

DECISION NO. 58 OF THE MANAGEMENT BOARD OF THE EUROPEAN FOUNDATION FOR THE IMPROVEMENT OF LIVING AND WORKING CONDITIONS

HAVING REGARD to Regulation (EU) 2019/127 of 16 January 2019 establishing a European Foundation for The Improvement of Living and Working Conditions (Eurofound) and repealing Council Regulation (EEC) No 1365/751 (hereinafter referred to as 'Eurofound's Founding Regulation'), (EU) 2019/127

WHEREAS Article 22 of the Rules of Procedure of the Management Board states that minutes shall be taken at each meeting; shall include: the list of attendees; a summary of the discussions; the conclusions reached or decisions adopted by the Management Board; and shall be adopted by the Management Board,

WHEREAS the draft minutes were circulated to the members on 22 December 2021 with the possibility to comment until 31 January 2022 and no comments were received,

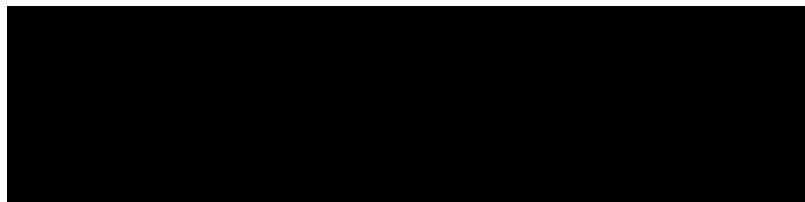
HAS DECIDED

To adopt minutes of the 5th meeting of the Management Board held on Friday, 19 November 2021.

24 June 2022

For the Management Board

The Chairperson



A large black rectangular box redacting the signature of the Chairperson.

Attachment:

Draft minutes of 5th meeting of the Management Board of the European Foundation for the Improvement of Living and Working Conditions on 19 November 2021

¹. OJ L 30, 31.1.2019, p. 74-89.

Minutes of the Fifth Meeting of Eurofound's Management Board, 19 November 2021

9.30-13.00 Raymond Pierre Bodin Conference Centre and online via MS Teams

1. Welcome and Adoption of Draft Agenda (MB 5/1)

The Chairperson (Mr Gran) welcomed new members attending for the first time Mr Geurts and Ms Nicolai (Netherlands Governments) and Ms Schömann, recently appointed as Coordinator for the Workers' Group.

Also attending the meeting for the first time as observers were Mr Ranieri (Cedefop) and Mr Cockburn of EU-OSHA. He was pleased to welcome Ms Scheele of EIGE who was attending in person.

An agenda item regarding a Management Board decision on who could participate in Board meetings as observers (MB 5/13) had been tabled. However, it was decided to have further discussions on the matter and, as there was no urgency to the decision, to include it in the agenda of the Executive Board meeting in January 2022.

He confirmed that eight proxies had been received and that the quorum for the meeting had been achieved.

The draft agenda was adopted.

2. Minutes of Management Board meeting 5 March 2021 (MB 5/2)

The minutes were provided for information purposes only having been adopted in May 2021 (see MB Decision No 40).

3. Progress Report of the Executive Director (MB 5/3)

3.1 The Executive Director presented his report on the year which had been a challenging one, in particular in relation to the collection of information during lockdowns and other disturbances. Nevertheless, Eurofound had been able to produce excellent results.

Being the first year in the 2021-2024 programme, although Covid remained dominant there had been a gradual shift in the emphasis towards what lessons could be learned for EU policies that were oriented towards recovery and resilience. Eurofound had adjusted the scope of the research accordingly.

The research had been able to look at the effects of the policy response to the first period of COVID-19, especially the good comparisons between the reactions of the governments and the European Union compared to the previous crisis, both in the short term and (combining the recovery with the twin transitions of digital and green technologies) in the longer term.

One of the major research projects had been the online survey which provided a very good picture at the start of the pandemic of trends in the world of work across the European Union. It was a good example of a quick and flexible reaction by Eurofound providing stakeholders with relevant information.

