the Foundation's work.

Of particular importance for the increased exposure of the Foundation and its work in the media has been the press activities during the national visits to Austria, Hungary, Spain, Slovenia, Ireland and Sweden.

EXTERNAL EVENTS

Foundation staff members participated in 95 external events in 2005, including 66 instances of active participation as speakers or chairs of conference sessions. Of these events, approximately 25 were organised by the European Commission, European Parliament, Council of Ministers and Eurostat, 12 were organised by federal ministries and the remainder by social partner groups, NGOs and research institutes. The table below shows a breakdown of these events by theme.

Themes of external events attended by Foundation staff members

THEMES	NUMBER OF EVENTS
All themes	12
Industrial relations and partnership	21
Social cohesion	26
Employment and working conditions	9
Work-life balance	11
Employment/industrial relations combined	3
Restructuring	13

ACADEMIC CITATIONS

Much of the Foundation's work, being policy-oriented social science research, enters the academic field through journals and articles where it can play a part in developing ideas and further research.

The Foundation records the number of citations and the number of different journals in which citations appear. Since it is never possible to ensure that all citations have been located, the total figure is always expressed as a minimum number. It is normal practice to record citations for two years, as there is a time lag between the publication of research and its circulation into the mainstream of external publications. It is also important to know how frequently key journals are citing the research work of the Foundation.

CITATIONS IN JOURNALS

During 2004 and 2005, research by the Foundation was cited in at least 350 articles, published in 220 different journals, as indexed in the following databases: Scopus, Social Sciences Citation Index, PsycLIT, Econlit, CSA Sociological Abstracts, CSA Worldwide Political Science Abstracts and Emerald Management Reviews.

The Foundation's work has been cited in more journals than the 14 listed here, but only those which have more than four citations of work over the two-year period 2004–2005 are included.

Journals in which the Foundation's work has been cited four or more times, 2004–5

JOURNAL	NUMBER OF CITATIONS
European Journal of Industrial Relations	12
International Journal of Comparative Labour Law and Industrial Relations	11
Industrial Relations Journal	11
Economic and Industrial Democracy	10
Work, Employment and Society	8
Social Science and Medicine	7
Journal of Occupational and Environmental Medicine	6
British Journal of Industrial Relations	5
Employee Relations	5
European Journal of Work and Organizational Psychology	5
Foresight	5
Journal of Occupational Health Psychology	5
International Journal of Human Resource Management	4
International Journal of Occupational and Environmental Health	4

MAIN ACADEMIC FIELDS

Another way of measuring the Foundation's impact in the academic sphere is by means of ISI Impact Factors, which consist of 54 different social science categories. Citations in these categories give an indication of the breadth, depth and quality of the journals in which the Foundation's work has been cited. The 2004 ISI Impact Factors, released in the summer of 2005, showed that Foundation research was quoted in 24 out of the 54 categories.

The most frequent citations were in the top journals in these four categories: industrial relations and employment; public, environmental and occupational health; applied psychology; and sociology.

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KEY EVENTS 2005

LIVING CONDITIONS

WORK-LIFE BALANCE: THE STRATEGIC PERSPECTIVE

8 MARCH, COPENHAGEN, DENMARK

Organised by CBAF (Centre for work-life balance)

