



Annual report 2004



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

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The year 2004 marked the end of the current four-year programme and much work took place to prepare for the new four-year work programme 2005–2008. Adopted by the Administrative Board in July, *Changing Europe: Better work, better life* gives a clear focus to the Foundation's research: to support change in Europe by providing comparable and reliable data on longer-term trends and developing ideas on the improvement of living and working conditions in the light of practical experience.

2004 also saw the enlargement of the European Union in May to embrace 10 new Member States. In this context, much of the research during 2004 focused on gaining a better understanding of quality of life, living and working conditions and industrial relations in the new Europe. The first results of the Foundation's 28-country European Quality of Life Survey were made available during the year, providing a comprehensive portrait of living conditions in an enlarged Europe. The process of integrating the new Member States into the Foundation's main activities and networks also continued and representatives from these countries attended as full members of the Administrative Board for the first time in July.

The second Foundation Forum held in Dublin in November proved to be one of the year's highlights. Under the banner *Working to live, living to work: Tomorrow's work-life balance*, the Forum consolidated its role as a premier platform for debate on the most pressing European social policy issues. Moreover, the event underlined the high level of cooperation between the Foundation and the Irish government which had been evident during the first six months of the year under the Irish EU presidency.

Similarly, the Foundation's week-long exhibition of its work and activities at the European Parliament at the end of 2004 was met with great success and highlighted the increasingly constructive links between the Foundation and the institutions.

At the same time, the Foundation revealed increasing levels of administrative efficiency with 100% disbursement of its 2004 budget and a clean bill of health from the EU court of auditors. Ever more steps were taken towards greater synergy in the Foundation's work and systematic risk assessment and evaluation procedures were introduced during the year. The implementation of the new Human Resources Development Programme will allow for a more modern system of staff development.

Overall, 2004 was a year of considerable progress and change in the Foundation and the results of this work have had far-reaching impact across Europe and at national level. 2005 will build on this success with, in particular, the launch of the fourth European Working Conditions Survey, the results of the company survey on working time and work-life issues, the publication of the ageing workforce database online and the consolidation of our work on restructuring. Against the background of the current social policy agenda and as we move into a new four-year cycle, the role of the Foundation at European level has never been more important. We are confident we will continue to contribute in the most timely and effective manner to meet the challenges ahead.

Willy Buschak
Acting Director



Overview

Four-year programme finishes with a flourish

2004 was a crucial year for the Foundation.

The end of the current four-year programme 2001–2004 called for significant efforts in wrapping up much of the positive work carried out during these four years. A positive indication of the quality and efficiency of the Foundation's activities was the 100% disbursement of its budget during 2004 and the clean bill of health provided by the EU court of auditors during its visits throughout the year. At the same time, there was much preparation required for the next four-year cycle. Indeed, the final touches to the new four-year work programme were made at the start of the year and *Changing Europe: Better work, better life* was approved by the Administrative Board in July 2004.

The process of integrating the new Member States into the Foundation's main activities continued throughout the year, with the representatives from the new Member States attending as full members of the Administrative Board for the first time in July. Work also continued towards consolidating the steps taken during previous months to include increasing numbers of these countries within the scope of the monitoring tools and research networks. An information campaign, *Paving the way to enlargement*, highlighting the Foundation's work and activities in the area of enlargement took place throughout Europe during the first part of the year. A series of joint publications with the European Commission drawing on Eurobarometer data provided a unique and comprehensive overview of the situation regarding living conditions in the enlarged Europe. Several industrial relations reports also highlighted the situation in the new Member States with regard to social dialogue and conflict resolution, providing a broad portrait of the living and working environment of the new Member States in the run-up to and after enlargement.

At the same time, 2004 also saw the publication of the first results of the European Quality of Life Survey, which was carried out during 2003. The results of the Foundation's first-ever 28-country pan-European survey on quality of life issues were drawn together in preparation for the quality of life campaign. The flagship report *Quality of life in Europe* was published as part of a series of quality of life publications which served as the basis for the road show which began in the middle of 2004. Six countries have already been visited and national seminars have been held in several capitals. The road show, which aims to take the findings to all 28 countries covered by the survey and has met with considerable success at both national and European level, will continue into 2005.

Much work also took place in preparation for the second Foundation Forum which was held in Dublin in November on the subject of *Living to work – working to live: Tomorrow's work-life balance in Europe*. Again drawing together policymakers and various other high-level actors in the social policy sphere, the Forum consolidated its role as a premier platform for debate on the most pressing European social policy issues. The participation of several Irish government ministers and An Taoiseach, Bertie Ahern, underlined the ongoing high level of cooperation between the Foundation and the Irish government which had been further consolidated during the first six months of the year under the Irish EU presidency.

In this context, much preparation for the new company survey on working time and work-life issues took place during the year and the first results covering both the EU15 and the NMS are expected in the later part of 2005.

Highlighting the increasingly significant role of the Brussels liaison office in developing and consolidating the links between the Foundation and the EU institutions was the week-long exhibition at the European Parliament. Focusing on many of the key themes of particular interest and importance to the Parliament and its agenda, the Foundation presented a tailored display of its research, work and other activities in the relevant areas. The event, which included lunchtime seminars, dinners and debates, drew great interest from MEPs, their assistants and other social policy actors. Indeed, the event provided a timely opportunity to present the Foundation's work to the new Commissioner responsible for employment and social affairs, Vladimír Špidla.

In no small part due to the success of these events and the growing profile of the Foundation as the premier source of information on living and working conditions, industrial relations and change management issues across Europe, press queries doubled over the year and media coverage of the Foundation and its activities increased threefold.

Closer to home, the Foundation itself took ever more steps towards greater synergy in its work and substantial efforts were made throughout the year towards the definition of a future strategy which would see a more streamlined approach to the work of the Foundation. Preparations for a comprehensive tender which would include all current networks were being finalised at the close of the year with a view to launching the tender in the first half of 2005.

Steps to consolidating a more streamlined approach towards staff development were also taken with the implementation of the new Human Resources Development Programme (HRDP) within the Foundation. The HRDP will allow for a more participative and transparent approach to performance management and will provide a clear structure within which to identify the relevant competencies and skills gaps that may exist. The programme will be fully operational in 2005.

Living conditions

A question of quality of life

2004 highlights

In the run-up to enlargement, much of the focus of research in this domain has been on gaining a better understanding of quality of life and living conditions in the new Europe. A joint publication based on the results of the Eurobarometer survey on living conditions was produced in March with the European Commission. This report, *Perceptions of living conditions in an enlarged Europe*, formed part of a series of related quality of life publications. This was followed by the publication of the results of the Foundation's own first-ever pan-European quality of life survey (EQLS) in the *Quality of life in Europe* flagship report, accompanied by an eight-page résumé translated into 22 languages. A unique survey carried out by the Foundation in 28 countries, the report provides a comprehensive portrait of household and family structures, housing, health, employment and subjective well-being.

Data from both the Eurobarometer and EQLS surveys were presented during the Irish presidency in conference papers dealing with family, migration trends, health and access to services and rural areas. First EQLS results regarding housing were presented on 10 May at the European Housing Forum seminar on *Collection of data on access to housing from a European perspective*. A paper was also presented at a conference of EU Family ministers in Berlin in December. Collaboration with the European Commission services was strengthened, particularly in the areas of social analysis, disability and migration.

The Foundation was also invited to participate in the Dutch presidency conference, 'A social Europe: Let's deliver', which discussed actions required to achieve the Lisbon objectives and identified key components for the Social Agenda 2006–2010.

Monitoring activities

Following publication of the Foundation's *Quality of life in Europe* report, work concentrated on analysis of data contained in the survey carried out in 2003 in all 25 countries of the European Union as well as Bulgaria, Romania and Turkey. Meetings were held in April and November with a network of quality of life experts from the new Member States and three candidate countries (CC3) set up to assist with analysis and interpretation of results from the surveys. Analytical reports are being prepared on:

- **employment and living standards;**
- **households and family;**
- **housing and local environment; and**
- **subjective assessment of quality of life.**

Road show

Findings from the EQLS were presented in four international quality of life seminars held in Tallinn, Larnaca, Bratislava and Paris during the second half of the year. The seminars discussed the survey results and the implications of first outputs from the in-depth thematic reports. Organised on a regional basis, they included participants from the NMS as well as the EU15. Each seminar brought together representatives of the social partners, governments, NGOs and experts from up to eight participating countries. The programme of national seminars is set to continue into 2005.

Quality of life database

An electronic database of statistical quality of life indicators is being converted into an online accessible data resource on the Foundation website. This database is composed of comparative sources of information and features data from the EQLS. Covering all 25 Member States and three candidate countries, it has the capacity to generate tables on social indicators for age, sex and country and will be online in the first part of 2005.

Research round-up

Labour supply in care services

This research focuses on the ageing society, the supply of formal care services and initiatives and policy measures to increase labour supply in six EU Member States. A framework for good practice was applied, concentrating on mobility, training and employment.

Key findings

- The care sector is economically very significant.
- Policies must acknowledge that care is both formal and informal.
- The care sector workforce is ageing, creating a specific need for improved working conditions.
- The care workforce is overwhelmingly female, often with low pay and under-developed career structures.
- Many initiatives in public, private and voluntary sectors have been established to promote labour supply in the care sector.
- In all countries demand for social care services exceeds the supply of resources available, particularly the supply of labour.

This study will be extended to five of the NMS as well as Bulgaria and Romania and a consolidated report covering both phases will be published in 2005.

