



EU SOCIAL DIALOGUE NEWSLETTER

Success Stories

**on sectoral social dialogue achievements
at European level**

Special Edition, January 2014

Editorial	4
AGRICULTURE.....	5
AUDIOVISUAL.....	8
BANKING	11
CENTRAL GOVERNMENT ADMINISTRATION	14
CHEMICAL INDUSTRY	17
CIVIL AVIATION.....	20
COMMERCE	23
CONSTRUCTION	25
CONTRACT CATERING.....	29
EDUCATION.....	32
ELECTRICITY	38
GRAPHICAL INDUSTRY	41
FOOD AND DRINK INDUSTRY	43
HOSPITALS AND HEALTHCARE.....	45
HOTEL AND RESTAURANT	49
INDUSTRIAL CLEANING.....	51
INSURANCE.....	54
METAL INDUSTRY	58
MULTISECTORAL	60
PAPER INDUSTRY	63

PERSONAL SERVICES HAIRDRESSING	66
POSTAL SERVICES	68
PRIVATE SECURITY.....	70
RAILWAYS	73
ROAD TRANSPORT	76
STEEL	79
SUGAR.....	81
TANNING AND LEATHER.....	83
TELECOMMUNICATIONS	87
TEMPORARY AGENCY WORK.....	90
Overview of Success Stories	93

Editorial

Dear Social Partners, dear Readers,

This is a special edition of the Newsletter on EU Social Dialogue. It is related to the Liaison Forum meeting which was held on 11 December 2013 on 15 Years of EU Sectoral Social Dialogue – Quo Vadis?

In view of giving more visibility to EU sectoral social dialogue, European social partners were invited to present their achievements over the last years in the form of Success Stories. 29 sectors have sent us their contributions which provide a good overview of the diversity of EU social dialogue outcomes at sectoral level.

In total, we have received 31 contributions which include 4 general presentations and 27 Success Stories related to specific categories of outcomes including 4 agreements, 4 process oriented texts (3 frameworks of actions, 1 guidelines) and 19 joint opinions and tools (2 joint opinions, 3 declarations and 14 tools developed by EU social partners).

Please find enclosed a compilation of all the contributions received from EU social partners.

We hope this edition will be of great interest for you!

Jean-Paul Tricart

Head of Unit, Social Dialogue, Industrial Relations

AGRICULTURE



50 ans de dialogue social dans le secteur agricole

Le secteur agricole est un des premiers secteurs économiques à avoir été organisé au niveau européen. Dans les années 50, la Politique Agricole Commune (PAC) avait mis en avant trois objectifs principaux : 1) Garantir la sécurité alimentaire en Europe. Ce premier objectif était essentiel certainement à une époque où la 2^{ème} guerre mondiale était encore fraîche dans les mémoires. 2) Les denrées alimentaires devaient être disponibles pour le consommateur à des prix abordables. 3) L'agriculteur et le maraîcher devaient pouvoir obtenir le juste prix pour leurs produits et avoir un revenu décent. Ces trois objectifs de la Politique Agricole Commune restent importants même aujourd'hui.



Dès les débuts, des représentants des employeurs et des travailleurs du secteur agricole se sont réunis au niveau européen à la demande des responsables européens pour réfléchir et prendre position par rapport aux thématiques sociales que se posent dans le secteur agricole et horticole. C'est ainsi qu'a débuté la concertation sociale européenne dans le secteur agricole. Nous avons célébré en septembre 2013 les 50 ans d'existence de notre concertation sociale sectorielle.

En 2013, une bonne entente au niveau européen entre les partenaires sociaux de l'agriculture et de l'horticulture est essentielle. Pour cinq bonnes raisons :

- Pour les partenaires sociaux, le maintien de l'emploi dans le secteur agricole est très important. De nombreux travailleurs permanents mais aussi des travailleurs saisonniers sont employés dans le secteur agricole. On trouve également de nombreuses entreprises agricoles, souvent exploitées dans un contexte familial. Lors d'une réforme de la PAC ou lors de la conclusion d'accords de libre-échange au niveau européen, il ne faut jamais perdre de vue l'impact social pour les agriculteurs ainsi que pour les travailleurs employés dans ce secteur. Les comités sectoriels pour la concertation sociale peuvent aussi étudier ces aspects et faire part de recommandations. Pour ces raisons,

nous avons terminé une étude sur l'impact de la PAC européenne sur l'emploi. A ce propos, il est important de disposer de bonnes données chiffrées.

- Le secteur agricole connaît une évolution technique rapide. Il est important pour les agriculteurs de disposer de suffisamment de travailleurs bien formés. En outre, ceux-ci doivent actualiser leurs connaissances et les travailleurs doivent pouvoir se recycler et suivre des cours de perfectionnement. Les partenaires sociaux du secteur agricole continuent de lancer un appel pour que l'on accorde plus d'attention à la formation et à l'enseignement : ceci afin de garantir que nos entreprises ne ratent pas le train de l'évolution technique et, de la sorte, que les travailleurs soient assurés de conserver un emploi grâce à des programmes de formation continue. Les partenaires sociaux ont conclu un accord concernant la formation continue.
- Travailler dans des conditions sûres est une condition de base essentielle. A ce propos, il est important que les partenaires sociaux du secteur agricole puissent participer à des réunions de groupes de travail en rapport avec les conditions de construction de tracteurs et des machines. Un autre point vital porte sur l'utilisation sûre des moyens de protection des cultures. Notre objectif est de pouvoir réduire le nombre d'accidents et de périodes d'incapacité de travail par la prévention, de bonnes directives et un bon suivi. En 2006, un accord a été conclu afin de réduire les risques liés aux TMS (troubles musculo-squelettiques).
- Le renforcement de la mobilité dans l'Union européenne élargie était un souhait existant à l'origine. Notre secteur fait appel à une abondante main-d'œuvre qui vient souvent d'autres pays de l'union européenne. Il est important pour les employeurs de trouver des travailleurs ayant les compétences et l'expérience voulues et d'autre part pour les travailleurs de trouver l'emploi recherché. Les techniques modernes devraient nous aider à élaborer un système performant et facile à utiliser. Il est également important de tenir compte des compétences que seront nécessaires dans le secteur agricole et horticole en 2025. Dans ce cadre les partenaires sociaux ont mis en service le système [Agripass](#).
- Une mobilité accrue des travailleurs dans l'Union européenne conduit aussi souvent dans la pratique à des incertitudes et des discussions quant aux conditions de travail et salariales en vigueur. Elle conduit aussi parfois à des situations de concurrence déloyale qui peuvent porter préjudice aux employeurs sérieux du secteur agricole et horticole. Il y va de l'intérêt des employeurs et travailleurs du secteur agricole et horticole que des accords clairs soient conclus lors d'échanges de travailleurs entre les Etats membres mais qu'il y ait également des règles claires en matière d'entreprise et de sous-traitance afin d'éviter les situations de concurrence déloyale et de garantir le respect des travailleurs.

La prise en compte de ces cinq thèmes constitue déjà en soi un programme de travail ambitieux pour les années à venir. Nous savons que des points nouveaux et inattendus seront encore ajoutés à notre agenda.

Les partenaires sociaux du secteur agricole et horticole peuvent constater à leur grand étonnement tout ce qui a déjà été réalisé au cours des 50 dernières années dans le cadre de notre concertation sociale sectorielle commune. Il convient de remercier sincèrement la Commission européenne et toutes les instances qui ont rendu possible et qui ont encouragé ce dialogue social. Nous profitons également de l'occasion pour remercier tous ceux qui, au nom des employeurs et des travailleurs, ont œuvré en

tant que pionniers, souvent dans des conditions difficiles, pour ouvrir la voie d'un véritable dialogue social.

Nous pouvons nous tourner vers l'avenir avec confiance. Mais il reste encore beaucoup de pain sur la planche, car les attentes sont élevées, à juste titre.

Dès demain, avec les employeurs et les travailleurs et avec le soutien des instances européennes, mettons-nous à écrire le chapitre suivant du dialogue social du secteur agricole et horticole avec le même enthousiasme que nos prédécesseurs.



AUDIOVISUAL



Framework of Actions on Gender Equality

Interview of:

- **Johannes Studinger and Allan Jones**, Joint Coordinators of the EU Audiovisual Sector Social Dialogue Committee

Can you introduce us to your Sectoral Social Dialogue Committee?

The Audiovisual Social Dialogue Committee (AVSDC) was established in 2004 and has five member organisations from the employers' side and four from the trade unions. It is unusual in comprising employer members from both the public and commercial sector.

The audiovisual sector (AV) provides the people of the EU with film, radio and television programmes delivered across the whole range of spectrum. It is both a practical resource and a primary source of information and entertainment across the EU. Because of this, it has a special significance in the protection and promotion of fundamental freedoms and democracy across the Member States of the EU. As recent events in broadcasting in Greece have shown, these are freedoms and values which must be protected and not taken lightly or for granted.

In the EU over 1.2 million people are estimated to work in the audiovisual sector. The sector in the EU comprises over 13000 TV and radio enterprises, over 3300 musical production enterprises and 40000 entities in the film production and video subsector, although there is some domination by conglomerate organisations. It is thus a significant industry in terms of employment and financial value to the economy.

What achievement do you wish to tell us about?