Speaker: Henrik Litske

CONFRONTING DEMOGRAPHIC CHANGE: A NEW SOLIDARITY BETWEEN GENERATIONS

11-12 JULY, BRUSSELS, BELGIUM

European Commission

Rapporteur: Hubert Krieger

EUROPEAN PARLIAMENT INTERGROUP ON AGEING

20 SEPTEMBER, BRUSSELS, BELGIUM

Speaker: Gerlinde Ziniel

EUROPEAN FEDERATION OF OLDER PERSONS: 18TH INTERNATIONAL CONGRESS

30 SEPTEMBER – 1 OCTOBER, LJUBLJANA, SLOVENIA

Organised by EURAG

Chair of workshop group: Robert Anderson

INDUSTRIAL RELATIONS

SOCIAL DIALOGUE AND INDUSTRIAL CHANGE

24 FEBRUARY, BRUSSELS, BELGIUM

EESC-CCMI workshop

Speaker: Isabella Biletta

PREVENTION AND RESOLUTION OF CONFLICTS

22-23 APRIL, SOFIA, BULGARIA

ETUC conference

Speaker: Timo Kauppinen

EUROPEAN SOCIAL DIALOGUE SEMINAR ON UNDECLARED WORK

19 SEPTEMBER, BRUSSELS, BELGIUM

Joint ETUC/UNICE seminar

Speaker: Isabella Biletta

EMPLOYEE INVOLVEMENT IN A GLOBALISING WORLD

14–15 OCTOBER, FRANKFURT, GERMANY

International symposium

Speaker: Stavroula Demetriades

SOCIAL DIALOGUE : DIFFERENT VOICES, COMMON VISION

17 NOVEMBER, LONDON, UNITED KINGDOM

Department of Trade and Industry, United Kingdom (Presidency conference)

Speaker: Timo Kauppinen

INDUSTRIAL RELATIONS IN THE EU, JAPAN AND USA

24–25 NOVEMBER, LONDON, UNITED KINGDOM

EIRO workshop

Speaker: Isabella Biletta, David Foden, Stavroula Demetriades

WORKING CONDITIONS

JOINT ECE/ILO/EUROSTAT SEMINAR ON THE QUALITY OF WORK

11–13 MAY, GENEVA, SWITZERLAND

ECE/ILO/Eurostat

Speaker: Greet Vermeylen

REVIEW ON HARASSMENT/VIOLENCE AT THE WORKPLACE

12 MAY, BRUSSELS, BELGIUM

Joint seminar of the EU social partners on violence and harassment in the workplace

Speaker: John Hurley

TRAINING AND EMPLOYABILITY

21–22 JUNE, LUXEMBOURG

Joint EWCO/Luxembourg EU Presidency

Speaker: Willy Buschak, Jean-Michel Miller, Bernard Housset, John Hurley and Greet Vermeylen

1ST INTERNATIONAL EUROPEAN SURVEY RESEARCH ASSOCIATION CONFERENCE

18–22 JULY, BARCELONA, SPAIN

European Survey Research Association

Speaker: Enrique Fernandez

HIGH PERFORMANCE WORKPLACES: BECAUSE PEOPLE MEAN BUSINESS

15 SEPTEMBER, LONDON, UNITED KINGDOM

Department of Trade and Industry, United Kingdom

Speaker: Enrique Fernandez

SUCCESSES, PARADOXES AND SHORTCOMINGS: EXPERIENCES WITH RECENT HRM-REFORM IN THE PUBLIC SERVICES

26–27 SEPTEMBER, MAASTRICHT, THE NETHERLANDS

EIPA seminar

Speaker: Jean-Michel Miller

EUROPEAN MONITORING CENTRE ON CHANGE

THE INTERNATIONALISATION OF EMPLOYMENT: A CHALLENGE FOR A FAIR GLOBALISATION

11–12 APRIL, ANNECY, FRANCE

ILO/French Ministry of Labour, Employment and Social Cohesion

Speaker: Barbara Gerstenberger

PLENARY MEETING OF THE SECTORAL SOCIAL DIALOGUE COMMITTEE OF THE FISHING INDUSTRY

14 OCTOBER, BRUSSELS, BELGIUM

Speaker: Torsten Mueller

1ST INTERNATIONAL CONFERENCE OF MIRE (MANAGING INNOVATIVE RESTRUCTURING IN EUROPE)

7–8 DECEMBER, PARIS, FRANCE

MIRE

Speaker: Donald Storrie

EMPLOYMENT IN A TIME OF CHANGE – TECHNOLOGY, LOCATION AND ENVIRONMENT

7–8 DECEMBER, BRUSSELS, BELGIUM

Socialist Group of the European Parliament

Speaker: Barbara Gerstenberger

GENERAL

UNITY BEYOND DIFFERENCES: THE NEED FOR AN INTEGRATED LABOUR INSPECTION SYSTEM

9–11 MARCH, MONDORF-LES-BAINS, LUXEMBOURG

ILO/Luxembourg EU Presidency

Speaker: Willy Buschak

NEW PERSPECTIVES OF SOCIAL POLICY

8 APRIL, BADEN, AUSTRIA

Austrian Federal Chamber of Labour

Speaker: Willy Buschak (keynote address)

