



Eurofound

Annual activity report of the Authorising Officer for the year 2009

Part 1: Programme results

Mission statement

Eurofound's overall mission is to conduct research to provide independent, relevant and timely information for users of its knowledge, aimed at improving living and working conditions in Europe, in the best spirit of its tripartite and independent nature.

The European Foundation for the Improvement of Living and Working Conditions (Eurofound) provides knowledge and expertise to support policies on improving living and working conditions in Europe. It primarily serves trade unions, employer organisations, national governments and European institutions, supporting their efforts to promote quality of work and life. It supports these important actors in their anticipation and management of change and in the development of sustainable competitiveness, social inclusion, social dialogue and partnership. Eurofound uses its expertise in working conditions, industrial relations, living conditions and anticipation and management of change, and will continue to carry out research in these areas. It communicates the results of its EU-wide comparative surveys, the work of the observatories, systematic research and qualitative studies in a responsive and effective way to its key information users: employer organisations and trade unions at EU and national levels, Member State governments and European institutions – particularly the European Commission and the European Parliament.

Eurofound's work became substantially more visible over the course of 2009, and targeted more key decision makers across Europe.

- **803** contacts and briefing meetings took place with key policymakers at EU level in 2009, as against 555 in 2008.
- The number of European Commission policy documents that quoted Eurofound research rose by 49%.
- 1.6 million users accessed the Eurofound website during the year.
- Eurofound disseminated 152,443 print publications.
- Information users downloaded **135, 276** PDF files from the Eurofound website (an increase of nearly 28,000 over the total for 2008).
- Eurofound's media and press activities resulted in its findings reaching **114 million** European citizens.
- **700** academic articles cited Eurofound research over the course of 2008–2009, as against 600 over 2007–2008.
- **98** presentations were made by Eurofound staff, by invitation – an increase over the corresponding figure of 90 in 2008

Overview Programme of work 2009

In compliance with Article 12 of Regulation (EEC) No 1365/75 of the Council of 26 May 1975 on the creation of a European Foundation for the Improvement of Living and Working Conditions, each year the Director prepares a work programme (or Annual Management Plan), which specifies the activities for the particular calendar year contributing to the implementation of the four-year programme. Also, by virtue of Article 7, the annual work programme is subject to approval by Eurofound's Governing Board, which represents the government, employer organisations and trade unions from each Member State as well as the European Commission (DG Employment and Social Affairs and DG Research). Annex 7 and 8 of this report give the composition of the Governing Board and Bureau as per 31 December 2009.

The operational activities of Eurofound are organised within the framework of a four-year rolling programme, 2009 being the first year of the 2009-2012 programme 'Better work, better life'. This programme identified two specific objectives to be achieved within this timeframe:

- to be a reliable source of high quality information and identify emerging issues for research and debate;
- to strengthen the tripartite character and stakeholder relationships of Eurofound's activities.

For the year 2009, Eurofound operationalised these objectives as follows:

Be a reliable source of high quality data, information and analysis, identify emerging issues for research and debate

- Ensure the production of reliable data from the surveys on the basis of agreed quality standards.
- Establish an action plan for improving the quality of the observatories and surveys.
- Use the potential of the gathered information and data to a greater extent through producing more comprehensive reports as well as focused reports.
- Strengthen the monitoring of the debate at EU and Member States level to identify emerging issues at an early stage.
- Incorporate expert and stakeholder reviews of key deliverables in all areas of significant spending.
- Increase the capacity for on-request studies and for outputs customised to the specific needs of stakeholders.

Strengthen the tripartite character and stakeholder relationships of Eurofound's activities

- Increase efforts in targeting communication from all research activities to the decision makers in trade unions, employer organisations at both European and national level, governments, the European Parliament and the European Commission.
- Produce multilingual executive summaries for all major research results.
- Ensure regular forward-looking debates, with input from external experts.
- Increase high-level joint events with decision makers in trade unions, employer organisations both at European and national levels, governments, the European Parliament and the European Commission.
- Consolidate a programme of briefing meetings with key policymakers in Brussels.
- Further develop exchange and cooperation with decision makers in trade unions, employer organisations, governments, the European Parliament and the European Commission.
- Assess the feasibility of establishing outreach centres in new Member States.
- Continue with quadripartite Advisory Committees, ensuring that each major activity is covered by a specific Advisory Committee, whose task is to give its opinion on issues for research including comparative analytical reports (CARs), to evaluate all major research reports before publication and to give advice on follow-up activities and on the work of the related Observatories.

The year 2009 brought significant changes in Europe. The global and European economic outlook was less optimistic with signs of a turning business cycle with different policy implications at Member State level for governments and social partners alike. Eurofound has moved to respond rapidly to the changing economic situation by publishing a series of recession-related outputs via the European Industrial Relations Observatory (EIRO), the European Working Conditions Observatory (EWCO) and the the European Restructuring Monitor (ERM). Eurofound continues to provide data from the ERM to the European Commission, to be used in the monthly Labour Market Bulletin from DG Employment, Social Affairs and Inclusion. In addition, questions from Eurofound's European Quality of Life Survey (EQLS) were included in a Eurobarometer survey in 2009, to capture the changes in people's perception of their living conditions since the start of the economic downturn. Meanwhile, the latest Eurofound resource pack (*Sink or swim: recession and recovery in Europe*) focused entirely on the recession..

Other highlights of this reporting period focused on several key projects including the publication of the ERM annual report, *Restructuring in Recession*. In July 2009, Eurofound launched the online database and overview report from the undeclared work project, accompanied by great interest. High-level collaboration took place with the Czech Presidency programme, including a joint conference on working conditions and social dialogue as well as ongoing input to the Swedish Presidency, culminating in the launch of the second European Company Survey findings at a joint conference in December in Stockholm.

Eurofound upgraded its channels for communicating information during this period: it redesigned the presentation of the popular survey mapping tool, boosted the capacity for delivering customised reports and improved the accessibility of the Eurofound website. It also launched a separate extranet site for the Governing Board, Bureau and Advisory Committee members to facilitate their access to information. In addition, Eurofound completed a significant programme of translation during the period, with the objective of improving access to information for national-level stakeholders.

The impact of the recession dominated Eurofound's research across its various areas of expertise: working conditions, industrial relations, living conditions and anticipation and management of industrial change.

Results at ABB level

Eurofound's activities are grouped as follows:

- Observatories and Surveys
- Employment and Competitiveness
- Industrial Relations and Workplace Development
- Living Conditions and Quality of Life
- Information and Communication
- Administration and Support

Observatories and Surveys

Network of European Observatories (NEO)

Drawing on a network of contractors across 27 countries, Eurofound provides up-to date information and analysis in the area of quality of work and employment, industrial relations and restructuring and management of change for publication through its observatories EIRO, EWCO and EMCC.

EIRO

Since spring 2009, EIRO has been providing – every two months to the European Commission – a compilation of information updates dealing with the recession and responses to it by industrial relations actors.

In addition, EIRO published five sectoral studies on the representativeness of social partner organisations, covering steel, tanning and leather, personal services, hospitals and railways.

Annual updates for 2009 were published on pay and working time and the annual review of industrial relations developments in Europe was published in August.

EWCO

In 2009 EWCO published its annual review of working conditions in Europe, a comparative analytical report, *Occupational promotion of migrant workers*, and a transversal comparative report, *Self-employed workers: industrial relations and working conditions*.

Survey data reports were published from correspondents in the following countries:

Slovakia, Ireland, Slovenia, Lithuania, Czech Republic, Malta, and Portugal.

ERM

The number of ERM fact sheets published during this period increased dramatically. In addition, the ERM published six comparative analytical reports:

- *ERM case studies: The consequences of mergers and acquisitions*
- *ERM case studies: Employment impact of relocation of multinational companies across the EU*
- *ERM case studies: Good practice in company restructuring*
- *Restructuring in the construction sector*
- *Tackling the recession: Employment-related public initiatives in the EU Member States and Norway*
- *Restructuring in bankruptcy: recent national case examples*

The ERM annual report was published in November 2009 and four issues of the European restructuring monitor quarterly were produced.

Surveys

The initiative to further develop Eurofound's surveys continued with a feasibility study on possible development paths, which was presented at the relevant Survey Advisory Committees.

Fifth European Working Conditions Survey

Work on the development of the questionnaire took place.

- In order to get feedback on the questionnaire for the fourth European Working Conditions Survey (EWCS), data users were surveyed – through an online survey, through the Essex data archive and by organising focus groups with key users of data.

- A bibliography was drawn up of journal articles that have either used or referred to EWCS data.
- The results of impact tracking were analysed to identify how EWCS data has contributed to European policymaking.
- A content analysis was carried out of key articles, European documents and international publications that have used EWCS data.
- Some brief in-house literature reviews were carried out on topics covered by the EWCS.
- The national working conditions survey questionnaires were translated into English.
- Questionnaire-development group meetings took place in Brussels.

A number of actions took place in relation to the fifth EWCS.

- The possibility was offered to Member States to top up their national sample size, as well as to implement an extra national module. This was taken up by the Belgian, French and Slovenian governments.
- An information meeting was organised with interested beneficiary countries of the Commission's Instrument for Pre-Accession (IPA) funds. Croatia, the Former Yugoslav Republic of Macedonia, Turkey, Albania, Montenegro and Kosovo confirmed their interest in being included in the survey.
- Norway decided to participate in the survey, but Switzerland withdrew due to financial constraints.
- A test project with the ILO on a global working conditions survey has been organised in Tanzania and Burundi.

Second European Quality of Life Survey 2007

Secondary analyses were carried out on the following topics:

- family life and work;
- subjective well-being;
- quality of society and public services;
- social exclusion;
- trends in quality of life in Europe between 2003 and 2008.

A second set of analytical reports was launched at the end of 2009 on:

- quality of life in ethnic neighbourhoods in Europe;
- spatial differences in quality of life in Europe;
- participation in volunteering and unpaid work;
- key findings and policy messages from the survey.

In addition, an analytical report dealing with quality of life in Former Yugoslav Republic of Macedonia, Croatia and Turkey was prepared, funded by the IPA. Public access to the dataset for the second European Quality of Life Survey (EQLS) was arranged through the survey data archive of the University of Essex, where all Eurofound datasets are stored for public access.

Following discussions with DG Employment, Social Affairs and Inclusion, a number of questions on quality of life from the 2003 and 2007 EQLS questionnaires were included in the Standard (autumn) Eurobarometer on poverty and social exclusion. This enabled the monitoring of changes in a number of aspects of living conditions and quality of life since the EQLS of 2007, changes that may have their origins in the economic crisis. It is now possible to compare findings from three points in time: 2003–2007–2009. The next full round of the EQLS is planned for 2011.

Second European Company Survey

The European Company Survey (ECS) targeted human resource or general managers and, where possible, employee representatives in 30 countries (the EU27, Croatia, Former Yugoslav Republic of Macedonia and Turkey). It consisted of telephone interviews dealing with how companies adapt to change (through flexibility practices, such as working time flexibility, contractual flexibility, functional flexibility and variable pay) as well as the organisation and quality of workplace social dialogue, and performance. An extension was negotiated with the contractor to include a validation exercise for the performance indicators at the end of 2008. The first results of the survey were launched at an EU Presidency conference in Sweden on 15 December 2008, which examined company practices in the face of economic downturn.

Employment and Competitiveness

During the period, quality control was intensified and improved; in addition, monthly reports were submitted to the European Commission on reporting basic ERM statistics for the monthly report EU employment situation and social outlook. In June, Peter Stub Jorgensson, Director of DG Employment visited Eurofound to discuss the creation of a European Globalisation Fund Knowledge Base on restructuring. The ERM annual report for 2009, Restructuring in recession, published in November looked at:

- the effect of recession on employment;
- recent restructuring trends in Europe;
- company initiatives to safeguard jobs during the recession;
- employment-related initiatives at European Level;
- employment-related initiatives at Member State Level.

In addition, Eurofound participated in five restructuring seminars in Italy, France, the United Kingdom, Poland and the Czech Republic.

The launch of the undeclared work online database and report took place in Brussels in July 2009.

A contract was signed for sectoral studies (financial services), and the final deliverables are expected in June 2010. Eurofound is fully involved with DG Employment's 18 sector studies including identifying experts and facilitating the workshops.

Fieldwork took place, using ECS data on performance indicators, on links between innovation, productivity and employment; procurement for case studies also took place.

Tender specifications were drafted and published in the Official Journal in October for two projects – 'The impact of private equity and hedge funds on restructuring practices and employment levels' and 'The impact of emerging forms of inter-firm relationships on employment and working conditions'. The outputs will become available in 2010.

Industrial relations and workplace developments

Work in this area continued to be of significant interest to Eurofound's stakeholders, the findings from the 'Working conditions and social dialogue' project being launched at a joint EU Presidency conference in Prague in June. EU Commissioner Mr Vladimír Špidla, the Chair of Eurofound's Governing Board and two Ministers from the Czech Presidency also participated in the event. Supplementary case studies from three sectors – financial intermediation, food and commerce – are to be studied in a continuation of the project.

The project 'Industrial relations in EU, US, Japan and other global and emerging economies' shifted its focus to the automotive sector, due to the crisis in the sector. Work also continued on the project looking at country- and sector-specific properties of national industrial relations systems. This project explored whether it is the sector-characteristics or the country-specific characteristics (or both) that shape industrial relations in a sector. An expert meeting on industrial relations and sustainability at the end of 2009 took stock of existing work and identified areas for research that Eurofound is now undertaking in 2010.

Five years after the coming into effect of the European Company Statute, research into employee involvement in companies under the Statute aims to assess the working of these European companies. A first workshop to discuss the research design and case study selection took place on 30 November–1 December 2009 at the European Agency for Fundamental Rights in Vienna.

Stakeholder enquiry service

This project seeks to deliver information – based on ad hoc research – to fulfil particular stakeholder needs. There have been two requests for studies this year. The Irish governmental Department of Enterprise, Trade and Employment requested information on the functioning of sector level wage bargaining systems and wage setting mechanisms in adverse labour market conditions; the tender for this study was published in July 2009. The European sectoral level social partners in the commerce sector, with the support of the European Commission, requested information on the impact of the recession on employment and industrial relations in the sector; the scope of this study is currently being discussed with all parties.

Social cohesion and quality of life

Eurofound prepared a contribution to the 2010 European Year for Combating Poverty and Social Exclusion. At the request of WHO, Eurofound contributed an EQLS data report for use at their expert meeting on 'Environment and health risks: a review on the influence and effects of social inequalities'. The report has also been sent to DG Sanco as a contribution to its communication on health inequalities.

Integration of migrants and access to social rights: role of local authorities – CLIP

Eurofound published the overview report and good practice guide from the second module on 'Equality and diversity in jobs and services for migrants in European cities' from the European network of cities for local integration policies for migrants (CLIP). The cases are also presented on the European Commission's website on integration and on the website of the European Urban Knowledge Network (EUKN) website at the NICIS Institute, Amsterdam. The report from the third module on intercultural policies and intergroup relations was finalised for publication in 2010. The fourth and final research module focuses on ethnic entrepreneurship and employment conditions of migrants.

Collaboration continues with a number of organisations and meetings are taking place with the Fundamental Rights Agency; a Memorandum of Understanding has been signed. The second CLIP EU-level conference was held in Brussels on 30 November–1 December 2009 jointly with the Committee of the Regions. The theme was 'Intercultural approaches to community-building and cohesion in European cities – What can European integration policy learn from cities on how to manage increased migration and diversity in times of economic slump?'

Geographical and labour mobility

The third Eurofound resource pack *East, west, home is best? Migration in Europe* was launched in Brussels on 13 November at an EU think-tanks' briefing, involving the European Parliament, the Migration Policy Group and the European Network Against Racism. Eurofound also participated in a European Commission conference to launch the 2008 *Employment in Europe* report, and contributed to the chapter in the report dealing with internal mobility in the EU, as well as to a publication the Commission was preparing to celebrate the 15th anniversary of EURES, the European job mobility portal. In addition, Eurofound participated in a seminar organised by the German Marshall Fund 'American movers versus European stayers: comparison of mobility patterns and policies in Europe and the US' in Washington DC on 21–22 April.

Active inclusion for young people with disabilities or health problems

An overview has been completed in-house of existing incapacity benefit systems for young people of working age in the EU, including data on the take-up of benefits. The aim of this research is to identify a range of initiatives that promote the integration into employment of these young people. A Eurofound workshop discussed the issue with national and European experts during the Czech Presidency conference 'Quality performance in social services in Europe' on 22 June in Prague; the workshop contributed to a project plan for original research in seven Member States in 2010.

Company initiatives to reconcile employment with care

This new research documented support measures in companies for working carers of dependent adults or disabled children. A first round of initiatives in four Member States was completed in 2009. In 2010, research will continue with a second round of case studies; in addition, guidelines for good practice will be drawn up. All case studies will be presented in an online database.

Measures for social inclusion of the elderly

The aim of this project is to explore and document measures to strengthen voluntary and community activities at local level in order to promote the social integration of the elderly. The role of the public and private sector as well as that of NGOs and local community organisations will be considered. This research will contribute to the 2010 European Year for Combating Poverty and Social Exclusion and also the European Year on Volunteering in 2011.

Ageing workforce

Eurofound participated in a number of events dealing with the topic of the ageing workforce. Collaboration is continuing with DG Sanco on the themes of mental health among older people, and in workplace settings.

Eurofound's key research findings are presented in 2009 Yearbook: *Living and working in Europe*.

See Annex 3 for a complete list of the above research projects. A comprehensive list of all publications is presented in Annex 5.

Information and Communication

Efforts to improve Eurofound's targeted communication were increasingly evident both in terms of dissemination activities, increased translation and publication innovations. Media reach also went from strength to strength during this period. Not surprisingly, interest in job-related information, ERM data etc also increased during this period, with requests for information in this domain rising threefold compared to the previous year. Event-oriented web pages were developed for the Swedish Presidency page (as a model for future Presidencies) and for several international days, such as International Women's Day (8 March) and the European Day of Solidarity between Generations (29 April). Translation of executive summaries into all languages has more than doubled during this period. Contracts with the

National Outreach Centres (operational in 10 Member States) were not renewed in March. This is with a view to exploring alternatives to disseminate information better across 27 countries.

Eurofound's efforts to respond to its stakeholders information requirements rapidly and effectively is a reflection in the growth of the customised report service as well as the *Foundation Finding* series and *Foundation Focus*, which continue to find favour as targeted, coherent information channels for key decision-makers.

Work in the multimedia sphere also continued, with web communication improving through the targeted user oriented approach of RSS news feeds, e-alerts and the development of user profiles, as well as an upgraded capacity to track and analyse users via Eurofound's analytics tool. Coupled with the use of advanced technological software, which enables Eurofound to present its data online via the survey mapping tool, and short and snappy audiovisual material that assists in disseminating information to the targeted groups, Eurofound's user sessions saw a significant peak at the end of December compared to the previous year.

Eurofound's streamlined events management programme also took shape during this period, with Eurofound involved in over 200 events. At the same time, the visits programme, which sees an average of one visit per week throughout the year and rising, continues to spark interest across all target groups and countries. By far the greater number of visitors comes from the countries of the EU15; a strategy to rebalance this is already the focus of attention of the communication staff at Eurofound.

Investment in the programme of customised reports and stakeholder enquiry service has increased, along with the print-on-demand policy, which allows for greater flexibility in terms of budget and response to stakeholder demands.

The high-level Foundation Forum took place in Dublin on 4–5 November under the title 'Global recession: Europe's way out' with support from the Irish Government.

A full list of events is available in Annex 4.

Administration and support

A strategic information and communications technology (ICT) plan was developed for the four years (2009–2012), which sets out the role for the ICT function in supporting Eurofound's four-year rolling business plan for the same period. Progress was made with respect to the implementation of the following systems.

Electronic Document Records Management System (TRIM) All Eurofound documentation is now located in a centralised records management compliant system. It is a cornerstone of Eurofound's knowledge management strategy and at the same time a precondition to improving document workflow for increased efficiency without losing the necessary audit track of transactions.

Improved project management Following a usability survey, improvements have been made to the Project Management database (Projex), to assist in the planning of activities and management of resources. In the area of project management, all staff with project management responsibility attended a two-day in-house training course on both the practise of project management and the Projex system.

New phone system Eurofound's phone system was replaced with a 'voice-over IP' system. This enables the integration of voice with PC applications such as Unified Messaging.

In the area of procurement, 78 contracts were concluded on the basis of public tender procedures, many of them as part of four-year contract cycles. Eurofound has also prepared a Call for Expression of Interest for research services to establish a list of potential contractors who are in principle capable of providing services in the area of Eurofound's research for 2009–2012. The aim is to attract new potential contractors and to simplify the tender procedures. The list of contracts concluded in 2009 is available on Eurofound's website.

Eurofound launched an extensive selection and recruitment programme to implement the staffing strategy. During 2009, 19 new staff were recruited and competitions to recruit further new staff were launched.

Summary of performance

Eurofound's Performance Monitoring System (EPMS) is a set of indicators measuring Eurofound's performance vis-à-vis its strategic objectives. They cover the most important performance drivers of an organisation:

- the user perspective;
- finances;
- internal processes and workflows;
- 'intangibles' of the organisation i.e. the capacity to learn and grow.

What progress did Eurofound make during 2009 in fulfilling the four-year objectives?

Objective 1a: Be a reliable source of high quality information

Eurofound has done well in achieving this objective, with improving trends for all indicators.