Role of regional social capital in Europe

This study attempts to define 'regional social capital' and its promotion and role in combating social exclusion and unemployment in disadvantaged regions. It confirms the cultural dimension and that values, attitudes and norms in society play an important role and that the concept of networks is central. The importance of trust is also a value generated by these networks. The report concludes that there is considerable potential for development of the 'social capital' concept at regional and local levels.

Time management over the life course

Phase two of this project contributes to the emerging debate on employment, social security and care over the life course. Work has focused on providing new empirical data on changing work biographies, the legal regulation of the life course, relevant working time options and their diffusion, practice and up-takes. In addition, these working time arrangements have been examined in relation to the interests, preferences and needs of employees, companies and national governments, both in specific life phases and over the working life course. Traditional and new time arrangements have also been analysed as well as related income provisions, specifically social protection measures.

Illness, disability and social inclusion

With the publication of *Employment and disability: Back to work strategies*, the Foundation aimed to bridge the knowledge gap and promote debate on measures to retain people with chronic illness and disability in employment.

Employment initiatives for an ageing workforce

Preparatory work began on this project, which will revisit cases of good practice identified over the last decade to examine factors influencing the success or failure of age management. The project covers both public and private sectors in the EU25 and the candidate countries and a database of good practice will be established on the Foundation website.

European quality of life survey

The basic findings of this first-ever 28-country survey confirm the widespread perception of important economic and social divides between the former EU15, the NMS and CC3. Differences between the NMS and CC3 in housing and education are also highlighted.

Key findings

- Living standards are markedly lower in the NMS than in the EU15.
- NMS and CC3 citizens are generally less satisfied with their quality of life than those in the EU15.
- Housing conditions are worse in the NMS and the CC3 than in the EU15.
- Workers in the NMS and CC3 report inferior working conditions.
- Citizens of these countries report poorer health and less satisfaction with health services.

The results also provide an insight into areas where the NMS may in fact boast an advantage or where they share a common pattern across the enlarged Europe:

- Two-thirds of citizens across the 28 countries are optimistic about the future.
- Families and friends provide the main social support for the vast majority of citizens in all countries.
- Home ownership is more common in the NMS (71%) and CC3 (67%) than in the EU15 (60%).
- Rates of completion of third-level education are similar across the EU25.
- Rates of participation in job-related training courses are similar in the EU15 and NMS.

Family comes first across 28 countries

Families and households are the key means of support and sources of help for citizens across Europe. Some 42% of all Europeans report high levels of satisfaction with their family life. Women, however, are less satisfied than men and the CC3 citizens are least satisfied of all. One-person households are more prevalent in the EU15.

High participation in education in NMS

The proportion of citizens who complete secondary education is higher (78%) in the NMS than in the EU15 (64%). Most NMS countries have a higher proportion of working-age population with third-level education than many of the poorer regions in the southern EU15. Nonetheless, how well this education has equipped the citizens for the global marketplace has yet to be assessed: an ability to read English (excluding Ireland, Malta and the UK) and use of the Internet are two indicators. In this regard, proficiency is less evident in the NMS than in the EU15, and rural-urban divides are very wide.

Life satisfaction varies, but Europeans are generally optimistic about the future

EU15 citizens have higher life satisfaction levels than reported in the NMS and CC3 with the exceptions of Portugal on the one hand and Cyprus and Malta on the other. Unemployment diminishes life satisfaction very strongly throughout the EU25. Similarly, those in the lowest income group are considerably less satisfied with their life while those in the highest income group are most satisfied. Education and health are also strongly associated with satisfaction levels.

Key events

1–2 April

Reconciling mobility and social inclusion – Role of employment and social policy, Bundoran, Ireland
Irish presidency conference. Hubert Krieger was rapporteur for a workshop on 'Information and support for migrant workers'.

13–14 May

Families, change and social policy in Europe, Dublin
Irish presidency conference. Hubert Krieger presented a paper based on EQLS results concerning family issues. Robert Anderson acted as facilitator in a workshop on 'The family as carer for the young and elderly'.

31 May–1 June

Improving living conditions and quality of life in rural Europe, Westport, Ireland
Robert Anderson presented the keynote address on EQLS results.

22–23 September

Social integration and subjective well-being, Tallinn, Estonia
International quality of life seminar

25–26 October

Living standards, income and deprivation, Larnaca, Cyprus
International quality of life seminar

8–9 November

A social Europe: Let's deliver, Rotterdam, The Hague
Dutch presidency conference in preparation for the new Social Agenda 2006–2010. Hubert Krieger (Moderator) and Robert Anderson (EU expert) participated in a social inclusion workshop.

9–10 November

Quality of housing, Bratislava, Slovakia
International quality of life seminar

23 November

Family solidarity, social inclusion and care, Paris, France
International quality of life seminar

Working conditions

Working towards the fourth European survey

2004 highlights

In line with the EU Lisbon strategy, quality of work and employment remained the conceptual basis of activities in the working conditions area in 2004 and continues to underpin both its strategic research initiatives and its monitoring activities.

In 2004, the European working conditions observatory (EWCO) was further developed and preparations were made for the fourth European working conditions survey to be carried out in 2005. The survey will question over 30,000 individual workers about their working life and will provide the only harmonised EU data source on a variety of working environment questions. The growing network of EWCO correspondents will provide more frequent coverage of work-life developments at national and EU level. Together, both monitoring instruments give the Foundation the capacity to serve as a definitive source on the changing world of work in the EU.

Reports based on strategic research were published on the working poor in the European Union, on working conditions in the hotel and restaurant sector and in the road freight transport sector.

Monitoring activities

The Foundation monitors working conditions throughout Europe using periodic surveys as well as through its European working conditions observatory. This is a web-based information resource fed by the Foundation's own strategic research projects and by a network of national correspondents and one EU-level correspondent.

EWCO

During its second year, the EWCO network of correspondents contributed regular news updates and survey data reports complementing Foundation data with relevant information at national level. Topic reports based on collaboration between the correspondents were also

published, covering, amongst others, *Ageing and work in Europe* and *Part-time work in Europe*. The network was expanded in September 2004 to include new correspondents in Austria, the Czech Republic, Estonia, Italy and Portugal.

European working conditions survey

The fourth European working conditions survey takes place in 2005 and will involve extensive interviews with over 30,000 workers. A group of national experts in working conditions surveys convened for a series of preparatory meetings throughout the summer to help the Foundation develop its survey questionnaire. The group consisted of representatives from all 25 Member States as well as from the EU institutions and other international organisations such as the International Labour Organisation (ILO) and the Organisation for Economic Cooperation and Development (OECD) that have made extensive use of previous Foundation survey data. Following its deliberations, the scope of the survey questionnaire has been extended to include new questions on email and Internet usage at work, contactability outside work, work satisfaction and extended coverage of work-related training. These new elements will equip the survey to reflect changes in the way we work while the main core of questions has remained largely unchanged and will serve to generate valuable information on workplace trends throughout the Union once data becomes available in the second half of 2005.

The final set of reports based on secondary analysis of the third European working conditions survey was published in February 2004. *EU road freight transport sector: Work and employment conditions* and *EU hotel and restaurant sector: Work and employment conditions* provide a snapshot of sectoral concerns in the area of working conditions. The reports assess the impact of trends such as globalisation, increased competition and developments in technology and look at the role of social dialogue in the sectors. They also feature several examples of interesting and innovative practice at local and national level aimed at improving the quality of work for workers in the sectors.

Research round-up

Part-time work in Europe

Part-time work has become increasingly commonplace in the European Union. However, such work is neither equally distributed among gender and age groups nor among countries, sectors or occupations. From a working conditions perspective, the empirical evidence shows that part-time work is associated with several negative working conditions, such as fewer opportunities for training and career progression, weaker job tenure, lower salary levels and less access to supplementary payments and social protection benefits. Conversely, part-time workers are less likely to report job-related health problems and are more likely to achieve a positive work-life balance.

Key findings

- The incidence of part-time work in Europe has increased steadily in the last decade.
- The most significant factor in increased part-time levels has been the growth of female part-time employment.
- The Netherlands remains the country with the highest proportion both of women (72.8%) and of the overall workforce (43.8%) in part-time employment.
- Reasons for working part-time: 31.5% of female employees work part-time for reasons of child or adult caring responsibilities compared to only 4.2% of men. 19% of men cite the impossibility of finding a full-time job as the principal reason for working part-time compared to 12.8% of women.
- Female part-timers report higher levels of satisfaction with their working conditions than their full-time equivalents.

Preventing violence and harassment in the workplace

Following completion of the Foundation project and publication of the report *Preventing violence and harassment in the workplace* in 2003, work continued in this area during 2004. The first EWCO seminar looked at workplace violence and harassment from a professional perspective (occupational psychologists, counsellors, human resources personnel) and a seminar report was published in May 2004. The Finnish EWCO correspondents coordinated a topic report on the issue with input from the EWCO network of correspondents, also published early in 2004.

Indicators on quality of working life: Wages and working conditions

The main objective of this project was to analyse the relationship between wages and working conditions as an element of organisational performance and to produce relevant indicators. The research, which concluded in 2004, was based on a study of various information sources: analysis of Foundation data sources, European works councils (EWCs), Environmental policy committee (EPOC) and European industrial relations observatory (EIRO) as well as a literature review and research at national and international level. This work has helped to shed light on the relationships between wage systems, work organisation, organisational strategy and effectiveness.

Working poor in the European Union

Against the background of the Lisbon objectives, the EU's strategic vision foresees both a more prosperous and economically competitive bloc, but also one that is more socially cohesive. The Foundation's 'Working poor in the European Union' project dealt with a subject which intersects both of these commitments.

Definition: Working poor are workers living in a household where at least one member works and where the global income of the household (including social transfers and after taxation) is still below the poverty line (60% of the median equivalised income).