The achievement is a [Framework of Actions \(FoA\) on Gender Equality](#) in the AV sector. A FoA is a significant outcome of the social dialogue process which carries both authority and responsibility and cannot be reached without diligence. Before our Committee could consider this work it had to develop a good level of internal cohesion and confidence. It achieved this in particular through a series of capacity building

projects, funded by the Commission, which resulted in mutual understanding and joint declarations.

The AVSDC used the occasion of its fifth anniversary in June 2009 to agree on an Equal Opportunities Joint Statement. The Social Partners then took the view that this was a topic of key significance to our sector and to the EU as a whole and decided to develop a project on gender equality.

Gender equality is a fundamental right and key principle of the European Union. The Social Partners also believe that gender equality improves employment opportunities and helps the sector to deliver content of quality and diversity. Social Partners consider that they have a crucial role to play in its enhancement in the audiovisual sector and the wider EU society.

Following drafting work by a dedicated Working Group, the Framework of Actions on Gender Equality was approved and adopted by the AVSDC at its plenary meeting in October 2011.

So what are your key challenges?

The main areas in which initiatives in the field of gender equality need to focus are:

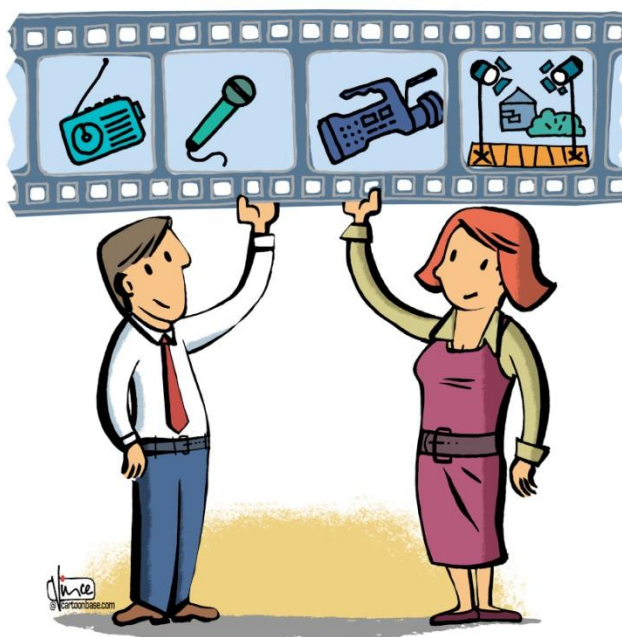
- Gender roles – women still tend to be under-represented in roles traditionally occupied by men and vice versa.
- Equal pay – statistics show that there is still a significant pay gap across the EU.
- Equality in decision making – despite record numbers of women working across the sector, the percentage of women in decision-making roles is low.
- Work-life balance – an important element of the EU social model and high on its agenda.

There is a further area which is fundamental to our sector and which the AVSDC believes it is important to address. This is the area of Gender Portrayal where the challenge is to provide a fair and balanced representation of men and women in the output while respecting both the right to dignity and freedom from discrimination, and the right to freedom of expression.

And what have you been doing to implement your FoA?

The FoA runs to over 7000 words and is thus a substantial document. The FoA has been translated into eight EU languages and the Social Partners viewed the challenge in the first year (2012) to take it to all parts of our sector across the EU. The FoA was written to be used as a 'toolkit': it examines issues, answers questions, identifies common themes and gives organisations suggestions for action supported by examples of good practice, including:

- Awareness-raising, training, provision of information
- Positive action
- Importance of monitoring
- Mainstreaming gender equality.



Our first annual review (Plenary meeting November 2012) established that we had been successful in disseminating the FoA but also identified challenges in enabling it to reach the 'shop floor' in our sector. We therefore decided to assist the process by preparing a summary leaflet of around 400 words which could be readily translated into many more EU languages and which could introduce the FoA to a wider audience. It does of course have links back to the full document which is on the [EC social dialogue texts database](#).

The leaflet was available for the first time at a Gender Equality Conference organised in Brussels in November 2013 and held with support of funds from the Commission. The purpose of the conference was to promote the FoA, to hear from experts (including EIGE), to share best practices in our sector and learn about initiatives undertaken by social partners in Member States which have followed on from the FoA.

What are the next steps?

The FoA has given the subject further authority within our sector. At a time when the significance of the media, which includes the AV sector, is being identified by EIGE, EPSCO and the Council of Ministers as significant to addressing the issue of gender equality our FoA can be seen as both well-timed and complimentary.

In accordance with the requirements of the FoA the AVSDC will continue to review and regularly assess the impact of the FoA and consider follow-up actions to further promote its implementation.

It is notable that our AVSDC has increased the participation of women from under 20% in the early days to close to 50%. This is significant as it now reflects the proportion of women who work within the sector.

BANKING



Lifelong learning for bank employees in Europe: Reaching out to Central and Eastern Europe

The European social partners in the banking sector have successfully run several projects funded by the European Union (EU) in a number of accession countries and "new" EU Member States with the purpose to promote and enhance social dialogue at European level in the banking sector. During the project periods, the European social partners exchanged information and experiences on national industrial relations' structures in different countries and on the European social dialogue.

After a successful completion of the 2007-2008 project entitled "A social dialogue for the enlarged Europe" the Sectoral Social Dialogue Committee for the Banking sector (SSDB) undertook a new project with the aim to promote the integration and participation of the national social partners from Bulgaria, Croatia and Romania in the European social dialogue. Malta and Cyprus served as good practice, as they had established fruitful social dialogues since their accession to the EU in 2004.

With the project "Lifelong learning: follow-up of the joint declaration and promotion of the EU sectoral social dialogue" (VS/2012/0435), the social partners in the banking sector also wanted to follow-up on the Joint Declaration on Lifelong Learning signed in 2003. The aim was to assess and promote the dissemination and use of the declaration at national and company level within Europe. The project has been developed in cooperation with respective members from the four European social



partners, namely, UNI Europa Finance (UNI), the European Association of Co-operative Banks (EACB), the European Banking Federation Committee for the European Social Affairs (EBF-BCESA) and the European Savings and Retail Banking Group (ESBG).

The European social partners noted that some organisations from the post-2004 enlargement's Member States are, for different reasons, not involved in the European social dialogue in the banking sector. However, they are convinced that

the participation of those organisations would add relevance to the social dialogue in the banking industry and improve opportunities for labour relations in the banking sector. They also considered that lifelong learning is an important aspect both for the competitiveness of companies and for the employability of workers. It is a significant instrument to ensure a sustainable and dynamic banking sector. In particular, with a view on European integration and harmonisation it is relevant to include new Member States and accession countries in the European social dialogue. The EU social partners are convinced that the concrete example of LLL would provide a good illustration of the added value gained from participation in the European social dialogue.

The four European social partners therefore agreed on a two-fold outcome: Not only to mark the 10-year anniversary of the signing of the joint declaration on lifelong learning but also to develop and encourage participation in the European sectoral social dialogue from the social partners in Bulgaria, Croatia and Romania, while also supporting the different national social dialogues in these countries.

After successfully completing the three workshops in the target countries as well as the final conference which took place in Brussels on 16 October 2013, the social partners found that focusing on Croatia, Romania and Bulgaria was the right choice.

In all the three countries, this project brought social partners at federation level from the banking sector back to the same table after a long time of being apart. Affiliates from both sides said that this project has been a helpful push to facilitate dialogue between them. In the frame of the three workshops, the European Social partners also called on their Croatian, Romanian and Bulgarian affiliates to actively engage in the European social dialogue. All workshops stirred up great interest and a high level of participation of host country social partners' representatives. This is also due to the simultaneous interpretation that was provided at these workshops. The social partners believe that lifelong learning is still a key topic – especially in a dynamic and changing sector such as the banking sector.

Focusing on Croatia in this period was especially interesting and rewarding, as its entry into the European Union on 1st July 2013 has opened the door for Croatian social partners to participate to European Social Dialogue with equal conditions as those from the other 27 EU Member States. In the light of this entry date approaching, Croatian social partners were especially aware and open to participate in this project from the beginning.

The key dissemination instrument of this project is a booklet comprising good practices of social partner initiatives in the frame of lifelong learning. There is also a website where all information and background documents as well as pictures illustrating the high level of interest in the project's events, available at:

<http://www.socialdialoguebanks.eu/>.

The booklet can be downloaded from the website. It shall be an inspiration and an orientation to undertakings and social



partners on all levels – at national, sectoral or company level – to follow the good examples presented here but also to develop their own new innovative ways.

The booklet also reflects the active engagement of our respective Central and Eastern European members in promoting lifelong learning and to establish joint initiatives and social dialogue structures. European social partners in the banking sector are committed to supporting these activities in the future.

CENTRAL GOVERNMENT ADMINISTRATION

TUNED

EUPAE

European Framework Agreement for a quality service in administrations

Interview of:

- **Nadja Salson**, Policy Officer (EPSU) and coordinator of TUNED

Can you please introduce yourself?

I am a policy officer at EPSU, the European Federation of Public Service Unions, and coordinator of TUNED, the trade union delegation in the European social dialogue committee for central government administrations.

Who are the members of the EU social dialogue Committee for central government administrations (SSDC CGA)?

The SSDC CGA was established in December 2010 with EUPAE, the employers' organisation representing 13 national administrations - Belgium; Czech Republic; France; Greece; Italy; Lithuania; Luxembourg; Romania; Slovakia; Spain; the UK as well as Malta and Hungary as observers and TUNED with a strong representativity in all EU Member States except Slovenia.