KPI 1:¹ Visibility of Eurofound's work through targeted communication

Measure	2009	2008
The number of presentations staff made by invitation	98	90
Number of publications disseminated	152,443	n/a
Number of PDF downloads	135,276	107,317
Number of article cuttings	2,200	2,149
Number of people reached through media	114,817,980	114,268,160

Indicators about the quality of research and outputs

Indicator	Measure	Annual value 2008–2009	Annual value 2007–2008
Eurofound's academic references	Articles citing Eurofound work	700	600
Customer satisfaction		4 out of 5*: high satisfaction	n/a

*The score of 4 achieved in the 2009 focus group and interviews indicates a high level of satisfaction with Eurofound's communication and engagement among these members of the core target group.

¹ KPI = key performance indicator

Objective 1b: Identify emerging issues for research and debate

A new European Parliament and new Commissioners, combined with the current events resulted in many new relevant policy issues emerging on the agenda. These issues inform the development and implementation of Eurofound's work programme for example with tailored communication activities and the delivery of 'on-request' studies (customised reports to specific needs of stakeholders).

Indicators: relevant debate topics at EU level and Eurofound's capacity for on-request studies

Indicator	Measure	2009
Debate at EU level, where Eurofound can have an input	Number of identified hotspots	81
	Number of notices about emerging issues	74
Capacity for on-request studies	Number of requests accepted	7
	Number of reports produced	6

The measures were collected for the first time during 2009.

Objective 2: Strengthen tri-partite character and stakeholder

The strategy is to strengthen stakeholder relationships to 'identify, develop and understand customer target groups'. The further strengthening of the stakeholder relationships at EU level was noticeable in the last three months of 2009, with figures picking up the recent activities in (re-)establishing contacts with the new European Parliament and the new Commission.

Indicator	2009	2008
Consolidated contacts and briefing meetings with key policymakers at EU level	803	555
Influence on policy debate at EU level (EU impact tracking)	196	167

The most noticeable increase is for the European Commission – an increase of 49% in the number of policy documents quoting Eurofound.

Objective 3: Improve efficiency and productivity of work (operational excellence)

KPI 3: Budget management

Budget management is defined as a key performance indicator in 2009 to underline the importance of achieving a 100% budget implementation rate, which was achieved by December 2009.

Measure	2009	2008
% (cumulative) spent in year	100%	97%

The amount of carry-forwards (C3 plus C8) was 4.5% less in 2009 than in the previous year.

Indicator: human resource capacity

Measure	2009	2008
Number of authorised posts in staff table	101	94
Number of posts filled in staff table	82	78
Number of staff recruited during the year	16*	2
Percentage of staff in core activities	69%	63%

* In addition 3 job offers were accepted during 2009 with staff taking up their positions in 2010 bringing the total number of posts filled to 85.

Whilst there is a widening gap between numbers of authorised posts in staff table and posts filled, the absolute numbers of staff recruited resulted in 14 more new staff recruited than in 2008 (only 2). The gap between authorised and filled posts was largely attributable to exceptionally high voluntary retirements occurring during 2009, which are not anticipated to recur in 2010. The 'attrition' rate (staff members choosing to leave Eurofound to take up employment elsewhere) was in fact in line with the average annual rate (4%-5%), and not a cause for concern in 2009.

Part 2: Management and internal control systems

The effectiveness of management and control systems

In order to provide reasonable assurance on the achievement of goals and objectives as established in the annual work programme, Eurofound continued the implementation and further improvements of its control system based on the Internal control standards (October 2007 SEC (2007) 1341). Together with Eurofound's management reporting arrangements, these controls provide the building blocks of assurance for the Authorising Officer.

Management reporting

Monthly reporting from the Heads of Unit to the Director continued in monthly bilateral meetings and in meetings of the Management Committee. The Director reported on the progress of the work programme's implementation at each meeting of the Governing Board and Bureau. In 2009, this report included a detailed report from the project management system ProjeX with all milestones.

Advisory Committee on Procurement and Contracts (ACPC)

The ACPC gives an opinion on contract proposals of a value of EUR 250,000 and over. The committee met four times and gave an opinion on four dossiers. In all cases the opinion was positive except for one case, where the award of the contract for only one out of three lots was recommended. Further to the recommendation of the ACPC, the Authorising Officer signed a non-award decision for the two lots and a new tender procedure based on new requirements was started and completed successfully.

Ex post verification

Articles 39.3 and 39.4 of the Eurofound Financial Regulations and articles 47.3 and 47.4 of the Implementing Rules refer to the ex-post verification of payments related to salaries, pensions, reimbursement of mission expenses and medical expenses, based on a sample using risk analysis. Office Notice 2008-02 of 28 February 2008 refers to the ex-post verification of routine transactions of salaries, medical, participants' and mission expenses on a sample basis using risk analysis. One ex-post verification was carried out during 2009. The Verification Officers' reports state one error (in participants' expenses). The findings were discussed with a view to further reducing the risks for the future. In this particular case, further background information during the meeting revealed there was no error. In the context of the audit on financial management, the Internal Audit Service (IAS) had recommended the documenting of the risk assessment for the ex-post verification sampling. This was done in January 2010. The frequency of the ex-post verification was reviewed in the light of the low residual risks and limited resources. For 2010, three ex-post verifications are scheduled. For all 'non-routine' transactions the ex-ante verification remains in place.

Internal control coordinator

The internal control coordinator retired on 30 October 2009. The Deputy Director was appointed Internal control coordinator in January 2010.

Data protection

Further steps were taken during the year to bring Eurofound into full compliance with Regulation (EC) 45/2001 on the protection of individuals with regard to the processing of personal data. Draft implementing rules on data protection were forwarded to the European Data Protection Supervisor (EDPS) and came into force in January 2010.

Eurofound participated in the EDPS' approach of organising agency-wide ex-post prior checking exercises to increase compliance in all agencies. In this context, Eurofound submitted dossiers on data protection in recruitment procedures and protection of health-related data. The EDPS' comments and recommendations on the recruitment dossiers are in the meantime part of Eurofound's policies in this area (feedback on health data is expected shortly).

Furthermore, there was fruitful exchange of knowledge and experience during the regular meetings of the data protection officer (DPO) network, which were all attended by Eurofound's DPO and as part of the web-based knowledge sharing platform (CIRCA).

Evaluation

Two separate external evaluations of Eurofound and its four year programme for 2005–2008 took place during 2009. The evaluation of Eurofound was part of the inter-agency evaluation contracted by the European Commission in the context of the inter-institutional debate on the role of agencies and their place in the governance of the EU (COM(2008) 135 final 11.3.2008). The evaluation, carried out by a consortium of Rambøll, Euréval and Matrix, drew positive conclusions (p.168 Volume III) about the relevance of Eurofound, and the timely up-to-date information it provides in line with EU strategic priorities. It commented on the recruitment challenges and recognised that these were being addressed (see Section 1.5 of this report). The ex-post evaluation of Eurofound's 2005–2008 programme was finished in February 2010. In the presentation of the report to the Governing Board on 5 March 2010, the contractor, the Centre for Strategy and Evaluation Services (CSES) concluded: 'Overall, Eurofound performed well in the 2005-08 period and delivered **high quality research and other information** on living and working conditions in Europe to key stakeholders. Eurofound performed strongly in delivering **key objectives set out in the 2005-08 work programme** and in providing decision-makers at a national and European level with the information required to develop better policies. The major challenge of the 2005-08 period – **EU enlargement** – was successfully tackled. Less positively, there were strains in **Eurofound's governance** and weaknesses in the **dissemination mechanisms** at a national level needed to reach key stakeholders and target audiences in Member States.' An action plan to address the recommendations of the evaluation is in development.

Eurofound's evaluation programme foresees both internal and external evaluations, with a modest capacity (one full-time employee at AST level) for internal evaluations. In 2009, the project 'European Network of Cities for Local Integration Policies for Migrants – CLIP' was evaluated with positive findings. Almost half the cities involved in the network (45.8%) saw Eurofound's role in supporting the CLIP project 'critical', while most others saw it as 'very important'. In this context, following the decision not to continue Eurofound's activities in the network, finding another body/entity to replace and take over the tasks carried out by Eurofound was crucial to sustain the relevance of the activities.

Results and follow-up of independent audits

Follow-up of observations by European Court of Auditors

The European Court of Auditors performed its yearly audit in autumn 2008 with a focus on recruitment and procurement and in early 2009 with a focus on the accounts for 2008. It made a number of observations.

- *Observation 1: The Court pointed to the high level of carry-overs in Eurofound's operational expenditure and requested improvements in the programming of its operational activities.*

Due to Eurofound's multi-annual projects and the payment schedules laid down in its contracts, it is not possible to avoid carry-overs. Eurofound urged the Court to distinguish between planned and unplanned carry-overs in future. In 2008, 80% of the total carry-overs were planned right from the outset. Nonetheless, Eurofound strives to further increase the planning efforts in order to reduce the unplanned carry-overs to a minimum.

- *Observation 2: The justification of the budgetary transfers was insufficient and the Governing Board was not informed about them.*

All budgetary transfers are now backed up by supporting documentation and the Bureau of the Governing Board is regularly informed.

- *Observation 3: Eurofound’s management of the transition from the departure Accounting Officer to the entry of his replacement was criticised – namely, the replacement staff member was recruited through an employment agency, and the 2008 accounts required important adjustments due to an unsatisfactory hand-over.*

Eurofound can prove that it took immediate steps to fill the post of Accounting Officer with an official after the former Accounting Officer resigned with three months notice. However, the recruiting procedure failed and had to be re-launched. In the meantime, Eurofound recruited a certified and chartered accountant through an employment agency in order to close the 2008 accounts. All adjustments in the accounts requested by the Court were implemented. The post of Accounting Officer was filled in September 2009 by a Temporary Agent. Eurofound has taken measures to ensure that deputising arrangements are in place in the accounting area, should a new vacancy arise in the future.

- *Observation 4: With regard to procurement procedures, in one case the use of a negotiated procedure was not justified. In two cases, contracts were extended beyond the maximum duration permitted. A better monitoring of contracts and procurement planning was recommended.*

In two of the three mentioned cases, Eurofound launched new procurement procedures that were concluded before the Court’s report was published. For the last case (legal services), the contractor was retained because Eurofound had pending legal cases. Eurofound’s project management system already includes a separate template for the planning of procurement and for the management of contracts.

Follow up of audit and recommendations from the Internal Audit Service

In the autumn of 2009 the IAS concluded its report on an audit of financial management. Eurofound’s action plan in response to the audit recommendations is currently being implemented.

The following “critical” findings were reported and immediate actions were taken, as outlined below.

Topic	Status as at 31 December 2009
Accounting post: - post to be filled by temporary agent or official - handover has to include a trial balance - powers to be aligned with recommendation of Accounting Officer of the Commission	- post filled with temporary agent - hand-over report and trial balance done - job specification will be aligned accordingly by June 2010
Validation of accounting systems	Preparation of validation document started and to be finalised by September 2010

Additionally, six ‘very important’ findings were raised, all in the area of documentation of processes – better documentation on financial circuits, procurement design and planning, ex-post controls, reimbursement rules and exception reporting. Although attending to these involves a significant workload for the units responsible, measures to address all shortcomings will be implemented in the course of 2010.

Further seven findings were classified as ‘important’. Three of these could already be fixed, with the others envisaged to be resolved by the end of the year.

The 2009 follow-up audit on all open recommendations took place in January 2010. Thirteen recommendations are closed and five have changed priority from 'very important' to 'important'. The open 'important' recommendations and actions are listed below:

1. effective coordination of internal control system
 - annual work plan for ensuring internal control;
 - review sensitive posts;
 - procedure for communicating improprieties;
 - setting up an exception register.
2. risk assessment work programme
 - systematic identification and rating;
 - action plan and regular review with reporting;
3. ABB methodology
 - finalise documentation;
4. interface between ABAC and ProjeX
 - develop budget implementation plan;
5. EPMS (Balanced Scorecard)
 - complete the manual.

All actions will be implemented during 2010.

Part 3: Issues pertaining to the declaration

On the basis of the above there are no issues related to the declaration in Part 4.

Part 4: Declaration of the Authorising Officer

I, the undersigned, Director of the European Foundation for the Improvement of Living and Working Conditions in the capacity of Authorising Officer

Declare that the information contained in this report gives a true and fair view.

State that I have reasonable assurance that the resources assigned to the activities described in this report have been used for their intended purpose and in accordance with the principles of sound financial management and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions.

This reasonable assurance is based on own judgement and on the information at my disposal, including the reports of the Court of Auditors for years prior to the year of this declaration.

Confirm that I am not aware of anything not reported here which could harm the interests of the European Foundation for the Improvement of Living and Working Conditions.

Place: **Dublin**

Date: **June 2010**

Signed: **Jorma Karppinen**, Authorising Officer

Part 5: Annexes

1. Human and financial resources per activity
2. Summary of provisional accounts for the year 2009, including report on waivers of recovery
3. Eurofound research and communication projects
4. Events
5. Eurofound publications
6. Governing Board
7. Advisory committees
8. Foundation staff
9. List of negotiated procedures

Annex 1: Human and financial resources per activity

MONITORING AND SURVEYS					
Human Resources					Financial Resources
Grade	AD	AST	Contract Agents	SNEs*	
	5	4	1	0	EUR 6,003,000

EMPLOYMENT AND COMPETITIVENESS					
Human Resources					Financial Resources
Grade	AD	AST	Contract Agents	SNEs*	
	6	0	2	0	EUR 1,416,000

INDUSTRIAL RELATIONS AND WORKPLACE DEVELOPMENTS					
Human Resources					Financial Resources
Grade	AD	AST	Contract Agents	SNEs*	
	6	2	2	0	EUR 1,966,000

LIVING CONDITIONS AND QUALITY OF LIFE					
Human Resources					Financial Resources
Grade	AD	AST	Contract Agents	SNEs*	
	4	4	0	0	EUR 2,269,000

INFORMATION AND COMMUNICATION					
Human Resources					Financial Resources
Grade	AD	AST	Contract Agents	SNEs*	
	7	15	1	0	EUR 4,957,000

ADMINISTRATION AND SUPPORT / DIRECTORATE*)					
Human Resources					Financial Resources
Grade	AD	AST	Contract Agents	SNEs*	
	8	19	7	0	EUR 3,881,000

*) Directorate: only HR figures included; its financial resources are allocated to all activities

Annex 2: Summary of provisional accounts for the year 2009, including report on waivers of recovery

Provisional revenue and expenditure account to 31 December 2009 (euro)

BUDGET OUTTURN ACCOUNT FOR THE FINANCIAL YEAR 2009

		2009	2008
REVENUE			
Commission subsidy (for the operating budget -Titles 1,2 and 3 - of the agency)	+	19,450,000.00	20,000,000.00
Share funds from Commission	+	427,543.65	307,677.00
Other contributions and funding received via the Commission	+		
Other donors		222,107.24	118,918.19
Fee income	+		
Other revenue	+	44,812.00	23,584.30
TOTAL REVENUE (a)		20,144,462.89	20,450,179.49
EXPENDITURE			
<i>Title I: Staff</i>			
Payments	-	10,089,096.30	9,816,924.78
Appropriations carried over	-	517,605.10	162,942.84
<i>Title II: Administrative Expenses</i>			
Payments	-	1,121,777.31	1,116,325.21
Appropriations carried over	-	196,179.44	589,831.58
<i>Title III: Operating Expenditure</i>			
Payments	-	3,696,233.24	3,481,770.44
Appropriations carried over	-	5,042,606.00	4,870,782.85
TOTAL EXPENDITURE (b)		20,663,497.39	20,038,587.68
OUTTURN FOR THE FINANCIAL YEAR (a-b)		-519,034.50	411,591.81
Cancellation of unused payment appropriations carried over from previous year	+	300,088.33	542,165.58
Adjustment for carry-over from the previous year of appropriations available at 31.12 arising from assigned revenue	+	161,367.27	0.00
Exchange differences for the year (gain +/loss -)	+/-	-1,219.06	-362.22
BALANCE OF THE OUTTURN ACCOUNT FOR THE FINANCIAL YEAR		-58,767.96	953,395.17
Balance year N-1	+/-	765,323.83	-188,071.34
Positive balance from year N-1 reimbursed in year N to the Commission	-	-765,323.83	
Result used for determining amounts in general accounting		-58,767.96	765,323.83
Commission subsidy - agency registers accrued revenue and Commission accrued expense		19,450,000.00	
Pre-financing remaining open to be reimbursed by agency to Commission in year N+1		0.00	

Not included in the budget outturn:

Interest received by 31/12/N on the Commission subsidy funds and to be reimbursed to the Commission (liability)	+	61,989.99	121,855.97

Provisional economic outturn to 31 December 2009 (accrual accounting based) (euro)

Economic Outturn Account

	2009	2008
Recovery of expenses	0.00	0.00
Revenues from administrative operations	91,563.64	67,396.44
Other operating revenue	19,873,546.60	19,217,679.01
TOTAL OPERATING REVENUE	19,965,110.24	19,285,075.45
Administrative expenses	-12,729,974.84	-11,867,704.22
Staff expenses	-9,826,919.46	-9,163,753.61
Fixed asset related expenses (Depn 6301-4)	-501,320.19	-707,546.99
Other administrative expenses	-2,401,735.19	-1,996,403.62
Operational expenses	-7,582,252.74	-6,652,051.38
Other operational expenses	-7,582,252.74	-6,652,051.38
TOTAL OPERATING EXPENSES	-20,312,227.58	-18,519,755.60
SURPLUS/(DEFICIT) FROM OPERATING ACTIVITIES	-347,117.34	765,319.85
Financial revenues	0.00	0.00
Financial expenses	-834.42	-4,998.84
SURPLUS/ (DEFICIT) FROM NON OPERATING ACTIVITIES	-834.42	-4,998.84
SURPLUS/(DEFICIT) FROM ORDINARY ACTIVITIES	-347,951.76	760,321.01
Extraordinary gains (+)	0.00	0.00
Extraordinary losses (-)	0.00	0.00
SURPLUS/(DEFICIT) FROM EXTRAORDINARY ITEMS	0.00	309.04
ECONOMIC RESULT OF THE YEAR	-347,951.76	760,321.01

Provisional cash flow analysis at 31 December 2009 (in direct method) (euro)

Reconciliation of the accrual based result with the budget result

	sign +/-	amount
Economic result (- for loss) of the consolidation reporting package including table M2	+/-	-347,951.76
Adjustments for Accrual Cut-off (reversal 31.12.N-1)	-	-2,343,912.79
Adjustments for Accrual Cut-off (cut- off 31.12.N)	+	1,714,476.73
Amount from liaison account with Commission booked in the Economic Outturn Account	-	
Unpaid invoices at year end but booked in charges (class 6)	+	260,108.33
Depreciation of intangible and tangible fixed assets (1)	+	501,195.27
Provisions (1)	+	100,000.00
Value reductions (1)	+	
Recovery Orders issued in 2009 in class 7 and not yet cashed	-	
Prefinancing given in previous year and cleared in the year	+	812,823.82
Prefinancing received in previous year and cleared in the year	-	-765,323.83
Payments made from carry over of payment appropriations Other *)	+	5,315,154.52
Exchange rate differences (2) (3)	+/-	86,554.82
	+/-	-1,219.06
Asset acquisitions (less unpaid amounts)	-	-212,733.48
New pre-financing paid in the year 2009 and remaining open as at 31.12.2009	-	-273,191.90
New pre-financing received in the year 2009 and remaining open as at 31.12.2009	+	387,550.00
Budgetary recovery orders issued before 2009 and cashed in the year	+	1,416.43
Budgetary recovery orders issued in 2009 on balance sheet accounts (not 7 or 6 accounts) and cashed	+	
Capital payments on financial leasing (they are budgetary payments but not in the economic result)	-	
Payment appropriations carried over to	-	-5,756,390.54
Cancellation of unused carried over payment appropriations from previous year	+	327,180.48
Adjustment for carry-over from the previous year of appropriations available at 31.12 arising from assigned revenue	+	134,987.27
Payments for pensions (they are budgetary payments but booked against provisions)	-	
Payments for stocks of leave and supplementary hours (they are budgetary payments but booked against provisions)	-	
Other **)	+/-	
total		-59,275.69
Budgetary result (+ for surplus) (4)		-58,085.81
Variance not explained		1,189.88

Report on waivers of recovery

There were no waivers of recovery during 2009.