Working Conditions and sustainable work

- The flagship report on trends since 2000 showed improvements in job quality over that time, with a degree of caution regarding some developing gaps due to teleworking and inequalities that are appearing on the labour market.

- With the importance of the topic of teleworking, Eurofound was an organisation with a lot of knowledge not only in relation to the psycho-social effects of teleworking but also in terms of working time, efficiency of work and the relationship between work and quality of life. The preferences of employers versus those of workers represented one of the big risks for telework and had created a new landscape in the labour market.
- Eurofound was looking at company practices in relation to the 'right to disconnect', including it for example in the new European Working Conditions (EWCS) telephone survey (the so-called EWCS CATI i.e. Computer Assisted Telephone Interviews although a more appropriate and meaningful name for the survey was being discussed).

Industrial relations and social dialogue

- He referenced recent publications in the activity area, and an upcoming report on collective labour disputes which would be published in early 2022. Eurofound continued to update the EU PolicyWatch database.
- The findings on minimum wage indicated cautious increases, but with the ongoing pandemic and lockdowns this was an area to be followed.
- Three Representativeness Studies had been completed. The number of studies had been reduced due mainly to the difficulties in collecting data, but it was planned to return to normal in 2022.

Employment and Labour Markets

- The research in this activity area had highlighted the consequences of COVID-19 for employment and labour market policies, exposing the vulnerability of work places with temporary and short-term contracts. It could be seen that government policies and EU instruments to support the business were in place and to a large extent had protected from much graver consequences, but the EU was experiencing labour shortages and there were some explanations for the new developments and some research to be done on possible solutions to the deepening problem.

Living conditions and quality of life

- Eurofound had explored the labour market integration of people with disabilities, as well as exploring the impacts of COVID-19 on living conditions of youth, older people and children and families.

Anticipating and Managing the impact of change

- Reports had been published on the impacts on work and work organisation of the digitalisation of the workplace, and on the distributional impacts of climate policies (the twin transitions).
- Further exploration was planned in 2022 to look at the labour market and quality of life aspects of the green transition. Eurofound had jointly with the European Environment Agency (EEA) produced a policy brief on the social challenges of low-carbon energy policies and had started a project with the EEA on the regional income distribution with the advancement of the Commission's *Fit for 55 package* and green transition initiatives.

Promoting social cohesion and convergence

- Eurofound had produced a policy brief jointly with the EU gender agency (EIGE) on convergence in gender equality. A flagship report had been published on the past, present and future of upward convergence. But this was an area to be closely

watched as any external shock would create possibilities and trends for enlarging divergence between Member States or between regions in the EU.

Survey management and development

- Work continued on future-proofing the surveys. New methodologies and technologies would be required and these included preparing the transition to online interviewing.
- The EWCS 2021 extraordinary edition (the CATI) looked promising in terms of response rates. The analysis of the data would commence shortly.
- Preparations were underway for the 2024 EWCS survey, with the tender published and plans to sign contracts in first half of 2022. Meanwhile work was ongoing on the methodology for replicating the survey online with the online questionnaire being developed with external experts.
- Internally, the Deputy Director had assembled a taskforce looking at the issue of sourcing and managing the collection of data for Eurofound's research, focusing on the technological and organisational challenges of so-called big data ('Using big data to improve survey sampling').

Ad hoc and other research

- Work had commenced on the only ad hoc request in 2021 on 'Access to essential services', analysing Member States' approaches to supporting access to essential services in particular for people in need, and providing information on available evaluations of measures taken.
- The pilot project on Minimum wages assigned to Eurofound by the European Commission was progressing well and would continue until December 2023. It was focused on three modules (Enforcement and compliance; Database on minimum wage rates applicable to low paid jobs; and Minimum tariffs for self-employed).