WHAT'S NEW IN THE EU? EUROPEAN INFORMATION 2005

14–15 APRIL, LONDON, UNITED KINGDOM

European Information Association (14th annual conference)

Speaker: Elisabeth Lagerlöf

ANNEX 1

FOUNDATION BUDGET 2005

1. SUMMARY OF REVENUE (EUR '000)

EU SUBSIDY	19,060	99%
REVENUE FOR SERVICES RENDERED	220	1%

2. SUMMARY OF EXPENDITURE (EUR '000)

RESEARCH	12,032	62%
INFORMATION AND DISSEMINATION	3,492	18%
TRANSLATION	627	3%
ADMINISTRATION	3,129	16%

3. ANALYSIS OF EXPENDITURE (EUR '000)

	RESEARCH		INFORMATION AND DISSEMINATION		TRANSLATION		ADMINISTRATION		TOTAL	
		%		%		%		%		%
STAFF	4,144	46	1,928	21	218	2	2,685	30	8,975	47
ADMINISTRATIVE	597	43	308	22	34	2	444	32	1,383	7
OPERATIONAL	7,291	82	1,256	14	375	4	0	0	8,922	46
TOTAL	12,032	62	3,492	18	627	3	3,129	16	19,280	100

4. STAFFING

	RESEARCH	INFORMATION AND DISSEMINATION	TRANSLATION	ADMINISTRATION	TOTAL
GRADE A	21	7	1	6	35
GRADE B	8	7		10	25
GRADE C	13	9	1	10	33
GRADE D				1	1
TOTAL	42	23	2	27	94

ANNEX 2

GOVERNING BOARD (AS AT 31 DECEMBER 2005)