Annex 3: Projects work programme 2009, by activity**Employment and Competitiveness**

The European Restructuring Monitor

EMCC's contribution to DG Employment's sector studies

EMCC's sector studies

EMCC restructuring case studies

Industrial Relations and Workplace development

European Company Statute

The national industrial relations systems in the EU: country-specific and sector-specific properties

Industrial relations developments in EU, USA, Japan and in emerging economies

Industrial relations and sustainability

Working conditions and social dialogue

Links between quality of work and performance

The impact of emerging forms of inter-firm relationships on working conditions

The impact of private equity and hedge funds on restructuring practice, employment levels and shareholder value

Enquiry service

Foundation Seminar Series

Living Conditions and Quality of Life

Company initiatives to reconcile employment with care

The role of childcare services in reconciling family and work

Mobility trends

European Network of Cities for Local Integration Policy for Migrants (CLIP)

Monitoring quality of life in Europe

Active inclusion for young people with disabilities or health problems

Measures for social inclusion of elderly

Surveys and Observatories

Network of European Observatories (NEO)

Fifth European Working Conditions Survey (EWCS)

Second European Company Survey (ECS)

EurLife database

Information centre

Information and Communication

Publications (editing, typesetting, design, printing)

Translations

Web publishing and web development

Information distribution to stakeholders

Foundation Forum

Media

Administration

Evaluation Programme

Support activities

Annex 4: Events ²

<i>Date:</i>	8–9 January 2009
<i>Title:</i>	Expert workshop on printing and publishing
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	Employment and Competitiveness and European Commission
<i>Participants</i>	Owczarzak Radoslaw
<i>Type of event:</i>	Joint Event
<i>Date:</i>	12 January 2009
<i>Title:</i>	Union Fundamental Rights Agency (FRA), Austria
<i>Place:</i>	Dublin, Ireland
<i>Organiser:</i>	External Communications
<i>Participants</i>	Karppinen Jorma, Krieger Hubert
<i>Type of event:</i>	Internal Visit
<i>Date:</i>	15 January 2009
<i>Title:</i>	Project report consultation and dissemination
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	HIRES
<i>Participants</i>	Storrie Donald
<i>Type of event:</i>	External Event
<i>Date:</i>	19 January 2009
<i>Title:</i>	TILDA (Irish Longitudinal Study on Ageing) TCD, Ireland
<i>Place:</i>	Dublin, Ireland
<i>Organiser:</i>	External Communications
<i>Participants</i>	Anderson Robert, Foti Klara, Karppinen Jorma, Mikulic Branislav
<i>Type of event:</i>	Internal Visit
<i>Date:</i>	21 January 2009
<i>Title:</i>	EPC roundtable lunch ‘Demographic future of Europe: policy trade-offs’
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	EPC
<i>Participants</i>	Jacquet Sylvie
<i>Type of event:</i>	External Event
<i>Date:</i>	21 January 2009
<i>Title:</i>	Head of Agencies Meeting
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	EASA, EMCDDA, EFSA
<i>Participants</i>	Karppinen Jorma
<i>Type of event:</i>	External Event

² All participants are listed by last name, then first name

<i>Date:</i>	21 January 2009
<i>Title:</i>	EP EMPL Committee hearing of directors of agencies
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	European Parliament
<i>Participants</i>	Jacquet Sylvie, Karppinen Jorma
<i>Type of event:</i>	External Event
<i>Date:</i>	22-23 January 2009
<i>Title:</i>	European Council for Diversity in Business
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	The Conference Board Europe
<i>Participants</i>	Anderson Robert
<i>Type of event:</i>	External Event
<i>Date:</i>	22-23 January 2009
<i>Title:</i>	Expert workshop on furniture and others
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	Employment and Competitiveness and European Commission
<i>Participants</i>	Owczarzak Radoslaw
<i>Type of event:</i>	Joint Event
<i>Date:</i>	22 January 2009
<i>Title:</i>	Kehikko, Government & Experts, Finland
<i>Place:</i>	Dublin, Ireland
<i>Organiser:</i>	External Communications
<i>Participants</i>	Karppinen Jorma, Anderson Robert, Vermeylen Greet
<i>Type of event:</i>	Internal Visit
<i>Date:</i>	27 January 2009
<i>Title:</i>	BPI France
<i>Place:</i>	Dublin, Ireland
<i>Organiser:</i>	External Communications
<i>Participants</i>	Karppinen Jorma, Vermeylen Greet, Biletta Isabella, Welz Christian, Hurley John
<i>Type of event:</i>	Internal Visit
<i>Date:</i>	28 January 2009
<i>Title:</i>	Peter Boegh Nielsen, Kontorchef, Danmarks Statistik
<i>Place:</i>	Dublin, Ireland
<i>Organiser:</i>	External Communications
<i>Participants</i>	Karppinen Jorma, Storrie Donald
<i>Type of event:</i>	Internal Visit
<i>Date:</i>	29 January 2009
<i>Title:</i>	McKinsey Global Institute, USA
<i>Place:</i>	Dublin, Ireland
<i>Organiser:</i>	External Communications
<i>Participants</i>	Karppinen Jorma, Storrie Donald
<i>Type of event:</i>	Internal Visit

<i>Date:</i>	29-30 January 2009
<i>Title:</i>	Expert workshop on tourism
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	Employment and Competitiveness and European Commission
<i>Participants</i>	Owczarzak Radoslaw
<i>Type of event:</i>	Joint Event
<i>Date:</i>	30 January 2009
<i>Title:</i>	EVA Seminar
<i>Place:</i>	Helsinki, Finland
<i>Organiser:</i>	EVA
<i>Participants</i>	Karppinen Jorma
<i>Type of event:</i>	External Event
<i>Date:</i>	4 February 2009
<i>Title:</i>	Where is our time going? Future Scenarios
<i>Place:</i>	Barcelona, Spain
<i>Organiser:</i>	Usos del Temps Department, University of Barcelona
<i>Participants</i>	Hurley John
<i>Type of event:</i>	External Event
<i>Date:</i>	5-6 February 2009
<i>Title:</i>	Investing in Europe's Energy Future
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	IFRI – Institut Français des relations internationales
<i>Participants</i>	Karppinen Jorma
<i>Type of event:</i>	External Event
<i>Date:</i>	5-6 February 2009
<i>Title:</i>	Expert workshop on transport
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	Employment and Competitiveness and European Commission
<i>Participants</i>	Owczarzak Radoslaw
<i>Type of event:</i>	Joint Event
<i>Date:</i>	6 February 2009
<i>Title:</i>	Scientific Committee of the REGES-FORUM meeting
<i>Place:</i>	Paris, France
<i>Organiser:</i>	REGES
<i>Participants</i>	Welz Christian
<i>Type of event:</i>	External Event
<i>Date:</i>	9-10 February 2009
<i>Title:</i>	The role of social partners in CVT in Europe: reviewing practices and sharing challenges
<i>Place:</i>	Thessaloniki, Greece
<i>Organiser:</i>	Industrial Relations and Workplace Developments and Cedefop
<i>Participants</i>	Demetriades Stavroula, Jurczak Kasia, Karppinen Jorma
<i>Type of event:</i>	Joint Event

<i>Date:</i>	9 February 2009
<i>Title:</i>	Confederation of Vocational Union, Norway
<i>Place:</i>	Dublin, Ireland
<i>Organiser:</i>	External Communications
<i>Participants</i>	Anderson Robert, Mårtensson Måns, Vermeyleen Greet,
<i>Type of event:</i>	Internal Visit
<i>Date:</i>	9-13 February 2009
<i>Title:</i>	ILO 8th European Regional Meeting
<i>Place:</i>	Lisbon, Portugal
<i>Organiser:</i>	ILO
<i>Participants</i>	Karppinen Jorma
<i>Type of event:</i>	External Event
<i>Date:</i>	10 February 2009
<i>Title:</i>	Preparatory meeting for the restructuring forum on skills needs at sectoral level
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	DG Employment
<i>Participants</i>	Owczarzak Radoslaw
<i>Type of event:</i>	External Event
<i>Date:</i>	11 February 2009
<i>Title:</i>	Experts' workshop on restructuring management
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	Employment and Competitiveness
<i>Participants</i>	Owczarzak Radoslaw
<i>Type of event:</i>	Joint Event
<i>Date:</i>	11-12 February 2009
<i>Title:</i>	Advisory Committee for European Working Conditions Survey
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	Monitoring an Surveys
<i>Participants</i>	AC Members
<i>Type of event:</i>	Foundation Own Event
<i>Date:</i>	12-13 February 2009
<i>Title:</i>	Expert workshop on post and telecommunications
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	Employment and Competitiveness and European Commission
<i>Participants</i>	Owczarzak Radoslaw
<i>Type of event:</i>	Joint Event
<i>Date:</i>	13 February 2009
<i>Title:</i>	The European Renewed Social Agenda -Experts' seminar
<i>Place:</i>	Paris, France
<i>Organiser:</i>	Notre Europe
<i>Participants</i>	Anderson Robert
<i>Type of event:</i>	External Event

- Date:* 16-17 February 2009
Title: **Conference Regions for Economic Change - Networking for results**
Place: Brussels, Belgium
Organiser: European Commission
Participants: Ludwinek Anna
Type of event: External Event
- Date:* 16 February 2009
Title: **Boosting Europe's knowledge economy**
Place: Brussels, Belgium
Organiser: European Commission and European Policy Centre
Participants: Karppinen Jorma
Type of event: External Event
- Date:* 17-18 February 2009
Title: **Healthy Ageing for Workers: Anticipating the Occupational Safety and Health Needs of an Increasingly Ageing Workforce**
Place: Washington, USA
Organiser: Society for Occupational & Environmental Health
Participants: Anderson Robert
Type of event: External Event
- Date:* 18 February 2009
Title: EESC LMO session - Presentation by Eurofound director
Place: Brussels, Belgium
Organiser: EESC
Participants: Jacquet Sylvie, Karppinen Jorma
Type of event: External Event
- Date:* 19 February 2009
Title: **Conference on Mobbing**
Place: Luxembourg
Organiser: Ministry of Labour
Participants: Miller Jean-Michel
Type of event: External Event
- Date:* 19 February 2009
Title: **EPC Round table on ageing populations and sustainable care**
Place: Brussels, Belgium
Organiser: EPC
Participants: Jacquet Sylvie, Patriarka Marina
Type of event: External Event
- Date:* 19-20 February 2009
Title: **Expert workshop on distribution and trade**
Place: Brussels, Belgium
Organiser: Employment and Competitiveness and European Commission
Participants: Storrie Donald
Type of event: Joint Event

<i>Date:</i>	19 February 2009
<i>Title:</i>	Bureau Meeting
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	Directorate and Administration
<i>Participants</i>	Karppinen Jorma, Grimmeisen Markus
<i>Type of event:</i>	Bureau
<i>Date:</i>	23 February 2009
<i>Title:</i>	Workshop on Scientific support for promoting social fairness in sustainable development
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	European Commission
<i>Participants</i>	Foti Klara
<i>Type of event:</i>	External Event
<i>Date:</i>	25 February 2009
<i>Title:</i>	Reino PAASILINNA, MEP, Socialist Group in the European Parliament
<i>Place:</i>	Dublin, Ireland
<i>Organiser:</i>	External Communications
<i>Participants</i>	Karppinen Jorma
<i>Type of event:</i>	Internal Visit
<i>Date:</i>	26-25 February 2009
<i>Title:</i>	Advisory Committee and Evaluation for Working Conditions
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	Industrial Relations and Workplace Developments
<i>Participants</i>	AC Members
<i>Type of event:</i>	Foundation Own Event
<i>Date:</i>	26 February 2009
<i>Title:</i>	Brussels Week in European Labour Law
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	Jean Monnet / Uv Tilburg
<i>Participants</i>	Welz Christian
<i>Type of event:</i>	External Event
<i>Date:</i>	26 February 2009
<i>Title:</i>	Advisory Committee for Information and Communications
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	Information and Communications
<i>Participants</i>	AC Members
<i>Type of event:</i>	Foundation Own Event
<i>Date:</i>	26-27 February 2009
<i>Title:</i>	Expert workshop on financial services
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	Employment and Competitiveness and European Commission
<i>Participants</i>	Owczarzak Radoslaw
<i>Type of event:</i>	Joint Event

- Date:* 26-27 February 2009
Title: **Strengthening EU competitiveness – potential of migrants on the labour market and social cohesion**
Place: Prague, Czech Republic
Organiser: Ministry of Labour and Social Affairs
Participants: Hirschfeld Doris, Ludwinek Anna, Robinson Janka
Type of event: External Event - Czech presidency
- Date:* 26-27 February 2009
Title: **Advisory Committee and Evaluation for Industrial Relations**
Place: Brussels, Belgium
Organiser: Industrial Relations and Workplace Developments
Participants: AC Members
Type of event: Foundation Own Event
- Date:* 3 March 2009
Title: **Conference on “Jobs crisis in Sweden”**
Place: Stockholm, Sweden
Organiser: TCO
Participants: Storrie Donald
Type of event: External Event
- Date:* 2-3 March 2009
Title: **Meeting at the Ad Hoc Working Group of the Employment Committee**
Place: Brussels, Belgium
Organiser: European Commission
Participants: Hurley John
Type of event: External Event
- Date:* 3 March 2009
Title: **EPC Economic Policy Forum on Labour Mobility**
Place: Brussels, Belgium
Organiser: EPC
Participants: Jacquet Sylvie
Type of event: External Event
- Date:* 3 March 2009
Title: **EU stakeholders expert group on the European Year 2010 against poverty**
Place: Brussels, Belgium
Organiser: European Commission
Participants: Patriarka Marina
Type of event: External Event
- Date:* 4 March 2009
Title: **Conference on family and work-life balance**
Place: Dusseldorf, Germany
Organiser: Ministry of Generational Affairs, Family, Women and Integration in North Rhine-Westphalia
Participants: Anderson Robert
Type of event: External Event

- Date:* 04 March 2009
Title: **“National Seminars” Steering Group**
Place: Brussels, Belgium
Organiser: European Commission
Participants: Storrie Donald
Type of event: External Event
- Date:* 5-6 March 2009
Title: **Expert workshop on health and social work**
Place: Brussels, Belgium
Organiser: Employment and Competitiveness and European Commission
Participants: Foti Klara
Type of event: Joint Event
- Date:* 5-6 March 2009
Title: **The Laboratory on Wellbeing at Work for Older Employees**
Place: Brussels, Belgium
Organiser: CSR Europe
Participants: Anderson Robert
Type of event: External Event
- Date:* 6 March 2009
Title: **Ms Mary Tehan, Ultimacy, Australia**
Place: Dublin, Ireland
Organiser: External Communications
Participants: Anderson Robert
Type of event: Internal Visit
- Date:* 6 March 2009
Title: **CEEP (La Poste), France**
Place: Dublin, Ireland
Organiser: External Communications
Participants: Karppinen Jorma, Demetriades Stavroula, Foden David, Welz Christian, Biletta Isabella, Hurley John
Type of event: Internal Visit
- Date:* 10 March 2009
Title: **Meeting of the expert group on demographic issues**
Place: Brussels, Belgium
Organiser: European Commission
Participants: Anderson Robert
Type of event: External Event
- Date:* 13 March 2009
Title: **Swedish Presidency Briefing**
Place: Brussels, Belgium
Organiser: Brussels Liaison Office
Participants: Anderson Robert, Jacquet Sylvie, Karppinen Jorma, Mikulic Branislav, Patriarka Marina
Type of event: Foundation Own Event

- Date:* 11 March 2009
Title: **Integration and Identities in Europe**
Place: Dublin, Ireland
Organiser: Office for Integration Dublin City Council and Notre Europe
Participants: Ludwinek Anna
Type of event: External Event
- Date:* 11 March 2009
Title: **Seminar of volunteering of older persons and the role of public services**
Place: Brussels, Belgium
Organiser: European Commission
Participants: Anderson Robert, Foti Klara
Type of event: External Event
- Date:* 12-13 March 2009
Title: **Expert workshop on other services, maintenance and cleaning**
Place: Brussels, Belgium
Organiser: Employment and Competitiveness and European Commission
Participants: de Castro Gregorio
Type of event: Joint Event
- Date:* 13 March 2009
Title: **CoR Task Force - Strengthening the global approach to migration**
Place: Brussels, Belgium
Organiser: CoR
Participants: Jacquet Sylvie
Type of event: External Event
- Date:* 17-18 March 2009
Title: **Mental health & wellbeing at the workplace – protection & inclusion in challenging times**
Place: Berlin, Germany
Organiser: WHO Regional Office for Europe and the German Alliance for Mental Health
Participants: Ludwinek Anna
Type of event: External Event
- Date:* 17 March 2009
Title: **ETUC/ETUI Benchmarking Working Europe 2009 Report and Debate**
Place: Brussels, Belgium
Organiser: ETUI
Participants: Patriarka Marina
Type of event: External Event
- Date:* 18 March 2009
Title: **“Musculoskeletal disorders at work: an underestimated challenge to European competitiveness?”**
Place: Brussels, Belgium
Organiser: European Parliament
Participants: Miller Jean-Michel
Type of event: External Event

Date: 18-19 March 2009

Title: **Expert seminar on Working Conditions Surveys**

Place: Brussels, Belgium

Organiser: ETUI

Participants: Foden David

Type of event: External Event

Date: 18 March 2009

Title: **Conference on Mental Disability and Work: Breaking the Barriers**

Place: Zurich, Switzerland

Organiser: Federal Department of Home Affairs (FDHA)

Participants: Ludwinek Anna

Type of event: External Event

Date: 19 March 2009

Title: **Seminar on Ageing**

Place: London, United Kingdom

Organiser: TAEN – The Age and Employment Network

Participants: Anderson Robert

Type of event: External Event

Date: 20 March 2009

Title: **SMJK (Union of Sales & Marketing Professionals), Finland**

Place: Dublin, Ireland

Organiser: External Communications

Participants: Hurley John, Riso Sara, Galli da Bino Camilla, Mårtensson Måns

Type of event: Internal Visit

Date: 20 March 2009

Title: **Age Diversity in the Downturn: Business Benefits of Creative Approaches to Age Management**

Place: London, UK

Organiser: TAEN – The Age and Employment Network

Participants: Anderson Robert

Type of event: External Event

Date: 20 March 2009

Title: **Bureau Meeting**

Place: Brussels, Belgium

Organiser: Directorate and Administration

Participants: Karppinen Jorma, Grimmeisen Markus

Type of event: Foundation Own Event

Date: 24 March 2009

Title: **Mini-Summit to launch 2nd European Quality of Life Survey**

Place: Prague, Czech Republic

Organiser: Living Conditions

Participants: Karppinen Jorma, Mikulic Branislav, Mårtensson Måns, Hirschfeld Doris, Robinson Janka,

Type of event: Foundation Own Event

<i>Date:</i>	24-25 March 2009
<i>Title:</i>	Workshop on Social and Cultural shocks as opportunities
<i>Place:</i>	Tallinn, Estonia
<i>Organiser:</i>	Swedish Council for Working Life and Social Research
<i>Participants</i>	Foti Klara
<i>Type of event:</i>	External Event
<i>Date:</i>	25-27 March 2009
<i>Title:</i>	2nd Canary Island Conference on Prevention of Occupational Risks
<i>Place:</i>	Las Palmas de Gran Canaria, Spain
<i>Organiser:</i>	Ministry of Labour
<i>Participants</i>	Miller Jean-Michel
<i>Type of event:</i>	External Event
<i>Date:</i>	25-26 March 2009
<i>Title:</i>	Flexicurity conference on implementing flexicurity in times of crisis
<i>Place:</i>	Prague, Czech Republic
<i>Organiser:</i>	External Communications
<i>Participants</i>	Biletta Isabella, Hirschfeld Doris, Robinson Janka
<i>Type of event:</i>	External Event – Czech Presidency
<i>Date:</i>	25 March 2009
<i>Title:</i>	Private Equity meeting
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	European Commission
<i>Participants</i>	Storrie Donald
<i>Type of event:</i>	External Event
<i>Date:</i>	25 March 2009
<i>Title:</i>	Investment Funds external study at EESC - Steering group
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	CCMI
<i>Participants</i>	Storrie Donald
<i>Type of event:</i>	External Event
<i>Date:</i>	26 March 2009
<i>Title:</i>	Expert meeting on undeclared work
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	Employment and Competitiveness and European Commission
<i>Participants</i>	Owczarzak Radoslaw
<i>Type of event:</i>	Joint Event
<i>Date:</i>	26 March 2009
<i>Title:</i>	Advisory Committee for Employment and Competitiveness
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	Employment and Competitiveness
<i>Participants</i>	AC Members
<i>Type of event:</i>	Foundation Own Event

Date: 26-27 March 2009
Title: **European Business Summit - Congress and Networking**
Place: Brussels, Belgium
Organiser: BusinessEurope and the Federation of Enterprises in Belgium with the support of the EC
Participants Karppinen Jorma
Type of event: External Event

Date: 30 March 2009
Title: **Warwick-Acas Lowry Lecture**
Place: London, United Kingdom
Organiser: Warwick Business School and ACAS
Participants Karppinen Jorma
Type of event: External Event

Date: 2 April 2009
Title: **Embracing diversity - Achieving equal opportunities**
Place: Berlin, Germany
Organiser: Integrating Cities
Participants Krieger Hubert
Type of event: External Event

Date: 2 April 2009
Title: **Advisory Committee for Living Conditions and Quality of Life**
Place: Dublin, Ireland
Organiser: Living Conditions and Quality of Life
Participants AC Members
Type of event: Foundation Own Event

Date: 3 April 2009
Title: **New Skills for New Jobs - expert group meeting**
Place: Brussels, Belgium
Organiser: European Commission
Participants Karppinen Jorma
Type of event: External Event

Date: 3 April 2009
Title: **Advisory Committee for European Quality of Life Survey**
Place: Dublin, Ireland
Organiser: Living Conditions and Quality of Life
Participants AC Members
Type of event: Foundation Own Event

Date: 7-8 April 2009
Title: **Swedish Outreach Seminar**
Place: Stockholm, Sweden
Organiser: External Communications
Participants Karppinen Jorma, Billfalk May-Britt, Foden David, Storrie Donald, Mårtensson Måns
Type of event: Foundation Own Event