Communication

- Efforts had been stepped up to communicate Eurofound's research results digitally, and, since September 2021 when Ireland had largely opened up, efforts were made to engage physically where possible, for example with a high-level visit of EU Ambassadors to Eurofound, and with various meetings with Irish government ministers. New initiatives were planned to open the research to communities beyond the strictly research ones.
- Eurofound used various Key Performance Indicators (KPIs) for evaluation purposes. One concerned references in EU policy documents, and it was good to note that between January and October 2021, 113 out of 164 EU-level stakeholder documents referenced Eurofound, including the Council's conclusions on telework; the Council's recommendation establishing a child guarantee; an EC initiative improving the working conditions of platform work; the EC legislative initiative on binding pay transparency; the European Parliament resolution of 16 September on fair working conditions for platform workers and new forms of employment linked to digital development; as well as recommendations provided to the European Commission on the 'right to disconnect'.
- Staff members continued to engage with stakeholders through cooperation on events, through expert presentations etc.
- The uptake of Eurofound's research by the EU media was over twice that for the first three quarters of 2020. The COVID-19 research was most in demand with the e-survey being much sought after.

- References to Eurofound's research in scientific papers was also monitored (KPI 'Recognition of scientific quality') and the trend was an increasing one.
- Programme delivery was on target and budget implementation would be almost 100% in 2021. There would be an issue however in relation to the 2022 budget due to a large increase in the country coefficient for Ireland which would have an impact in Title 1 of the budget from which salaries were paid. Some budgetary changes would be proposed for approval by a written procedure, once the final budget of the Union was known. The increase in the country coefficient was beyond the control of Eurofound, being set every year by Eurostat.
- In line with the request for agencies to increase capacity and economies of scale he noted the cooperation taking place with the following EU Agencies: European Centre for the Development of Vocational Training, European Institute for Gender Equality, European Training Foundation, European Agency for Safety and Health at Work, Joint Research Centre, Fundamental Rights Agency, European Labour Authority and European Environment Agency.
- As well Eurofound cooperated with the European Commission (including Eurostat), the European Parliament, EU Presidencies of the Council as well as the European Economic and Social Committee (EESC) and continued to cooperate with international organisations like the ILO, OECD and (more recently) the European University Institute.

3.2 **All the Groups** thanked the Executive Director and the staff for the good work and for their commitment in producing research that was timely and relevant for policy.

The member from the European Commission in particular, noted that the research programme of Eurofound was very relevant to the EU priorities and welcomed all the efforts to deepen cooperation between the Agency and the colleagues.

3.3 **Ms Schömann (Workers)** who was attending her first meeting as newly appointed Coordinator for the Workers' Group, also expressed the appreciation of her Group for the great work by Eurofound. She paid tribute to the preparedness of the Agency to respond quickly to the pandemic in its research programme.

4. **Programming Document 2022 (MB 5/4 – For approval)**

The Chair invited the Deputy Director to outline the programme for 2022.

4.1 **The Deputy Director** presented some changes to the version discussed on the previous day at the Group meetings.

Line 540 – in relation to the EWCS 2021 extraordinary edition, a footnote would be introduced making clear that it was a working title and that a more telling branding making clear that it is not the standard EWCS would be developed for the launch of the dataset.

Line 585-589 – it was proposed to change the description of the project on essential workers with the insertion of a shorter sentence *'the sectors and occupations of those who 'kept society going' are diverse. Research will provide facts and figures on the job quality and working life challenges of essential workers for example medical staff based on data from the EWCS extraordinary edition'*.

Line 714 – Activity 2, Industrial Relations – it was proposed to delete 'school' when talking about the project on capacity building and the summer school and to replace it with 'forum', and also to replicate that in the description in the output table.

Line 1214-1230 – change the text to reflect labour market 'instabilities' a more telling word than 'insecurities'. Also, a very specific reference to COVID-19 had been deleted in

the text to reflect that it was a broader project based on Labour Force Survey (LFS) data and EU SILC, and not only focused on COVID-19.

- 4.2 **Mr Kouwenberg (Workers)** said that the Group agreed to the proposal but that such fundamental changes should not be introduced at this late stage of the approval process.