Poverty is a phenomenon more associated with traditionally marginalised groups such as the homeless and the unemployed. It is a ready assumption that paid labour is one antidote to falling into poverty. This, however, is increasingly not the case. The increase in atypical and precarious work patterns and a growing polarisation in the labour market between low or unskilled work and high-skilled work have created new poverty risks amongst the employed population. Data at EU level suggest that 17% of the self-employed and 6% of employees are classified as poor. For a sizeable minority of Europe's workers, including full-timers, the fruit of their labour is poverty.

One of the consequences of this trend is that the concept of the 'working poor' which gained ground in the United States in the 1970s and 1980s has become increasingly applicable to social and labour market realities in the EU.

Working poverty has been identified as a challenge by EU policymakers in the policy areas of both employment and social inclusion. The existence of working poverty in Europe undermines the commitment to 'quality of work' in the European Employment Strategy. It also undermines the commitment to eradicate poverty which forms one of the main pillars of Union policy in combating social exclusion.

The aim of the project was to survey available research literature on the working poor, to assess the extent of the

problem at European and at national level, to identify which groups are more at risk of work poverty and what measures (e.g. fiscal, social welfare, etc.) have been taken to counteract this emerging problem. The project also compared the European experience of this problem with that of non-EU industrialised economies such as Canada and the US.

The report *Working poor in the European Union* gives a full and timely account of this multidimensional issue and analyses some of the policy responses that have been adopted at national level. Following publication of the report, the Foundation hosted a major seminar on the topic in Brussels in July 2004. The seminar featured the participation of several researchers responsible for raising the profile of the issue at European level, notably in the Employment and the Social protection committees in their development of relevant indicators.

Key findings

- The main cause of working poverty is household structure (number of children, number of employed adults, etc.) and not low pay, which is the main determinant in only 20% of cases. Low-wage earners do, however, face an increased risk of working poverty.
- The self-employed are at particular risk of working poverty: 14% of self-employed people, over three million individuals in the EU, were below the poverty line in 1999.
- The total tax take from low-wage earners as a percentage of gross pay decreased in all EU15 Member States in the period 1996–2002 and by more than 5% in Ireland (-9.9%), France (-6.5%) and Italy (-5.6%).
- The correlation between tax rates for low-wage earners and working poverty levels is not clear. However, in general, the countries with the lowest levels of working poverty (Denmark, Sweden, Finland) are often those with the highest personal taxation rates.

Key events

30–31 January

ETUC conference, Brussels, Belgium

Agnès Parent-Thirion presented recent Foundation work at a conference on 'Occupational safety and health' organised by the European Trade Union Confederation.

12–13 May

Seminar on quality of work in the hotel and restaurant and road transport sectors, Brussels, Belgium

Foundation-hosted seminar with some 60 experts which looked at the implementation of the Lisbon strategy at sectoral level in two specific sectors.

21–22 May

Conference on reforming social protection systems in Europe, Nantes, France

Greet Vermeylen presented relevant Foundation work.

1–2 July

Seminar on the working poor in the European Union, Brussels, Belgium

To coincide with the publication of the Foundation report *Working poor in the European Union*, 60 experts participated in a two-day meeting to discuss some of the report's conclusions.

6 October

Conference on pay equality, Geneva, Switzerland

Sabrina Tesoka gave a presentation on the Foundation's work at the ILO conference, 'Equal pay works!: Achieving pay equity for women in Europe's public services'.

15–16 November

Monitoring working conditions in an enlarged Europe, European Commission representation, Budapest, Hungary

The second seminar organised by the European working conditions observatory looked at working conditions surveys in an enlarged Europe.

19 November

Seminar on wages and management policies, Brussels, Belgium

This seminar looked at how wage systems can help to support management policy business strategy.

Industrial relations

Participation in practice

2004 highlights

2004 saw a particular focus in the industrial relations sphere on work relating to participation in one or other form. Research into the functioning of European works councils and financial participation both produced results during the year, the culmination of work launched earlier in the four-year programme 2001–2004.

The implications of European Union enlargement for industrial relations also had an impact on work in this domain. Firstly, the European industrial relations observatory (EIRO) network was expanded in 2004 with the addition of national centres in the Czech Republic and Lithuania. All Member States are now covered by the Foundation's ongoing monitoring of industrial relations.

Secondly, the work on industrial relations indicators started to take account of the enlarged Europe. Following publication of the report *Quality in industrial relations: Comparative indicators*, which covered the EU15, a new project was launched to gather data on the NMS.

Finally, the project on 'Social dialogue and conflict resolution mechanisms in acceding countries', which began in 2003, came to a conclusion. This project was conceived as a research and development project: it used the foresight methodology approach to analyse the process of social dialogue and tripartite concertation. The overall objective of the research was to bring together employers, trade unions, national governments and researchers from acceding countries to assess how social dialogue can best be utilised to adapt and, if necessary, reform the existing mechanisms of extra-judicial conflict resolution in these countries. Participation was the key aspect of the research on 'Social dialogue in the candidate countries', which included this project.

Monitoring activities

EIRO

During 2004, the EIRO database of news and analysis continued to be used as a premier information resource for the social partners and governments, the European Commission, European Parliament, European Economic and Social Committee and other European bodies. EIRO user sessions remained high, with fluctuations in line with previous years. The average number of user sessions per month in 2004 was 176,088 (2,113,067 in total). In an ongoing effort to improve the website and services, preparations were carried out to launch an EIRO user survey early in 2005.

In 2004, a joint report on *Industrial relations developments in 2003* was published in conjunction with the European Commission. Set against the backdrop of preparations for enlargement of the European Union, the report provides a comparative overview of the most significant industrial relations developments during 2003, both at national and EU level. It outlines the year's main activities in European social dialogue and employment legislation and policy. It also examines the key issues covered by collective bargaining – pay, working time, job security, equal opportunities and diversity and training and skill development. A thematic chapter looks at the regulation of working time.

During 2004, EIROonline published 823 articles on industrial relations developments in the EIRO network countries, together with the following studies and features:

Comparative overviews

- **Gender equality plans at the workplace.**
- **Overview of the implementation of the framework equal treatment Directive.**
- **Employer organisations in Europe.**
- **National-level tripartism and EMU in the new Member States and candidate countries.**

- Occupational pensions and industrial relations.
- Family-related leave and industrial relations.
- Industrial relations in the retail sector.
- Developments in European works councils.

Annual updates

- Working time developments.
- Pay developments.
- Trade union membership 1993–2003.

Thematic features

- Industrial relations and undeclared work.
- Individual labour/employment disputes and the courts.

Industrial relations in the EU, Japan and US

EIRO continued to complement its comparative information through its collaboration with Cornell University (US) and the Japan Institute of Labour. This report focuses on social partner organisations, collective bargaining, company restructuring and new forms of work.

Industrial relations glossaries

The Finnish volume was published as the last in a series of national-level volumes of the European employment and industrial relations glossary for the EU15.

A comprehensive and revised EU-level text was also submitted to the Foundation in February 2004. The EU glossary constitutes a first attempt of its kind, comprising nine thematic introductions and over 400 authoritative entries to terms of European employment and industrial relations. The uniqueness of this approach in comparison to the previous national volumes is based on structure and content. A review process of further editing and partial redrafting was then commissioned, leading to delivery of the revised and updated EU volume in December 2004. This volume will be evaluated early in 2005.

The EIRO bulletin, *EIRObserver*, was published six times during the course of 2004.

Research round-up

European works councils

The report *European works councils in practice* provides an overview of the case studies of European works councils in practice. Research was conducted in companies with headquarters in five EU Member States: France, Germany, Italy, Sweden and the UK. The report highlights the diversity of practice regarding the integration of works councils into company industrial relations, the frequency and intensity of interactions among the actors, the degree of management involvement, resources and cohesion among employee representatives.

Financial participation

In May 2003, the Foundation launched a new phase of its financial participation project aimed at developing a set of indicators to allow for benchmarking of national policies and practices of financial participation arrangements in the EU Member States. It also explored barriers to the introduction of financial participation schemes in small and medium-sized enterprises (SMEs) and examined mechanisms to promote its uptake in these companies. Three reports were published.

Financial participation: The role of governments and social partners provides a comprehensive picture of the current situation and examines to what extent governments, trade union confederations and employer organisations influence the shape of financial participation measures within each country.

Financial participation for small and medium-sized enterprises: Barriers and potential solutions explains the concept of financial participation and what it means for SMEs. It explores the reasons for introducing financial participation in SMEs, the barriers and challenges that are encountered and also highlights the positive role that financial participation can play.

Financial participation in the EU: Indicators for benchmarking is based on recent Foundation research into financial participation, incorporating the eight general principles outlined by the Commission in its framework Communication. It outlines the scale of financial participation across the European Union, highlights differences in national policies and pinpoints characteristics that could act as barriers to the widespread uptake of financial participation schemes. A pilot project was launched to test the indicators by preparing a national 'benchmarking' report on Slovenia.

Quality of industrial relations

In 2003 conceptual work was undertaken to identify the main quality indicators of industrial relations, taking into account national legislation, collective agreements and other official documents at EU and national level. A report, *Quality in industrial relations: Comparative indicators*, focusing on the EU15 was published in 2004. The report aims to contribute to the debate between the social partners and governments on the development of quality in industrial relations and how to manage change. In 2004 the study was extended to cover the new Member States.

Financial participation in the EU

Five years of research activity on financial participation was completed last year (1999–2004). Since the early 1990s, EU initiatives have encouraged moves to boost profit-sharing, employee share ownership and employee stock options. Corresponding measures by the Member States have seen the introduction of new legislation in various countries. Financial participation, in the forms of profit-sharing and share ownership, has been a feature of employee participation in the European Union for many years. While financial participation has been supported in a number of Member States through tax incentives and other forms of legislation, there is a wide divergence in approach across countries. There is also concern at European level that costs and administrative complexities have hampered the large-scale introduction of financial participation schemes.