What would you say has been your key achievement since 2010?

A major outcome, given our recent history, is the adoption in December 2012 of a first European Framework Agreement that sets out 20 commitments for a Quality Service in Central Government Administration.

This Agreement came on the heels of a series of reforms driven by budgetary austerity measures that impact jobs, pay levels, social dialogue as well as the quality of public administrations.

Against this very challenging backdrop, it was felt all the more essential to agree and revitalise a set of common core values that we consider essential for the delivery of quality public administrations and citizens' trust in their administrations. Our sector is often subject to criticisms, even caricatures in some countries. With this Agreement we seek to reinforce and modernise the public sector ethos as part of the solutions to the multiple crisis we are facing, economic, social, ecological and democratic.

The Agreement will also guide the future work of the Committee. At national level, the French government has referred to the Agreement in the preamble of a recent law relating to the civil service.

How did it come about?

The Framework Agreement is the result of a one-year project financed by the EU social dialogue budget line on improving the image of public administrations and its attractiveness as an employer.

It is based upon a piece of research across a dozen of countries and discussions in two seminars and a conference in Prague attended by 70 employers and trade union representatives as well as top civil servants from the Commission, Czech Republic and France.

It has been enriched by the testimonies of young civil servants working in a tax service in Lithuania, in a prison in Romania and in an employment agency in Spain. Asked about their expectations from their employer, they emphasised the need for respect, trust, decent wage, opportunities for competence development, to be heard and listened to with a view to contribute to the general interest.



Initially what we had in mind was to go for a soft EU instrument, either a charter or a statement.

However as we went along, a Framework Agreement was deemed more suitable in view of the seriousness of the challenges and thus the need for a response with enough bite. Unlike many codes of ethics in the civil service which are drafted

without consultation of the workers charged with implementing them, the Agreement takes a balanced and more practical approach.

What is the main content of the Agreement?

As a start, the Agreement reiterates that public services are to meet peoples' needs and serve the general interest as opposed to short term commercial interest.

It sets out 20 commitments to improve the access and quality of administrations based on a good, efficient and greener use of taxpayers' money in transparency and accountability.

It updates some of the more well-known values as provided for in the EU Treaties notably Protocol 26 on Services of General Interest and the EU Fundamental Human Right to a good administration.

It recognises that implementation of these values relies on the wellbeing of employees, an effective social dialogue between trade unions and employers based on workers' rights and consultation of service users, in other words, essential parts of a modern administration.

Finally, for values to have real value in practice, adequate resources must be available. At a time of austerity, this is not anodyne.

What are the next steps?

As a start, we hope that the agreement will help stimulate discussions with social partners on quality administrations at the national and EU levels and be taken into account in legislative texts, as was the case in France, or in collective agreements.

At EU level, we would like the Agreement to become a reference text for the European Commission when it takes initiatives or makes recommendations relating to public administrations, which it increasingly does. A priority is to balance out the current almost exclusive focus on business-friendly administrations towards a broader people-friendly administration.

We have submitted a project to the Commission to help finance its good dissemination and implementation focusing on administrations geared towards people in a vulnerable position such as the unemployed, asylum-seekers and low income pensioners. This way the Agreement will be first tested in those administrations that are facing the greatest challenges and therefore deserve the greatest attention from all, including social partners.

If accepted by the Commission, the project will feed into the monitoring by social partners of the Agreement due to take place every two years.

The text of the Agreement is available in 8 languages and in user friendly formats, a leaflet and a poster available at: <http://www.epsu.org/r/569>

CHEMICAL INDUSTRY



Accord-cadre européen sur les profils de compétences pour les opérateurs de processus et les superviseurs de premier niveau dans l'industrie chimique

Interview de:

- **Andreas Ogrinz**, Secrétaire général d'ECEG
- **Sylvain Lefebvre**, Secrétaire général adjoint de la fédération syndicale industriAll Europe

Dès la création du comité sectoriel du dialogue social pour l'industrie chimique en 2004 les partenaires sociaux de l'industrie chimique ont commencé à dialoguer sur les questions d'éducation, de formation et d'apprentissage tout au long de la vie avec pour objectif d'assurer un haut niveau de qualification dans l'industrie chimique, condition fondamentale assurant la compétitivité internationale de ce secteur industriel et renforçant l'attrait professionnel de celui-ci en Europe. C'est de cette réflexion qu'est issu l'accord-cadre européen sur les profils de compétences pour les opérateurs de processus et les superviseurs de premier niveau dans l'industrie chimique, signé le 15 avril 2011 entre les représentants du Groupe des Employeurs Européens de la chimie (European Chemical Employers Group / ECEG) et de la Fédération européenne des Syndicats des Mines, de la Chimie et de l'Énergie (European Mine, Chemical and Energy Workers Federation / EMCEF) devenue aujourd'hui industriAll Europe.

Signature de l'accord-cadre entre (de gauche à droite) Simon Marsh, ancien président du comité de pilotage ECEG, Reinhard Reibsch, secrétaire général EMCEF et Jean Pelin, ancien président ECEG.



Quelles sont les raisons qui ont conduit l'industrie chimique européenne à conclure cet accord-cadre européen?

Andreas: Dans un contexte de crise économique, il apparut clairement que l'industrie chimique ne pourrait demeurer compétitive internationalement que si elle était en mesure de disposer d'un personnel hautement qualifié. Les changements démographiques croissants ne nécessitant pas seulement d'anticiper les besoins en compétences des ressources humaines mais aussi d'attirer une nouvelle main d'œuvre

qualifiée et de gagner en mobilité. Les partenaires sociaux réalisèrent que par le biais de la promotion de la transparence des qualifications dans l'industrie chimique, il serait possible de relever ce défi. D'où l'idée d'un cadre européen concernant les profils de compétences de deux postes clés: ceux d'opérateur de processus et de superviseur de premier niveau. L'objectif était aussi de permettre au dialogue social européen de gagner en visibilité en abordant un sujet d'intérêt commun aux employeurs et employés de l'industrie chimique, produisant des effets au niveau national ou au sein des entreprises.

Sylvain : C'est aux partenaires sociaux que doit revenir en priorité la réflexion sur le sujet fondamental des compétences. Car directement concernés par les changements industriels, économiques et technologiques, employeurs et employés de l'industrie chimique sont au fait des nécessités de donner aux salariés la possibilité d'acquérir de nouvelles compétences et qualifications tout au long de leur vie afin de s'adapter aux évolutions possibles et d'améliorer leurs perspectives de carrière. Des objectifs d'éducation et de formation communs à toute l'Europe qui tiennent compte de ces changements sont susceptibles de rendre le secteur chimique plus attrayant aux yeux des jeunes. De plus, ils contribuent à améliorer la formation professionnelle des travailleurs de l'industrie chimique et assurent la reconnaissance formelle des compétences au-delà des frontières à l'intérieur de l'Europe.

En quoi consiste cet accord-cadre et comment a-t-il été mis en pratique?

Sylvain: L'accord-cadre définit des profils de compétences au niveau européen pour deux métiers importants de l'industrie chimique, ce qui est une première, à savoir les métiers d'opérateur de processus et de superviseur de premier niveau. Ces définitions incluent la description des tâches et responsabilités principales ainsi que les domaines de compétence identifiés et les compétences requises pour les postes. Le modèle utilisé est celui du profil de compétences du Royaume-Uni avec la définition française pour le poste d'opérateur. La reconnaissance au niveau européen garantit une transparence pour les employés comme pour les employeurs à l'échelle européenne, permet la transférabilité des compétences et l'augmentation du niveau des qualifications au sein de l'industrie chimique.

Andreas : Dans cet accord le lien a été fait avec les initiatives politiques de l'Union Européenne sur la classification européenne des aptitudes pour les nouveaux emplois ou la mise sur pied de conseils sectoriels européens sur l'emploi. Cet accord-cadre n'a pas force d'obligation légale et ne remplace pas ou ne prend pas plus d'importance que les conventions collectives nationales et les niveaux de rémunération nationaux. Les partenaires sociaux se sont engagés à faire la promotion de ces deux profils au niveau national et de rendre compte régulièrement des progrès évalués. Une présentation générale des résultats obtenus depuis la signature de l'accord-cadre dans les différents pays représentés au sein d'ECEG et IndustriAll Europe a ainsi été réalisée lors de la séance plénière du comité sectoriel du dialogue social du 25 septembre 2012.

Quel est votre bilan de l'accord-cadre depuis sa signature il y a plus de deux ans?

Sylvain : De par la discussion commune sur le sujet des profils de compétences qu'il a engendrée, l'accord-cadre a positivement influencé les relations entre les partenaires sociaux des différents pays d'Europe, contribuant dans certains cas à l'émergence d'un dialogue social dans l'industrie chimique, comme en Hongrie. Dans d'autres cas, il a permis d'approfondir la discussion entre les partenaires sociaux sur la qualité de la

formation professionnelle et continue du secteur, voire même d'élargir la réflexion au niveau d'éducation général dans l'industrie chimique, comme au Danemark.

Andreas : L'accord-cadre a enrichi la perspective nationale sur les principes communs d'éducation et de formation, améliorant la comparabilité des qualifications et des professions au sein de l'industrie chimique au niveau européen. Les partenaires sociaux de l'industrie chimique européenne ont montré que la coopération dans le domaine de l'éducation, de la formation et de l'apprentissage tout au long de la vie est un moyen fructueux pour promouvoir le succès de l'industrie et apporter une contribution à l'employabilité des personnes travaillant dans le secteur chimique. *Last but not least*, il a été une étape nécessaire à la réflexion sur la création d'un Conseil sectoriel européen de compétences dans l'industrie chimique pour mieux anticiper les qualifications et compétences nécessaires de demain.