Ms Hoffmann added that the Group felt strongly that the essential workers should not be specified by type, so the reference to 'medical staff' should be removed from the project description.

- 4.3 **The Deputy Director** noted that 'medical staff' had been included as a response to the Commission's opinion on the draft programme (received in October).

- 4.4 **Ms Kauffmann (Commission)** said that the Commission could agree to the proposals including the deletion of 'medical staff' as it was known that this was one of the Groups that needed to be covered.

She thanked Eurofound for integrating the Commission comments in this draft.

- 4.5 There were further changes at line 1214 which were read out by the Chair as follows:

'Despite many job losses being prevented by the impressive rolling out of short-term working schemes labour market instabilities have been amplified during the COVID-19 crisis, with large part of the population seeing a reduction in working hours, losing or fearing to lose their jobs. The effects of unstable labour markets are not limited to the potential loss of income but can penetrate entire life-worlds of individuals and social groups. This instability may affect wellbeing and quality of life of individuals, for example not enabling youth to move towards a stable independent living while leaving older workers with severe concerns over their future and the one of their families. Furthermore, the vulnerable position in the societal topography due to the unstable participation in the labour market can harm social cohesion, dismantling trust in institutions and contribute to increasing discontent against the overall society. Against this background, Eurofound will investigate trends, drivers and patterns of labour market fragilities in Europe and its Member States. It will identify the groups of population more affected by an unstable labour market attachment and it will explore the individual, social and societal implications of this instability. An overview of recent policy measures and initiatives to smooth the economic and social impact of labour market instability on workers and citizens in the Member States will be carried out.'

- 4.6 **The Chair concluded.**

- **All Groups approved the Programming Document with the changes as outlined.**
- **The Executive Director reminded that the final budget figures would be provided once the budget had been approved by the Council and the European Parliament.**

5. Programming Document 2023 (MB 5/5)

The Chair once again invited the Deputy Director to present the fourth draft of the 2023 Programming Document and then the members to present the opinions of the Groups.

- 5.1 **The Deputy Director** said that the changes followed the discussions in the Executive Board in September.

As regards the process, the document would be submitted to the Commission in January 2022 for interservice consultation and would be further reviewed over the summer and in the Executive Board in September prior to approval by the Management Board in November 2022.

5.2 Mr Ciechański (Governments) made the following comments.

- The Group were very concerned by the budgetary situation due to the change in the country coefficient for Ireland and they called on the Executive Director to do everything possible to shield the research (title 3) budget from those effects. Whilst economies were necessary, the Group asked that the ad hoc research facility should also be protected.
- The project on interaction of minimum wages with collective bargaining for low-paid groups was timely in light of the ongoing negotiations on the minimum wage directive. They urged Eurofound to focus on variations and deductions from statutory minimum wages because it was important not to understand the level of minimum wages only in terms of their adequacy but also in terms of the net minimum wage, considering all the other deductions.
- The description of the project on rights and opportunities to live independently might be refined, namely in relation to the inclusion of 'children' in the Groups to be studied the reason for which was not clear.
- The Group appreciated that whilst the 2022 programme focused on the lasting impact of COVID-19 on living working conditions and quality of life etc, it was good that the PD 2023 was more geared towards investigation of the distribution effects of the twin transitions. They welcomed the approach in that whilst the hope was that the implications would be positive, there might be negative ones in terms of social cohesion and regional cohesion, and in terms of socio-economic cohesion among Member States.

5.3 Ms Rossi (Employers) echoed the concerns of the Governments in relation to the budgetary pressures and the impact they might have on the research projects.

- It would be good to include more in the policy context section on the fact that in 2023 the Social Partners would have approved a new work programme for the EU Social Dialogue, and it would be important to mention that.
- Line 797 – regarding changes proposed by the Commission on the research on tackling labour shortages, it was not clear why the implementation of measures 'at organisational level' was preferred to 'at company level' in the description.
- Line 918 – the description here and in the preceding paragraph on the transition to adulthood, the Group felt that the transition was at a much earlier stage of life compared to the Youth Guarantee, so that the link here was not appropriate. Also, there were doubts as to whether the reference to the quality of jobs as part of the Youth Guarantee was appropriate considering that the Youth Guarantee was conceived as an opportunity to join the labour market.