Research findings

One of the findings was that while the social partners play a role in trying to influence public debate in the area of government policy, the primary activities of both employer and trade union organisations tend to be a reaction to government initiatives and legislation rather than proactive.

Central social partner organisations do not appear to provide extensive advice to companies or workers on this topic. Since company practice in Member States is largely influenced by national statutory and fiscal frameworks for financial participation, the influence of the social partner organisations at company level is primarily indirect. Furthermore, the extent of social partner activities in this area is substantially influenced by the extent of governmental support and activity. For example, the UK and French employer organisations and other management associations are the most active. Among the social partners, the research finds considerable similarity in philosophy and approach across countries. With some exceptions, employer organisations are inclined to have a favourable attitude towards financial participation. Furthermore, they tend to hold broadly similar views on the desirable characteristics of financial participation. On the trade union side, a general

softening of opposition can be seen in most European countries in recent years: indeed, many unions and central confederations are now supportive of financial participation. However, as with employer organisations, trade unions believe that these schemes should contain certain ‘protections’, such as broad-based eligibility criteria.

The reports also highlight the positive role financial participation can play for SMEs and provide signposts to guide Member States to encourage SMEs to choose this route. The analysis suggests that solutions could involve the following approaches:

- **tackling the culture of inertia and resistance among enterprise owners;**
- **increasing government support, including, but not limited to, tax incentives and legal structures;**
- **creating an environment in which information and know-how are easily accessible and where institutional support can add significant value;**
- **identifying workable structures of financial participation – simple and affordable; and**
- **spreading knowledge on the benefits of participation and how it can operate.**

The purpose of the third report, *Financial participation in the EU: Indicators for benchmarking*, was to develop a set of indicators that would allow benchmarking of financial participation policies and practices across the EU. The indicators originate in a detailed conceptual discussion which was based on a wide-ranging review of the current literature. They incorporate the general principles outlined by the European Commission in its July 2002 Communication. In addition, they address the scale of financial participation usage and differences in national policies and characteristics that may act as barriers to the cross-national diffusion of financial participation schemes. Great attention has been paid to the availability of existing data in developing the final indicators. Given the imperfect sources, detailed notes are provided for each of the 16 final indicators on geographical coverage, timing and periodicity.

Key events

31 March–2 April

Social dialogue and conflict resolution mechanisms in the acceding countries, Brdo Estate, Kranj, Slovenia

Speakers included Willy Buschak, Timo Kauppinen and Christian Welz.

4 June

Meeting of CEC Directors General for industrial relations on financial participation, Amsterdam, Netherlands

Speaker: Christian Welz.

7–11 September

IIRA 7th European Congress – The future of work in Europe, Lisbon Estoril, Portugal

Speakers included Willy Buschak, David Foden, Timo Kauppinen and Isabella Biletta.

7–8 October

Dutch EU Presidency Conference

Recent developments in European industrial relations: Adaptability and quality, The Hague, Netherlands

Speakers included Willy Buschak, David Foden and Timo Kauppinen.

18–19 October

Industrial relations in the EU, Japan and US, EIRO seminar, Dublin, Ireland

Speakers included David Foden, Willy Buschak, Timo Kauppinen, Christian Welz, Isabella Biletta and Camilla Galli da Bino.

29–30 November

Building industrial relations/social dialogue indicators and country profiles, an EIRO event on tripartism, Budapest, Hungary

Speakers included Timo Kauppinen, Christian Welz and Camilla Galli da Bino.

European monitoring centre on change

Capacity for change

2004 highlights

2004 has been a year of consolidation for the European monitoring centre on change (EMCC). The April conference 'EMCC Exchange 2004 – Developing Europe's capacity for change' presented the three major strands of the EMCC's work and its products since its launch in October 2001.

The EMCC provides information on trends and drivers of change through the Sector futures series. Articles on seven sectors have been published to date. Through presentations to relevant organisations, the EMCC has encouraged the use of this series as a basis for discussion among social partner organisations.

Anticipation of change is also an important part of EMCC in-depth research. Four possible scenarios for the European automotive industry were discussed with practitioners in an 'anticipation workshop' in September. A similar exercise in December used four scenarios developed by the EMCC for the textile and leather industry. The development of scenarios is also an important part of a research project on the telecommunications and construction industries, which started in 2004.

Understanding the phenomenon of restructuring continued to be a challenge in 2004. The EMCC was able to reply to requests for more quantitative information on company restructuring using data from the European Restructuring Monitor (ERM). This monitoring tool was extended to include three of the new Member States: the Czech Republic, Poland and Slovakia. All three featured in the country focus section of the online publication, *ERM quarterly*.

Good practice in managing industrial change continued to be identified and discussed through the EMCC's company network. The network has

grown consistently since it was created in 2002 and now includes company representatives from all 25 Member States, multinational companies and SMEs. Three seminars for members of the network were organised in 2004. Interest was strong and the seminars gave the EMCC the opportunity to achieve a good balance between different regions, sectors, multinationals, SMEs and workers and management representatives.

The EMCC portal continued to be the main dissemination tool for research results, analysis and exchange. Improvements in the quality of the products and their presentation have led to user figures rising consistently from 8,200 in January 2004 to 25,000 by December 2004. The EMCC has received an increasing number of invitations to present its work at seminars and conferences and was invited to supply ad-hoc reports on various issues by the European Commission.

Monitoring activities

European restructuring monitor

At the end of 2004, the ERM had registered more than 2,000 cases. Through a network of correspondents, the ERM monitors newspapers in 18 Member States and records announcements of company restructuring, involving those which employ more than 250 people and where more than 10% of the workforce is affected by the restructuring. Due to the increasing size of the database, the compilation of statistics distinguishing trends in sectors and countries and providing data according to type has become more meaningful. Also, in 2004, the ERM registered an increasing number of cases where restructuring has led to job creation through business extension.

The *ERM quarterly* was published four times during the year, analysing trends observed for specific sectors and countries and providing background information on recently announced restructuring cases.

Sector futures

A complete series of articles is now available, covering seven sectors: information and communication technologies; financial services; health and social services; publishing and media; automotive; textile and leather; and food and drink. The first feature in the series provides a snapshot of the sector, outlining the trends and drivers of change. The second feature brings together evidence from future studies and scenarios and draws a more detailed picture of its possible future with regard to skills requirements and employment patterns. In the third issue, key challenges for policymakers derived from analysis of trends and drivers of change are flagged. Sector futures are designed to inform a future-oriented debate in a social dialogue setting, particularly at the European level. The EMCC gave several presentations to sectoral social dialogue committees and social partner organisations to raise awareness of this product and its possible contribution to a result-oriented social dialogue.

Research round-up

Trends and drivers of change in the European telecommunications sector and the construction industry

Both sectoral studies include a mapping report and six case or cluster studies demonstrating how different companies have reacted to and coped with the drivers of change outlined in the sector mapping. In addition, four scenarios are included, describing possible futures for the sector. The research results will be used to guide discussion in the anticipation workshops for the two sectors (telecommunications and construction).

EMCC dossier

Two dossiers were published on the EMCC portal to present the findings of extensive research on the automotive and textile and leather industry. In addition to the EMCC mapping report, scenarios and case studies for each sector, the dossiers included an extensive number of links providing access to additional data sources and relevant documents.

Outsourcing of ICT and related services in the EU

Wage differentials between countries have for many years led companies to move the production of goods from 'high-cost' to 'low-cost' locations. Relocation of manufacturing activities in sectors such as textiles and leather, electrical or metal and machinery has a long tradition. Recently, however, it is also jobs in the services sector that are migrating between EU Member States and globally. Advances in information and communication technology have led to a situation where any task that can be digitised can, in theory, be outsourced and moved to a remote location.

Often referred to as 'outsourcing' or 'offshoring', this phenomenon has moved to the top of the policy agenda and has become the focus of significant media attention. The debate about 'offshoring' has quite clearly shown the difficulties of defining the term, the complexity of the phenomenon and the lack of reliable data and statistics.

To fill this knowledge gap, the EMCC embarked on an examination of available evidence on outsourcing of ICT and related services in the European Union. The report defines the scope of 'offshore outsourcing' and the services involved and concludes that the sectors with the highest potential for offshore outsourcing are 'computer and related activities' as well as in 'other business activities'.

Surprisingly, there is no net job loss to be observed for these two sectors in Europe. The report, *Outsourcing of ICT and related services in the EU*, shows that employment in 'other business activities' is growing consistently across all the countries studied and, in some cases, such as the Czech Republic, this growth is quite spectacular. With the single exception of Denmark, any decline in the 'computer and related activities' sector was more than compensated, numerically speaking, by growth in another business services sector. The strongest growth has taken place in precisely those countries where employment levels in these sectors are at their lowest. In other words, while the NMS may be behind the rest of Europe in the proportion of their economies devoted to ICT services, they are catching up fast. By and large, the lowest growth rates are in the most developed economies.

There are several reasons for this continuing growth in ICT service employment in Europe. First, it is a reflection of economic and linguistic diversity, giving a large range of alternative sites for offshore outsourcing within the EU. Second, it reflects the fact that the EU is a recipient of outsourced employment from other parts of the world, notably the US. Finally, it highlights the increasing propensity to outsource ICT and ICT-enabled functions, resulting in a shift to these sectors from other parts of the economy, including the public sector.