CIVIL AVIATION



A new regulation for social security in Air Transport

Interview of:

- **Emmanuel Jahan**, Chair of the Civil Aviation Sectoral Social Dialogue Committee
- **Jon Horne**, Vice-Chair of the Civil Aviation Sectoral Social Dialogue Committee

What is the most recent success story of the Civil Aviation sectoral social dialogue committee?

Emmanuel: The most recent success of the committee is clearly the change of the current regulation on social security schemes for Air Transport in May 2012. This regulation was not suitable to the mobile workers (air crews) in civil aviation and the committee has succeeded to define a common position to determine the applicable law in this matter and to convince the policy makers to change the current regulation.

Jon: This approach aimed to ease understanding of the rules by simplified criteria and to avoid abuses leading to social dumping and unfair competition. Globalisation has increased the productivity of airlines both within and outside of Europe but some of them are using illegal or borderline means at the expense of other air carriers and workers. Our common action aimed to maintain fair rules in the market.

Why addressing the social security schemes in particular?

Emmanuel: For safety in Air Transport, we have a regulation (EU OPS) that uses the usual airport ("home base") of the aircrew member as a criterion. The applicable labour law is nowadays determined by the Member State in or from which the aircrew member is carrying his (her) duties including de facto the "home base". We needed to put in line the social security regulation with these two regulations to reach a better visibility and a legal certainty.

Jon: The usual workplace is the reference for the Court of Justice of the EU to determine the rights of the worker. Our action follows just this principle. We need to lay down common rules in accordance with the European social model in which workers and employers are aware that unfair social competition is not the solution to improve competitiveness in the long run.

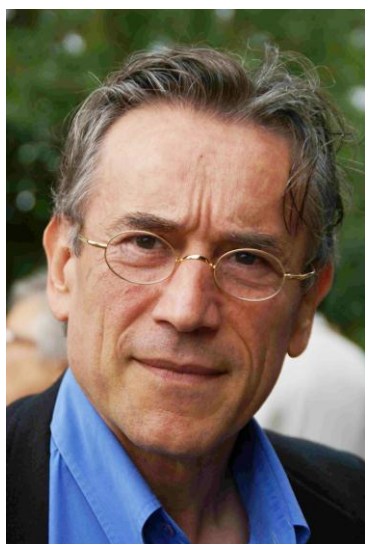
What did your action consist of exactly?

Emmanuel: The social partners involved in Air Transport, have signed a common text in which they required a change of the current regulation and have suggested to the European Institutions to use the "home base" as the only one criterion.

This common statement has been a very efficient tool for our campaign to the European representatives of the European Parliament and also the Council.

Jon: The task was difficult because the European Commission had a different opinion on the way to reach to a state of fair competition. But this way was so complex that no airline would ever be able to run in accordance with the potential new rules. Had the Commission proposal been implemented it would have had a high chance of failure.

We had to convince the representatives of the European Commission to propose a text in accordance with the reality of our industry and the use of the "home base" has finally be adopted as the most realistic criterion to determine the applicable social security system.



Emmanuel Jahan



Jon Horne

What did your action aim to achieve?

Emmanuel: The key objectives of our action were:

- To make aware of this issue our representatives, included the national bodies of the Member States and the social security systems.
- To launch a European reflection on this topic.
- To change the current regulation.

But a transitional period of 10 years has been foreseen and this is a current worry of the social partners.

Jon: The action also clearly aimed:

- To contribute to the aims of the Europe 2020 Strategy by promoting employment and decent work.
- To extend such a reflection to employment in the other activities of the Civil Aviation Social Dialogue because some employees on ground have the same concern.

What are the key results of the action?

Emmanuel: The Regulation has been changed (465/2012/EC) and the "home base" is the only criterion to determine the applicable social security scheme.

Jon: The regulations in line with the "home base" will facilitate understanding of the rules and should decrease social dumping. But this aim needs the involvement of labour administrations "to play the game" if we are to achieve a complete process.

What are the next steps?

Emmanuel: The issue of the bogus self-employed workers is important because they are reversing these progresses.

A bogus self-employed worker avoids to his (her) employer to pay social taxes. The Committee has decided to launch a project on this issue and grants have been obtained from the European Funds (budget line "social dialogue").

Jon: This phenomenon is really increasing in some airlines and we need the social partners to take action together. Again, we succeeded in reaching a common position and hope to make our European representatives aware of this new trend to dilute the rights of workers and enterprises, because addressing this problem will have significant benefits for both.

COMMERCE



Social Partners commitment to adaptation to change, vocational training and skill needs in the commerce sector

Building a more "skilled Europe" requires a partnership involving actors at all levels: European, national governments, business, trade unions, education and training providers as well as individuals. EuroCommerce and UNI Europa Commerce, aware of their role and responsibility as social partners jointly decided to address the issue of up-skilling and re-skilling employees in the commerce sector in their Social Dialogue.

Commerce plays a unique role in the European economy, acting as a link between manufacturers and consumers, is a major source of employment (15 per cent of the total EU workforce, 31 million people) and a big contributor to the EU GDP (11% of the EU's GDP).

Social partners have focused their joint work of the last few years on the impact of developments - such as globalisation, demographic change, the crisis and the decline in the purchasing power, the continuously changing needs from customers, technological innovation and use of e-commerce changes in the regulatory framework - on future skills needs in the sector.

They have agreed on a Joint Opinion on the Agenda for new Skills and Jobs, where they called for more investment in training for employees in commerce. In particular, they point out that commerce employers will increasingly demand highly skilled workforce as low-skilled jobs are shed. The eventual economic recovery will not reverse this trend.

They have sent a joint contribution to the consultative workshop on skills mismatch that have been organised by the European Commission in March 2013. This has paved the way to the publication of the European Retail Action Plan.

On 5 December 2012, they have established the European Skills Council for Commerce, the second one after the Textile Clothing and Leather sector. The commerce sector is therefore among the pioneers in this initiative among social partners. The first phase consisted in a mapping exercise on existing and emerging observatories on employment and training and a feasibility study. The second phase was completed with the official launch of the Skills Council for Commerce. An ICT web tool has been created with a view to share knowledge, access information and to stimulate networking activities among existing observatories, as well as workers,

companies, training and education institutes which will be the final beneficiaries of this project.

Strongly supported by the European Commission, the creation of the EU Sector Skills Council is the first comprehensive initiative aimed at putting together EU Member States' resources and information and building a partnership among actors active in education and training, with a view to identifying the skills and competences needed and the job profiles emerging in today's faster evolving labour market. The main mission of the Council would be to improve and facilitate the anticipation and matching between demand and supply of training by putting together in a network existing training and employment observatories. This is an instrument managed by and created for social partners with a view to enable them to gain a better understanding on the evolution of their sector of skills and employment at EU level and develop a broad policy approach and strategy for employment and training.

Therefore, it is important for the commerce social partners to bring together representatives of such bodies in order to share knowledge regarding the evolution of companies and workers' needs, the evolution of skills and jobs, the assessment of practices, tools and methodologies of anticipation – while anticipating means being able to design training and education with a view to cope with those changes. The ability of creating jobs in the services sector, including commerce, is even more important for the performance of the European economy if we consider that the services sector has a huge potential for job creation.

Employment observatories have been created precisely to solve in advance the problem of the shortage of skills and competences. In all countries identified, observatories carry out studies and sectoral analysis that have the objective to anticipate the future skills needs. Existing observatories generally recognised an interest in sharing their knowledge with other observatories in Europe and in learning from each other. However, employment observatories do not exist everywhere in Europe. UNI Europa Commerce and Eurocommerce have identified 15 observatories, visited 10 and 7 have accepted to start working in the European Skills Council for Commerce. Social partners will seek to involve other countries and observatories and will do their best to make them join on a later stage.

The Skills Council shall not be a duplication of the European social dialogue, but it will be a technical body and used as a tool for social partners to study, assess, foresee and agree on training needs, on which jobs the sector will offer in the future and how to better equip companies to meet the demands of a changing market while fulfilling their aspirations for an attractive career of commerce workers. Their common work in this field is also aimed to improve the image of the sector to attract sufficiently young people in the sector to counterbalance the effect of an ageing workforce.

EuroCommerce and UNI Europa Commerce are concerned by the high rate of youth unemployment which has devastating effects on a whole generation. Since commerce is a sector where young people can gain access to the labour market, this issue is particularly relevant for social partners. The transition from education to work and between jobs is a structural challenge for young people all over the EU. The Social partners therefore believe that professional apprenticeships have a largely positive impact on young people's access to employment, especially if they enable the direct in house acquisition of work skills and expertise.

EuroCommerce and UNI Europa Commerce have planned to run a project in 2014 in which they will identify best practices among retail and wholesale companies on the inclusion of young people on the labour market and solidarity between generations.