5.4 Ms Hoffmann (Workers) made the following comments.

- The Group had discussed the budget issues at great length in their meeting and therefore detailed discussions on the document had not been possible, so the Group would provide comments on the 2023 programme in writing.
- She thanked the Executive Director and Mr Grimmeisen for providing more background to the budgetary situation. The Group were clear which areas were priorities for them. They had concerns about proposals to reduce the budget for translation (and accessibility of findings) and the ad hoc research capacity. They would wait to see the concrete proposals regarding the budget before making any definitive statements.

5.5 Ms Kauffmann (European Commission) said that the Commission welcomed the programme which was ambitious, despite the budgetary concerns.

- They welcomed that there would be six Representativeness Studies in 2023.
- They thought the text might be revisited to reflect better the high number of recent initiatives in the Commission's *Fit for 55* package, such as impact assessments, distributional analyses, the call for proposals on the Council recommendation on fair transitions, the just taxation and social climate funds.
- There were some doubts also on the potential for the analysis of the limited responses to the follow-up to the interrupted 7th EWCS survey.
- The discussion on gross versus net wages was a complex one and would be covered in the written comments which would be forwarded after the meeting.

5.6 The Deputy Director thanked the members for their comments and asked for written comments to be sent by 3 December.

- The scope of the project on minimum wage and collective bargaining was somewhat different to looking at the gross and net minimum wage, being simply to see what was the link between the statutory wage and the collectively agreed minimum wage, and the dynamic and interaction between these two processes.
- Line 796 – 'organisation' had been introduced to reflect that some care providers were sometimes organisations rather than companies. However, she thought that the word 'company' could be reintroduced.
- The description of the project on independent living would be revisited.
- With regard to job quality and the Youth Guarantee, this was a longstanding request from the Workers' Group and a quite complex discussion, and it would be good to see what was out there in terms of the discussion. The research concerned a literature review as part of a much larger project.

5.7 The Executive Director explained a little further on the budgetary issue.

- The reason for the budgetary tension was beyond the Eurofound competences. It was caused by an exceptionally high increase of the salary weighting announced by Eurostat for two consecutive years. Eurofound was in control of this situation, observing a number of essential principles.
- Firstly, it was within the context of a subsidy that was set until 2027.
- The principle was that the financing of the research projects already in the Programming Document 2022 was assured.
- It was proposed to reduce the 2022 budget for ad hoc research projects from EUR 325,000 to 200,000 (which was twice what was spent in 2021) and to see what was possible after that.
- He agreed that it would be good to have a more strategic discussion about the budget and proposed to do that in early 2022.

5.8 The Chair thanked the Executive Director and Deputy Director for their presentations on the programme and the budgetary situation and closed the agenda item.

6. Election of Chair and Deputy Chairs (MB 5/6)

6.1 Mr Gran (Workers) announced that he would step down from the Management Board after the meeting.

Accordingly, the Workers' Group had nominated a new Chair, Mr Kouwenberg (Netherlands).

The following Chair and Deputy Chairs were elected (see MB Decision 46):

Mr Kouwenberg	Chair (Workers)
Mr Ciechański	Deputy Chair (Governments)
Ms Rossi	Deputy Chair (Employers)
Ms Kauffmann	Deputy Chair (European Commission)

7. Report from the Management Board Committee on Staff Matters

Ms Kauffmann (European Commission), as Chair of the committee informed that due to the confidentiality of matters discussed in the Committee her report would be brief.

During the year, one Article 90.2 (i.e. a complaint) had been submitted to the committee, discussed and a decision taken.

The committee would shortly adopt a model decision on the conduct of administrative inquiries and disciplinary proceedings based on a decision of the European Commission that had been discussed with the Agencies.