However, these findings do not deny the fact that offshore outsourcing frequently results in an overall reduction of jobs at a particular workplace. So far, this has rarely been associated with actual redundancies but has been part of organisational change, with job loss taking place in the context of normal workforce 'churn'.

At a seminar 'Outsourcing of services in ICT and related services', jointly organised by the European Commission and the US Department of Labor on 13–14 December, the conclusions presented in the report were confirmed. Outsourcing of ICT services is moving from an experimental to a consolidation phase and is a phenomenon that is here to stay. Equally important, however, was that the experts from the US and Europe agreed on the necessity of identifying more reliable statistical indicators to help quantify the problem. At the same time, the need for more information about the practical management of outsourcing strategies was agreed. The EMCC will address the issue of offshore outsourcing in one of its company network seminars in 2005 and will join forces with experts from the European Commission, EUROSTAT and the OECD to take the discussion on statistical indicators forward.

Exchange events

A series of seminars was held as part of the EMCC's company network

4–5 March

The workplace of the future – managing the challenge of an ageing workforce, Vienna, Austria

This seminar looked at policies and practices associated with managing an ageing workforce. Participants from 12 EU Member States discussed the presentations of Deutsche Bank (Germany), Voestalpine AG (Austria), Thales Group (France) and the programme developed by the Finnish Ministry of Labour.

2–3 June

Business resilience – anticipation as the key to sustainable business success, Noordwijk, Netherlands

This seminar explored two distinct but related aspects of resilience: 'anticipatory resilience' and 'crises management resilience'. Four companies presented their approach: CVP (France), Pharmacia (Sweden), Schiphol Airport Group (Netherlands) and NH Hoteles Group (Spain).

23–24 September

Driving forward – futures for the automotive sector from a regional perspective, Warsaw, Poland

Anticipating change in the automotive sector and the implications for employment was the subject of the two-day workshop. Nearly half of the participants came from new Member States. The event concluded with a visit to a factory of the French automotive supplier, Faurecia, at Grojec to the south of Warsaw.

18–19 November

Achieving gender balance – strategies for competitiveness, Lisbon, Portugal

This seminar looked at how companies address the issue of work-life balance in order to retain the best and become especially attractive to women. Cases presented to the participants from 14 Member States included Nestlé (France), Danish Technology Institute (DTI, Denmark), Grupo Texto Editores (Portugal) and Addenbrooke's Hospital (UK).

16–17 December

Fashioning the future: Challenges for the European textile and clothing sector, Nottingham, United Kingdom

This workshop gave the participants from seven Member States and the US an opportunity to examine the broad trends and drivers of change in the textile and clothing sector. To anticipate future developments, four scenarios were developed as part of EMCC sectoral research.

Key events

4–5 May

Social management in restructuring processes, Milan, Italy

The EMCC was invited to present its work in the field of restructuring in the framework of a project involving the ETUC and its Italian member associations CISL and UIL. This initiative provided a great opportunity to bring the work of the EMCC to national-level social partners. Closer cooperation between the EMCC and DG Employment in the field of restructuring was agreed, starting with the organisation of a joint study and conference between the EU and US on the subject of 'Offshore outsourcing of ICT and business-related services'.

22 October

Managing industrial change and corporate restructuring, Katowice, Poland

Organised by EuroCadres as part of their capacity building activities vis-à-vis their partner organisations in the NMS. The conference was attended by over 100 participants from traditional heavy industry sectors interested in learning more about the management of change in industrial processes. This event provided a good opportunity to bring the activities of the EMCC closer to organisations in the NMS.

30 November

Restructuring – Anticipating and fostering change, Seminar for MEPs, Brussels, Belgium

To facilitate debate between MEPs on different aspects of restructuring while at the same time presenting EMCC and Foundation expertise on the subject. The three angles examined were competitiveness and industrial restructuring, the social partners' role in restructuring and the regional dimension of industrial change. Each subject was introduced by an MEP (Philip Bushill-Matthews, Stephen Hughes, Elspeth Attwooll) presenting a political insight and launching the debate with fellow MEPs and representatives of interest groups.

Transversal themes

As part of its strategy to improve dissemination and increase use of its work, the Foundation continued its series of Foundation papers on the themes identified as priorities in the 2001–2004 programme. These papers draw on the results of a range of Foundation projects and are written in the context of current EU policy objectives. An Advisory Committee was appointed by the Administrative Board for each of the five themes to assist the Foundation in tailoring these products to the information needs of the Foundation's audiences through advice on the selection of topics and drafting of the papers.

Supporting social inclusion

The Foundation paper *Social inclusion: Role of the social partners* was published in November. Its focus is the increasing involvement of the social partners in social policy matters, particularly in the area of social inclusion. It addresses the need for all players to move beyond traditional structures towards effective interaction at all levels in this complex and multi-dimensional field.

Extending equal opportunities for men and women

The Foundation paper *Equal opportunities for women and men in services of general interest* was published in December 2004, concluding the Foundation paper series. The paper highlights the importance of equal opportunity policies in shaping and modernising these services in line with the current EU policy agenda based on examples in areas such as education, health care and social services.

No new work was undertaken in the three remaining areas of managing diversity, promoting better employment and examining the changing use of time.

Developmental activities

In an effort to prepare for information needs and policy development in the post-2004 period, the Foundation has also undertaken exploratory and experimental work on new issues on a transversal basis. This work, which aims to anticipate new developments and create awareness of them, included research, network building and exchange of information and expertise in the areas concerned. Developmental projects are essentially innovative, experimental, explorative and oriented towards the future.

Company survey on working time and work-life balance

During 2004, work on the company survey on working time and work-life balance moved from planning to implementation. Following extensive work on questionnaire development and the establishment of the sampling frame, fieldwork in the EU15 was conducted in the autumn. At the end of the year a contract was signed to extend the survey to a number of the Member States which joined the EU in May 2004 (Cyprus, the Czech Republic, Hungary, Latvia, Poland and Slovenia). The data for these countries is to be delivered in 2005 and reporting and analysis will be undertaken on the basis of the integrated data set.

Foundation seminar series: Sharing experiences and learning from each other in Europe

The Foundation's *Programme of work 2004* included the implementation of a pilot phase of the Foundation seminar series, aimed at national representatives of the stakeholders. Through these seminars the Foundation is deepening its role as a forum for debate and discussion on European social issues. Its main objective is to develop and foster a mutual learning process, allowing people to present their national experience and policy approach and at the same time learn from experiences in other Member States.

In this context, the Foundation held a seminar 'Age and work: Connecting the generations' which was composed of two sessions, one in June in Dublin and the second in September in Bonn.

The seminars are designed for an audience of 36 people selected on a tripartite basis and aim to:

- **foster European knowledge on social issues and policies;**
- **share practices, actions and policies; and**
- **foster networking among participants.**

At the end of the year, a positive assessment allowed the Foundation to propose the completion of the first series, 'Age and work: Connecting the generations', and to organise a new seminar on a topic of interest in the context of the European social policy agenda and to the Member States.

Migration and mobility

Additional insights into the debate on mobility and migration were provided on the basis of Foundation analysis of the European Commission's 2002 Eurobarometer survey of the candidate countries. A report on *Migration trends in an enlarged Europe* was published by the Foundation as part of its series on quality of life in the spring of 2004.

Knowledge society foresight

The European knowledge society foresight project (EUFORIA) consisted of research, network building and the exchange of information and expertise with knowledge society specialists, the social partners and government representatives from the Member States. The project also linked to the European Commission's sixth European Research Programme 2002–2006 on foresight, the DG Employment and Social Affairs programme on the knowledge society and to the Lisbon strategy on analysing how social foresight can fill the gap between the Lisbon Council employment strategy and technology foresight.

During 2004, the Foundation published a series of knowledge society country reports (Finland, Germany, Greece), a project synthesis report, a Delphi study and the *European knowledge society barometer*. In addition, a final closing event took place jointly with the Irish government in June 2004 at an EU presidency conference, entitled 'Competitiveness – thinking and debating the future: Shaping and aligning public policies'.

Information and communication

Increasing impact

2004 saw a dramatic increase in the impact of the Foundation at European level. The final year in the 2001–2004 work programme highlighted the increasing quality and focus of the Foundation's work and geared up to the new work programme 2005–2008, which focuses on meeting the challenges of the Lisbon Agenda. This was adopted by the Administrative Board in July.

A major factor in this enhanced profile for the Foundation and its work was the publication of the results from the Foundation's first-ever pan-European quality of life survey. Filling a gap in the Foundation's coverage of developments in living and working conditions in an enlarged Europe, the findings formed the basis of the quality of life road show which began in the latter part of 2004. This campaign underpins the strategy of focusing on the dissemination of information in a more consistent manner in trying to reach the EU-level target groups as well as the individual Member States. The first part of 2004 saw the wrap-up of the information campaign focused on *Paving the road to enlargement – exchanging experiences*.

The second Foundation Forum, *Living to work – working to live: Tomorrow's work-life balance in Europe*, took place in Dublin in November and further enlarged the Foundation's platform for debate among the governments and the social partners to huge success.

The climax of the year was the Foundation's exhibition at the European Parliament. The week-long event, which also included seminars, meetings and debate, gave the Foundation the opportunity to highlight all aspects of its work to the new parliamentarians and other groups at the parliament.

Paving the road to enlargement campaign

The Paving the road to enlargement campaign began in 2003, continuing through until the end of May 2004. One of its

highlights was the launch of the *Migration trends in an enlarged Europe* report in collaboration with the Commission in February 2004. This timely and pertinent publication was presented at the EU commission's press briefing in February and received Europe-wide coverage and beyond. The result was a substantial number of articles throughout the European press (yielding more press cuttings over a month-long period than the average annual totals for the Foundation).