CONSTRUCTION

European Federation
of Building
and Woodworkers



Social dialogue in the construction sector: Challenges and achievements

Interview of:

- **Domenico Campogrande**, Director of Social affairs (FIEC)
- **Werner Buelen**, Political Secretary Construction (EFBWW)
- **Rolf Gehring**, Political Secretary "Health and Safety" (EFBWW)

Created in 1905, FIEC is the European Construction Industry Federation, representing via its 33 national Member Federations in 29 countries construction enterprises of all sizes, i.e. small and medium-sized enterprises as well as "global players".

The EFBWW is the European Trade Union Federation for the construction, wood, furniture and forestry sector. The EFBWW represents blue and white collar workers from 72 national trade unions in 31 countries

On several occasions we are being told that the construction industry and their system of industrial relations are different to other sectors. If this is the case, what are the differences?

Mr Campogrande: Contrary to the other "traditional" industrial sectors, which produce goods in a factory and then move them to the selling points, the construction industry is characterised, amongst others, by the fact that the final good is "produced" at the place where it will be used. This implies a significant level of mobility of the workforce, which raises specific concerns that need to be addressed adequately. Furthermore, the construction process is complex and it can therefore require specific technical expertise, which can be sub-contracted to specialised firms. This also raises some concerns which are also addressed through a system of industrial relations.

Mr Buelen: Traditionally on most building sites there is a relatively good communication between the employers and the workers. This communication is indispensable in order to ensure that the workplace is safe and that the work is done properly. By nature the construction industry is very flexible and strongly dependant on external factors, such as on time deliveries the weather or the production process.

A smooth execution of the work combined with some degree of flexibility can only be achieved if employers and worker sit around the table and resolve their problems.

Mr Gehring: Concerning working conditions, construction is different to other sectors since the workplace and how it is shaped is continuously changing, every day. Occupational safety and health is therefore confronted with an ever changing profile of hazards. Also the coordination of different occupations and professions is a challenge. Maybe this specificity and the resulting high level of risks is one of the reasons why the European Social Dialogue for the construction industry has focused on the issue from the beginning, with remarkable success.

Talking about flexibility, we assume there both employers and workers have a complete opposite point of view. How do you manage to reconcile your differences?

Mr Buelen: Without any doubt this is indeed a "hot potato" for both organisations. Discussions are only possible if we manage to put aside "ideological differences" and focus our attention on the concerns of contractors and workers.

Mr Gehring: Flexibility far too often means undermining existing structures and standards also related to the health and safety of workers. This is for example clearly the result of flexibility in forms of working contracts. In consequence, precarious workers are often excluded from health and safety services. Also flexible working hours still result often in long working hours and consequently in a higher incidence of work accidents. Flexibility needs a clear and strong regulated framework, taking into account the interest of both sides, and then it can work. We are still in the beginning to manage this topic.

Mr Campogrande: Because of its specificities, flexibility, in its wider meaning, is an intrinsic feature of the construction industry. It is of course an issue on which employers and representatives of workers do not necessarily share the same view, but, on the other hand, it is an issue that cannot simply be put on the side. Social partners in the construction industry have in general a good tradition of collaboration, based on a very pragmatic approach of the various issues.

Many observers have noticed that the positions of FIEC and EFBWW on migration issues are quite close. Could you explain this?

Mr Campogrande: Because of the high level of mobility of company and workers it is in the interest of both enterprises and workers that such mobility takes place in a clear and adequate legislative framework, which sets a level playing field for everyone. Within FIEC we have therefore a similar approach as within the EFBWW as regards the fight against any form of unfair and illegal practice. Some clear examples of our collaboration are the joint study on "Self-employment and bogus self-employment in the construction industry" and the joint lobbying on issues such as "Intra-corporate transfers", "Seasonal workers", "Enforcement of Posting".

Mr Buelen: Well to be frank we have had serious differences in past. However we always managed to put aside our differences and focus our energy on those elements on we can agree. A major and strong common denominator between the EFBWW and FIEC is that both of us are really engaged in establishing a long-term sustainable construction industry, were the concerns of the workers and contractors are equally important. Fraudulent practices such as bogus self-employment, corruption,

undeclared workers, cross-border social fraud have no place on our industry and should be eradicated.

The construction industry doesn't have a positive record on the number of fatal occupational accidents. Are there some concrete joint initiatives of the social partners of the construction industry to reduce them?

Mr Gehring: I'd like to add work-related diseases. Accident and work-related diseases are severe problems in our sector. Therefore, the social dialogue is continuously working on these issues. Over the last years we agreed on joint activities to the reduction of accidents in our sector; we produced a guide for the implementation of health and safety management systems; we also produced information modules for the safe handling of asbestos contaminated materials. Because of very good feedback on these products we will now run a follow-up project focusing on further dissemination activities with focus on the central and eastern European countries.

Mr Campogrande: We also addressed the issue of "Nano-products/technologies in the construction industry", and its possible impact on health and safety, in a joint study. It has to be said that working in construction bears *per se* more risks than sitting in an office behind a computer for example. It is therefore not surprising that our industry has a negative image in statistics on occupational accidents and diseases and further efforts are certainly needed. However, when comparing current data with figures from 10-15 years ago positive improvements are clearly visible.

The current economic and social crisis has affected the construction industry quite severely. In terms of lost GDP and workers, strangely enough some countries (for example the Scandinavian countries, Belgium, France...) managed to limit the negative consequences. What is your explanation for this?

Mr Buelen: Indeed in several countries more than 50% of the construction workers lost their jobs, while in other countries employment remained more or less stable. In our assessment we see a clear link between two factors. Firstly, in the countries with strong industrial relations the employers and trade unions were able to sit together and to find practical solutions to cope with the challenges. Very often the paritarian social funds, joint lobbying and flexible collective agreements were used as levers. Secondly, we observed that some politicians used the current crisis as an opportunity to lower the public expenditure and impose harsh austerity measures on the workers. As such the public budgets for building projects were slashed and the long term confidence of households was frozen.

Mr Campogrande: We fully share the analysis but we would like to underline that austerity measures and the significant reduction in public investments in many Member States have also a direct negative impact on companies as well. We would also like to point out one paradox: despite the extremely high levels of unemployment in the vast majority of the Member States, in some of them in the construction industry companies cannot find workers with the adequate skills. This is certainly an issue that social partners, both at the EU and national level, must address.

How do you see the future of industrial relation in your sector at national and European level?

Mr Gehring: In general we see a growing importance of the European social dialogue. But this, on the one hand, will depend on the evolution on national levels, i.e. the

future representativeness of employers' organisations and trade unions. On the other hand it is also depending on the role of the European institutions. We see some worrying tendencies on the European Commission's side, i.e. restrictions for the work within the Social Dialogue, the "Top 10" of administrative burden which takes out political decisions from the democratic process and, is also violating the subsidiarity principle. Also the reluctant position of the European Commission towards the social partner agreement for hairdressers is violating the subsidiarity principle. These are some examples that give us the impression that the current European Commission is less interested in fostering and supporting the European social dialogue.



Mr Buelen: At national level there are some very worrying trends. As such we could refer to the situation in Romania, Bulgaria, Poland, Ireland and others where the employers with political support are trying to destroy genuine industrial relations and replace it by so-called consultation rounds. This tendency is really dangerous. What bothers the EFBWW enormously is that the European Commission isn't doing anything to safeguard real autonomous industrial relations at national level.

Mr Campogrande: We believe that sectoral industrial relations at all levels (company, local, national, EU) will continue to play a crucial role in addressing with the adequate answers the specific needs of our industry. Unfortunately at the EU level over the last few years we have observed on the one hand the willingness of the Commission to promote sectoral social dialogue, by encouraging and facilitating the setting up of EU sectoral committees, whilst at the same time a significant dilution of the means for supporting the work of such committees.

CONTRACT CATERING



Guide to the economically most advantageous offer in contract catering

Background

A significant number of public and private bodies increasingly subcontract their catering services to specialised companies, amounting to over 6 billion meals being delivered in Europe each year. Past trends have shown that, due to budgetary restrictions, cost-cutting policies and other factors, many of these bodies resort to awarding the contract catering company that submits the lowest bid, rather than the company offering the best quality/price ratio.

The social partners in the contract catering sector believe however that awarding catering contracts on the basis of price alone is damaging to the sector and to the European economy as a whole. This practice can notably incentivise companies to reduce costs as much as possible, sometimes to the detriment of the quality of the meals and services provided and with an adverse effect on the working conditions in the sector.

In order to change this trend, EFFAT and FoodServiceEurope (formerly known as FERCO) have been active over the years to encourage the awarding of contracts based on the best quality/price ratio, a solution which has been increasingly supported by the case law of the European Court of Justice as well as by European legislation, the revised EU Directives on Public Procurement from 2004 explicitly allowing for the inclusion of social and environmental criteria.

Acknowledging that the priority given to price is notably due to the awarding entities' difficulty in communicating their qualitative needs and to the absence of objective instruments other than price for weighting, assessing and comparing offers, EFFAT and FoodServiceEurope decided to propose a method for awarding catering contracts that accounts for both quality and price. For these purposes, the Social Partners produced a guide with concrete advice.



Guide to the
economically most advantageous
offer in Contract Catering
www.contract-catering-guide.org



Creation of the "Guide to the economically most advantageous offer in contract catering"

In 2005, FoodServiceEurope (at that time known as FERCO) and EFFAT elaborated the Guide to the Economically Most Advantageous Offer.

The Guide was produced through collaboration between the two associations in the context of their European social dialogue with the financial support of the European Commission. The work was completed with the support of a steering group composed by experts from national member associations.