8. Appointment of an alternate member to the Management Board Committee on Staff Matters (MB 5/8)

The decision of the appointment of Mr Kanjou-Augé as alternate member of the committee for the European Commission was confirmed (see MB Decision 47).

9. Schedule of Meetings of Management Board, Executive Board and Groups 2022 (MB 5/9)

The schedule was adopted with comments that care should be taken to avoid clashes with national holidays in Member States.

10. Annual Report to the Management Board by the Data Protection Officer (DPO) (MB 5/10)

10.1 Ms Aguiar noted that as DPO of Eurofound she was obliged to report to the Management Board on an annual basis.

- She highlighted some of the items in the report already provided to the Management Board (MB 5/10), including the annual celebration of European Data Protection Day on 28 January where there had been a focus on data protection in events and research, as well as awareness raising on the subject of data breaches.
- She had created a monthly gazette to provide information to staff in a non-burdensome way. A Data Protection intranet site provided information for staff in one place.
- Eurofound was obliged to keep a register of data processes, and this was available on the website and was updated regularly.
- A policy and procedures for data breaches had been developed and an online training session for all staff had taken place. Since being appointed DPO in September 2020 there had been five data breaches in Eurofound, fortunately without serious consequences to data subjects and the agency.
- The Employee Data Protection policy, highlighting the rights and obligations of staff, had been updated.
- Guidelines had been adopted on topical issues for example on managing consent in research.

- As part of her job, the DPO advises management or colleagues on a variety of different topics usually by preparing or analysing a situation in a DPO memo. Some of the topics addressed included use of WhatsApp for internal communications, Microsoft 365, guidance for the return to office during COVID-19, use of the Facebook pixel in one of Eurofound's surveys, as well as the cookie banner on Eurofound's website.
- As DPO she was in contact with and collaborated with colleagues in other EU Agencies like Cedefop and EU-OSHA. She was also currently performing some DPO functions for the new European Labour Authority whilst they were appointing a DPO.
- She attended the EU Agency DPO network meetings and cooperated fully with the the European Data Protection Supervisor (EDPS) and with any of their requests for information.
- She had also conducted a Data Protection Audit to assess the internal level of compliance and found that the level of compliance was reasonable. Nevertheless, she had recommended 25 actions that should be undertaken, some high priority others not, with a view to increasing the level of compliance.

10.2 The Chair thanked Ms Aguiar for her presentation and very detailed report. Data protection was an important topic he noted.

10.3 Ms Kauffmann (European Commission) thanked Ms Aguiar for her excellent overview and appreciated her work in relation to awareness raising.

The Commission were fine with whichever decision were taken with regard to how the DPO should report to the Board.

11. Composition and dates of Advisory Committees in 2022 (MB 5/11)

The Chair asked the members to consult the list of members and to address any gaps or lapses in membership.

The dates were provided for information purposes only.

12. Conflict of interests – Board members' options (MB 5/12)

The Chair invited Mr Grimmeisen to present the item.

12.1 Mr Grimmeisen explained that the Founding Regulation required that all Board members needed to declare any potential, real or perceived conflicts of interest.

There was a regular follow-up on this matter by the European Parliament, who could be very critical of it in the discharge procedure of an agency and would call on the agencies to rapidly publish any missing declarations.

In 2020 the Board had taken a decision on managing conflicts of interest and he reminded that the matter concerned the high standard of ethics and professional conduct to be demonstrated by all those involved in the activities of the Agencies.

It was important to note that members represented their organisations on the Management Board and their vote should be in line with instructions received from these organisations. For example, it was understood that a member of a Trade Union represented the interests of the Trade Union, that was not what this policy was about.

A perceived conflict of interest should also be declared, as the perception of any conflict was equally important.

He asked all members to provide Eurofound by the year end with two forms, a Declaration of Interests and short Curriculum Vitae to be published on Eurofound's website in line with expectations of the European Parliament.

Members would be repeatedly approached until they provided the forms. There would be a follow up in the Executive Board in January.