Equally important was the flagship report on *Perceptions of living conditions in an enlarged Europe* published in the run-up to enlargement. This joint publication between the Foundation and the European Commission based on Eurobarometer data was presented both at a Brussels seminar and at various press briefings.

A series of accompanying in-depth reports was published, covering themes such as life satisfaction, health and care, fertility and family issues, migration trends, social integration and social exclusion. These were highlighted individually through press releases, articles in the Foundation's newsletter, *Communiqué*, and on the Foundation's website. Results from the series were also presented at relevant Irish EU presidency events.

As part of this campaign, the Foundation presented the *Social dialogue and conflict resolution in the acceding countries* report at a conference in Slovenia. The last in a series on social dialogue in the acceding countries, the publication was made available both in print and online, with links to the relevant national reports. A press release targeting about 200 journalists across Europe also highlighted this event.

All EU representation information offices in the acceding countries were contacted during the campaign to facilitate the presentation and dissemination of Foundation products. Backdrops provided by the Foundation formed the basis for exhibitions which presented many publications directly relevant to the new Member States as well as specially produced promotional cards on the enlargement campaign itself. In total over 13,500 publications were dispatched to the EU offices in these countries.

A special home page was published online on *Eurofound* on 1 May, EU enlargement day, with comprehensive links to all relevant reports covering all 25 Member States.

Quality of life in Europe campaign

The quality of life campaign began in June 2004. Preparation included the planning of a road show with visits to all 25 Member States. Based on the Foundation's first-ever European Quality of Life Survey, the flagship report, *Quality of life in Europe*, was published in print and online. A special promotional leaflet was produced, outlining the different work the Foundation has carried out in this area, and an eight-page résumé on the quality of life survey report was also published in 23 EU languages.

Some six visits took place during 2004 starting with Poland and Germany and then Cyprus, the Czech Republic, Estonia and Slovakia. The visits included meetings with governments and social partners as well as a national seminar to reach a wider target group. Fact sheets were prepared for each meeting, comparing the relevant national and EU data. Press releases and press conferences were arranged for the national press, often with the help of the EU representation offices. In some countries, prior to the visits, results from the survey featured in the Member States' largest newspapers. A quality of life survey press pack was also made available on the *Eurofound* website, while each visit was highlighted on the *Eurofound* home page and in the Foundation's newsletter, *Communiqué*.

During three of the visits, regional meetings with representatives from the neighbouring Member States were arranged for more in-depth discussion on the data. A fourth regional meeting was held in France. The national visits provide an opportunity for the Foundation to present new knowledge about the EU and the specific country. At the same time, feedback from the participants helps to better understand and interpret the results and contribute to more in-depth analysis of the findings.

These visits have inevitably resulted in significant radio, television and news coverage and the media impact has been substantial. In total, it is estimated that the results of the

quality of life campaign have so far reached over 9.3 million newspaper readers, television viewers and radio listeners in these six Member States.

Foundation Forum

The second Foundation Forum took place at the beginning of November 2004. About 163 participants took part in the Forum, focused on the theme *Living to work – working to live: Tomorrow's work-life balance in Europe*. Based on the experience of the 2002 Forum, this Forum concentrated more on active participation using workshops, interactive discussion and other innovative forms of debate.

The work-life balance theme was interesting at many levels (93% of the participants said the choice of theme was good to very good). Of concern to both policymakers and citizens alike, all participants could contribute to the debate, either from a professional or personal perspective. However, the subject did seem to be more interesting to experts (researchers, government specialists) than politicians if one compares it to the Forum 2002 theme on Europe's social model. In 2002 about 48% of the government participants were high-level country representatives (ministers, secretaries of states) compared to 38% in 2004. On the other hand, more high-level participants were represented from the employer side (50% versus 18%) and from the trade unions (46% versus 32%). This can partly be explained by the choice of theme, the increased participation of the new Member States as well as the invitation criteria.

The Forum was attended by 25 journalists from 16 EU Member States. Some 20 newspaper articles and features and three radio reports were recorded following the event. It was combined with a one-day seminar afterwards presenting the Foundation's work. A special edition Forum newsletter highlighting the main points of discussion, keynote speeches and workshop debates on the first day was published overnight and distributed to all participants at the Foundation venue the following morning.

A special Forum home page was published online and the last edition of the Foundation's newsletter in its current form focused almost exclusively on the Forum.

EU Parliament exhibition

Highlighting the crucial work being carried out by the Brussels liaison office in consolidating and developing links with the institutions, the Foundation was given the opportunity to present its work in a high-profile exhibition which took place at the Parliament between 29 November and 2 December. The overarching theme of the four-day event was *Lisbon strategy – managing change*. It focused on how present and forthcoming research at the Foundation could support Europe in meeting the targets of the Lisbon strategy. Particular emphasis was given to themes such as *Building social cohesion, Work-life balance, Age and work, Industrial relations, Quality of work and employment and Gender mainstreaming*. In addition to the exhibition, various events were organised around the occasion targeting MEPs and other high-level actors in the social policy domain.

An EMCC seminar took place on ‘Restructuring – anticipating and fostering change’. A combined seminar and lunch with invited MEPs took place on the subject of ‘Promoting social cohesion’ and a working dinner brought together the new Commissioner for employment and social affairs, Vladimír Špidla, several MEPs and the social partners on the issue of ‘Social dialogue in the new Member States’.

The exhibition proved very popular and this was in no small part due to the contribution of Proinsias de Rossa, MEP, who sponsored the Foundation and issued the invitations to visit the stand. Parliamentarians and their assistants indicated that the work of the Foundation was seen as relevant, timely and important for the Parliament.

First annual exchange seminar with the social affairs attachés

The first annual exchange seminar with the EU social affairs attachés was organised by the BLO in Brussels at the end of the year. It proved to be successful in establishing a regular and fruitful exchange with the representatives of the Member States and candidate countries (including Turkey and Croatia) on the Foundation’s expertise and activities.

Presidency events and other conferences

The ongoing high level of cooperation with the Irish government was highlighted by the participation of the Foundation in four conferences during the six-month Irish EU presidency. The first collaboration event was the conference on ‘Adaptability and competitiveness’ in Dublin Castle in February 2004 followed by three conferences where the keynote speeches were delivered by the Foundation on the quality of life series, namely ‘Delivering quality and access to social care and health in an enlarged Europe’, ‘Living conditions in rural Europe’ and ‘Families, change and social policy in Europe’. The Foundation was responsible for the workshop at a fifth conference on the topic ‘Foresight for competitiveness – thinking and debating the future’.

In addition, a number of other high-profile players visited the Foundation during this time and many international actors, such as the European Employment Observatory, used the Raymond-Pierre Bodin conference centre.

The Foundation cooperated with the Dutch EU presidency and the European Economic and Social Committee in organising a conference on ‘Recent developments in European industrial relations’ which took place in October 2004 in The Hague. In addition, the Foundation presented several keynote speeches at other Dutch EU presidency conferences. In total, the Foundation organised 41 conferences and seminars and participated in 95 external events. It also organised three major exhibitions, and took part in 23 other exhibitions across Europe during 2004.

Building bridges with the media

During the year a total of 32 press releases were issued, resulting in over 700 articles in the press and also in eight news broadcasts on radio and more than 10 television broadcasts. Some eight press conferences were held during the year and a special press briefing was held in Brussels to highlight the Foundation results on work-life balance, active ageing and working time issues.

The number of queries from journalists also increased significantly during the year, from 220 in 2003 to 460 in 2004. In terms of sheer volume of queries, the migration report provoked the strongest interest, followed by pay, pensions, violence and harassment, working time and temporary agency work.

An upgraded newsroom on the Foundation's website was set up to provide journalists with better access to all Foundation information and provide specific targeted products for the media, such as background notes, quotes and visual material.

To better cover target groups such as trade unions and employer organisations, two media seminars took place at the Foundation which gathered journalists from all over Europe.

Media training also took place in-house to increase the level of knowledge and understanding of journalists' needs and requirements amongst the research teams.

Proactive publication policy

The publications policy moved increasingly closer towards a more coherent strategy of focused information output. Substantial efforts were put into fewer printed flagship publications and there was a concerted attempt to provide concise and user-oriented information products. Specific information leaflets highlighting the quality of life and enlargement campaigns were produced and there was increased focus on web publishing where appropriate.

A total of 341 publications were produced during 2004. This includes original products for both web and print (162) and

the various language versions (179) of certain publications. Due in part to enlargement and the campaign to highlight the Foundation's work in this area, many of this year's information publications were published in all 20 EU languages and, in some cases, in the languages of the candidate countries. 2004 saw a clear shift towards the implementation of a policy which publishes the main report in English, but provides accompanying shorter, promotional and informational publications in all EU languages to ensure the widest dissemination possible of the Foundation's findings.

2004 also marked the publication of the new *Four-year work programme 2005–2008: Changing Europe: Better work, better life*. This was made available in 23 languages to ensure the widest possible dissemination to the Foundation's target audiences.

The Foundation paper series came to a close at the end of 2004. The final two papers were produced this year in English and French. These included, *Social inclusion: The role of the social partners* and *Equal opportunities for women and men in services of general interest*.

In total, 10 issues of the Foundation's newsletter, *Communiqué*, were produced during 2004. The last edition in its current form was published in December and was a special issue, focusing almost entirely on the Foundation Forum. The new monthly one-page, recto-verso, English-only version will be produced in both a print and web version in 2005.

The final edition of EIRObserver was published in December 2004. The situation regarding future EIRO products and information will be reviewed following the EIRO user survey to take place early in 2005.

Web developments

The Foundation website, *Eurofound*, played an integral part in the information campaigns on 'Paving the road to enlargement' and 'Quality of life in Europe'. Special web pages were developed for each campaign and these were

highlighted on the home page complete with campaign logos and news stories linked to the theme.