<i>Date:</i>	8 April 2009
<i>Title:</i>	Ministry of State Administration and Administrative Reform, Bulgaria
<i>Place:</i>	Dublin, Ireland
<i>Organiser:</i>	External Communications
<i>Participants</i>	Comerford Ray, Wolf Felix
<i>Type of event:</i>	Internal Visit
<i>Date:</i>	15 April 2009
<i>Title:</i>	EP-EESC meeting: a programme for Europe
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	EESC
<i>Participants</i>	Jacquet Sylvie
<i>Type of event:</i>	External Event
<i>Date:</i>	16-17 April 2009
<i>Title:</i>	“Labour Inspection in the path to change: Focusing its mission on economic development and social peace in times of crisis”
<i>Place:</i>	Lisbon, Portugal
<i>Organiser:</i>	Portuguese Authority for Working Conditions
<i>Participants</i>	Miller Jean-Michel
<i>Type of event:</i>	External Event
<i>Date:</i>	17 April 2009
<i>Title:</i>	Bureau Meeting
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	Directorate and Administration
<i>Participants</i>	Karppinen Jorma, Grimmeisen Markus
<i>Type of event:</i>	Foundation Own Event
<i>Date:</i>	20-21 April 2009
<i>Title:</i>	1st Forum on European Integration Policies (EESC)
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	EESC
<i>Participants</i>	Krieger Hubert, Ludwinek Anna
<i>Type of event:</i>	External Event
<i>Date:</i>	21 April 2009
<i>Title:</i>	AFA Insurance Company, Sweden
<i>Place:</i>	Dublin, Ireland
<i>Organiser:</i>	External Communications
<i>Participants</i>	Storrie Donald, Riso Sara, Mårtensson Måns
<i>Type of event:</i>	Internal Visit
<i>Date:</i>	21 April 2009
<i>Title:</i>	Seminar – Housing, social inclusion and economy
<i>Place:</i>	Brussels, Ireland
<i>Organiser:</i>	European Commission & Social Situation Observatory – Network on Income Distribution & Living Conditions
<i>Participants</i>	Anderson Robert
<i>Type of event:</i>	External Event

- Date:* 21-22 April 2009
Title: **Conference on Labour market mobility: American movers versus European stayers**
Place: Washington, USA
Organiser: German Marshall Fund
Participants: Krieger Hubert
Type of event: Joint Event
- Date:* 22 April 2009
Title: **EESC-LMO Hearing on Flexicurity: examples of good practices**
Place: Brussels, Belgium
Organiser: EESC - LMO
Participants: Biletta Isabella, Jacquet Sylvie
Type of event: External Event
- Date:* 22-23 April 2009
Title: **Conference on Social Services – A Tool for Mobilising the Workforce and Strengthening Social Cohesion**
Place: Prague, Czech Republic
Organiser: Ministry of Labour and Social Affairs
Participants: Anderson Robert, Hirschfeld Doris, Robinson Janka
Type of event: External Event – Czech Presidency
- Date:* 22 April 2009
Title: **Ageing, Health and Pensions in Europe**
Place: Hague, Netherlands
Organiser: Netspar and European Science Foundation (ESF)
Participants: Foti Klara
Type of event: External Event
- Date:* 22 April 2009
Title: **Barriers to healthcare services for people with mental disorders**
Place: Brussels, Belgium
Organiser: European Health Managers Association
Participants: Ludwinek Anna
Type of event: External Event
- Date:* 23 April 2009
Title: **Department of Enterprise Trade & Employment**
Place: Dublin, Ireland
Organiser: External Communications
Participants: Karppinen Jorma, Nolan Brid, de Castro Gregorio, Hurley John, Parent-Thirion Agnes
Type of event: Internal Visit
- Date:* 23 April 2009
Title: **Social Europe and the single market - where next?**
Place: London, United Kingdom
Organiser: The Smith Institute
Participants: Storrie Donald
Type of event: External Event

<i>Date:</i>	24 April 2009
<i>Title:</i>	UCD Dublin - IR Undergraduates
<i>Place:</i>	Dublin, Ireland
<i>Organiser:</i>	External Communications
<i>Participants</i>	Biletta Isabella, Miller Jean-Michel
<i>Type of event:</i>	Internal Visit
<i>Date:</i>	24 April 2009
<i>Title:</i>	CPH Health Alliance, Brazil
<i>Place:</i>	Dublin, Ireland
<i>Organiser:</i>	External Communications
<i>Participants</i>	Mårtensson Måns, Riso Sara, Anderson Robert
<i>Type of event:</i>	Internal Visit
<i>Date:</i>	27 April 2009
<i>Title:</i>	EESC-SOC Study Group on Green paper: European Workforce for Health
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	EESC
<i>Participants</i>	Jacquet Sylvie
<i>Type of event:</i>	External Event
<i>Date:</i>	27 April 2009
<i>Title:</i>	Round Table on Reducing the Psychosocial Impact of the Financial & Economic Crisis
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	European Commission
<i>Participants</i>	Anderson Robert
<i>Type of event:</i>	External Event
<i>Date:</i>	27 April 2009
<i>Title:</i>	Press debate for European Day of Solidarity between Generations
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	AGE – European Older People’s Platform
<i>Participants</i>	Anderson Robert, Jacquet Sylvie
<i>Type of event:</i>	External Event
<i>Date:</i>	27 April 2009
<i>Title:</i>	Extraordinary Liaison Forum on the review of European sectoral social dialogue
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	European Commission
<i>Participants</i>	Patriarka Marina, Welz Christian
<i>Type of event:</i>	External Event
<i>Date:</i>	28 April 2009
<i>Title:</i>	UK Department for Business Enterprise and Regulatory Reform (BERR)
<i>Place:</i>	Dublin, Ireland
<i>Organiser:</i>	External Communications
<i>Participants</i>	Karppinen Jorma, Parent-Thirion Agnes, Biletta Isabella, Hurley John
<i>Type of event:</i>	Internal Visit

<i>Date:</i>	29 April 2009
<i>Title:</i>	CRM in a challenging economy
<i>Place:</i>	Dublin, Ireland
<i>Organiser:</i>	Calyx Group
<i>Participants</i>	Halpenny Jim, Hirschfeld Doris
<i>Type of event:</i>	External Event
<i>Date:</i>	29 April 2009
<i>Title:</i>	Social Partners meeting on working conditions and work organisation
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	Brussels Liaison Office
<i>Participants</i>	Jacquet Sylvie, Karppinen Jorma, Parent-Thirion Agnes, Patriarka Marina, Vermeylen Greet
<i>Type of event:</i>	Foundation Own Event
<i>Date:</i>	30 April 2009
<i>Title:</i>	Séminaire HIRES: Crise, santé, conditions de travail
<i>Place:</i>	Lyon, France
<i>Organiser:</i>	ANACT
<i>Participants</i>	Hurley John
<i>Type of event:</i>	External Event
<i>Date:</i>	1 May 2009
<i>Title:</i>	University of Seville, Spain
<i>Place:</i>	Dublin, Ireland
<i>Organiser:</i>	External Communications
<i>Participants</i>	Anderson Robert, Parent-Thirion Agnes, Vandamme Jan
<i>Type of event:</i>	Internal Visit
<i>Date:</i>	6 May 2009
<i>Title:</i>	National Confederation of Hungarian Trade Unions
<i>Place:</i>	Dublin, Ireland
<i>Organiser:</i>	External Communications
<i>Participants</i>	Preston Catherine, Ludwinek Anna, Welz Christian
<i>Type of event:</i>	Internal Visit
<i>Date:</i>	6-8 May 2009
<i>Title:</i>	Cypriot Outreach Seminar
<i>Place:</i>	Nicosia, Cyprus
<i>Organiser:</i>	External Communications
<i>Participants</i>	Karppinen Jorma, Nolan Brid, Wolf Felix, Mårtensson Måns, Demetriades Stavroula
<i>Type of event:</i>	Foundation Own Event
<i>Date:</i>	11-12 May 2009
<i>Title:</i>	Social Polis Conference
<i>Place:</i>	Vienna, Austria
<i>Organiser:</i>	Social Platform on Cities and Social Cohesion
<i>Participants</i>	Krieger Hubert
<i>Type of event:</i>	External Event

<i>Date:</i>	13 May 2009
<i>Title:</i>	Out of economic recession towards sustainable welfare
<i>Place:</i>	Dublin, Ireland
<i>Organiser:</i>	External Communications and Finnish Work Environment Fund
<i>Participants</i>	Karppinen Jorma, Kauppinen Timo
<i>Type of event:</i>	Joint Event
<i>Date:</i>	14 May 2009
<i>Title:</i>	European Conference SOZIAL STATT NEOLIBERAL
<i>Place:</i>	Linz, Austria, Austria
<i>Organiser:</i>	Arbeiterkammer OÖ
<i>Participants</i>	Foden David
<i>Type of event:</i>	External Event
<i>Date:</i>	14 May 2009
<i>Title:</i>	2nd stakeholders' meeting re: 8th Round Table on Poverty & Social Exclusion
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	European Commission
<i>Participants</i>	Jacquet Sylvie
<i>Type of event:</i>	External Event
<i>Date:</i>	15 May 2009
<i>Title:</i>	Bureau Meeting
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	Directorate and Administration
<i>Participants</i>	Karppinen Jorma, Grimmeisen Markus
<i>Type of event:</i>	Foundation Own Event
<i>Date:</i>	15-16 May 2009
<i>Title:</i>	8th EU Meeting of People experiencing Poverty
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	Czech Presidency
<i>Participants</i>	Foti Klara
<i>Type of event:</i>	External Event
<i>Date:</i>	19-20 May 2009
<i>Title:</i>	Advisory Committee for the European Company Survey
<i>Place:</i>	Dublin, Ireland
<i>Organiser:</i>	Monitoring and Surveys
<i>Participants</i>	AC Members
<i>Type of event:</i>	Foundation Own Event
<i>Date:</i>	25 May 2009
<i>Title:</i>	Industrial Relations Evaluation Committee
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	Industrial Relations and Workplace Developments
<i>Participants</i>	IR Committee Members
<i>Type of event:</i>	Foundation Own Event

<i>Date:</i>	25-26 May 2009
<i>Title:</i>	Seminar on Quality of Local Integration Policy
<i>Place:</i>	Stuttgart, Germany
<i>Organiser:</i>	City of Stuttgart
<i>Participants</i>	Krieger Hubert
<i>Type of event:</i>	External Event
<i>Date:</i>	26 May 2009
<i>Title:</i>	Working Conditions Evaluation Committee
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	Industrial Relations and Workplace Developments
<i>Participants</i>	WC Committee Members
<i>Type of event:</i>	Foundation Own Event
<i>Date:</i>	27 May 2009
<i>Title:</i>	Ex-Post Evaluation Advisory Committee
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	Operational Support Unit
<i>Participants</i>	AC Members
<i>Type of event:</i>	Foundation Own Event
<i>Date:</i>	27 May 2009
<i>Title:</i>	Ministerial Conference on New Ways to Overcome Gender Stereotypes
<i>Place:</i>	Prague, Czech Republic
<i>Organiser:</i>	Ministry for Human Rights
<i>Participants</i>	Robinson Janka
<i>Type of event:</i>	External Event – Czech Presidency
<i>Date:</i>	28-29 May 2009
<i>Title:</i>	Advisory Committee for European Working Conditions Survey
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	Working Conditions
<i>Participants</i>	AC Members
<i>Type of event:</i>	Foundation Own Event
<i>Date:</i>	29 May 2009
<i>Title:</i>	Tapei Representative Office in the EU, Taiwan
<i>Place:</i>	Dublin, Ireland
<i>Organiser:</i>	External Communications
<i>Participants</i>	Karppinen Jorma, McCaughey Mary, Welz Christian, Anderson Robert, Hurley John, Galli da Bino Camilla
<i>Type of event:</i>	Internal Visit
<i>Date:</i>	1-5 June 2009
<i>Title:</i>	Integration Policies on the Local Level, Housing Policies for Migrants - A Transatlantic Discourse
<i>Place:</i>	Vienna/Zurich, Austria/Switzerland
<i>Organiser:</i>	ISR & OAW & German Marshall Fund
<i>Participants</i>	Krieger Hubert
<i>Type of event:</i>	External Event

<i>Date:</i>	3 June 2009
<i>Title:</i>	EP Web training session in Brussels
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	Brussels Liaison Office
<i>Participants</i>	Galli da Bino Camilla, Jacquet Sylvie, Patriarka Marina
<i>Type of event:</i>	Foundation Own Event
<i>Date:</i>	4 June 2009
<i>Title:</i>	CEMR's Employers' Platform Meeting
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	CEMR
<i>Participants</i>	Patriarka Marina, Welz Christian
<i>Type of event:</i>	External Event
<i>Date:</i>	5 June 2009
<i>Title:</i>	Turning to the future: new approach for EU socio-eco and humanities research until 2013
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	European Commission
<i>Participants</i>	Jacquet Sylvie
<i>Type of event:</i>	External Event
<i>Date:</i>	11-12 June 2009
<i>Title:</i>	Agora Conference - Matching skills and jobs
<i>Place:</i>	Thessaloniki, Greece
<i>Organiser:</i>	CEDEFOP
<i>Participants</i>	Owczarzak Radoslaw
<i>Type of event:</i>	External Event
<i>Date:</i>	11 June 2009
<i>Title:</i>	Confederation of Danish Employers
<i>Place:</i>	Dublin, Ireland
<i>Organiser:</i>	External Communications
<i>Participants</i>	Karppinen Jorma, Biletta Isabella, Miller Jean-Michel, Anderson Robert, Lyly-Yrjanainen Maija
<i>Type of event:</i>	Internal Visit
<i>Date:</i>	11-12 June 2009
<i>Title:</i>	Conference on combating poverty and social exclusion in rural areas
<i>Place:</i>	Budapest, Hungary
<i>Organiser:</i>	European Commission
<i>Participants</i>	Foti Klara
<i>Type of event:</i>	External Event
<i>Date:</i>	12-14 June 2009
<i>Title:</i>	CLIP workshop – Future of CLIP
<i>Place:</i>	Brescia, Italy
<i>Organiser:</i>	CLIP Network
<i>Participants</i>	Krieger Hubert, Ludwinek Anna
<i>Type of event:</i>	Joint Event

- Date:* 16 June 2009
Title: **Extraordinary meeting of the Employers' Group of the European Economic and Social Committee (EESC)**
Place: Bucharest, Romania
Organiser: Employer's group EESC
Participants: Karppinen Jorma
Type of event: External Event
- Date:* 17 June 2009
Title: **Mrs Patricia Weinert, ISSA**
Place: Dublin, Ireland
Organiser: External Communications
Participants: Renuhan Teresa, Foti Klara, Preston Catherine
Type of event: Internal Visit
- Date:* 17 June 2009
Title: **“Confrontations Europe” Working Group on EU Institutions Governance**
Place: Brussels, Belgium
Organiser: Confrontations Europe
Participants: Jacquet Sylvie
Type of event: External Event
- Date:* 17 June 2009
Title: **EESC SOC Hearing on Work and Poverty**
Place: Brussels, Belgium
Organiser: EESC SOC
Participants: Jacquet Sylvie
Type of event: External Event
- Date:* 18 June 2009
Title: **Workshop on Employment and Seniors – What leverage is available?**
Place: Paris, France
Organiser: The French National Institute of Labour, Employment and Vocational Training
Participants: Anderson Robert
Type of event: External Event
- Date:* 18 June 2009
Title: **Embassy of the Republic of Bulgaria in London**
Place: Dublin, Ireland
Organiser: External Communications
Participants: Wolf Felix
Type of event: Internal Visit
- Date:* 19 June 2009
Title: **Second meeting Forum Sectors’ new skills for new jobs**
Place: Brussels, Belgium
Organiser: European Commission
Participants: Owczarzak Radoslaw
Type of event: External Event

<i>Date:</i>	19 June 2009
<i>Title:</i>	CEPS/Instead Research Institute Luxembourg
<i>Place:</i>	Dublin, Ireland
<i>Organiser:</i>	External Communications
<i>Participants</i>	Demetriades Stavroula, Welz Christian, Jungblut Jean-Marie
<i>Type of event:</i>	Internal Visit
<i>Date:</i>	22 June 2009
<i>Title:</i>	UCD, Dublin
<i>Place:</i>	Dublin, Ireland
<i>Organiser:</i>	External Communications
<i>Participants</i>	Hurley John, Wolf Felix
<i>Type of event:</i>	Internal Visit
<i>Date:</i>	22-23 June 2009
<i>Title:</i>	Conference on working conditions and social dialogue
<i>Place:</i>	Prague, Czech Republic
<i>Organiser:</i>	Ministry of Labour and Social Affairs
<i>Participants</i>	Biletta Isabella, Demetriades Stavroula, Karppinen Jorma, Miller Jean-Michel, Turner Bernice, Robinson Janka
<i>Type of event:</i>	Joint Event
<i>Date:</i>	22-24 June 2009
<i>Title:</i>	ESN Conference, 17th European Social Services
<i>Place:</i>	Prague, Czech Republic
<i>Organiser:</i>	ESN
<i>Participants</i>	Anderson Robert, Renehan Teresa, Bernier Javier
<i>Type of event:</i>	External Event
<i>Date:</i>	23-24 June 2009
<i>Title:</i>	CESI Lisbon symposium: Work-life Balance: a challenge for Labour and Social Affairs Policies
<i>Place:</i>	Lisbon, Portugal
<i>Organiser:</i>	CESI
<i>Participants</i>	Jacquet Sylvie
<i>Type of event:</i>	External Event
<i>Date:</i>	24-25 June 2009
<i>Title:</i>	Employment Week 2009
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	Summit Events Ltd, External Communications
<i>Participants</i>	Demetriades Stavroula, Hurley John, Billfalk May-Britt, Jacquet Sylvie, Patriarka Marina, McKeown Aiden
<i>Type of event:</i>	External Event
<i>Date:</i>	24 June 2009
<i>Title:</i>	EESC Japan Contact Group Workshop: future of employment in Europe and Japan
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	EESC Japan Contact Group
<i>Participants</i>	Demetriades Stavroula
<i>Type of event:</i>	External Event

Date: 26 June 2009
Title: **Sectoral Social Dialogue Committee - Cleaning Industries**
Place: Brussels, Belgium
Organiser: European Commission
Participants: Owczarzak Radoslaw
Type of event: External Event

Date: 26 June 2009
Title: **Advisory Committee for the Foundation Seminar Series**
Place: Brussels, Belgium
Organiser: Industrial Relations and Workplace Developments
Participants: AC Members
Type of event: Foundation Own Event

Date: 29-30 June 2009
Title: **Workers Group Meeting of the Governing Board**
Place: Dublin, Ireland
Organiser: Eurofound
Participants: Karppinen Jorma
Type of event: Foundation Own Event

Date: 29-30 June 2009
Title: **Governments Group Meeting of the Governing Board**
Place: Dublin, Ireland
Organiser: Eurofound
Participants: Karppinen Jorma
Type of event: Foundation Own Event

Date: 29 June-1 July 2009
Title: **Measures & tools to anticipate Restructuring**
Place: Paris, France
Organiser: ILO, France
Participants: Mandl Irene
Type of event: External Event

Date: 30 June 2009
Title: **Employers Group Meeting of the Governing Board**
Place: Dublin, Ireland
Organiser: Eurofound
Participants: Karppinen Jorma, Mezger Erika
Type of event: Foundation Own Event

Date: 30 June-2 July 2009
Title: **Presentation of Eurofound's work**
Place: Warsaw, Poland
Organiser: European Survey Research Association
Participants: Lyly-Yrjänäinen Maija
Type of event: External Event

<i>Date:</i>	1 July 2009
<i>Title:</i>	80th Meeting of the Governing Board
<i>Place:</i>	Dublin, Ireland
<i>Organiser:</i>	Eurofound
<i>Participants</i>	Karppinen Jorma, Mezger Erika
<i>Type of event:</i>	Foundation Own Event
<i>Date:</i>	1 July 2009
<i>Title:</i>	Eurofound Briefing and launch of the Undeclared Work report
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	Brussels Liaison Office
<i>Participants</i>	Jacquet Sylvie, Owczarzak Radoslaw, Patriarka Marina, Storrie Donald
<i>Type of event:</i>	Foundation Own Event
<i>Date:</i>	1 July 2009
<i>Title:</i>	Extraordinary Board Meeting
<i>Place:</i>	Dublin, Ireland
<i>Organiser:</i>	Eurofound
<i>Participants</i>	Board Members
<i>Type of event:</i>	Foundation Own Event
<i>Date:</i>	1 July 2009
<i>Title:</i>	2nd NSNJ (new skills for new jobs) expert group
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	European Commission
<i>Participants</i>	Storrie Donald
<i>Type of event:</i>	External Event
<i>Date:</i>	1-2 July 2009
<i>Title:</i>	Conference on Cross-border cooperation for dynamic labour markets
<i>Place:</i>	Kurina, Sweden
<i>Organiser:</i>	Eurofound
<i>Participants</i>	Krieger Hubert
<i>Type of event:</i>	External Event – Swedish Presidency
<i>Date:</i>	2-3 July 2009
<i>Title:</i>	Jobs project data expert group
<i>Place:</i>	Salamanca, Spain
<i>Organiser:</i>	Emma Smith
<i>Participants</i>	Hurley John, Jungblut Jean-Marie, Smith Emma, Storrie Donald
<i>Type of event:</i>	External Event
<i>Date:</i>	2 July 2009
<i>Title:</i>	The 9th meeting of the Labour Market Observatory (LMO)
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	European Economic and Social Committee
<i>Participants</i>	Karppinen Jorma, Vermeylen Greet, Wolf Felix
<i>Type of event:</i>	External Event