12. **The Chair appealed to the members to submit their forms as soon as possible. He asked Eurofound to inform the Chairs and Coordinators of the status of the forms provided by the members, in order for them to follow up with the colleagues.**
13. **AOB**
New Coordinator - Governments
- 13.1 **Mr Ciechański (Governments)** informed the Board that the Governments' Group had appointed Mr Närhinen (Finland) as coordinator.
He also welcomed Mr Geurts and Ms Nicolai, new member and alternate for the Netherlands and thanked for all his service, Mr Scheele, former alternate member who was retiring.
Network of Eurofound Correspondents
- 13.2 **Ms Rossi (Employers)** asked Eurofound to continue efforts to ensure that there was a good exchange between the national Board members and the national correspondents in the Network of Eurofound Correspondents (NEC).
The Executive Director took note, and informed that the tender procedure was currently taking place.
- 13.3 The **Executive Director** thanked the outgoing Chair, Mr Gran.
- 13.4 The next meeting of the Board would be on 17-18 November 2022.

Chairperson

Executive Director



List of Decisions taken by Management Board at its meeting on 19 November 2021

1. Adopted Decision 45 approving that final draft of Programming Document 2022 be adopted subject to the budgetary procedure (MB 5/4)
2. Adopted Decision 46, electing the Chair (Mr Kouwenberg (Workers)) and Deputy Chairs (Mr Ciechański (Governments), Ms Rossi (Employers), Ms Kauffmann (European Commission)) MB 5/6)
3. Adopted Decision 47 appointing Mr Kanjou-Augé alternate member of the Management Board Committee on Staff Matters (MB 5/8)
4. Adopted Decision 48 approving dates of meetings of Management Board, Executive Board and Groups in 2022 (MB 5/9)

List of Participants

No.	Last Name	First Name	Group	Member State	Status
1.	Alves	Carlos	Workers	Portugal	Alternate
2.	Angelov	Iskren	Governments	Bulgaria	Alternate
3.	Antauer	Igor	Employers	Slovenia	Member
4.	Argyrides	Panikos	Workers	Cyprus	Member
5.					
6.	Bac	Regis	Governments	France	Member
7.	Balint	Adrienn	Employers	Hungary	Member
8.	Bårnås	Kristin	Observer (EEA/EFTA)	N/A	Alternate
9.	Bergström	Viktoria	Governments	Sweden	Member
10.	Blasco de Luna	Francisco Javier	Employers	Spain	Alternate
11.	Bodgal	Ildiko	Governments	Hungary	Alternate
12.	Brankov	Dimiter	Employers	Bulgaria	Member
13.	Bugeja	Joseph	Workers	Malta	Member
14.	Ciechański	Jerzy	Governments	Poland	Member
15.	<i>Daly</i>	<i>Kevin</i>	<i>Governments</i>	<i>Ireland</i>	<i>Observer</i>
16.	Darrigrand	Sébastien	Employers	France	Member
17.	Daskalaki	Katerina	Employers	Greece	Alternate
18.	De Camillis	Romolo	Governments	Italy	Member
19.	De Meester	Kris	Employers	Belgium	Member
20.	Drbalova	Vladimíra	Employers	Czechia	Member
21.	Farrugia	Joseph	Employers	Malta	Member
22.	Ferreira	Nelson	Governments	Portugal	Member
23.	Fugger	Harald	Governments	Austria	Member
24.	Geurts	Wilm	Governments	Netherlands	Member
25.	Gourzoulidis	Georgios	Governments	Greece	Member
26.	Gran	Stefan	Workers	Germany	Member
27.	Gregorcová	Silvia	Governments	Slovak Republic	Member