The aim of the Guide is to assist public and private purchasers of contract catering services to identify and to avoid abnormally low offers in their tendering procedures and select those offers that are economically most advantageous for the purchaser and the final consumer. For these purposes, the Guide provides the tools needed to award a contract on the basis of the best quality/price ratio including:

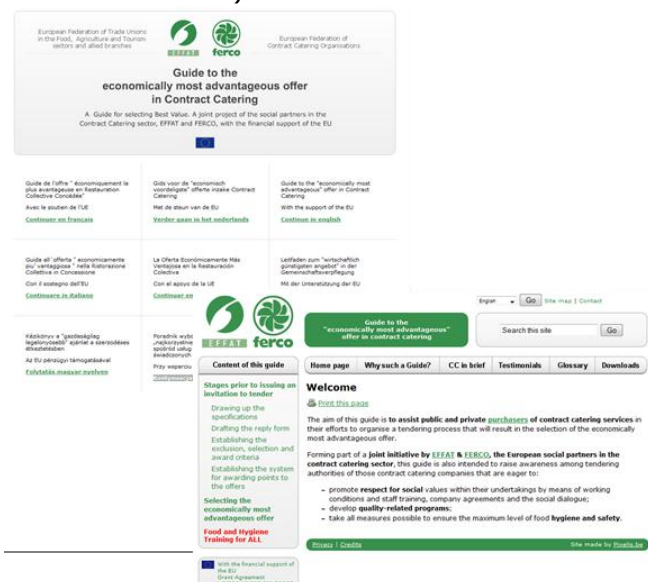
- a range of contractual solutions;
- a standard format that indicates what the specifications for contract catering must include, enabling all entities to formulate their expectations and needs clearly and in a structured manner; and
- analytical tools enabling the economically most advantageous offer to be selected.

Through this Guide the Social Partners also sought to promote in Europe, through the principle of the "economically most advantageous offer", the respect for social values and decent working conditions in contract catering companies, the development of quality-related programs that guarantee safety for users and a maximum level of food hygiene and safety.

The contract catering sector's effort in this field was in line with similar initiatives other industries facing the same challenges had undertaken and the guidelines they had prepared specific to their sectors for companies and public authorities which select their providers through public tenders. The other sectors are the private security sector (CoESS/UNI-Europa), the cleaning industry (EFCI/UNI-Europa) and the clothing and textiles sector (EURATEX/ETUF-TCL).

Dissemination

The EFFAT-FERCO Guide was published in January 2006 and progressively made available in eight languages (English, French, German, Spanish Italian, Hungarian, Polish and Dutch).



The screenshot shows the website interface for the Guide. At the top, it features the logos of the European Federation of Trade Unions (EFFAT) and the European Federation of Contract Catering Organisations (FERCO). The main heading is "Guide to the economically most advantageous offer in Contract Catering". Below this, there is a navigation menu with links for Home page, Why such a Guide?, CC in brief, Testimonials, Glossary, and Downloads. The main content area includes a "Welcome" message and a list of stages for selecting an economically most advantageous offer, such as "Drawing up the specifications", "Drafting the reply form", and "Selecting the economically most advantageous offer".

To ensure a wide dissemination, the Guide was made accessible both in hard copies and in an electronic version available on a dedicated website:

www.contract-catering-guide.org

It was intended for distribution in EU Member States, and throughout 2007 the social partners at national level disseminated the instrument and organised various public events across the EU to present the new tool; initiatives that also benefited from the financial support from the European Commission.

Various initiatives were undertaken by the Social Partners at EU level, including joint actions with the social partners in the sectors security, cleaning and clothing & textiles. Examples are the Conference "Towards Responsible Awarding of Contracts" in 2008 in Brussels, and the presentation made by Kerstin Howald at an event organised by the "Observatoire de la Responsabilité Sociétale des Entreprises" in Paris in 2010.



"Towards the Responsible Awarding of Contracts"
*Conference organised on 18 April 2008 in Brussels
by the European Commission and the social partners
of the catering, cleaning, security and textile sectors*

Continuous Engagement

During the last plenary meeting on 7 October 2013 it was agreed that further efforts for the dissemination of the jointly elaborated Guide shall be made in 2014. One of the actions being envisaged is sending the Guide to the mayors of various European cities, encouraging them to take it into account in their procurement procedures.

The Social Partners' initiative concerning the Guide is inscribed in their broader commitment to a socially responsible procurement process, which is also underpinned by their joint engagement in view of the revision of the current legislative framework for Public Procurement.

EDUCATION

EUROPEAN TRADE UNION COMMITTEE FOR EDUCATION
COMITE SYNDICAL EUROPEEN DE L'EDUCATION



EFEE

THE EUROPEAN
FEDERATION OF
EDUCATION
EMPLOYERS

Project Co-Reg-LLL: "Trans-regional cooperation in Lifelong Learning among education stakeholders" and Joint Guidelines

Interview of:

- **Martin Rømer:** European Director of the European Trade Union Committee for Education (ETUCE)
- **Bianka Stege:** General Secretary of the European Federation of Education Employers (EFEE)

Why is the project Co-Reg-LLL: "Trans-regional cooperation in Lifelong Learning among education stakeholders" a success story?

Mr Rømer: The joint project carried out by the European social partners in 2009-2010 was definitely a success since it has triggered European-wide joint actions among stakeholders in education (teacher trade unions, student unions, education employers and national education authorities), on the implementation of coherent and comprehensive National Lifelong Learning Strategies (NLLS).

Ms Stege: The need to prepare people for Lifelong Learning has not lost its relevance since 2009. In a world where change is the only constant; it is not possible for education and training providers to predict what specific competences will be required in the workplaces of the future, but we can provide people with the capacity to go on learning for the whole of their lives so that they may be able to adapt effectively to the changes that will affect their lives – in the family, in the community and in the workplace. It is not only important that young people are prepared for life in a changing world, but also to ensure that all adults are able to up-date their knowledge, skills and competences.

Why addressing the implementation of national LLL strategies in particular?

Mr Rømer: The need to strengthen the efforts to implement coherent and comprehensive Lifelong Learning Strategies in the EU is undeniable. Back in 2008, even the Joint Council/Commission Report on the Implementation of the Education and Training 2010 Work programme concluded that the actual implementation of LLL was still a challenge.

Being aware that no "one size fits all" solution exists when it comes to dealing with different national education systems, the challenge was to create an overall coherent framework for the implementation of the different NLLS; and to set up further initiatives for Member States to address national strategies.

Ms Stege: Although we realise that for some of our members it might be a challenge to concretely implement the guidelines at their local or regional level, we as European Social Partner are committed to fully support and implement the 2006 European Framework for Key Competences for Lifelong Learning, as it marks a paradigm change in teaching/learning from the provision of a static body of pre-defined knowledge to a more dynamic and holistic development of competences – an approach that is consistent with the development of lifelong learners.

What did your project consist of exactly?

The project targeted the various stakeholders involved in education – teacher unions, student organisations and employers in education, as well as policy makers at national and European level.

Two sub-regional workshops were organised with the aim of allowing the different groups of stakeholders to discuss policy practices, to learn from each other, to identify the strengths, weaknesses and opportunities of the national LLL strategies, and to assess eventually possible transfers of practices within different systems.

The joint project outcomes included:

- Two reports of the sub-regional workshops;
- A booklet with 5 best practices;
- Joint Guidelines

What did your project aim to achieve?

The project aimed to achieve three main objectives, namely: the development of trans-regional cooperation on the implementation of coherent NLLS; the generation of a common and better understanding of these strategies at national level; and the assessment of how school education can contribute to the acquisition of key competences for LLL.

The primary aim of the stakeholders involved was to create a set of practical Joint Guidelines as well as to identify critical factors and challenges for a successful implementation of LLL strategies.

What are the key results of the project?

First of all, it is of utmost importance to mention that the project had a very tangible follow-up: an Agreement on Joint Guidelines on Trans-regional cooperation in Lifelong Learning among education stakeholders, signed by ETUCE and EFEE in 2011, and elaborated as part of that project in 2010.

The key outcome of the project was a Booklet with five best practice examples and the Joint Guidelines disseminated to individual teachers affiliated to national unions, individual students and their organisations, employers in education, national governments and EU policy makers.

Mr Rømer: The project has undoubtedly facilitated the development of a shared commitment on the implementation of NLLS, ought to be evaluated jointly by the social partners in education this year. It also generated a common understanding on how the key sector of school education can contribute to achieve the EU education

benchmark, not only in LLL participation, but also in the achievement of key competences for LLL, with a view to the implementation of the "Education and Training 2020" programme.

Ms Stege: Furthermore, the project has strengthened our knowledge on how general school education contributes to the acquisition of key competences for lifelong learning (as agreed in the European Reference Framework) and the identification of how to improve school education contribution to enhance people's capacity for lifelong learning (acquisition of key competences, flexible learning pathways and lifelong guidance).

Mr Rømer: The trans-regional cooperation among education stakeholders in LLL opened the way to subsequent projects such as: "*ELFE-ESL: Teacher Unions preventing early school leaving through the use of ICT in education*" - www.elfe-eu.net - to help reduce the percentage of early school leavers and support students at risk of exclusion from formal education through the pedagogic use of ICT. In this context, various LLL activities by ETUCE member organisations at national, regional, local and school level have been implemented.