- Date:* 2 July 2009
Title: **EASPD Hearing on training needs in social sector**
Place: Brussels, Belgium
Organiser: EASPD
Participants: Foti Klara
Type of event: External Event
- Date:* 2 July 2009
Title: **EESC Hearing on Equal opportunities at work - Exchange of good practices**
Place: Brussels, Belgium
Organiser: EESC
Participants: Jacquet Sylvie, Wolf Felix
Type of event: External Event
- Date:* 2 July 2009
Title: **EF-EESC Joint hearing on work-life balance: A global life-course model**
Place: Brussels, Belgium
Organiser: Brussels Liaison Office and EESC
Participants: Jacquet Sylvie, Vermeylen Greet
Type of event: Joint Event
- Date:* 3 July 2009
Title: **Meeting with Commissioner Špidla**
Place: Dublin, Ireland
Organiser: IBEC offices
Participants: EF Directorate
Type of event: Foundation Own Event
- Date:* 6-9 July 2009
Title: **19th IAGG World Congress of Gerontology and Geriatrics**
Place: Paris, France
Organiser: IAGG
Participants: Anderson Robert
Type of event: External Event
- Date:* 7 July 2009
Title: **EESC/CCMI hearing on Flexicurity**
Place: Stockholm, Sweden
Organiser: EESC CCMI
Participants: Biletta Isabella
Type of event: External Event
- Date:* 7-8 July 2009
Title: **EU Challenges and Future Support of Research, Development and Innovation**
Place: Lund, Sweden
Organiser: Swedish Presidency
Participants: Foti Klara
Type of event: External Event

<i>Date:</i>	9 July 2009
<i>Title:</i>	Korea Workplace Innovation Centre (KOWIN)
<i>Place:</i>	Dublin, Ireland
<i>Organiser:</i>	External Communications
<i>Participants</i>	Parent-Thirion Agnes
<i>Type of event:</i>	Internal Visit
<i>Date:</i>	13 July 2009
<i>Title:</i>	Bray-Begles Town Twinning Association
<i>Place:</i>	Dublin, Ireland
<i>Organiser:</i>	External Communications
<i>Participants</i>	Gouilleux-Cahill Elisabeth
<i>Type of event:</i>	Internal Visit
<i>Date:</i>	21 July 2009
<i>Title:</i>	Chamber of Labour Upper, Austria
<i>Place:</i>	Dublin, Ireland
<i>Organiser:</i>	External Communications
<i>Participants</i>	Mezger Erika, Wolf Felix, Mandl Irene, Lyly-Yrjanainen Maija
<i>Type of event:</i>	Internal Visit
<i>Date:</i>	7 August 2009
<i>Title:</i>	Dr.H.C. Gerd Andres & Mr Reiner Hoffmann
<i>Place:</i>	Dublin, Ireland
<i>Organiser:</i>	External Communications
<i>Participants</i>	Mezger Erika, Kohler Eberhard, Gerstenberger Barbara, Vermeylen Greet, Mandl Irene
<i>Type of event:</i>	Internal Visit
<i>Date:</i>	24 August 2009
<i>Title:</i>	Sectoral Social Dialogue Committee - Hungary
<i>Place:</i>	Dublin, Ireland
<i>Organiser:</i>	External Communications
<i>Participants</i>	Welz Christian, Owczarzak Radoslaw
<i>Type of event:</i>	Internal Visit
<i>Date:</i>	3-4 September 2009
<i>Title:</i>	International Conference “Economic Crisis and Work Climate”
<i>Place:</i>	Vienna, Austria
<i>Organiser:</i>	AKOÖ – Chamber of Labour Upper, Austria
<i>Participants</i>	Mezger Erika, Miller Jean-Michel
<i>Type of event:</i>	External Event
<i>Date:</i>	4 September 2009
<i>Title:</i>	Study group on matching skills
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	EESC
<i>Participants</i>	Owczarzak Radoslaw
<i>Type of event:</i>	External Event

<i>Date:</i>	4 September 2009
<i>Title:</i>	Industrial Relations - Financial Crisis - the role of workers in the new era
<i>Place:</i>	Thessaloniki, Greece
<i>Organiser:</i>	Cedefop
<i>Participants</i>	Biletta Isabella
<i>Type of event:</i>	External Event
<i>Date:</i>	8-9 September 2009
<i>Title:</i>	National restructuring seminar
<i>Place:</i>	London, United Kingdom
<i>Organiser:</i>	Laura Costamagna
<i>Participants</i>	ITC/ILO
<i>Type of event:</i>	External Event
<i>Date:</i>	9 September 2009
<i>Title:</i>	DG EMPL Experts Workshop on emerging stronger from the recession
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	European Commission
<i>Participants</i>	Anderson Robert
<i>Type of event:</i>	External Event
<i>Date:</i>	10-11 September 2009
<i>Title:</i>	UNI Europe ICTS Inaugural Conference
<i>Place:</i>	Dublin, Ireland
<i>Organiser:</i>	UNI Groupe
<i>Participants</i>	Storrie Donald
<i>Type of event:</i>	External Event
<i>Date:</i>	11 September 2009
<i>Title:</i>	Bureau Meeting
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	Directorate and Administration
<i>Participants</i>	Karppinen Jorma, Mezger Erika, Grimmeisen Markus
<i>Type of event:</i>	Foundation Own Event
<i>Date:</i>	15-16 September 2009
<i>Title:</i>	Expert conference on healthy, active and dignified ageing
<i>Place:</i>	Stockholm, Sweden
<i>Organiser:</i>	Ministry of Health and Social Affairs
<i>Participants</i>	Anderson Robert
<i>Type of event:</i>	External Event – Swedish Presidency
<i>Date:</i>	15 September 2009
<i>Title:</i>	CoR ECOS Seminar on Restructuring: ways to minimise consequences of the economic crisis
<i>Place:</i>	Wroclaw, Poland
<i>Organiser:</i>	CoR
<i>Participants</i>	Owczarzak Radoslaw
<i>Type of event:</i>	External Event

<i>Date:</i>	16-17 September 2009
<i>Title:</i>	Advisory Committee for Working Conditions
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	Industrial Relations and Workplace Developments
<i>Participants</i>	AC Members
<i>Type of event:</i>	Foundation Own Event
<i>Date:</i>	17 September 2009
<i>Title:</i>	EU stakeholders expert group on the European Year 2010 against poverty
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	European Commission
<i>Participants</i>	Patriarka Marina
<i>Type of event:</i>	External Event
<i>Date:</i>	17 September 2009
<i>Title:</i>	Hospitality Recovery Conference
<i>Place:</i>	Dublin, Ireland
<i>Organiser:</i>	Failte Ireland
<i>Participants</i>	Mandl Irene
<i>Type of event:</i>	External Event
<i>Date:</i>	17 September 2009
<i>Title:</i>	CESTP-ARACT de Picardie, France
<i>Place:</i>	Dublin, Ireland
<i>Organiser:</i>	External Communications
<i>Participants</i>	McCaughey Mary, Anderson Robert, Ludwinek Anna, Parent-Thirion Agnes, Biletta Isabella
<i>Type of event:</i>	Internal Visit
<i>Date:</i>	21-22 September 2009
<i>Title:</i>	CESI Symposium: La protection de lieu de travail en Europe – Réflexions sur la réforme de la prévention de santé
<i>Place:</i>	Rome, Italy
<i>Organiser:</i>	CESI
<i>Participants</i>	Miller Jean-Michel
<i>Type of event:</i>	External Event
<i>Date:</i>	21-23 September 2009
<i>Title:</i>	7th CLIP meeting
<i>Place:</i>	Amsterdam, Netherlands
<i>Organiser:</i>	Eurofound
<i>Participants</i>	Ludwinek Anna, Krieger Hubert, Billfalk May-Britt
<i>Type of event:</i>	Foundation Own Event
<i>Date:</i>	22 September 2009
<i>Title:</i>	European Policy Centre
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	European Policy Centre
<i>Participants</i>	Anderson Robert
<i>Type of event:</i>	External Event

- Date:* 22-23 September 2009
Title: **Advisory Committee for Information and Communications**
Place: Dublin, Ireland
Organiser: Information and Communications
Participants: AC Members
Type of event: Foundation Own Event
- Date:* 24 September 2009
Title: **EESC-SOC Hearing on New trends of forms of self-employment**
Place: Brussels, Belgium
Organiser: EESC
Participants: Welz Christian
Type of event: External Event
- Date:* 24 September 2009
Title: **PEROSH Expert seminar on Working Environment Challenges of the Future**
Place: Copenhagen, Denmark
Organiser: National Research Centre for the Working Environment
Participants: Parent-Thirion Agnes
Type of event: External Event
- Date:* 24-25 September 2009
Title: **Advisory Committee for Industrial Relations Area**
Place: Brussels, Belgium
Organiser: Industrial Relations and Workplace Developments
Participants: AC Members
Type of event: Foundation Own Event
- Date:* 24-25 September 2009
Title: **National restructuring seminar**
Place: Prague, Czech Republic
Organiser: Restructuring Seminar
Participants: Storrie Donald
Type of event: External Event
- Date:* 25 September 2009
Title: **Presentation of FIEC and EFBWW website**
Place: Brussels, Belgium
Organiser: FIEC
Participants: Patriarka Marina
Type of event: External Event
- Date:* 29-30 September 2009
Title: **Mental Health among young people**
Place: Stockholm, Sweden
Organiser: Ministry of Health and Social Affairs
Participants: van Dijk Marjolein
Type of event: External Event – Swedish Presidency

Date: 29 September 2009
Title: **Ex-post evaluation advisory committee - 2nd meeting**
Place: Brussels, Belgium
Organiser: Eurofound
Participants: AC Members
Type of event: Foundation Own Event

Date: 29 September 2009
Title: **Council of Europe's European Committee on Migration (CDMG) Bureau meeting**
Place: Strasbourg, France
Organiser: Council of Europe
Participants: Krieger Hubert
Type of event: External Event

Date: 30 September 2009
Title: **Plenary session of ECOSOC**
Place: Brussels, Belgium
Organiser: ECOSOC
Participants: Patriarka Marina
Type of event: External Event

Date: 30 September 2009
Title: **Advisory Committee for Employment and Competitiveness**
Place: Brussels, Belgium
Organiser: Employment and Competitiveness
Participants: AC Members
Type of event: Foundation Own Event

Date: 30 September 2009
Title: **Advisory Committee for European Quality of Life Survey and Evaluation Meeting**
Place: Brussels, Belgium
Organiser: Eurofound
Participants: AC Members
Type of event: Foundation Own Event

Date: 1 October 2009
Title: **ERM/EJM Brussels**
Place: Brussels, Belgium
Organiser: Eurofound
Participants: Hurley John, Jungblut Jean-Marie, Owczarzak Radoslaw, Riso Sara, Salvatore Lidia, Smith Emma, Storrie Donald
Type of event: External Event

Date: 1 October 2010
Title: **Advisory Committee for Living Conditions and Quality of Life Evaluation Meeting**
Place: Brussels, Belgium
Organiser: Living Conditions and Quality of Life
Participants: AC Members
Type of event: Foundation Own Event

<i>Date:</i>	5-9 October 2009
<i>Title:</i>	SIPTU Members Conference (exhibition)
<i>Place:</i>	Tralee, Ireland
<i>Organiser:</i>	SIPTU
<i>Participants</i>	Hirschfeld Doris
<i>Type of event:</i>	External Event
<i>Date:</i>	6 October 2009
<i>Title:</i>	After the liberalisation of the postal market: better jobs or more working poor?
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	AK Europa & ÖGB EuropaBüro
<i>Participants</i>	Jacquet Sylvie
<i>Type of event:</i>	External Event
<i>Date:</i>	6-7 October 2009
<i>Title:</i>	Violence and Harassment at work
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	European Agency for Safety and Health at Work
<i>Participants</i>	Riso Sara
<i>Type of event:</i>	External Event
<i>Date:</i>	7-8 October 2009
<i>Title:</i>	Workshop on National Strategies on Health and Safety at Work
<i>Place:</i>	Luxembourg, Luxembourg
<i>Organiser:</i>	European Commission
<i>Participants</i>	Miller Jean-Michel
<i>Type of event:</i>	External Event
<i>Date:</i>	8 October 2009
<i>Title:</i>	Opening reception SYNDEX Europe
<i>Place:</i>	Brussels,
<i>Organiser:</i>	Syndex Europe
<i>Participants</i>	Jacquet Sylvie, Patriarka Marina
<i>Type of event:</i>	External Event
<i>Date:</i>	8 October 2009
<i>Title:</i>	College risques psychosociaux, au travail 4th Reunion
<i>Place:</i>	Paris, France
<i>Organiser:</i>	College risques psychosociaux
<i>Participants</i>	Parent-Thirion Agnes
<i>Type of event:</i>	External Event
<i>Date:</i>	9 October 2009
<i>Title:</i>	Specialist Trade Unions - Finland
<i>Place:</i>	Dublin, Ireland
<i>Organiser:</i>	Akavan Erityisalat ry
<i>Participants</i>	Karppinen Jorma, Mezger Erika, Welz Christian
<i>Type of event:</i>	Internal Visit

- Date:* 9 October 2009
Title: **High level roundtable “State of Europe” and President’s dinner**
Place: Brussels, Belgium
Organiser: Friends of Europe
Participants: Karppinen Jorma
Type of event: External Event
- Date:* 12-13 October 2009
Title: **EU-China Joint Conference ‘the impact of the global crisis and recovery on employment and skills in China and in the EU’**
Place: Brussels, Belgium
Organiser: European Commission
Participants: Jacquet Sylvie, Storrie Donald
Type of event: External Event
- Date:* 12-13 October 2009
Title: **Indicative Programme for Swedish WLMP - conference on mobility in NMS**
Place: Uppsala, Sweden
Organiser: Swedish WLMP
Participants: Krieger Hubert
Type of event: External Event
- Date:* 14-16 October 2009
Title: **Measurement of Quality of Employment**
Place: Geneva, Switzerland
Organiser: UNECE, ILO
Participants: Vermeylen Greet
Type of event: External Event
- Date:* 14 October 2009
Title: **EP S&D Group Information session with Eurofound**
Place: Brussels, Belgium
Organiser: European Parliament S&D EMPL Coordinator
Participants: Jacquet Sylvie, Karppinen Jorma, Mezger Erika, Patriarka Marina
Type of event: External Event
- Date:* 15 October 2009
Title: **Austrian social partners’ response to the eco & financial crisis & challenges for the post-Lisbon Strategy**
Place: Brussels, Belgium
Organiser: AK Europa
Participants: Jacquet Sylvie, Patriarka Marina
Type of event: External Event

<i>Date:</i>	15-16 October 2009
<i>Title:</i>	8th Round Table on poverty: Active inclusion in times of recession - New challenges. Swedish Presidency
<i>Place:</i>	Stockholm, Sweden
<i>Organiser:</i>	European Commission
<i>Participants</i>	Foti Klara, Robinson Janka
<i>Type of event:</i>	External Event – Swedish Presidency
<i>Date:</i>	17 October 2009
<i>Title:</i>	sp.a Annual conference
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	Studiedienst sp.a
<i>Participants</i>	Vermeyleen Greet
<i>Type of event:</i>	External Event
<i>Date:</i>	19-20 October 2009
<i>Title:</i>	EESC hearing on Childcare
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	EESC
<i>Participants</i>	Gerstenberger Barbara
<i>Type of event:</i>	External Event
<i>Date:</i>	20 October 2009
<i>Title:</i>	COFACE Seminar on Dependent persons in the EU
<i>Place:</i>	Sofia, Bulgaria
<i>Organiser:</i>	COFACE
<i>Participants</i>	Anderson Robert
<i>Type of event:</i>	External Event
<i>Date:</i>	20 October 2009
<i>Title:</i>	Pol Liemans Head of CCMI Unit & M. van Iersel
<i>Place:</i>	Dublin, Ireland
<i>Organiser:</i>	External Communications
<i>Participants</i>	Karppinen Jorma, McCaughey Mary, Owczarzak Radoslaw, Miller Jean-Michel
<i>Type of event:</i>	Internal Visit
<i>Date:</i>	21-22 October 2009
<i>Title:</i>	Group Meetings
<i>Place:</i>	Dublin, Ireland
<i>Organiser:</i>	Eurofound
<i>Participants</i>	Jorma Karppinen
<i>Type of event:</i>	Foundation Own Event
<i>Date:</i>	21 October 2009
<i>Title:</i>	81st Meeting of the Governing Board
<i>Place:</i>	Dublin, Ireland
<i>Organiser:</i>	Eurofound
<i>Participants</i>	Karppinen Jorma
<i>Type of event:</i>	Foundation Own Event

<i>Date:</i>	21-22 October 2009
<i>Title:</i>	National restructuring seminar
<i>Place:</i>	Athens, Greece
<i>Organiser:</i>	ITC/ILO
<i>Participants</i>	Mandl Irene
<i>Type of event:</i>	External Event
<i>Date:</i>	22 October 2009
<i>Title:</i>	Bureau Meeting
<i>Place:</i>	Dublin, Ireland
<i>Organiser:</i>	Directorate and Administration
<i>Participants</i>	Karppinen Jorma, Mezger Erika, Grimmeisen Markus
<i>Type of event:</i>	Foundation Own Event
<i>Date:</i>	22 October 2009
<i>Title:</i>	All Groups Meeting of the Governing Board
<i>Place:</i>	Dublin, Ireland
<i>Organiser:</i>	Eurofound
<i>Participants</i>	Karppinen Jorma
<i>Type of event:</i>	Foundation Own Event
<i>Date:</i>	22 October 2009
<i>Title:</i>	Final conference of the social observatory of the postal sector 2009
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	European Commission (Social Dialogue Committee, Postal Sector)
<i>Participants</i>	Storrie Donald
<i>Type of event:</i>	External Event
<i>Date:</i>	22-23 October 2009
<i>Title:</i>	Conference on new skills for new jobs
<i>Place:</i>	Gothenburg, Sweden
<i>Organiser:</i>	Swedish Public Employment Service
<i>Participants</i>	Biletta Isabella, Mårtensson Måns, Storrie Donald
<i>Type of event:</i>	External Event – Swedish Presidency
<i>Date:</i>	26-27 October 2009
<i>Title:</i>	High level conference on Labour Market Inclusion
<i>Place:</i>	Stockholm, Sweden
<i>Organiser:</i>	Ministry for Employment
<i>Participants</i>	Anderson Robert, Bernier Javier, Ludwinek Anna
<i>Type of event:</i>	External Event – Swedish Presidency
<i>Date:</i>	27-28 October 2009
<i>Title:</i>	Conference on Sustainable Work - A Challenge in Times of Economic Crises
<i>Place:</i>	Stockholm, Sweden
<i>Organiser:</i>	FAS
<i>Participants</i>	Vermeulen Greet
<i>Type of event:</i>	External Event

- Date:* 27 October 2009
Title: **Well-Being 2030 Project Inaugural Conference**
Place: Brussels, Belgium
Organiser: EPC
Participants: Patriarka Marina
Type of event: External Event
- Date:* 27-29 October 2009
Title: **Berlin Policy Seminar - Creating sustainable growth in Europe**
Place: Berlin, Germany
Organiser: Anglo-German Foundation
Participants: Mezger Erika
Type of event: External Event
- Date:* 28 October 2009
Title: **EFFAT-CEFS Conference “Improving employability in the European sugar sector in the context of restructuring”**
Place: Brussels, Belgium
Organiser: EFFAT
Participants: Patriarka Marina
Type of event: External Event
- Date:* 28-29 October 2009
Title: **Cities conference on Polarisation and Radicalisation**
Place: Amsterdam, Netherlands
Organiser: Dutch Ministry of Interior and Kingdom Relations
Participants: Ludwinek Anna
Type of event: External Event
- Date:* 29-30 October 2009
Title: **Forum on towards a sustainable working life**
Place: Brussels, Belgium
Organiser: NEW OSH ERA consortium + OSHA Bilbao
Participants: Karppinen Jorma
Type of event: External Event
- Date:* 4-5 November 2009
Title: **Restructuring in Europe (Lithuania)**
Place: Vilnius, Lithuania
Organiser: ILO
Participants: Hurley John
Type of event: External Event
- Date:* 4 November 2009
Title: **Launch Lunch of Restructuring Task Force at EP**
Place: Brussels, Belgium
Organiser: European Parliament S&D group
Participants: Jacquet Sylvie
Type of event: External Event

Date: 4 November 2009
Title: **Après Lisbonne, une stratégie de compétitivité et d'emploi durable - Confrontations Europe**
Place: Brussels, Belgium
Organiser: Confrontations Europe
Participants Jacquet Sylvie, Patriarka Marina
Type of event: External Event

Date: 4 November 2009
Title: **Conference on Demographic Change and Competencies in the European Gas sector**
Place: Brussels, Belgium
Organiser: EPSU/EMCEF and Eurogas
Participants Anderson Robert
Type of event: External Event

Date: 5 November 2009
Title: **Network for Safety and Health for Europe**
Place: Dusseldorf, Germany
Organiser: BASI
Participants Foden David
Type of event: External Event

Date: 5 November 2009
Title: **Mr R. Verrue Dir. Gen. Employment, Social Affairs & Equal Opportunities**
Place: Dublin, Ireland
Organiser: External Communications
Participants Karppinen Jorma
Type of event: Internal Visit

Date: 5-6 November 2009
Title: **Foundation Forum 2009 - Global recession: Europe's way out**
Place: Dublin, Ireland
Organiser: External Communications
Participants Anderson Robert, Billfalk May-Britt, Demetriades Stavroula, Gerstenberger Barbara, Karppinen Jorma, McCaughey Mary, Mezger Erika, Storrie Donald
Type of event: Foundation Own Event

Date: 9 November 2009
Title: **Meeting with EC Coordinator of Year of Combating Social Exclusion**
Place: Brussels, Belgium
Organiser:
Participants McCaughey Mary
Type of event: External Event