During the first part of the year both the *Eurofound* and *EIRO* sites experienced a decrease in user sessions, but this was subsequently reversed in the second half of 2004. The number of user sessions increased steadily in the last six months of the year for both sites while user sessions for *EMCC* have been growing strongly for several months and the figures for *EWCO* are also very encouraging. Overall, however, there was still a slight decline in user sessions for *Eurofound* over the entire year.

Website	User sessions 2003	User sessions 2004	Change
Eurofound	1,517,963	1,469,836	- 3.17%
EIRO	1,988,462	2,113,067	+ 6.26%
EMCC	49,459	144,729	+ 192.62%

The redesign of the Foundation websites has been the main focus of website activities during the year, where the Foundation is taking a user-centred designed approach.

The main changes will include:

1. a topic-based approach;
2. multiple access routes to the information;
3. the possibility of subscribing to email updating services;
4. highlighting all web products, i.e. direct access to *EIRO*, *EMCC*, *EWCO*;
5. core institutional information in all languages; and
6. a design that allows for a range of language options, i.e. most of the site will be in English only, some pages will be in 20 languages and other parts will vary.

The new web design will be implemented in the spring of 2005.

Work on the establishment of a new and interactive database on *Quality of life indicators* was carried out to be ready for publication online early in 2005.

Customer relations management

In order to better identify and serve the Foundation's target groups, work began on a new customer relations management system with the aim of merging all the Foundation's current contacts lists into one master list. It will be implemented during 2005.

Quality control

As part of the ongoing efforts to assure quality and establish a greater degree of conformity in terms of the Foundation's information outputs, 2004 saw a concerted effort towards greater synergy in all domains. Specifically, a proposal to concentrate the editing resources of all Foundation activities within the information and communication section was implemented at the end of the year to ensure greater coherence in terms of both coordination and quality. Work continued towards drawing up a comprehensive tender for all aspects of the networks' activities, which should be launched in 2005.

Work continued on strengthening the quality of the Foundation's products. The *Author guide*, a new tool to ensure the consistency and quality of all Foundation publications, was published in the early part of the year. Targeted at those drafting reports for the Foundation, it aims to establish useful professional contacts between the editorial team and the authors.

A network of revisers for all 20 official languages was also established during 2004 with a view to ensuring better-quality translation versions of all Foundation products.

National liaison centres

The five national liaison centres in Austria, Belgium, France, Italy and Spain carried out a large number of dissemination initiatives on behalf of the Foundation. More than 10,000 publications were sent out to identified target groups, as well as a series of emails. There were a total of eight presentations of the Foundation's work to different target groups and the number of user sessions on their special Foundation web page reached over 26,687. Foundation products were presented at 15 exhibitions. More than 840 new persons were identified as part of the Foundation's main target group, adding to the existing list of 3,000. Some eight press releases were also developed in collaboration with the Foundation.

In addition, all centres refer to the Foundation in their own publications and round mails by providing links and making

reference to particular reports. For example, ANACT in France sends its e-zine to 15,000 people every month, ÖBIG in Austria sends a special Foundation monthly round mail to 174 people, CES in Italy has a distribution of 5,500 persons per month for its newsletter and PREVENT in Belgium sends a monthly electronic newsletter to 5,000 people.

Visits

During 2004, 47 groups visited the Foundation, a total of 196 persons. This amounts to an almost 30% increase compared to 2003, which can be partially explained by the Irish EU presidency in the first half of the year. The majority of visitors, 23 groups, came from the Nordic countries, with a majority from Sweden, due to the special campaign carried out with the Swedish NLC during 2003. Only two of the visits emanated from the new Member States.



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Foundation staff (as at 31 December 2004)

Annex 1

Foundation budget 2004

1. Summary

Research	56%
Information and dissemination	22%
Translation	4%
Administration	18%

2. Expenditure analysis (based on 2004 payments and carry-overs)

000 €	Activity									
	Research		Information		Translation and dissemination		Administration		Total	
Costs										
Staff	3,770	43%	2,005	23%	262	3%	2,701	31%	8,738	48%
Administrative	739	42%	388	22%	70	4%	563	32%	1,761	10%
Operational	5,609	74%	1,508	20%	461	6%	0	0%	7,578	42%
TOTAL	10,118	56%	3,901	22%	793	4%	3,264	18%	18,077	100%

3. Staffing

	Number of posts filled				
	Research	Information and dissemination	Translation	Administration	Total
Grade A	15	5	2	4	26
Grade B	6	3	0	9	18
Grade C	11	7	1	10	29
Grade D	0	0	0	1	1
TOTAL	32	15	3	24	74

Annex 2

Administrative Board (as at 31 December 2004)

	Representatives of national governments		Representatives of employer organisations		Representatives of employee organisations	
	Member	Alternate	Member	Alternate	Member	Alternate
Austria	Andreas Schaller Federal Ministry for Social Security and Generations	Birgit Stimmer Federal Ministry for Economy and Labour	Heinrich Brauner Federation of Austrian Industry (IV)	Christoph Parak Austrian Association for Public and Social Economy	Renate Czeskleba Austrian Federation of Trade Unions (ÖGB)	Wolfgang Greif GPA Union of Salaried Private Sector Employees
Belgium	Michel De Gols Ministry of Employment and Labour	Jan Baten Ministry of Employment and Labour	Arnout de Koster Federation of Enterprises in Belgium (FEB-VBO)	Roland Waeyaert Organisation for Self-employed and SMEs (UNIZO)	Herman Fonck Confederation of Christian Trade Unions (ACV/CSC)	François Philips Belgian General Federation of Labour (ABW/FGTB)
Cyprus	Lenia Samuel Ministry of Labour & Social Insurance	Charalambos Kolokotronis Ministry of Labour & Social Insurance	Michalis Antoniou Cyprus Employers & Industrialists' Federation	Lena Panayiotou Cyprus Employers & Industrialists' Federation	Petros Theophanous Cyprus Workers Confederation (SEK)	Andreas Poulis Cyprus Workers Confederation (SEK)
Czech Republic	Vlastimil Váňa Ministry of Labour and Social Affairs	Josef Jirkal Ministry of Labour and Social Affairs	Vladimíra Drbalová Confederation of Industry of the Czech Republic	Josef Fornůsek Czech Association of Employers in the Electricity Industry	Hana Málková Czech-Moravian Confederation of Trade Unions (CMKOS)	Luděk Toman Czech-Moravian Confederation of Trade Unions (CMKOS)
Denmark	Jonas Bering Lisberg Ministry for Employment	Kim Taasby Ministry of Labour	Henriette Bennicke Confederation of Danish Employers	Nils J. Andreasen Danish Confederation of Employers' Associations in Agriculture (SALA)	Jens Wiene Salaried Employees & Civil Servants Council (FTF)	Niels Sørensen Danish Confederation of Trade Unions (LO)
Estonia	Tiit Kaadu Ministry of Social Affairs	Ivar Raik Ministry of Social Affairs	Eve Päärendson Estonian Employers' Confederation (ETTK)	Tarmo Kriis Estonian Employers' Confederation (ETTK)	Vaike Parkel Employees' Unions' Confederation (TALO)	Kalle Kalda Confederation of Estonian Trade Unions (EAKL)
Finland	Raila Kangasperko Ministry of Labour	Tuomo Alasoini Ministry of Labour	Seppo Saukkonen Confederation of Finnish Industry & Employers (TT)	Mirja-Majja Tossavainen Employers' Confederation of Service Industries (PT)	Marjaana Valkonen Central Organisation of Finnish Trade Unions (SAK)	Leila Kurki Finnish Confederation of Salaried Employees (STTK)
France	Marc Boissel Ministry of Social Affairs, Labour and Solidarity	Emmanuel Gerat Ministry of Social Affairs, Labour and Solidarity	Florence Cordier France Electricity and France Gas (EDF-GDF)	Emmanuel Julien Movement of French Enterprises (MEDEF)	Jean Vanoye French Democratic Confederation of Labour (CFDT)	Rafaël Nedzynski General Confederation of Labour (CGT-FO)
Germany	Andreas Horst Federal Ministry of Economics and Labour	Eva Högl Federal Ministry of Economics and Labour	Rainer Schmidt-Rudloff Confederation of German Employers' Association (BDA)	Renate Hornung-Draus Confederation of German Employers' Association (BDA)	Dieter Pougine German Confederation of Trade Unions (DGB)	Reinhard Dombre German Confederation of Trade Unions (DGB)
Greece	Gregorios Peloriadis Ministry of Employment and Social Protection	Constantinos Petinis Ministry of Employment and Social Protection	Rena Bardani Confederation of Greek Industries	Elias Tsamoussopoulos Confederation of Greek Industries (SEV)	Alexandros Kalyvis General Confederation of Workers of Greece (GSEE)	Dimitrios Moshogiannis General Confederation of Workers of Greece (GSEE)
Hungary	Mária Ladó Ministry of Employment and Labour	Edit Virág Ministry of Employment and Labour	Antal Csúport National Association of Strategic and Public Utility Company (STRATOSZ)	Antal Szabadkai Union of Agrarian Employers (AMSZ)	Erzsébet Hanti National Confederation of Hungarian Trade Unions (MSZOSZ)	László Gyimesi Forum for the Cooperation of Trade Unions (SZEF)
Ireland	Sean Ward Department of Enterprise, Trade and Employment	Ríona Ní Fhlainghaile Department of the Environment, Heritage and Local Government	Liam Doherty Irish Business and Employers Confederation (IBEC)	Gavin Marié Irish Business and Employers Confederation (IBEC)	Rosheen Callender Services, Industrial, Professional & Technical Union (SIPTU)	Liam Berney Irish Congress of Trade Unions (ICTU)
Italy	Paolo Reboani Ministry of Labour and Social Politics	Francesca Pelaia Ministry of Labour and Social Politics	Massimo Marchetti General Confederation of Italian Industry (Confindustria)	Stefania Rossi General Confederation of Italian Industry (Confindustria)	Giulia Barbucci General Confederation of Italian Workers (CGIL)	Angelo Masetti Union of Italian Workers (UIL)