COUNTRY	REPRESENTATIVES OF NATIONAL GOVERNMENTS		REPRESENTATIVES OF EMPLOYER ORGANISATIONS		REPRESENTATIVES OF EMPLOYEE ORGANISATIONS	
	MEMBER	ALTERNATE	MEMBER	ALTERNATE	MEMBER	ALTERNATE
Austria	Andreas Schaller <i>Federal Ministry for Social Security, Generations and Consumer Protection</i>	Birgit Stimmer <i>Federal Ministry for Economy and Labour</i>	Heinrich Brauner <i>Federation of Austrian Industry (IV)</i>	Christoph Parak <i>Austrian Association for Public and Social Economy</i>	Renate Czeskleba <i>Austrian Federation of Trade Unions (ÖGB)</i>	Wolfgang Greif GPA <i>Union of Salaried Private Sector Employees</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>	Arnout de Koster <i>Federation of Enterprises in Belgium (FEB-VBO)</i>	Roland Waeyaert <i>Organisation for self-employed and SMEs (UNIZO)</i>	Herman Fonck <i>Confederation of Christian Trade Unions (ACV/CSC)</i>	François Philips <i>Belgian General Federation of Labour (FGTB/ABCC)</i>
Cyprus	Lenia Samuel <i>Ministry of Labour and Social Insurance</i>	Charalambos Kolokotronis <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>	Petros Theophanous <i>Cyprus Workers Confederation (SEK)</i>	Andreas Poulis <i>Cyprus Workers Confederation (SEK)</i>
Czech Republic	Vlastimil Váňa <i>Ministry of Labour and Social Affairs</i>	Josef Jirkal <i>Ministry of Labour and Social Affairs</i>	Vladimíra Drbalová <i>Confederation of Industry of the Czech Republic</i>	Josef Fornúsek <i>Czech Association of Employers in the Electricity Industry</i>	Hana Málková <i>Czech-Moravian Confederation of Trade Unions (CMKOS)</i>	Luděk Toman <i>Czech-Moravian Confederation of Trade Unions (CMKOS)</i>
Denmark	Jonas Bering Lüsberg <i>Ministry of Employment</i>	Kim Taasby <i>Ministry of Employment</i>	Henriette Bennicke <i>Confederation of Danish Employers</i>	Nils J Andreassen <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	Tiit Kaadu <i>Ministry of Social Affairs</i>	Ivar Raik <i>Ministry of Social Affairs</i>	Eve Päärendson <i>Estonian Employers' Confederation (ETTK)</i>	Tarmo Kriis <i>Estonian Employers' Confederation (ETTK)</i>	Vaike Parkel <i>Employees' Unions' Confederation (TALO)</i>	Kalle Kalda <i>Confederation of Estonian Trade Unions (EAKL)</i>
Finland	Raila Kangasperko <i>Ministry of Labour</i>	Tuomo Alasoini <i>Ministry of Labour</i>	Seppo Saukkonen <i>Confederation of Finnish Industry and Employers (TT)</i>	Mirja-Maija Tossavainen <i>Employers' Confederation of Service Industries (PT)</i>	Marjaana Valkonen <i>Central Organisation of Finnish Trade Unions (SAK)</i>	Leila Kurki <i>Finnish Confederation of Salaried Employees (STTK)</i>
France	Marc Boisnel <i>Ministry of Social Affairs, Labour and Solidarity</i>	Emmanuel Gerat <i>Ministry of Social Affairs, Labour and Solidarity</i>	Florence Cordier <i>France Electricity and France Gas (EDF-GDF)</i>	Emmanuel Julien <i>Movement of French Enterprises (MEDEF)</i>	Jean Vanoye <i>French Democratic Confederation of Labour (CFDT)</i>	Rafaël Nedzynski <i>General Confederation of Labour (CGT-FO)</i>
Germany	Andreas Horst <i>Federal Ministry of Economics and Labour</i>	Eva Högl <i>Federal Ministry of Economics and Labour</i>	Rainer Schmidt-Rudloff <i>Confederation of German Employers' Association (BDA)</i>	Renate Hornung-Draus <i>Confederation of German Employers' Association (BDA)</i>	Dieter Pougin <i>German Confederation of Trade Unions (DGB)</i>	Reinhard Dombre <i>German Confederation of Trade Unions (DGB)</i>
Greece	Gregorios Peloriadis <i>Ministry of Employment and Social Protection</i>	Constantinos Petinis <i>Ministry of Employment and Social Protection</i>	Rena Bardani <i>Federation of Greek Industries (SEV)</i>	Elias Tsamoussopoulos <i>Federation of Greek Industries (SEV)</i>	Alexandros Kalivis <i>General Confederation of Workers of Greece (GSEE)</i>	Dimitrios Moschogiannis <i>General Confederation of Workers of Greece (GSEE)</i>