Date: 10 November 2009
Title: **Steering Committee on feasibility study to set up EU sector skills councils**
Place: Brussels,
Organiser: European Commission
Participants Owczarzak Radoslaw
Type of event: External Event

Date: 10 November 2009
Title: **EP CRIS Hearing on the causes of the financial crisis and the consequences on the real economy (employment, growth and social dimension)**
Place: Brussels, Belgium
Organiser: EP CRIS
Participants: Jacquet Sylvie, Storrie Donald
Type of event: External Event

Date: 11-12 November 2009
Title: **EU agencies web network: workshop**
Place: Parma, Italy
Organiser: EFSA
Participants: Jaeger Stephan, Murray Fiona
Type of event: External Event

Date: 11 November 2009
Title: **MEPs working lunch: presentation of ERM Report 2009**
Place: Brussels, Belgium
Organiser: Brussels Liaison Office
Participants: Jacquet Sylvie, Karppinen Jorma, Mandl Irene, Mezger Erika, Patriarka Marina, Storrie Donald
Type of event: Foundation Own Event

Date: 12-13 November 2009
Title: **IZA Employment Seminar**
Place: Brussels, Belgium
Organiser: IZA
Participants: Storrie Donald
Type of event: External Event

Date: 12-13 November 2009
Title: **European Integration Forum**
Place: Brussels, Belgium
Organiser: European Commission + EESC
Participants: Krieger Hubert
Type of event: External Event

Date: 12-13 November 2009
Title: **Restructuring Forum - building partnerships for anticipating and managing restructuring in a socially responsible way**
Place: Brussels, Belgium
Organiser: European Commission
Participants: Owczarzak Radoslaw
Type of event: External Event

Date: 12 November 2009
Title: **Social Partners Debate Lunch: Presentation ERM report 2009**
Place: Brussels, Belgium
Organiser: Brussels Liaison Office
Participants: Jacquet Sylvie, Karppinen Jorma, Mandl Irene, Mezger Erika, Patriarka Marina, Storrie Donald
Type of event: Foundation Own Event

Date: 12-13 November 2009

Title: **Gender Equality on Politics and the Labour Market**

Place: Stockholm, Sweden

Organiser: Swedish Parliament

Participants Anderson Robert

Type of event: External Event

Date: 13 November 2009

Title: **UCD - Dublin**

Place: Dublin, Ireland

Organiser: External Communications

Participants Demetriades Stavroula, Welz Christina, Biletta Isabella, Michel Jean-Miller, Foden David

Type of event: Internal Visit

Date: 16 November 2009

Title: **EPC meeting on “Intra-EU migration: new political realities”**

Place: Brussels, Belgium

Organiser: EPC

Participants Jacquet Sylvie

Type of event: External Event

Date: 17 November 2009

Title: **Annual Conference Beyond GDP: What is Progress and how should it be measured?**

Place: Dublin, Ireland

Organiser: Social Justice Ireland

Participants Foti Klara

Type of event: External Event

Date: 18 November 2009

Title: **CoR ECOS hearing on impact of ageing in the EU**

Place: Brussels, Belgium

Organiser: CoR ECOS

Participants Anderson Robert

Type of event: External Event

Date: 18-19 November 2009

Title: **Climate change mitigation policies and social justice in Europe**

Place: Brussels, Belgium

Organiser: KBF

Participants Jacquet Sylvie

Type of event: External Event

Date: 18 November 2009

Title: **Presentation of ERM report to EESC LMO & SOC**

Place: Brussels, Belgium

Organiser: Brussels Liaison Office and LMO

Participants Hurley John, Jacquet Sylvie, Karppinen Jorma, McCaughey Mary, Mezger Erika, Patriarka Marina

Type of event: Joint Event

<i>Date:</i>	18 November 2009
<i>Title:</i>	29th meeting of the OSHA Governing Board
<i>Place:</i>	Bilbao, Spain
<i>Organiser:</i>	European Agency for Safety & Health at Work
<i>Participants</i>	Parent-Thirion Agnes
<i>Type of event:</i>	External Event
<i>Date:</i>	18-20 November 2009
<i>Title:</i>	Foundation Seminar Series, first session
<i>Place:</i>	Dublin, Ireland
<i>Organiser:</i>	Industrial Relations and Workplace Developments
<i>Participants</i>	Karppinen Jorma, Isabella Biletta, Wolf Felix, Storrie Donald, Schinasi Jessica, Vandamme Jan
<i>Type of event:</i>	Foundation Own Event
<i>Date:</i>	19 November 2009
<i>Title:</i>	National restructuring seminar
<i>Place:</i>	Larnaca, Cyprus
<i>Organiser:</i>	ILO
<i>Participants</i>	Riso Sara
<i>Type of event:</i>	External Event
<i>Date:</i>	19-20 November
<i>Title:</i>	Advisory Committee for the European Company Survey
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	Eurofound
<i>Participants</i>	AC Members
<i>Type of event:</i>	Foundation Own Event
<i>Date:</i>	19 November 2009
<i>Title:</i>	Seminar on ALMP: Labour market developments in Europe
<i>Place:</i>	Vienna, Austria
<i>Organiser:</i>	WKO
<i>Participants</i>	Storrie Donald
<i>Type of event:</i>	External Event
<i>Date:</i>	19-20 November 2009
<i>Title:</i>	European Social Network on Partnerships for economic and social integration
<i>Place:</i>	Madrid, Spain
<i>Organiser:</i>	ESN
<i>Participants</i>	Anderson Robert
<i>Type of event:</i>	External Event
<i>Date:</i>	20 November 2009
<i>Title:</i>	Conference on Family policy and children's rights
<i>Place:</i>	Stockholm, Sweden
<i>Organiser:</i>	Ministry of Health and Social Affairs
<i>Participants</i>	Krieger Hubert
<i>Type of event:</i>	External Event

Date: 20 November 2009
Title: **Federation of Finnish Technology Industries & Finnish Metalworkers' Union**
Place: Dublin, Ireland
Organiser: External Communications
Participants Karppinen Jorma, Lyly-Yrjanainen Maija
Type of event: Internal Visit

Date: 20 November 2009
Title: **International Policy Advisory Board of ASPA**
Place: The Hague, The Netherlands
Organiser: Universiteit Utrecht
Participants Storrie Donald
Type of event: External Event

Date: 23-27 November 2009
Title: **Living and Working exhibition**
Place: Dublin, Ireland
Organiser: External Communications
Participants Eurofound
Type of event: Foundation Own Event

Date: 24 November 2009
Title: **Meeting with Spanish Presidency**
Place: Madrid, Spain
Organiser: Eurofound
Participants Gerstenberger Barbara
Type of event: External Event

Date: 24 November 2009
Title: **International conference on Integration of Migration**
Place: Prague, Czech Republic
Organiser: City of Prague
Participants Ludwinek Anna, Bernier Javier
Type of event: External Event

Date: 24 November 2009
Title: **RAND Europe/Work Foundation**
Place: Dublin, Ireland
Organiser: External Communications
Participants Parent-Thirion Agnes, Anderson Robert
Type of event: Internal Visit

Date: 24-25 November 2009
Title: **Advisory Committee for European Working Conditions Survey**
Place: Brussels, Belgium
Organiser: Monitoring and Surveys
Participants AC Members
Type of event: Foundation Own Event

<i>Date:</i>	25-26 November 2009
<i>Title:</i>	DG Empl - D1 Employment Analysis
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	Destree Org
<i>Participants</i>	Hurley John
<i>Type of event:</i>	External Event
<i>Date:</i>	25-27 November 2009
<i>Title:</i>	IPA Conference
<i>Place:</i>	Lisbon, Portugal
<i>Organiser:</i>	EMSA
<i>Participants</i>	de Boer Mattanja, Karppinen Jorma
<i>Type of event:</i>	External Event
<i>Date:</i>	25 November 2009
<i>Title:</i>	Transition to adulthood: how does it affect demographic trends – Meeting of Expert Group on Demographic Trends
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	European Commission
<i>Participants</i>	Anderson Robert
<i>Type of event:</i>	External Event
<i>Date:</i>	25-26 November 2009
<i>Title:</i>	Policy Seminar - Creating sustainable growth in Europe
<i>Place:</i>	London, United Kingdom
<i>Organiser:</i>	Anglo-German Foundation
<i>Participants</i>	Mezger Erika
<i>Type of event:</i>	External Event
<i>Date:</i>	25-26 November 2009
<i>Title:</i>	National restructuring seminar
<i>Place:</i>	Stockholm, Sweden
<i>Organiser:</i>	ITC ILO
<i>Participants</i>	Storrie Donald
<i>Type of event:</i>	External Event
<i>Date:</i>	25-26 November 2009
<i>Title:</i>	Advisory Committee meeting for the EWCS
<i>Place:</i>	Dublin, Ireland
<i>Organiser:</i>	Eurofound
<i>Participants</i>	AC Members
<i>Type of event:</i>	Foundation Own Event
<i>Date:</i>	25 November 2009
<i>Title:</i>	Jean-Paul Tricart, Head of Unit for Social Dialogue & Industrial Relations (EMPL/F1)
<i>Place:</i>	Dublin, Ireland
<i>Organiser:</i>	External Communications
<i>Participants</i>	Karppinen Jorma, Parent-Thirion Agnes, Foti Klara, Biletta Isabella, Måns Mårtensson
<i>Type of event:</i>	Internal Visit

- Date:* 26-27 November 2009
Title: **New EU, USA, Japan and other global economies**
Place: Dublin, Ireland
Organiser: Eurofound
Participants: Demetriades Stavroula, Biletta Isabella,
Type of event: Foundation Own Event
- Date:* 26 November 2009
Title: **Workshop of the EU network of experts on family policies - Supporting families in times of economic crisis**
Place: Brussels, Belgium
Organiser: European Commission
Participants: Anderson Robert
Type of event: External Event
- Date:* 27 November 2009
Title: **Workshop on Childcare**
Place: Brussels, Belgium
Organiser: Eurofound
Participants: Anderson Robert, Bernier Javier, van Dijk Marjolein
Type of event: Foundation Own Event
- Date:* 30 November-1 December 2009
Title: **CLIP conference on Intercultural dialogue**
Place: Brussels, Belgium
Organiser: Eurofound
Participants: Krieger Hubert, Ludwinek Anna
Type of event: Foundation Own Event
- Date:* 30 November 2009
Title: **ESDS International Annual Conference 2009**
Place: London, United Kingdom
Organiser: ESDS International
Participants: Lyly-Yrjänäinen Maija
Type of event: External Event
- Date:* 1 December 2009
Title: **Sectoral Social Dialogue Horeca Plenary Meeting**
Place: Brussels, Belgium
Organiser: European Commission
Participants: Owczarzak Radoslaw, Patriarka Marina
Type of event: External Event
- Date:* 1 December 2009
Title: **SD Postal Sector Plenary Meeting**
Place: Brussels, Belgium
Organiser: La Poste, France
Participants: Aumayr Christine
Type of event: External Event

<i>Date:</i>	1 December 2009
<i>Title:</i>	Meeting with German Council for Social and Economic Data
<i>Place:</i>	Berlin, Germany
<i>Organiser:</i>	RatSWD
<i>Participants</i>	Mezger Erika
<i>Type of event:</i>	External Event
<i>Date:</i>	2 December 2009
<i>Title:</i>	Planning Europe's Healthcare Revolution
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	Friends of Europe
<i>Participants</i>	Anderson Robert
<i>Type of event:</i>	External Event
<i>Date:</i>	3-4 December 2009
<i>Title:</i>	DG EMPL European Day of Disabilities
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	European Commission
<i>Participants</i>	Anderson Robert, Ludwinek Anna
<i>Type of event:</i>	External Event
<i>Date:</i>	3 December 2009
<i>Title:</i>	Working Conditions and Gender
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	ACV
<i>Participants</i>	Parent-Thirion Agnes, Vermeyleen Greet
<i>Type of event:</i>	External Event
<i>Date:</i>	3 December 2009
<i>Title:</i>	Expert Meeting Industrial Relations and Sustainability
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	Industrial Relations and Workplace Developments
<i>Participants</i>	Aumayr Christine, Welz Christian
<i>Type of event:</i>	Foundation Own Event
<i>Date:</i>	3 December 2009
<i>Title:</i>	Family Business Researchers: European Perspectives (WIFU)
<i>Place:</i>	Witten, Germany
<i>Organiser:</i>	University of Witten
<i>Participants</i>	Mandl Irene
<i>Type of event:</i>	External Event
<i>Date:</i>	7 December 2009
<i>Title:</i>	His Excellency Mr. Pertti Majanen, Finnish Ambassador in Dublin
<i>Place:</i>	Dublin, Ireland
<i>Organiser:</i>	External Communications
<i>Participants</i>	Karppinen Jorma, McCaughey Mary, Anderson Robert
<i>Type of event:</i>	External Event

<i>Date:</i>	7-8 December 2009
<i>Title:</i>	Restructuring forum: Sectors' new skills for new jobs
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	European Commission
<i>Participants</i>	Donald Storrie, Robinson Janka
<i>Type of event:</i>	External Event
<i>Date:</i>	7-9 December 2009
<i>Title:</i>	At Home in Europe? Muslims in EU Cities
<i>Place:</i>	Sussex, United Kingdom
<i>Organiser:</i>	Wilton Park & Open Society Institute
<i>Participants</i>	Ludwinek Anna
<i>Type of event:</i>	External Event
<i>Date:</i>	8 December 2009
<i>Title:</i>	Roundtable and dialogue on urbanization and refugees
<i>Place:</i>	Geneva, Switzerland
<i>Organiser:</i>	UNHCR (UN High Commissioner for Refugees)
<i>Participants</i>	Ludwinek Anna
<i>Type of event:</i>	External Event
<i>Date:</i>	10 December 2009
<i>Title:</i>	National restructuring seminar
<i>Place:</i>	Copenhagen, Denmark
<i>Organiser:</i>	ILO
<i>Participants</i>	Mandl Irene
<i>Type of event:</i>	External Event
<i>Date:</i>	11 December 2009
<i>Title:</i>	Social inclusion of the elderly (expert workshop)
<i>Place:</i>	Dublin, Ireland
<i>Organiser:</i>	Eurofound
<i>Participants</i>	Anderson Robert, Foti Klara
<i>Type of event:</i>	Foundation Own Event
<i>Date:</i>	11 December 2009
<i>Title:</i>	EPSU: Plenary meeting
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	EPSU
<i>Participants</i>	Hurley John
<i>Type of event:</i>	External Event
<i>Date:</i>	14 December 2009
<i>Title:</i>	EU Launch Briefing on ECS
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	Brussels Liaison Office
<i>Participants</i>	Jacquet Sylvie, Mårtensson Måns, Mezger Erika, Parent-Thirion Agnes, Patriarka Marina
<i>Type of event:</i>	Foundation Own Event

<i>Date:</i>	15 December 2009
<i>Title:</i>	EPC Taskforce Managing Temporary and Circular Migration in Europe
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	EPC
<i>Participants</i>	Foti Klara
<i>Type of event:</i>	External Event
<i>Date:</i>	15 December 2009
<i>Title:</i>	P2Pstudtour - Strategies for youth employment
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	European Commission
<i>Participants</i>	Wolf Felix
<i>Type of event:</i>	External Event
<i>Date:</i>	15 December 2009
<i>Title:</i>	Company practices in the face of economic downturn + launch of ECS (first findings)
<i>Place:</i>	Stockholm, Sweden
<i>Organiser:</i>	Eurofound
<i>Participants</i>	Eurofound Staff
<i>Type of event:</i>	Foundation Own Event
<i>Date:</i>	16 December 2009
<i>Title:</i>	Bureau Meeting
<i>Place:</i>	Dublin, Ireland
<i>Organiser:</i>	Directorate and Administration
<i>Participants</i>	Karppinen Jorma, Mezger Erika, Grimmeisen Markus
<i>Type of event:</i>	Foundation Own Event
<i>Date:</i>	17 December 2009
<i>Title:</i>	European Sectoral Social Dialogue - Liaison Forum
<i>Place:</i>	Brussels, Belgium
<i>Organiser:</i>	European Commission
<i>Participants</i>	Patriarka Marina
<i>Type of event:</i>	External Event
<i>Date:</i>	17-18 December 2009
<i>Title:</i>	Restructuring forum
<i>Place:</i>	Dublin, Ireland
<i>Organiser:</i>	ILO
<i>Participants</i>	Mandl Irene, Schulze-Marmeling Sebastian, Storrie Donald
<i>Type of event:</i>	External Event

Annex 5: Eurofound publications

Area	Project No.	Titles from January 2009	Type (* = pdf only)	EFcode	Original language	Languages
IC	0174	Eurofound News 1/09	Newsletter	EF/09/01	English	
IRDW	0282	Liability in subcontracting processes in European construction sector Austria	Web report	EF/08/87/EN1	English	
IRDW	0282	Liability in subcontracting processes in European construction sector Belgium	Web report	EF/08/87/EN2	English	
IRDW	0282	Liability in subcontracting processes in European construction sector Finland	Web report	EF/08/87/EN3	English	
IRDW	0282	Liability in subcontracting processes in European construction sector France	Web report	EF/08/87/EN4	English	
IRDW	0282	Liability in subcontracting processes in European construction sector Germany	Web report	EF/08/87/EN5	English	
IRDW	0282	Liability in subcontracting processes in European construction sector Italy	Web report	EF/08/87/EN6	English	
IRDW	0282	Liability in subcontracting processes in European construction sector Netherlands	Web report	EF/08/87/EN7	English	
IRDW	0282	Liability in subcontracting processes in European construction sector Spain	Web report	EF/08/87/EN8	English	
LCQL	0310	Résumé Equality and diversity in jobs and services for migrants in European cities: Good practice guide	Résumé	EF/08/72		Italian
LCQL	0310	CLIP Infosheet update European network of cities for local integrating policies for migrants	Info Sheet	EF/08/105	English	Spanish
O&S	0337	Survey data report Malta	Web report	EF/09/05	English	
IC		Four year work programme 2009-2012	Web report	EF/09/06	English	
E&C	0417	ERM Quarterly 4 2008	Web report	EF/09/08	English	
IRDW	0407	Contribution of collective bargaining to continuing vocational training	Web report	EF/09/14	English	
IC		Ex-ante evaluation – Four year work programme 2009-2012	Web report	EF/09/09	English	
O&S	0156	Women managers and hierarchical structures in working life	Web report	EF/08/103	English	
IC		Annual work programme 2009	Web report	EF/09/16	English	
IC	0343	Executive Summary Dynamics of European sectoral social dialogue	Executive Summary	EF/08/98/1	English	25 languages
LCQL	0310	CLIP Infosheet update European network of cities for local integrating policies for migrants	Info Sheet	EF/08/105		25 languages
IC	0174	Eurofound News 2/09 February	Newsletter	EF/09/10	English	
O&S	0156	A sector perspective on working conditions	Web report	EF/08/14	English	
E&C	0417	ERM Case studies: The consequences of mergers and acquisitions	Web report	EF/09/03	English	
IC	0355	Drawing on experience - Older women workers in Europe	F Findings	EF/08/85	English	DE/FR
IC		Europe in recession: Employment initiatives at company and Member State level Background Paper	Background Paper	EF/09/20	English	
IRDW	0343	Dynamics of European sectoral social dialogue	Report	EF/08/98	English	
O&S	0156	Work organisation in Europe	Report	EF/08/62	English	
O&S	0337	Self employed workers: Industrial relations and working conditions	Web report	EF/09/13	English	
ICQL	0355	Childcare services in Europe	F Findings	EF/08/95	English	DE/FR
LCQL	0310	CLIP Infosheet update European network of cities for local integrating policies for migrants	Info Sheet	EF/08/105		LT
LCQL	0310	Services and personnel policy integration and diversity in municipalities Conference report	Conf report	EF/09/24	English	DE
IC	0355	Work life balance Solving the dilemma	F Findings	EF/07/89	English	23 languages
IC		Factsheets Flexicurity	Fact Sheets	EF/08/86		CS
E&C	0417	ERM case studies: Employment impact of relocation of multinationals across the EU	Web report	EF/09/04	English	