Ms Stege: We continue our work on the topic of Lifelong Learning in the framework of our project on "Matching education with the needs of public services; Ensuring that those who providing services of general interest (SGIs) to citizens in Europe have the required competences" as we think that the issue of Life Long Learning is important for all public services. As such, we would like to improve link between education and other sectors.

EUROPEAN TRADE UNION COMMITTEE FOR EDUCATION
COMITE SYNDICAL EUROPEEN DE L'EDUCATION



EFEE

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EMPLOYERS

Joint Declaration on the promotion of self-evaluation of schools and teachers

Interview of:

- **Bianka Stege:** General Secretary of the European Federation of Education Employers
- **Martin Rømer:** European Director of the European Trade Union Committee for Education

What is the recent success story of the European Sectoral Social Dialogue in Education?

Bianka: EFEE considers the EFEE-ETUCE Joint Declaration on "The promotion of self-evaluation of schools and teachers" as success story of 2013. This Declaration is the outcome of the joint project we conducted in 2012 and 2013 with the support of the European Commission. EFEE looks back upon the project with great satisfaction. This project has shown the added value of the European Sectoral Social Dialogue in Education, has improved the dialogue between social partners at national level and has led to a shared final outcome: the Joint Declaration.

Martin: This Joint Declaration, brought about by the success of the European Union financed project *Self-evaluation of schools & teachers as instruments for identifying future professional needs* is a very good step forward in promoting and enhancing the culture of self-evaluation of schools and teachers as a basic tool for social development. ETUCE absolutely agrees in considering it a key achievement of the European Sectoral Social Dialogue in Education.

Why addressing the culture of self-evaluation of schools and teachers?

Bianka: Throughout the last decade, we have seen a growing trend towards increased self-evaluation of schools and teachers and the changing role of national inspectorates. In many European countries, the role of school inspection is transitioning from one of control and hierarchy, to a structure of supporting and encouraging development. Systematic self-evaluation is therefore effective in helping schools to identify directions for improvement. More specifically, self-evaluation of teachers is an important tool for identifying future professional needs of teachers and

others working in schools. It is an essential tool that helps schools foresee future challenges and priorities and ultimately contributes to improvement in the quality of education.

Martin: We need to promote the participation of teachers and the school community to improve the quality of education. The logic behind self-evaluation should also be that of individual and collective improvement for teachers and students. As a consequence, an effective evaluation of the quality of education can only be achieved if it takes into account the realities that students and teachers face.

The ETUCE believes that we, the European education sector social partners, have an important role to play in the identification of the process leading to an improvement-based self-evaluation of schools, whereas opposing teachers' evaluations systems based on a punitive performance management of the teachers themselves.

In addition, given the current economic and financial crisis so seriously harming the education sector in many European countries, we did not consider self-evaluation as an additional burden for schools and teachers. It was clear to us that the spreading of a self-evaluation culture as a complementary element of an integrated process could only boost effective, development-based and quality-enhancing evaluation processes.

What is the aim of the Joint Declaration?

As put down in the Joint Declaration, the aim is fivefold. The European Social Partners in education wish with this Joint Declaration to:

- provide a useful tool for their national members and other interested authorities to promote the culture of self-evaluation of schools at teachers and national level;
- summarise the main findings of the dialogue between employers' organisations and trade unions during the working groups, peer learning visits and final conference;
- contribute jointly to the improvement of industrial relations in the education sector in the EU;
- work jointly and continuously on the improvement of the quality of education in Europe;
- inform the European institutions as well as other interested stakeholders on their shared point of view on the topic of self-evaluation of schools and teachers.

To whom is the Joint Declaration addressed?

This declaration is addressed to social partners in education and their national and local members, the European Institutions, and all other important and interested stakeholders at European or national, local level (schools, school leaders, students associations, parents associations, local representatives).

Why is this Joint Declaration a success story?

Bianka: This Joint Declaration was originally not foreseen in our project, but seeing the strong mutual understanding between EFEE and ETUCE on the topic of self-evaluation and the conviction of the members of EFEE and ETUCE on the added value of such a joint outcome, we started working on it. The Joint Declaration clearly shows

our commitment and the success of our project: we as European social partners in education are committed to actively promote the culture of self-evaluation at national or local level, and at European level. It is a good sign that several members of EFEE and ETUCE pleaded for translation of the Joint Declaration into their native language in order to be able to present and spread it within their own organisation, region, sector, country etc. It is still too early to examine the full impact of the Joint Declaration in practice, but we are convinced of its added value for our members.

Martin: Notably, the Working Group on Quality in Education of the European Sectoral Social Dialogue in Education has been dealing with the culture of evaluation in education for a couple of years. Hence, we can affirm that the Joint Declaration is a major step to contribute to diffuse the culture of self-evaluation at national, regional and local level; taking into account the importance of a positive development of the teaching profession and the quality of education.

The peer learning visits during the project *Self-evaluation of schools & teachers as instruments for identifying future professional needs* have also enhanced national, regional and local social partners' understanding of the important role they can and should play in promoting self-evaluation of schools and teachers. National social partners have been therefore encouraged to follow up this Joint Declaration through awareness raising events - such as workshops - aimed at promoting the culture of self-evaluation, respectful of national diversities in the education structures.

Eventually, ETUCE is disseminating the outcome of the project and the content of the Joint Declaration through its engagement in the international campaign "Unite for quality education", promoting the active and fundamental engagement of teachers in the development of assessment tools to improve the quality in education, while tackling effectively the EU policy aim of "Supporting the teaching profession for better learning outcomes".

ELECTRICITY



Joint Study EPSU/EURELECTRIC/EMCEF: 'Towards a low carbon electricity industry: employment effects & opportunities for the social partners'

The European energy sector is at a crossroads. Fighting climate change and implementing the EU 2020 strategy (20% renewables, 20% energy efficiency savings and 20% reduction of CO2 emissions) demand major change while the industry also sees a technological shift towards so-called smart grids and a more active role of industries, SMEs and households in managing their energy demand. The opening up of the EU electricity sector for competition, a process started with an EU directive in the mid 90's has resulted in a continuous restructuring process impacting on the companies seeking to compete effecting the very way in which companies work. There have been further directives and regulatory challenges resulting in one of the most heavily EU regulated sectors. This has affected employment, working conditions and work organisation. Restructuring has thus been a major issue for the electricity social dialogue committee resulting in an important toolkit on restructuring for companies and trade unions. The EU has now decided to reduce CO2 emissions further to nearly zero for the European power sector in 2050. This will be a major challenge for companies and the work force.

Hence the big issue is: how to assure a smooth transition towards a low carbon economy. We do not expect a revolution with change from one day to the next, but instead we will witness an "evolution" in terms of new technologies and new skills with more focus on Science, Technology, Engineering and Mathematics, ICT skills required, of redeployment of resources [financial, human and technical] and adaptation of working methods, work organisation and processes. Many companies have become European or even global and deal with many and different legislative frameworks, with different customers, sellers, partners and institutions as well as with different systems of industrial relations. We are aware of the challenges this poses for the companies and workers and their unions in the electricity social dialogue committee. Our agreement on CSR is an example of how we try to assist to ensure standards of high level.



It is in this context that the Joint Study EPSU/ EURELECTRIC/EMCEF: 'Towards a low carbon electricity industry: employment effects & opportunities for the social partners' has been undertaken and published in January 2011. The objective of the study was to highlight these trends and in particular the challenge that comes from addressing climate change. We can engage in this transformation for it to be a "just transition".

*"We have for many years explored the trends that affect our industry. As with restructuring, equality and demographic change we seek to learn from the experience of the social partners in EU countries", says **Sylvain Lefebvre** of **IndustriAll-Europe**, one of the two trade union Federations involved in the electricity social dialogue. He continues: "We define common principles on what we expect from companies dealing with these developments and issue recommendations regarding good practice that can assist the social partners in their dialogue and bargaining policies."*



European Sectoral Social Dialogue Committee for the Electricity Sector, Meeting of the Working Group, Brussels 15 November 2013

Sylvain Lefebvre (IndustriAll-Europe), Emanuela Preiti (EURELECTRIC), Jan Willem Goudriaan (EPSU)

Emanuela Preiti of **EURELECTRIC**, comments that of course there are differences of opinion in a project of this nature, and we spent time to clarify what we mean by certain terms and what we agree is good practice." She stresses: *"That is why it is important for the European Commission and in our case the Directorate General of Energy in particular, to take account of our views, since they are based on a shared understanding of the developments and how they affect the industry its workers and society."*

The social partners are pleased to see their concerns on climate change and just transition reflected in the Commission's work on the Energy Roadmaps 2050. Although more could be done regarding the follow up, and continued consultation with the social dialogue committee, a recurring theme argues **Jan Willem Goudriaan**, of the

European Federation of Public Service Unions (EPSU), but not only with the Commission. *"This study led to a new approach in which there is a clearer commitment to consider the result and the recommendations at national level, something we have since formalised in a framework of actions."*

With the study, different issues come together on which the social partners have focused on in recent years and which are expected to dominate their discussions. Climate change and its interaction with the internal market, EU regulations and the aim to reduce emissions to almost zero for Europe's power sector are leading to a new wave of restructuring. The tools developed can assist. The social partners expect to evaluate the outcome of the framework of action in 2016.