COUNTRY	REPRESENTATIVES OF NATIONAL GOVERNMENTS		REPRESENTATIVES OF EMPLOYER ORGANISATIONS		REPRESENTATIVES OF EMPLOYEE ORGANISATIONS	
	MEMBER	ALTERNATE	MEMBER	ALTERNATE	MEMBER	ALTERNATE
Hungary	Mária Ladó <i>Ministry of Employment and Labour</i>	Edit Virág <i>Ministry of Employment and Labour</i>	Antal Csuptor <i>National Association of Strategic and Public Utility Companies (STRATOSZ)</i>	Antal Szabadkai <i>Union of Agrarian Employers (AMSZ)</i>	Erzsébet Hanti <i>National Confederation of Hungarian Trade Unions (MSZOSZ)</i>	Lázló Gyimesi <i>Forum for the Cooperation of Trade Unions (SZEF)</i>
Ireland	Sean Ward <i>Department of Enterprise, Trade and Employment</i>	Riona Ní Fhlangaíle <i>Department of the Environment, Heritage and Local Government</i>	Liam Doherty <i>Irish Business and Employers Confederation (IBEC)</i>	Gavin Marié <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	Paolo Reboani <i>Ministry of Labour and Social Politics</i>	Francesca Pelaia <i>Ministry of Labour and Social Politics</i>	Massimo Marchetti <i>General Confederation of Italian Industry (Confindustria)</i>	Stefania Rossi <i>General Confederation of Italian Industry (Confindustria)</i>	Giulia Barbucci <i>General Confederation of Italian Workers (CGIL)</i>	Angelo Masetti <i>Union of Italian Workers (UIL)</i>
Latvia	Ineta Tāre <i>Ministry of Welfare</i>	Ineta Vjakse <i>Ministry of Welfare</i>	Elina Egle <i>Employers' Confederation of Latvia (LDDK)</i>	Daiga Ermsone <i>Employers' Confederation of Latvia (LDDK)</i>	Linda Romele* <i>Free Trade Union Confederation of Latvia (LBAS)</i>	Lolita Burbo <i>Union of Independent Trade Unions of Latvia (LBAS)</i>
Lithuania	Rita Kazlauskienė <i>Ministry of Social Security and Labour</i>	Evaldas Bacevicius <i>Ministry of Social Security and Labour</i>	Laura Sirvydiene <i>Lithuanian Confederation of Industrialists (LPK)</i>	Marija Zokaite <i>Lithuanian Confederation of Industrialists (LPK)</i>	Janina Matuiziene <i>Lithuanian Trade Union Confederation (LPSK)</i>	Vaidotas Patronis <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>	Emmanuelle Mathieu <i>Federation of Luxembourg Industrialists (FEDIL)</i>	Viviane Goergen <i>Christian Trade Union Confederation (LCGB)</i>	René Pizzaferr <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</i>	John Scicluna <i>Malta Federation of Industry (MFOI)</i>	Roselyn Borg <i>Malta Employers' Association</i>	Michael Parnis <i>General Workers' Union (GWU)</i>	Anthony Micallef Debono <i>Confederation of Malta Trade Unions (CMTU)</i>
Netherlands	Lauris C. Beets* <i>Ministry of Social Affairs and Employment</i>	Martin Blomsma <i>Ministry of Social Affairs and Employment</i>	Jan Willem van den Braak <i>Confederation of Netherlands Industry and Employers (VNO-NCW)</i>	Gerard A. M. Van Der Grind <i>Dutch Organisation for Agriculture and Horticulture</i>	Erik Pentenga <i>Federation of Dutch Trade Unions (FNV)</i>	Arie Woltmeijer <i>National Federation of Christian Trade Unions (CNV)</i>
Poland	Jerzy Ciecchanski <i>Ministry of Social Policy</i>	Agnieszka Chlon-Dominczak <i>Ministry of Social Policy</i>	Michał Boni <i>Polish Confederation of Private Employers (PKPP)</i>	Andrzej Jankowski <i>Confederation of Polish Employers</i>	Bogdan Olszewski <i>Independent and Self-Governing Trade Union 'Solidarność' (NSZZ)</i>	Agata Baranowska-Grycuk <i>Independent and Self-Governing Trade Union 'Solidarność' (NSZZ)</i>
Portugal	Jorge Gaspar <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>	Joaquim Dionisio <i>Confederation of Portuguese Workers (CGTP)</i>	João de Deus Gomes Pires <i>General Workers Federation (UGT-P)</i>
Slovakia	Elena Michaldová <i>Ministry of Labour, Social Affairs and Family</i>	Elena Bartunková <i>Ministry of Labour, Social Affairs and Family</i>	Viola Kromerová <i>Slovak Tradesmen Union</i>	Martina Kunáková <i>Slovak Tradesmen Union</i>	Eva Mešťanová <i>Confederation of Trade Unions of the Slovak Republic (KOZ SR)</i>	Margita Ančicová <i>Confederation of Trade Unions of the Slovak Republic (KOZ SR)</i>