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Area	Project No.	Titles from January 2009	Type (* = pdf only)	EFcode	Original language	Languages
IC	0174	Eurofound News 3/09 March	Newsletter	EF/09/26	English	
IRDW	0421	MSDs and autonomy at the workplace Conference Report	Web Conference report	EF/09/21	English	
LCQL	0222	Second European quality of life survey Overview	Flagship report	EF/09/02	English	
IC	0343	Executive Summary Dynamics of European sectoral social dialogue	Executive Summary	EF/08/98/ 1		25 languages
IC	0446	Promo Card Fifth European working conditions survey	Promo Card	EF/09/22	English	26 languages
IRDW	0299	Good practice guide to internal flexibility policies in companies	Web report	EF/09/19	English	
IC	0222	Resume Second quality of life survey - First findings	Resume	EF/08/52		23 languages
O&S	0337	EWCO CAR Occupational promotion of migrant workers	CAR Web report	EF/09/12	English	
E&C	0417	Joint social partner structures and restructuring: Comparing national approaches	Case Study Web report	EF/09/18	English	
IC		Four year work programme 2009-2012	Web report	EF/09/06		DE/FR
O&S	0337	Measuring satisfaction with key elements of working life	Web report	EF/09/29	English	
O&S	0337	Wage formation in the EU CAR	Web report	EF/09/11	English	
O&S	0156	Factsheet EWCS Education	Factsheet	EF/08/14/ 2	English	FR
O&S	0156	Factsheet EWCS Food, beverages and tobacco	Factsheet	EF/08/14/ 3	English	FR
O&S	0156	Factsheet EWCS Hotels and restaurants	Factsheet	EF/08/14/ 4	English	FR
O&S	0156	Factsheet EWCS Mining and quarrying	Factsheet	EF/08/14/ 5	English	FR
O&S	0156	Factsheet EWCS Printing and publishing	Factsheet	EF/08/14/ 6	English	FR
O&S	0156	Factsheet EWCS Clothes, textiles and leather	Factsheet	EF/08/14/ 7	English	FR
O&S	0156	Factsheet EWCS Wood and paper manufacturing	Factsheet	EF/08/14/ 8	English	FR
O&S	0156	Factsheet EWCS Land transport	Factsheet	EF/08/14/ 9	English	FR
O&S	0156	Factsheet EWCS Community, social and personal service activities	Web report	EF/08/14/ 10	English	FR
O&S	0156	Factsheet EWCS Metal products and machinery	Factsheet	EF/08/14/ 11	English	FR
O&S	0156	Factsheet EWCS Post and telecommunications	Factsheet	EF/08/14/ 12	English	FR
O&S	0156	Factsheet EWCS Private households and extra-territorial bodies	Factsheet	EF/08/14/ 13	English	FR
O&S	0156	Factsheet EWCS Real estate, renting and business activities	Factsheet	EF/08/14/ 14	English	FR
O&S	0156	Factsheet EWCS Water and air transport	Factsheet	EF/08/14/ 15	English	FR
IC	0337	Executive Summary Temporary agency work and collective bargaining in the EU	Executive Summary	EF/08/99/ 1	English	25 languages
IC	0156	Executive Summary Convergence and divergence of working conditions in Europe 1990-2005	Executive Summary	EF/08/104/1	English	25 languages
IC		Annual work programme 2009	Web report	EF/09/16		French, German
O&S	0156	Convergence and divergence of working conditions in Europe 1990-2005	Report	EF/08/104/	English	
IC	0174	Eurofound News 4/09 April	Newsletter	EF/09/28	English	
IC		Living and working in Europe	Report	EF/08/90		25 languages
LCQL	0310	Diversity policy in employment and service provision Case study: Vienna, Austria	Case Study Web report	EF/09/17/EN 1	English	
LCQL	0310	Diversity policy in employment and service provision Case study: Antwerp, Belgium	Case Study Web report	EF/09/17/EN 2	English	
LCQL	0310	Diversity policy in employment and service provision Case study: Arnsberg, Germany	Case Study Web report	EF/09/17/EN 3	English	
LCQL	0310	Diversity policy in employment and service provision Case study: Frankfurt, Germany	Case Study Web report	EF/09/17/EN 4	English	
LCQL	0310	Diversity policy in employment and service provision Case study: Stuttgart, Germany	Case Study Web report	EF/09/17/EN 5	English	

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Area	Project No.	Titles from January 2009	Type (* = pdf only)	EFcode	Original language	Languages
LCQL	0310	Diversity policy in employment and service provision Case study: Copenhagen, Denmark	Case Study Web report	EF/09/17/EN 6	English	
LCQL	0310	Diversity policy in employment and service provision Case study: Terrassa, Spain	Case Study Web report	EF/09/17/EN 7	English	
LCQL	0310	Diversity policy in employment and service provision Case study: Mataro, Spain	Case Study Web report	EF/09/17/EN 8	English	
LCQL	0310	Diversity policy in employment and service provision Case study: Turku, Finland	Case Study Web report	EF/09/17/EN 9	English	
LCQL	0310	Diversity policy in employment and service provision Case study: Brescia, Italy	Case Study Web report	EF/09/17/EN 10	English	
LCQL	0310	Diversity policy in employment and service provision Case study: Turin, Italy	Case Study Web report	EF/09/17/EN 11	English	
LCQL	0310	Diversity policy in employment and service provision Case study: Tallinn, Estonian	Case Study Web report	EF/09/17/EN 12	English	
O&S	0337	Quality of work and employment, industrial relations and restructuring in Turkey	Web report	EF/09/15	English	
E&C	0417	ERM Quarterly 1 2009	Web report	EF/09/31	English	
IC	0174	Eurofound News 5/09 May	Newsletter	EF/09/30	English	
IC	0354	Background paper European works councils in practice	Background Paper	EF/08/28		DE,FR,CS,
O&S	0337	CAR Representativeness of the European social partner organisations: Personal services	Web report	EF/09/32	English	
O&S	0337	CAR Representativeness of the European social partner organisations: Hospitals	Web report	EF/08/77	English	
IC	0354	Background paper Patterns of recent employment growth in the EU:	Background Paper	EF/09/35	English	
IC	0355	Mobility in Europe: The way forward	F Findings	EF/07/03		23 languages
O&S	0156	Factsheet EWCS Manufacture of cars and other transport vehicles	Web report	EF/08/14/EN 16	English	
O&S	0156	Factsheet EWCS Chemicals, rubber and mineral products	Factsheet	EF/08/14/EN 16	English	FR
O&S	0156	Factsheet EWCS Construction sector	Factsheet	EF/08/14/EN 16	English	FR
O&S	0156	Factsheet EWCS Electrical, medical and optical equipment	Factsheet	EF/08/14/EN 16	English	FR
O&S	0156	Factsheet EWCS Electricity, gas and water supply	Factsheet	EF/08/14/EN 16	English	FR
O&S	0156	Factsheet EWCS Financial intermediation	Factsheet	EF/08/14/EN 16	English	FR
O&S	0156	Factsheet EWCS Furniture and recycling	Factsheet	EF/08/14/EN 16	English	FR
O&S	0156	Factsheet EWCS Health and social work	Factsheet	EF/08/14/EN 16	English	FR
O&S	0156	Factsheet EWCS Insurance sector	Factsheet	EF/08/14/EN 16	English	FR
O&S	0156	Factsheet EWCS Public administration	Factsheet	EF/08/14/EN 16	English	FR
O&S	0156	Factsheet EWCS Wholesale and retail trade	Factsheet	EF/08/14/EN 16	English	FR
O&S	0156	Gender balance in work and family life	Survey data report	EF/09/37	English	
IRWD	0316	European and international framework agreements: Practical experiences and strategic approaches	Report	EF/08/102	English	
IC	0316	Executive summary European and international framework agreements: Practical experiences and strategic approaches	Executive Summary	EF/08/102/ 1	English	25 languages
IC	0174	Eurofound News 6/09 June	Newsletter	EF/09/36	English	
LCQL	0310	CLIP Equality and diversity in jobs and services: City policies for migrants in Europe	Report	EF/08/71		German
IC	0348	Executive summary Measures to tackle undeclared work in the EU	Executive Summary	EF/09/25/1	English	25 languages
E&C	0417	ERM Case study Good practice in company restructuring	Web report	EF/09/33	English	
E&C	0348	Measures to tackle undeclared work in the EU	Web report	EF/09/25/	English	
IC	0182	Annual report 2008	Report	EF/09/07	English	

Area	Project No.	Titles from January 2009	Type (*= pdf only)	EFcode	Original language	Languages
LCQL	0310	Diversity policy in employment and service provision Case study: Izmir, Turkey	Web report	EF/09/17/EN 15	English	
IC	0354	Background paper Recent restructuring trends and policies in the automotive sector	Background Paper	EF/09/41	English	
LCQL	0310	Diversity policy in employment and service provision Case study: Amsterdam, the Netherlands	Web report	EF/09/17/EN 15	English	
LCQL	0310	Diversity policy in employment and service provision Case study: Valencia, Spain	Web report	EF/09/17/EN 13	English	
IC	0355	Demographic change and social services	F Findings	EF/08/106	English	DE/FR
LCQL	0310	Diversity policy in employment and service provision Case study: Breda, the Netherlands	Web report	EF/09/17/EN 14	English	
LCQL	0310	Diversity policy in employment and service provision Case study: Malmo, Sweden	Web report	EF/09/17/EN 16	English	
E&C	0348	12 Case studies Measures to tackle undeclared work in the EU	Case Study	EF/09/25/	English	
IC	0354	Sweden a country profile	Background Paper	EF/09/45	English	
IC	0299	Ex Summary Good practice guide to internal flexibility policies in companies	Executive Summary	EF/09/19/EN 1	English	
IC	0337	Ex Summary Tackling the recession: Employment-related public initiatives in the EU Member States and Norway	Executive Summary	EF/09/47/ 1	English	25 languages
O&S	0337	CAR Multinational companies and collective bargaining	Web report	EF/09/39	English	
IC	0337	Executive summary Multinational companies and collective bargaining	Executive Summary	EF/09/39/ 1	English	25 languages
IC	0337	Ex Summary Restructuring in the construction sector	Executive Summary	EF/09/48/1	English	25 languages
IC	0174	Eurofound News7/09 July/August	Newsletter	EF/09/	English	
O&S	0337	Tackling the recession: Employment-related public initiatives in the EU Member States and Norway	CAR Web report	EF/09/47/	English	
O&S	0337	Restructuring in the construction sector	CAR Web report	EF/09/48/	English	
E&C	0443	Investing in the future of jobs and skills Computer, electronic and optical products	Sector report	EF/09/55	English	
E&C	0443	Investing in the future of jobs and skills Electricity, gas, water and waste	Sector report	EF/09/56	English	
E&C	0443	Investing in the future of jobs and skills Electromechanically engineering	Sector report	EF/09/57	English	
E&C	0443	Investing in the future of jobs and skills Financial services sector	Sector report	EF/09/58	English	
E&C	0443	Investing in the future of jobs and skills Hotels and restaurants	Sector report	EF/09/59	English	
E&C	0443	Investing in the future of jobs and skills Other services	Sector report	EF/09/60	English	
E&C	0443	Investing in the future of jobs and skills Ships and boat sector	Sector report	EF/09/61	English	
E&C	0443	Investing in the future of jobs and skills Textiles, wearing apparel and leather products	Sector report	EF/09/62	English	
E&C	0443	Investing in the future of jobs and skills Distribution and trade	Sector report	EF/09/63	English	
E&C	0443	Investing in the future of jobs and skills Computer, electronic and optical products	Sector report	EF/09/55/EN 1	English	
E&C	0443	Investing in the future of jobs and skills Electricity, gas, water and waste	Sector report	EF/09/56/EN 1	English	
E&C	0443	Investing in the future of jobs and skills Electromechanically engineering	Sector report	EF/09/5/EN 1	English	
E&C	0443	Investing in the future of jobs and skills Financial services sector	Sector report	EF/09/58/EN 1	English	
E&C	0443	Investing in the future of jobs and skills Hotels and restaurants	Sector report	EF/09/59/EN 1	English	

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Area	Project No.	Titles from January 2009	Type (* = pdf only)	EFcode	Original language	Languages
E&C	0443	Investing in the future of jobs and skills Other services	Sector report	EF/09/60/EN 1	English	
E&C	0443	Investing in the future of jobs and skills Ships and boat sector	Sector report	EF/09/61/EN 1	English	
E&C	0443	Investing in the future of jobs and skills Textiles, wearing apparel and leather products	Sector report	EF/09/62/EN 1	English	
E&C	0443	Investing in the future of jobs and skills Distribution and trade	Sector report	EF/09/63/EN 1	English	
E&C	0417	ERM Quarterly Summer 2009	Web report	EF/09/52	English	
O&S	0337	Representativeness of the European social partner organisations: Tanning and leather sector	Web report	EF/09/50	English	
O&S	0337	Slovenian work values and before and after EU accession	Web report	EF/09/65	English	
IC	0356	Foundation Focus Social dialogue - all in this together?	F Focus	EF/09/34	English	
IC	0182	Annual report 2008 Annexes	Web report	EF/09/07/ENA	English	
O&S	0337	Industrial relations developments in Europe 2008	Report	EF/09/40	English	
O&S	0337	ERM CAR Restructuring in the construction sector	Web report	EF/09/48	English	
IC	0337	Executive summary Multinational companies and collective bargaining	Executive Summary	EF09/91		25 languages
O&S	0337	Pay developments 2008	Web report	EF/09/68	English	
IC	0355	Flexicurity - Issues and challenges	F Findings	EF/07/90		23 languages
IC	0174	Eurofound News 08/09 August	Newsletter	EF/09/67	English	
E&C	0443	Sector report Post and telecommunications	Web report	EF/09/80	English	
E&C	0443	Sector report Executive summary Post	Executive Summary	EF/09/80/EN 1	English	
E&C	0443	Sector report Executive summary Telecommunications	Executive Summary	EF/09/80/EN 2	English	
E&C	0443	Sector report Health and social services	Web report	EF/09/82	English	
E&C	0443	Sector report Executive summary Health and social services	Executive Summary	EF/09/82/EN 1	English	
E&C	0443	Sector report Non-metallic materials	Web report	EF/09/83	English	
E&C	0443	Sector report Executive summary Non-metallic materials	Executive Summary	EF/09/83/EN 1	English	
E&C	0443	Sector report Chemical, Pharmaceuticals, Rubber and Plastic Products	Web report	EF/09/84	English	
E&C	0443	Sector report Executive summary Chemical, Pharmaceuticals, Rubber and Plastic Products	Executive Summary	EF/09/84/EN 1	English	
E&C	0443	Sector report Furniture	Web report	EF/09/85	English	
E&C	0443	Sector report Executive summary Furniture	Executive Summary	EF/09/85/EN 1	English	
E&C	0443	Sector report Printing and publishing	Web report	EF/09/86	English	
E&C	0443	Sector report Executive summary Printing and publishing	Executive Summary	EF/09/86/EN 1	English	
E&C	0443	Sector report Transport and logistics	Web report	EF/09/87	English	
E&C	0443	Sector report Executive summary Transport and logistics	Executive Summary	EF/09/87/EN 1	English	
IC	0351	Working conditions and social dialogue	Executive Summary	EF/09/43/ 1	English	25 languages
IRWD	0351	Conference Report Working conditions and social dialogue	Conf report	EF/09/66	English	
O&S	0337	Annual review of working conditions in the EU 2008-2009	Report	EF/09/64	English	
O&S	0337	Greening the European economy:	Web report	EF/09/72	English	
O&S	0337	Irish employee training and skills survey	Web report	EF/09/76	English	
O&S	0337	Trade union membership 2003-2008	Web report	EF/09/74	English	
O&S	0337	Representativeness of the European social partner organisations: Steel industry	Web report	EF/09/54	English	

Area	Project No.	Titles from January 2009	Type (* = pdf only)	EFcode	Original language	Languages
LCQL	0310	Housing and segregation of migrants Case study: Antwerp, Belgium	Web report	EF/09/49/EN 1	English	
LCQL	0310	Housing and segregation of migrants Case study: Arnsberg, Germany	Web report	EF/09/49/EN 2	English	
LCQL	0310	Housing and segregation of migrants Case study: Frankfurt, Germany	Web report	EF/09/49/EN 3	English	
LCQL	0310	Housing and segregation of migrants Case study: Stuttgart, Germany	Web report	EF/09/49/EN 4	English	
LCQL	0310	Housing and segregation of migrants Case study: Terrassa, Spain	Web report	EF/09/49/EN 5	English	
LCQL	0310	Housing and segregation of migrants Case study: Vienna, Austria	Web report	EF/09/49/EN 6	English	
LCQL	0310	Gender perspective on working conditions in Slovakia	Web report	EF/09/79	English	
LCQL	0431	Tackling the increased take-up of incapacity benefit by young people in the EU Workshop report	Web report	EF09/89	English	
O&S	0337	Survey of working conditions and quality of life survey 2007 Spain	Web report	EF/09/75	English	
IC	0174	EuroFound News October 09	Newsletter	EF/09/78	English	
E&C	0417	Managing restructuring without redundancies in the Austrian banking sector: BAWAG PSK	Web report	EF/09/69	English	
E&C	0417	Added value of the European globalisation adjustment fund Germany and Finland	Web report	EF/09/70	English	
IC		Five Factsheets for Recession Info pack	Factsheet	EF/09/91/EN1-5	English	FR
E&C	0417	Restructuring in the recession ERM Annual report	Report	EF/09/73	English	
O&S	0156	Working time work intensity	Report	EF/09/27/	English	
IC	0156	Working time work intensity	Executive Summary	EF/09/27/1	English	25 languages
E&C	0417	Restructuring in the recession ERM Annual report	Executive Summary	EF/09/73/1	English	25 languages
E&C	0417	ERM Quarterly Autumn 2009	Web report	EF/09/99	English	
IC		Living and working in Ireland	Report	EF/09/46	English	
E&C	0417	Insolvency and restructuring in the Spanish real estate and construction sector: Martinsa-Fadesa	Web report	EF/09/92	English	
IRWD	0449	Overview of industrial relations in the EU and other global economies 2008-2009	Web report	EF/09/90	English	
E&C	0417	The impact of bankruptcy on restructuring in the UK tourism sector: XL Leisure	Web report	EF/09/93	English	
IC	0272	Resume The European company survey - First findings	Resume	EF/09/97	English	FR,DE,SV
IRWD	0351	Working conditions and social dialogue	Report	EF/09/43	English	
O&S	0337	Low qualified workers in Europe	Web report	EF/09/71	English	
O&S	0337	Comparative analysis of working time in EU	Web report	EF/09/95	English	
IC	0222	Second European quality of life survey Quality of life in Europe, 2003-2007	Executive Summary	EF/09/77/EN 1	English	
IC	0417	Restructuring in the recession ERM Annual report	Executive Summary	EF/09/73/1		Danish, Dutch
O&S	0337	Restructuring in bankruptcy: recent national case examples	Web report	EF/09/103/EN 1	English	
IC	0337	Greening the European economy	Executive Summary	EF/09/72/EN 1	English	
IC	0337	Restructuring in bankruptcy: recent national case examples	Executive Summary	EF/09/103/EN 1	English	
O&S	0337	Rise in psychosocial risk factors at the workplace	Web report	EF/09/104	English	
O&S	0337	Telework in the EU	Web report	EF/09/96	English	
IC	0272	Social dialogue, working time arrangements and work-life balance in European companies	Executive Summary	EF/09/38/EN 1	English	
O&S	0222	Quality of life in Europe 2003-2007	Report	EF/09/77	English	

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Area	Project No.	Titles from January 2009	Type (* = pdf only)	EFcode	Original language	Languages
IC	0446	Promo Card Fifth European working conditions survey	Promo Card	EF/09/22		3 Languages
IRWD	0272	Social dialogue, working time arrangements and work-life balance in European companies	Web report	EF/09/38	English	
O&S	0337	Social dialogue and the recession	Web report	EF/09/107	English	
IC	0337	Telework in Europe	Executive Summary	EF/09/96/EN1	English	
IC	0222	Living conditions, social exclusion and mental well-being	Executive Summary	EF/09/88/EN1	English	
IC	0272	Resume The European company survey - First findings	Resume	EF/09/97		ES,PL

Annex 6: Governing Board (as at 31 December 2009)