No.	Last Name	First Name	Group	Member State	Status
28.	Gustavsson	Håkan	Workers	Sweden	Member
29.	Hoffmann	Aline	Workers	N/A	Deputy Coordinator
30.	Hopfner	Sebastian	Employers	Germany	Member
31.	Ioannou	Christos	Employers	Greece	Member
32.	Kaldmae	Liina	Governments	Estonia	Member
33.	Kanjou Augé	Imad	European Commission	N/A	Alternate
34.	Karlsson	Patrik	Employers	Sweden	Member
35.	Kauffmann	Barbara	European Commission	N/A	Member
36.	Kiukucāne	Ilona	Employers	Latvia	Member
37.	Komel	Vladka	Governments	Slovenia	Member
38.	Konjar	Maja	Workers	Slovenia	Member
39.	Kouwenberg	Jan	Workers	Netherlands	Member
40.	Kristine	Alsvik	Employers	Observer EEA/EFTA	N/A
41.	Kurki	Leila	Workers	Finland	Alternate
42.	Lasserre	Romain	Workers	France	Alternate
43.	Lope Fontagné	Veronica	European Parliament	N/A	Member
44.	Marra	Salvatore	Workers	Italy	Alternate
45.	Messios	Orestis	Governments	Cyprus	Member
46.	Miettinen	Katja	Employers	Finland	Member
47.	Mißbeck-Winberg	Christiane	Employers	Denmark	Member
48.	Närhinen	Antti	Governments	Finland	Member
49.	Nicolai	Alexandra	Governments	Netherlands	Alternate
50.	Nyman	Håkan	Governments	Sweden	Alternate
51.	O'Hare	Pauline	Employers	Ireland	Alternate
52.	Olszewski	Bogdan	Workers	Poland	Member
53.	Ortega Gonzalez	Gloria Maria	Governments	Spain	Observer
54.	Pasat	Diana	Employers	Romania	Member
55.	Pelei	Krisztina	Governments	Hungary	Member

No.	Last Name	First Name	Group	Member State	Status
56.	Pena Costa	Manuel Marcelino	Employers	Portugal	Member
57.	Peterson	Peep	Workers	Estonia	Member
58.	Propst	Stephanie	Employers	Austria	Member
59.	Rocha	Fernando	Workers	Spain	Member
60.	Roelen	Evi	European Commission	N/A	N/A
61.	Rossi	Stefania	Employers	Italy	Member
62.	Rudka	Andrzej	Employers	Poland	Member
63.	Scheele	Dirk	Governments	Netherlands	Observer
64.	Schömann	Isabelle	Workers	N/A	Coordinator
65.	Șerban	Adela	Employers	Romania	Alternate
66.	Skrebiskiene	Rita	Governments	Lithuania	Alternate
67.	Sladović	Biserka	Employers	Croatia	Member
68.	Slekyte	Donata	Governments	Lithuania	Member
69.	Slionskiene	Danute	Workers	Lithuania	Alternate
70.	Smith	Rebekah	Employers	N/A	Coordinator
71.	Sõber	Kristi	Employers	Estonia	Member
72.	Šobota	Dijana	Workers	Croatia	Alternate
73.	Subotic	Vatroslav	Governments	Croatia	Member
74.	Tare	Ineta	Governments	Latvia	Member
75.	Totou	Triantafyllia	Governments	Greece	Alternate
76.	Van Gyes	Guy	Governments	Belgium	Member
77.	Van Mierlo	Mario	Employers	Netherlands	Member
78.	Vana	Vlastimil	Governments	Czechia	Member
79.	Vella Muscat	Diane	Governments	Malta	Member
80.	Voigtländer	Thomas	Governments	Germany	Member
81.	Waldorff	Peter	Workers	Denmark	Member

Also participating as observers and Eurofound staff

Last Name	First Name	Representing
Ranieri	Antonio	Cedefop
Cockburn	William	EU-OSHA
O'Brien	Brenda	EU-OSHA
Bangacheva	Nevena	Eurofound Staff Committee
Eiffe	Franz	Union syndicale - Eurofound
Hurley	John	Union syndicale - Eurofound
Kalfin	Ivailo	Executive Director, Eurofound
Jepsen	Maria	Deputy Director, Eurofound
Grimmeisen	Markus	Secretary to the Board