REPRESENTATIVES OF NATIONAL GOVERNMENTS			REPRESENTATIVES OF EMPLOYER ORGANISATIONS		REPRESENTATIVES OF EMPLOYEE ORGANISATIONS	
COUNTRY	MEMBER	ALTERNATE	MEMBER	ALTERNATE	MEMBER	ALTERNATE
Slovenia	Vladka Komel <i>Ministry of Labour, Family and Social Affairs</i>	Metka Štoka-Debevec <i>Ministry of Labour, Family and Social Affairs</i>	Marjan Ravnik <i>Chamber of Craft of Slovenia (OZS)</i>	Nina Globočnik <i>Association of Employers of Slovenia</i>	Pavle Vrhovec <i>Association of Free Trade Unions of Slovenia (ZSSS)</i>	Jure Snoj <i>Association of Free Trade Unions of Slovenia (ZSSS)</i>
Spain	Pilar González Bayo <i>Ministry of Labour and Social Affairs</i>	Joaquin Martínez Soler* <i>Ministry of Work and Social Security</i>	Maria Angeles Asenjo Dorado <i>National Confederation of Construction (CNC)</i>	Rosario Escolar Polo <i>State Society of Industrial Shares (SEPI)</i>	Rosario Morillo <i>Confederation of Workers Commission (CC.OO)</i>	Iñigo Sagarna Odriozola <i>Basque Workers Solidarity (ELA-STV)</i>
Sweden	Mikael Sjöberg <i>National Institute for Working Life</i>	Annika Mansnérus <i>Ministry of Health and Social Affairs</i>	Marie-Louise Thorsén-Lind <i>Confederation of Swedish Enterprise</i>	Sverker Rudeberg <i>Confederation of Swedish Enterprise</i>	Mats Essemyr <i>Swedish Confederation of Professional Employees (TCO)</i>	Sten Gellerstedt <i>Swedish Trade Union Confederation (LO)</i>
United Kingdom	Anthony R Martin <i>Department for Work and Pensions</i>	George Clark <i>Department for Work and Pensions</i>	Kate Groucutt <i>Confederation of British Industry (CBI)</i>	Neil Bentley <i>Confederation of British Industry (CBI)</i>	Richard Exell <i>Trade Union Congress (TUC)</i>	Peter Coldrick <i>Trade Union Congress (TUC)</i>

REPRESENTATIVES OF THE COMMISSION

MEMBER	ALTERNATE	MEMBER	ALTERNATE	MEMBER	ALTERNATE
Bernhard Jansen <i>DG Employment, Social Affairs and Equal Opportunities</i>	Jackie Morin <i>DG Employment, Social Affairs and Equal Opportunities</i>	Ylva Tivéus <i>DG Environment</i>	Robin Miede <i>DG Environment</i>	Andrew Sors <i>DG Research</i>	Ronan O'Brien <i>DG Research</i>

* awaiting official nomination

MEMBERS OF THE BUREAU

GOVERNMENT GROUP

Vice-Chairperson of the Board

Mária Ladó, Ministry of Employment and Labour

Coordinator

Michel De Gols, Ministry of Employment and Labour

Additional Representative

Jerzy Ciechanski, Ministry of Social Policy

Alternate

Nadine Welter, Ministry of Labour and Employment

Anthony R Martin, Department for Work and Pensions

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

EMPLOYERS GROUP

Chairperson of the Board

Rainer Schmidt-Rudloff, Confederation of German Employers' Associations (BDA)

Coordinator

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

Additional Representative

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

Alternate

Maria Angeles Asenjo, National Confederation of Construction (CNC)

Vladimíra Drbalová, Confederation of Industry of the Czech Republic

EMPLOYEES GROUP

Vice-Chairperson of the Board

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

Coordinator

Walter Cerfeda, European Trade Union Confederation (ETUC)

Additional Representative

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

Alternate

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

Erik Pentenga, Federation of Dutch Trade Unions (FNV)

Sinead Tiernan, European Trade Union Confederation (ETUC)