Country	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, Generations and Consumer Protection	Petra Hribernig Federal Ministry for Social Security, Generations and Consumer Protection	vacant	Christoph Parak Union of Public and Cooperative Economy of Austria (UPCEA)	Karin Zimmermann Austrian Federation of Trade Unions (ÖGB)	Martin Bolkovac Union of Salaried Private Sector Employees (GPA-DJP)
Belgium	Michel De Gols Ministry of Employment, Labour and Social Dialogue	Jan Baten Ministry of Employment, Labour and Social Dialogue	Roland Waeayaert Organisation for Self-employed and SMEs (UNIZO)	Kris de Meester Federation of Enterprises in Belgium (FEB-VBO)	Herman Fonck Confederation of Christian Trade Unions (ACV/CSC)	François Philips Belgian General Federation of Labour (FGTB/ABVV)
Bulgaria	Hristena Mitreva Ministry of Labour and Social Policy	Dragomir Draganov Ministry of Labour and Social Policy	Krasimir Dachev Bulgarian Chamber of Commerce And Industry	Galia Bozhanova Bulgarian Industrial Association – Union of the Bulgarian Business	Ivan Kokalov Confederation of Independent Trade Unions in Bulgaria (CITUB)	Ekaterina Ribarova Confederation of Independent Trade Unions in Bulgaria (CITUB)
Cyprus	Orestis Messios Ministry of Labour and Social Insurance	Yiota Kambouridou Ministry of Labour and Social Insurance	Michael Antoniou Cyprus Employers and Industrialists Federation	Lena Panayiotou Cyprus Employers and Industrialists Federation	Nicos Epistithiou Cyprus Workers' Confederation (SEK)	Andreas Matsas Cyprus Workers' Confederation (SEK)
Czech Republic	Vlastimil Váňa Ministry of Labour and Social Affairs	Martina Kajánková Ministry of Labour and Social Affairs	Vladimíra Drbalová Confederation of Industry of the Czech Republic	Vladimír Kopačka Association of Small and Medium-Sized Enterprises and Crafts (AMSP) of the Czech Republic	Hana Málková Czech-Moravian Confederation of Trade Unions (CMKOS)	Tomas Pavelka Czech-Moravian Confederation of Trade Unions (CMKOS)
Denmark	Ole Bondo Christensen Ministry of Employment	Kim Taasby Ministry of Employment	Sven-Peter Nygaard Confederation of Danish Employers	Nils J Andreassen Danish Confederation of Employers' Associations in Agriculture (SALA)	Jens Wiene Salaried Employees and Civil Servants Council (FTF)	Niels Sørensen Danish Confederation of Trade Unions (LO)
Estonia	Märt Masso Ministry of Social Affairs	Katrin Raadom Ministry of Social Affairs	Eve Päärendson Estonian Employers' Confederation (ETTK)	Tarmo Kriis Estonian Employers' Confederation (ETTK)	Kalle Kalda Association of Estonian Trade Unions (EAKL)	Vaike Parkel Employees' Unions' Confederation (TALO)
Finland	Pirjo Harjunen Ministry of Employment and the Economy	Antti Närhinen Ministry of Employment and the Economy	Seppo Saukkonen Confederation of Finnish Industries (EK)	Anu Sajavaara Confederation of Finnish Industries (EK)	Juha Antila Central Organisation of Finnish Trade Unions (SAK)	Leila Kurki Finnish Confederation of Salaried Employees (STTK)
France	Joël Blondel Ministry of Social Affairs, Labour and Solidarity	Marie-Soline Chomel Ministry of Social Affairs, Labour and Solidarity	Emmanuel Jahan EDF-GDF	Emmanuel Julien Movement of French Enterprises (MEDEF)	Emmanuel Couvreur Confédération Française Démocratique du Travail (CFDT)	Rafaël Nedzynski General Confederation of Labour (FO-FGTA)
Germany	Andreas Horst Ministry of Labour and Social Affairs	Vera Bade Ministry of Labour and Social Affairs	Wolfgang Goos German Federal Association of Employers in the Chemical Industry (BAVC)	Renate Hornung-Draus Confederation of German Employers' Association (BDA)	Dieter Pougin German Confederation of Trade Unions (DGB)	Reinhard Dombre German Confederation of Trade Unions (DGB)
Greece	Constantinos Petinis Ministry of Employment & Social Protection	Triantafyllia Totou Ministry of Employment & Social Protection	Rena Bardani Confederation of Greek Industries (SEV)	Christina Georganta Hellenic Federation of Enterprises (SEV)	Alexandros Kalivis Confederation of Workers of Greece (GSEE)	Konstantinos Issychos Confederation of Workers of Greece (GSEE)
Hungary	Mária Ladó Ministry of Employment Policy and Labour	Éva Tímea Kiss Ministry of Social Affairs and Labour	Antal Csuport National Association of Strategic and Public Utility Companies (STRATOSZ)	Istvan Komoroczki Union of Agrarian Employers (AMSZ)	Erzsébet Hanti National Confederation of Hungarian Trade Unions (MSZOSZ)	Lázló Gyimesi Forum for the Cooperation of Trade Unions (SZEF)
Ireland	Paul Cullen Department of Enterprise, Trade and Employment	Riona Ní Fhlanghaile Department of the Environment, Heritage and Local Government	Brendan McGinty Irish Business and Employers Confederation (IBEC)	Eamonn McCoy Irish Business and Employers Confederation (IBEC)	Rosheen Callender Services Industrial, Professional and Technical Union (SIPTU)	Liam Berney Irish Congress of Trade Unions (ICTU)

Country	Representatives of national governments		Representatives of employer organisations		Representatives of employee organisations	
	Member	Alternate	Member	Alternate	Member	Alternate
Italy	Michel Martone Ministry of Labour and Social Politics	Francesco Cipriani Ministry of Labour and Social Politics	Stefania Rossi General Confederation of Italian Industry (Confindustria)	Paola Astorri General Confederation of Italian Industry (Confindustria)	Cinzia Del Rio Unione Italiana del Lavoro (UIL)	Uliano Stendardi Confederazione Italiana Sindacati dei Lavoratori (CISL)
Latvia	Ineta Tāre Ministry of Welfare	Ineta Vjakse Ministry of Welfare	Iļona Kiukucāne Employers Confederation of Latvia (LDDK)	Liene Vancāne Employers' Confederation of Latvia (LDDK)	Linda Romele Free Trade Union Confederation of Latvia (LBAS)	Kaspars Rācenājs Free Trade Union Confederation of Latvia (LBAS)
Lithuania	Rita Kazlauskienė Ministry of Social Security and Labour	Evaldas Bacevičius Ministry of Social Security and Labour	Andrius Guzavičius Confederation of Lithuanian Industrialists (LPK)	Edmundas Jankevičius Confederation of Lithuanian Industrialists (LPK)	Janina Matuiziene Lithuanian Trade Union Confederation (LPSK)	Vaidotas Petronis 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	Magalie Lysiak Business Federation Luxembourg (FEDIL)	Viviane Goergen Christian Trade Union Confederation (LCGB)	René Pizzaferrri Luxembourg Confederation of Independent Trade Unions (OGB-L)
Malta	Noel Vella Ministry of Education, Youth and Employment	vacant	Joseph Farrugia Malta Employer's Association (MEA)	Joseph Montebello Malta Federation of Industry (MFOI)	William Portelli Confederation of Malta Trade Unions (CMTU)	vacant
Netherlands	Lauris Beets Ministry of Social Affairs and Employment	Martin Blomsma Ministry of Social Affairs and Employment	Gerard A.M. van de Grind Dutch Organisation for Agriculture & Horticulture (LTO)	Jan Boersma Dutch Organisation for Agriculture & Horticulture (LTO)	Erik Pentenga Federation of Dutch Trade Unions (FNV)	Arie Woltmeijer National Union of Christian Workers (CNV)
Poland	Jerzy Ciechański Ministry of Labour and Social Policy	Agnieszka Chłoń-Domińczak Ministry of Labour and Social Policy	Małgorzata Rusewicz Polish Confederation of Private Employers (PKPP)	Adam Ambrozik Confederation of Polish Employers (KPP)	Bogdan Olszewski Independent and Self-Governing Trade Union 'Solidarność' (NSZZ)	Piotr Ostrowski All-Poland Alliance of Trade Unions (OPZZ)
Portugal	Paulo Morgado de Carvalho Ministry of Labour and Social Solidarity	Fernando Ribeiro Lopes Ministry of Labour and Social Solidarity	Heitor Salgueiro Association of Portuguese Industry (CIP)	Pedro Almeida Freire Association of Portuguese Trade and Services (CCP)	Vítor Manuel Vicente Coelho General Workers' Federation (UGT-P)	Joaquim Dionisio Confederation of Portuguese Workers (CGTP)
Romania	Sorin Ioan Botezatu Ministry of Labour, Social Solidarity and Family	Mirela Argaseala Ministry of Labour, Family and Equal Opportunities	Dan Anghelescu Patronatul National Român (PNR)	Ion Sorici Citadina League of the Public and Communal Services in Romania	Dumitru Fornea MERIDIAN National Trade Union Confederation	Steluta Enache National Trade Union Bloc (BNS)
Slovakia	Miloslav Heteš Ministry of Labour, Social Affairs and Family	Michal Ištván Ministry of Labour, Social Affairs and Family	Viola Kromerová Slovak Tradesman Union	Martina Kunáková Slovak Tradesman Union	Eva Mešťanová Confederation of Trade Unions of the Slovak Republic (KOZ SR)	Margarita Döményová 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)	Tatjana Pajnikihar Association of Employers of Slovenia (ZDS)	Pavle Vrhovec Association of Free Trade Unions of Slovenia (ZSSS)	Maja Konjar Association of Free Trade Unions of Slovenia (ZSSS)
Spain	Juan Pablo Parra Gutiérrez Ministry of Work and Social Security	Gonzalo Giménez Coloma Ministry of Work and Social Security	Maria Angeles Asenjo Dorado National Confederation of Construction (CNC)	Rafael García Melgar Spanish Confederation of Employers' Organizations (CEOE)	Lola Morillo Confederation of Workers Commission (CC.OO)	Janire Dominguez Basque Workers' Solidarity ELA STV
Sweden	Bo Barrefelt Ministry of Employment Division for Labour Law and Work Environment	Per Nyström Ministry of Employment Division for Labour Law and Work Environment	Sverker Rudeberg Confederation of Swedish Enterprises	Christian Ardhe Confederation of Swedish Enterprises	Mats Essemymr Swedish Confederation of Professional Employees (TCO)	Sten Gellerstedt Swedish Trade Union Confederation (LO-S)
United Kingdom	William Wells Department for Business, Enterprise and Regulatory Reform	Suzanne Moroney Department for Work and Pensions	vacant	Neil Carberry Confederation of British Industry (CBI)	Richard Exell Trade Union Congress (TUC)	Peter Coldrick Trade Union Congress (TUC)

Country	Representatives of national governments		Representatives of employer organisations		Representatives of employee organisations	
	Member	Alternate	Member	Alternate	Member	Alternate
EFTA-EEA	Observers					
	Torkel Sandegren Norwegian Ministry of Labour and Inclusion, Norway		Ingrid Malt Confederation of Norwegian Business and Industry (NHO), Norway		Anthony Kallevig Norwegian Confederation of Trade Unions, Norway	
Representatives of the Commission						
	Armindo Silva DG Employment, Social Affairs and Equal Opportunities	Andrew Chapman DG Employment, Social Affairs and Equal Opportunities	Michael Hübel DG Health and Consumer Protection	Charles Price DG Health and Consumer Protection	Dimitri Corpakis DG Research	Ronan O'Brien DG Research

Members of the Bureau

Government Group

Vice-Chairperson of the Governing Board

Mária Ladó, Ministry of Social Affairs and Labour, Hungary

Coordinator

Michel De Gols, Ministry of Employment and Labour, Belgium

Additional Representative

Jerzy Ciechański, Ministry of Social Policy, Poland

Alternate

Lauris Beets, Ministry of Social Affairs and Employment, Netherlands

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

Nadine Welter, Ministry of Labour and Employment, Luxembourg

Employer Group

Vice-Chairperson of the Governing Board

Stefania Rossi, General Confederation of Italian Industry

Coordinator

Maxime Cerutti, BusinessEurope

Additional Representative

Vladimíra Drbalová, Confederation of Industry of the Czech Republic

Alternate

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

Neil Carberry, Confederation of British Industry

Employee Group

Chairperson of the Governing Board

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

Coordinator

Reiner Hoffmann, European Trade Union Confederation (ETUC)

Additional Representative

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

Alternate

Mats Essemyr, Swedish Confederation for Professional Employees (TCO)

Erik Pentenga, Federation of Dutch Trade Unions (FNV)

Alternate Coordinator

Martin Hutsebaut, European Trade Union Confederation (ETUC)

European Commission

Vice-Chairperson of the Governing Board

Armindo Silva, DG Employment, Social Affairs and Equal Opportunities

Alternate

Andrew Chapman, DG Employment, Social Affairs and Equal Opportunities

Annex 7: Advisory Committees

Advisory Committee for Working Conditions

Project 0240

Coordinator: Stavroula Demetriades

Representation

Governments: Andreas Horst (DE)
Jan Baten (BE)
Petra Hribernik (AT)

Employers: Maxime Cerutti (BE)
Heitor Salgueiro (PT)
Maria Angeles Asenjo Dorado (ES)

Employees: Laurent Vogel (BE)
Erik Pentenga (NL)
Cinzia Del Rio (IT)

Commission: Dimitrios Dimitriou, DG Employment, Social Affairs and Equal Opportunities
Eleni Dapergola, DG Employment, Social Affairs and Equal Opportunities Experts
Jouko Natti, (University of Jyväskylä, FI)

Advisory Committee for European Working Conditions Survey

Project 0433

Coordinator: Agnès Parent-Thirion

Representation

Governments: Constantinos Petinis (EL)
Michel De Gols (BE)
Jon Anders Drøpping (Observer (NO))

Employers: Maria Angeles Asenjo (ES)
Heitor Salgueiro (PT)

Employees: Herman Fonck (BE)
Erik Pentenga (NL)
Laurent Vogel (BE)

Commission: Guido Schwarz, DG Employment, Social Affairs and Equal Opportunities

Experts: Michel Gollac, (CREST, FR)
Jouko Natti, (University of Jyväskylä, FI)

Advisory Committee for Living Conditions and Quality of Life

Project 0238

Coordinator: Robert Anderson

Representation

Governments: Andreas Schaller (AT)
Vlastimil Vána (CZ)
Martin Blomsma (NL)

Employers: Bernard Le Marchand (FR)
Jan Boersma (NL)
Antal Csuport (HU)

Employees: Rosheen Callender (IE)
Henri Lourdelle (BE)
Josef Woess (AT)

Commission: Ralf Jacob, DG Employment, Social Affairs and Equal Opportunities
Charles Price, DG Health and Consumers

NEW – Advisory Committee for European Survey on Quality of Life

Project 0208

Coordinator: Branislav Mikulić

Representation

Governments: Triantafyllia Totou (EL)
Jerzy Ciechański (PL)

Employers: Jan Boersma (NL)
Antal Csuport (HU)
Bernard Le Marchand (BE)

Employees: Rosheen Callender (IE)
Josef Woess (AT)
Henri Lourdelle (BE)

European Commission: Ralf Jacob, DG Employment, Social Affairs and Equal Opportunities
Marc Goffert, DG Research

Advisory Committee for Industrial Relations

Project 0241

Coordinator: Stavroula Demetriades

Representation

Governments: Metka Stoka-Debevec (SI)
Orestis Messios (CY)
Mariá Ladó (HU)

Employers: Wolfgang Goos (DE)
Emmanuel Julien (FR)
Jože Smole (SI)

Employees: Mats Essemyr (SE)
Philippe Pochet (BE)
Erzsebet Hanti (HU)
Uliano Stendardi (IT)

Commission: Dimitrios Dimitriou, DG Employment, Social Affairs and Equal Opportunities
Andrew Chapman, DG Employment, Social Affairs and Equal Opportunities

Advisory Committee for the Foundation Seminar Series

Project: 0268

Coordinator: Isabella Biletta

Representation

Governments: Jerzy Ciecchanski (PL)
Rita Skrebeskiene (LT)

Employers: Bernard Le Marchand (BE)
Antal Csuport (HU)
Joseph Montebello (MT)

Employees: Caroline Jacobsson (BE)
Ivan Kokalov (BG)
Martin Hutsebaut (BE)

Commission: Christiane Westphal, DG Employment, Social Affairs and Equal Opportunities
Nadia Elhaggagi, DG Employment, Social Affairs and Equal Opportunities

Advisory Committee for the European Company Survey

Project 0358

Coordinator: Greet Vermeylen

Representation

Governments: Michel De Gols (BE)
Vladka Komel (SI)

Employers: Seppo Saukkonen (FI)
Heitor Salgueiro (PT)

Employees: Bogdan Olszewski (PL)
Norbert Kluge (BE)

Commission: Dimitrios Dimitriou, DG Employment, Social Affairs and Equal Opportunities
Heinrich Wollny, DG Employment, Social Affairs and Equal Opportunities

Experts: Jouko Nätti (University of Jyväskylä, FI)
Paul Marginson (Warwick Business School, UK)
Antoine Valeyre (Centre d'études de l'emploi, FR)

EU OSHA : William Cockburn

Advisory Committee for Information & Communication

Project 0247

Coordinator: Mary McCaughey

Representation

Governments: Jan Baten (BE)
Vladka Komel (SI)
Lauris Beets (NL)

Employers: Bernard Le Marchand (FR)

Employees: Daniele Melli (BE)
Ann Wouters (BE)
Caroline Jacobsson (BE)

Commission: Andrew Chapman, DG Employment, Social Affairs and Equal Opportunities
Giles Goodall, DG Employment, Social Affairs and Equal Opportunities

Advisory Committee for EMCC

Project: 0280

Coordinator: Donald Storrie

Representation

Governments: Michel de Gols (BE)
Joaquin Martinez Soler (ES)
Juhani Pekkola (FI)

Employers: Maxime Cerutti (BE)
Roberto Suarez (ES)
Liliane Volozinskis (BE)

Employees: Lola Morillo (ES)
Judith Kirton-Darling (BE)
Ivan Kokalov (BG)

Commission: Manfred Bergmann, DG Enterprise & Industry
Jean-François Lebrun, DG Employment, Social Affairs and Equal Opportunities

Advisory Committee for Ex-post Evaluation

Project: 0434

Coordinator: Mattanja de Boer

Representation

Governments: Michel de Gols (BE)
Martin Blomsma (NL)

Employers: Heitor Salgueiro (PT)
Galia Bozhanova (BG)
Maxime Cerutti (BE)

Employees: Marc Sapir (FR)
Rosheen Callender (IE)
Herman Fonck (BE)

Commission: Nadia Elhaggagi, DG Employment, Social Affairs and Equal Opportunities
Alan Zoric, DG Employment, Social Affairs and Equal Opportunities

Annex 8: Staff list (as at 31 December 2009)

Contract	Name	Unit
	GRIMMEISEN, MARKUS	Administration
	KOVACIKOVA, BRONISLAVA	Administration
	LANDY-LOVATT, BERNADETTE	Administration
	MADDOCKS, DAVID	Administration
	HOGAN, EWAN	Administration
	HAYES, SARAH	Administration
	CASTRO-MARTÍN, GEMA	Administration
	TYNER, SIMON	Administration
	FLYNN, CATHERINE	Administration
	MANNERVESI, MAIJA	Administration
	PRIVETT, LESLIE	Administration
T	CATHY, HENESSY	Administration
T	PAULIINA, SVENSK	Administration
T	RAMONA, DOLAN	Administration
	JACQUET, SYLVIE	Directorate
	MEZGER, ERIKA	Directorate
	KARPPINEN, JORMA	Directorate
	BUZEK, ANETT	Directorate
	JANKOWSKA, LIDIA	Directorate
	DENEYS-O'CONGHAILE, CECILE	Directorate
	PATRIARKA, MARINA	Directorate
T	MESURACA, VERONICA	Directorate
	HURLEY, JOHN	E&C
	JUNGBLUT, JEAN-MARIE	E&C
	MANDL, IRENE	E&C
	MASCHERINI, MASSIMILIANO	E&C
	OWCZARZAK, RADOSLAW	E&C
	STORRIE, DONALD	E&C
	FERNANDEZ MACÍA, ENRIQUE	E&C
	RISO, SARA	E&C
	SALVATORE, LIDIA	E&C
T	SMITH, EMMA	E&C
	STEVENS, WOUTER	HR
	COMERFORD, RAYMOND	HR
	CAOMHANÁCH, AOIFE	HR
	O'BRIEN, MAURA	HR
	RITCHIE, HELEN	HR
T	HUGHES, BARRY	HR
T	WILLIAMS, CAROLINE	HR

Contract	Name	Unit
	GERSTENBERGER-SZTANA, BARBARA	Administration
	MARTENSSON, MÅNS	I&C
	McCAUGHEY, MARY ELIZABETH	I&C
	MURRAY, FIONA	I&C
	FRAWLEY, CRISTINA	I&C
	NOLAN, BRÍD	I&C
	KELLY, MARY	I&C
	BILLFALK, MAY-BRITT	I&C
	MCKEOWN, AIDAN	I&C
	ROBINSON, JANKA	I&C
	SEIGNE-MONKS, SYLVIE	I&C
	GRABOLLE, PATRICK	I&C
	O'NEILL, COLM	I&C
	FLYNN, MARTIN	I&C
	IRELAND, PHILIP	I&C
	JAEGER, STEPHAN	I&C
	MONTES, KINSELLA INMA	I&C
	CAHILL, ELISABETH	I&C
	TURNER, BERNICE	I&C
	HIRSCHFELD, DORIS	I&C
	O'DONOGHUE, HILARY	I&C
	McCUMISKEY EILISH	I&C
	HALPENNY, JIM	ICT
	PRITCHARD, DAVID JONATHAN	ICT
	BYRNE, LINDA	ICT
	GORMAN, BRIAN	ICT
	SHANLEY, LOUISE	ICT
	EL AROUSSI, SAID	ICT
	AUMAYR, CHRISTINE	IRWD
	CABRITA, JORGE	IRWD
	BILETTA, ISABELLA	IRWD
	MILLER, JEAN-MICHEL	IRWD
	DEMETRIADES, STAVROULA	IRWD
	WELZ, CHRISTIAN	IRWD
	KSIAZAK KLEPACKA, IZABELA ANNA	IRWD
	RECORBET, SYLVAINÉ	IRWD
	CUESTA, MARIA	IRWD
	VARGAS LLAVE, OSCAR	IRWD
	WOLF, FELIX	IRWD

Contract	Name	Unit
	SANDOR, ESZTER	M&S
	VERMEYLEN, MARGARETA	M&S
	MIKULIĆ, BRANISLAV	M&S
	FODEN, DAVID	M&S
	PARENT-THIRION, AGNÈS	M&S
	CERF, CATHERINE	M&S
	MACGORIS, SOPHIA	M&S
	GALLI DA BINO, CAMILLA	M&S
	VANDAMME, JEAN-MARIE	M&S
	LYLI-YRJANAINEN, MAIJA	M&S
T	McGREGOR, DIANE	M&S
T	BARTCZAK, IZABELA	M&S
	DE BOER, MATTANJA	OSU
	KOSTKA, WOJCIECH	OSU
	MASTENBROEK, LEONTINE	OSU
	McNEICE, MARY	OSU
	SCHMIDT, BARBARA	OSU
	RADZIMOWSKA, MALGORZATA	OSU
	LUDWINEK, ANNA	LCQL
	KALOCZKAINÉ FOTI, KLARA ANNA	LCQL
	KRIEGER, HUBERT	LCQL
	ANDERSON, ROBERT	LCQL
	BERNIER, JAVIER	LCQL
	FARRELL, SARAH	LCQL
	GOLLIN, CHRISTINE	LCQL
	RENEHAN, TERESA	LCQL

Annex 8: Negotiated procedures in 2009 (> EUR 60,000)

Contract Title	Contract Title	Contract Value
Collection of financial performance information for validation of the subjective indicators from the main European Company survey questionnaire	TNS Infratest Sozialforschung GmbH	€90,000,00