	Member	Alternate	Member	Alternate	Member	Alternate
Latvia	Ineta Tāre Ministry of Welfare	Ineta Vjakse Ministry of Welfare	Elina Egle Latvian Employers Confederation (LDDK)	Daiga Ermsone Latvian Employers Confederation (LDDK)	Iveta Ozola Union of Independent Trade Unions of Latvia (LBAS)	Lolita Burbo Union of Independent Trade Unions of Latvia (LBAS)
Lithuania	Rita Kazlauskienė Ministry of Social Security and Labour	Evaldas Bacevicius Ministry of Social Security and Labour	Laura Sirvydiene Confederation of Lithuanian Industrialists (LPK)	Gintare Miskinyte Confederation of Lithuanian Industrialists (LPK)	Janina Matuiziene Lithuanian Trade Union Confederation (LPSK)	Vaidotas Patronis Lithuanian Labour Federation (LDF)
Luxembourg	Nadine Welter Ministry of Labour and Employment	Jean Zahlen Ministry of Labour and Employment	Nicolas Welsch National Railway Society of Luxembourg	Emmanuelle Mathieu Federation of Luxembourg Industrialists (FEDIL)	Viviane Goergen Christian Trade Union Confederation (LCGB)	René Pizzaferrri Luxembourg Confederation of Independent Trade Unions (OGB-L)
Malta	Noel Vella Ministry of Education	Anna Borg Employment and Training Corporation	John Scicluna Malta Federation of Industry (MFOI)	Roselyn Borg Malta Employers' Association	Michael Parnis General Workers' Union (GWU)	Anthony Debono Confederation of Malta Trade Unions (CMTU)
Netherlands	Kees J. Vos Ministry of Social Affairs and Employment	Martin Blomsma Ministry of Social Affairs and Employment	Jan Willem van den Braak Confederation of Netherlands Industry & Employers (VNO-NCW)	Gerard A M van der Grind Dutch Organisation for Agriculture & Horticulture	Erik Pentenga Federation of Dutch Trade Unions (FNV)	Arie Woltmeijer National Federation of Christian Trade Unions (CNV)
Poland	Agnieszka Chlon-Dominczak Ministry of Social Policy	Jerzy Ciechanski Ministry of Social Policy	Michał Boni Polish Confederation of Private Employers (PKPP)	Andrzej Jankowski Confederation of Polish Employers	Bogdan Olszewski Independent and Self-governing Trade Union 'Solidarnosc' (NSZZ)	Agata Baranowska-Gryczuk Independent and Self-governing Trade Union 'Solidarnosc' (NSZZ)
Portugal	Jorge Gaspar Ministry of Economics and Employment	Fernando Ribeiro Lopes Ministry of Social Affairs and Employment	Heitor Salgueiro Association of Portuguese Industry (CIP)	Pedro Almeida Freire Association of Portuguese Trade and Commerce (CCP)	Joaquim Dionisio Confederation of Portuguese Workers (CGTP)	João de Deus Gomes Pires General Workers Federation (UGT-P)
Slovakia	Elena Michaldová Ministry of Labour, Social Affairs and Family	Elena Bartunková Ministry of Labour, Social Affairs and Family	Viola Kromerová Slovak Tradesmen Union	Martina Kunáková Slovak Tradesmen Union	Eva Mešťanová Confederation of Trade Unions of the Slovak Republic (KOZ SR)	Margita Ančicová Confederation of Trade Unions of the Slovak Republic (KOZ SR)
Slovenia	Vladka Komel Ministry of Labour, Family and Social Affairs	Metka Štoka-Debevec Ministry of Labour, Family and Social Affairs	Marjan Ravnik Chamber of Craft of Slovenia (OZS)	Nina Globocnik Association of Employers of Slovenia	Pavle Vrhovec Association of Free Trade Unions of Slovenia (ZSSS)	Jure Snoj Association of Free Trade Unions of Slovenia (ZSSS)
Spain	Pilar González Bayo Ministry of Labour and Social Affairs	Carmen Briones Gonzalez Ministry of Labour and Social Affairs	Maria Angeles Asenjo Dorado National Confederation of Construction (CNC)	Rosario Escolar Polo State Society of Industrial Shares (SEPI)	Rosario Morillo Confederation of Workers Commission (CC.OO)	Iñigo Sagarna Odriozola Basque Workers Solidarity (ELA-STV)
Sweden	Inger Ohlsson National Institute for Working Life	Gunilla Malmberg Ministry of Social Affairs	Marie-Louise Thorsén-Lind Confederation of Swedish Enterprise	Sverker Rudeberg Confederation of Swedish Enterprise	Mats Essemyr Swedish Confederation of Professional Employees (TCO)	Sten Gellerstedt Swedish Trade Union Confederation (LO)
United Kingdom	George Clark Department for Work and Pensions	Anthony R. Martin Department for Work and Pensions	Kate Groucutt Confederation of British Industry (CBI)	Neil Bentley Confederation of British Industry (CBI)	Richard Exell Trade Union Congress (TUC)	Peter Coldrick Trade Union Congress (TUC)
Representatives from the Commission						
	Bernhard Jansen DG Employment and Social Affairs	Jackie Morin DG Employment and Social Affairs	Ylva Tiveus DG Environment	Robin Miège DG Environment	Andrew Sors DG Research	Ronan O'Brien DG Research

Members of the Bureau

Government group

Vice-Chairperson of the Board

Marc Boisnel,
Ministry of Social Affairs, Labour and Solidarity, France

Alternate

Kees J. Vos,
Ministry of Social Affairs and Employment, The Netherlands

Employers group

Chairperson of the Board

Jan Willem van den Braak,
Confederation of Netherlands Industry and Employers
(VNO-NCW)

Employees group

Vice-Chairperson of the Board

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

European Commission

Vice-Chairperson of the Board

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DG Employment and Social Affairs

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Union of Industrial and Employers Confederations of
Europe (UNICE)

Alternate

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European Federation of Medium-Sized and Major Retailers
(FEMGED)

Employees group

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Walter Cerfeda,
European Trade Union Confederation (ETUC)

Alternate

Sinéad Tiernan,
European Trade Union Confederation (ETUC)

EFTA representatives at Foundation meetings as observers

Government

Hanna Sigridur Gunnsteinsdottir,
Ministry for Social Affairs, Iceland

Employers

Dagfinn Malnes,
Confederation of Norwegian Business and Industry, Norway

Employees

Antony Kallevig,
Norwegian Confederation of Trade Unions, Norway



Annex 3

Committee of experts (as at 31 December 2004)

The mandate of the Members of the Committee of Experts expired in October 2002. The Foundation's new draft regulation, in light of EU enlargement, does not provide for a committee of experts, therefore the committee had no members in 2004.



Annex 4

Foundation staff (as at 31 December 2004)

Directorate

Willy Buschak, Acting Director
Eberhard Köhler, Advisor to Directorate
Barry O'Shea, Advisor to Directorate*
Sylvie Jacquet, Brussels Liaison Officer
Philippe Alfonso (T)
Cécile Deneys

Administration

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Sarah Hayes
Marika Ylitolva

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Gema María Castro Martín
Colin Hindle (T)
Leontine Mastenbroek

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Kay Flynn (T)
Ewan Hogan
Leslie Privett (T)
Gillian Wall (T)

Catering services

Helen Ritchie (T)
Maura O'Brien (T)

Information and communication technologies

Barry O'Shea, Acting Head of Section

Support and operational team

Linda Byrne
Said El Aroussi
Brian Gorman (T)
Jim Halpenny
Louise Shanley

Web technology team

Stephan Jaeger
Barbara Schmidt

Information and communication

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

Content management and dissemination

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Clare Deasley (T)
Cristina Sequeira Frawley
Martin Flynn
Seán Griffin
Philip Ireland
Linda Longmore (T)
Brigitte Mariacher
Sylvie Seigné-Monks
Chrysanthe Moschonaki
Fiona Murray
Hilary O'Donoghue
Colm O'Neill
Maria Santos
Jan Vandamme

Public affairs

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Elisabeth Gouilleux-Cahill
Doris Hirschfeld

Human resources

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Heather Brown
Aoife Caomhánach
Ana Espinosa (T)
Matias Linder

Operational support

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Martine Deasy
Patricia Kingston
Bernadette Lovatt
Sebastian Manka (T)
Mary McNeice

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Industrial relations

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Maria Cuesta
David Foden
Camilla Galli da Bino
Alexandra Gryparis
Timo Kauppinen
Marina Patriarka
Sylvaine Recorbet
Christian Welz

Living conditions

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Javier Bernier
Bianca Bottoni**
Sarah Farrell
Inma Kinsella
Hubert Krieger
Henrik Litske
Teresa Renehan
Gerlinde Ziniel**

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Roseanna Creamer
Christine Gollin
Bernard Housset**
John Hurley
Sophia MacGoris
Jean-Michel Miller
Sabrina Tesoka
Greet Vermeylen

European monitoring centre on change (EMCC)

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Catherine Cerf
Gregorio de Castro Freixo
Janet Smith

(T) = Temporary staff

*** Seconded national expert*

** Seconded from the European Commission*

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