EUROPEAN COMMISSION

Vice-Chairperson of the Board

Bernhard Jansen, DG Employment, Social Affairs and Equal Opportunities

Additional Representative

Jackie Morin, DG Employment, Social Affairs and Equal Opportunities

Alternate

Awaiting appointment

EFTA REPRESENTATIVES AT EF MEETINGS AS OBSERVERS

Government

Hanne Sigríður Gunnsteinsdóttir, Ministry of Social Affairs, Iceland

Employers

Dagfinn Malnes, Confederation of Norwegian Business and Industry, Norway

Employees

Antony Kallevig, Norwegian Confederation of Trade Unions, Norway

ANNEX 3

FOUNDATION STAFF (AS AT 31 DECEMBER 2005)

DIRECTORATE

Jorma Karppinen, Director
Willy Buschak, Deputy Director
Eberhard Köhler, Advisor to Directorate
Sylvie Jacquet, Brussels Liaison Officer
Cécile Deneys
Lidia Jankowska

ADMINISTRATION

Terry Sheehan, Head of Unit
Sarah Hayes
Bronislava Kovacikova

FINANCE

Jean-Christophe Gayrand, Accounting Officer
Gema María Castro Martín
Colin Hindle (T)
Leontine Mastebroek

GENERAL SERVICES

Michael Cosgrave
Kay Flynn (CA)
Ewan Hogan
Sabrina Potier (T)
Leslie Privett (T)

CA = *Contract Agent*

T = *Temporary staff*

* = *Seconded national expert*

INFORMATION AND COMMUNICATION TECHNOLOGIES

Jim Halpenny, Acting Head of Unit

SUPPORT AND OPERATIONAL TEAM

Linda Byrne
Said El Aroussi
Brian Gorman
Louise Shanley

WEB TECHNOLOGY TEAM

Stephan Jaeger
Barbara Schmidt

INFORMATION AND COMMUNICATION

Elisabeth Lagerlöf, Head of Unit
May-Britt Billfalk
Måns Mårtensson

CONTENT MANAGEMENT AND DISSEMINATION

Mary McCaughey, Editor-in-Chief
Cristina Sequeira Frawley
Martin Flynn
Philip Ireland
Brigitte Mariacher
Fiona Murray
Hilary O'Donoghue
Janka Robinson
Maria Santos
Sylvie Seigné-Monks

CUSTOMER RELATIONS UNIT

Brid Nolan
Elisabeth Gouilleux-Cahill
Seán Griffin
Doris Hirschfeld
Chrysanthe Moschonaki
Colm O'Neill
Bernice Turner
Jan Vandamme

HUMAN RESOURCES

Raymond Comerford, Head of Unit
Guus Ackers (T)
Heather Brown
Aoife Caomhánach
Matías Linder

CATERING SERVICES

Helen Ritchie (CA)
Maura O'Brien (CA)

OPERATIONAL SUPPORT

Mattanja de Boer, Head of Unit
Martine Deasy
Patricia Kingston
Wojciech Kostka
Bernadette Lovatt
Mary McNeice
Janet Smith

RESEARCH

INDUSTRIAL RELATIONS

Stavroula Demetriades, Coordinator
Isabella Biletta*
Maria Cuesta
David Foden
Camilla Galli da Bino
Alexandra Gryparis
Timo Kauppinen
Marina Patriarka
Sylvaine Recorbet
Christian Welz

LIVING CONDITIONS

Robert Anderson, Coordinator
Javier Bernier
Sarah Farrell
Inma Kinsella
Hubert Krieger
Henrik Litske
Branislav Mikulic
Teresa Renehan
Gerlinde Ziniel*

WORKING CONDITIONS

Agnès Parent-Thirion, Coordinator
Roseanna Creamer
Enrique Fernández
Christine Gollin
Bernard Housset*
John Hurley
Sophia MacGoris
Jean-Michel Miller
Greet Vermeylen

EUROPEAN MONITORING CENTRE ON CHANGE (EMCC)

Barbara Gerstenberger, Coordinator

Catherine Cerf

Gregorio de Castro Freixo

Torsten Mueller (T)

Donald Storrie

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