Towards a low carbon electricity industry: employment effects and opportunities

<http://www.epsu.org/a/7356>

Joint Position on the Energy Roadmaps 2050

<http://www.epsu.org/a/7501>

Restructuring toolkit

<http://www.epsu.org/a/4761>

GRAPHICAL INDUSTRY



Project on “Socially Responsible Restructuring”

Interview with:

- **Beatrice Klose**, Secretary General of Intergraf
- **Nicola Konstantinou**, UNI-Europa Graphical Secretary

What is the most recent success story of the Graphical industry’s sectoral social dialogue committee (SSDC)?

We only started our Sectoral Social Dialogue officially in May 2013, which is of course a success in itself. Nevertheless, one tangible, previous success was a report consisting of a study and a tool-kit entitled “The Future of the European Print Industry – In Our Own Hands”, commissioned jointly by Intergraf and UNI Europa Graphical with support from the European Union.

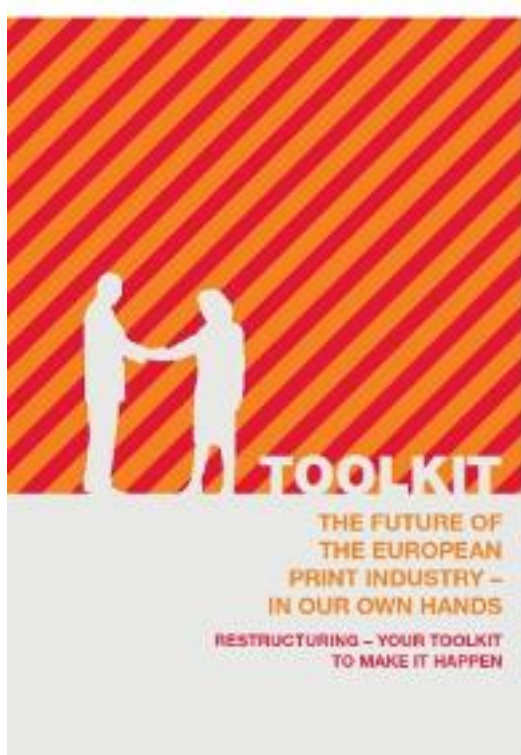
Why in particular are you addressing restructuring?

Over the last decade, the printing industry in Europe has been facing a period of unprecedented change. Competition, in the form of new technology and price cutting from local and emerging markets, together with the impact of the global economic crisis did result in company closures at an unprecedented level. Therefore we saw the need as social partners to provide our sector with an analysis of the state of the industry (i.e. the study), as well as concrete advice on how to manage change (i.e. the tool-kit).

What did your project consist of exactly?

The study is based on nine months of primary research into the issues facing the industry. This took the form of 45 interviews with senior executives responsible for leading some of the printing industry’s





largest companies, owners and senior managers of a range of small and medium sized enterprises (SMEs), senior union figures, and staff representatives. It also gathered views from customers and suppliers to give an 'outside-in' view of the current state of the industry and the challenges ahead. An on-line survey also provided the opportunity for broader input.

The contents of the tool-kit are based on established good practice and research from Western Europe and the United States.

In order to disseminate the project's results it was decided at an early stage to hold a series of jointly organised employer/employee workshops at national level across Europe

What did your project aim to achieve?

Intergraf and UNI Europa Graphical worked with the national social partners to share reactions to and experiences of the practical recommendations of the project (Toolkit and

Study) through national workshops. These workshops also aimed to equip participants to manage the human consequences of structural change taking place in the printing industry.

The final conference aimed to educate the wider printing industry in Europe in change management, and encouraged to share experiences of the federations and trade unions involved in this project.

What are the key results of the project?

The 'toolkit' contains advice, guidance and checklists for managers and staff representatives to work together to find solutions to the unprecedented challenges that the printing industry is encountering in the second decade of the twenty-first century.

What is next?

As said above, we have now entered our European Sectoral Social Dialogue and are conducting co-financed project as part of this process. The project is entitled: "Future skills in the graphical industry: Identifying and promoting best practice in Europe" and will be conducted throughout 2014. The project will support the Social Dialogue in the Graphical Industry in the field of skills; skills development and the implementation of skills in educational and training programmes in initial and further Vocational Education and Training and in Higher (Vocational) Education. The end result will be a report on how to establish formalised procedures in Europe to assess the future skills needs of the graphical sector.

FOOD AND DRINK INDUSTRY



Food and drink industry: an example of successful social dialogue

Workforce and skills challenges: origins of the social dialogue committee for the food and drink industry

Where does the idea of a committee for the food and drink industry come from?

The setting up of this social dialogue stems from [Recommendation 18](#) adopted in 2009 by the "High Level Group for the Competitiveness of the Agro Food Industry", a multi-stakeholder forum which regroups EU Institutions and Member States as well as business and civil society actors along the EU food supply chain.

In its final report, it was clearly identified that rapid economic and social changes and the transition to a knowledge based society imply that all Europeans need to continually update their skills and professional competences. The report went on to conclude that social dialogue is one of the pillars of the European social policy and is recognised as a tool of "good governance" and that such dialogue had not yet been achieved for the entire food industry to respond to workforce and skills challenges. This particular recommendation was taken on board by the new High Level Forum for a better functioning food supply chain. The work of this forum is still on-going and EFFAT and FoodDrinkEurope would encourage continuing its work and mandate as a permanent structure.

Anticipating and responding to the industry challenges: social partners fruitful joint cooperation

When and how this social dialogue committee was established?

On 23 January 2012, the European Federation of Food, Agriculture and Tourism Trade Unions (EFFAT) and the employer organisation FoodDrinkEurope signed a joint agreement to launch social dialogue in the European food and drink industry, under the auspices of the European Commission.

What does social dialogue concretely cover for the industry?

Social dialogue in this sector works on two fronts: react to policy developments affecting the food and drink sector in Europe (i.e. food taxes) and address competitiveness and sustainable employment challenges. EFFAT and FoodDrinkEurope have adopted since 2012 common positions on food taxation, the Solvency II Directive and the reform of the CAP and have looked at ways to increase the attractiveness of

the EU food and industry, by starting to map the demographic situation of its workforce in the EU food and drink industry.

What have the social partners done so far to address sustainable employment and competitiveness in the sector?

In 2012, the social partners decided to launch a study, funded by the European Commission, to analyse the age structure of the workforce in the EU food and drink industry as well as the skills, job profiles and vocational training that will be needed over the next 10 to 15 years. The research study has been completed this autumn, culminating with a dissemination conference held in Brussels on 4 November 2013. Many stakeholders, from key Commission services to representatives of companies, trade unions, NGOs and research and education bodies attended the event. It led to the conclusion of 24 recommendations: five to Member States, four to Educationalists, seven to the EU Food and Drink industry and eight to Social Partners.



Dissemination Event in Brussels on 4 November 2013

The way ahead

What comes next for the social dialogue committee?

Further to the findings of the study on ensuring sustainable employment and competitiveness in the EU food and drink sector, recommendations have been issued on how to communicate the needs of the sector to key stakeholders, vocational training and education systems. Based on the results of this study and the validation of its recommendations by the social partners, joint activities are being developed.

What will these joint activities look at?

The social partners need now to work together to consider the implications of a number of important changes in the sector's workforce such as an ageing workforce, youth employment as well as framing better skills and qualifications. The aim is both to boost the attractiveness of the industry to potential employees and to pave the way for sustainable jobs in the EU food and drink sector. It is an ambitious work programme which will be rolled out over several years, yet this is the strategic intent of the social partners, the reason why they are committed to work together, and how they would want the future to look like.

HOSPITALS AND HEALTHCARE



From needle-sticks to sharps: The added value of the Framework Agreement on Prevention from Sharp Injuries in the Hospital and Health Care Sector

Interview with:

- **Carola Fischbach-Pyttel**, General Secretary of EPSU
- **Tjitte Alkema**, Secretary General of HOSPEEM

The Framework Agreement on Prevention from Sharp Injuries in the Hospital and Health Care Sector signed in 2009 and transposed into Directive 2010/32/EU is considered as one of the key achievements of the Sectoral Social Dialogue Committee for the hospital sector and of the European Social Dialogue in general. What is the size of the problem the agreement addresses and why HOSPEEM and EPSU took the initiative to negotiate?

Tjitte Alkema: As you might know there are 12.5 million workers active in the hospital and healthcare sector in the European Union. The European Agency for Health and Safety at Work estimated that 1 million needlestick injuries occur annually in Europe.

To deal with this problem, in 2006 the European Parliament adopted a resolution requesting the Commission to submit a legislative proposal on protecting healthcare workers from blood-borne infections due to needle sticks injuries. After a two stage consultation and thanks to a technical seminar organised with all stakeholders, HOSPEEM and EPSU clearly realised that the scope of the problem was much broader than injuries from needle-sticks and that something needed to be done to address it. By restricting the scope only to needle-sticks instead of all medical sharps, everything else would have remained unchanged, but for HOSPEEM and EPSU many other aspects also mattered to effectively address the problem. The merit of this process was that, thanks to the initiative of social partners and the involvement of all stakeholders, the problem was put into a broader context.

Where is the added value of an agreement on the prevention of injuries from medical sharps negotiated in the social dialogue in this case and what does make this agreement effective?

Carola Fischbach-Pyttel: In the hospital and healthcare sector, the Framework Agreement we concluded in 2009 is a very good example of the results that social partners can achieve together to identify risks and to improve safety and health at the workplace and of the patients.

Our Sectoral Social Dialogue Committee was set up only 7 years ago in 2006 and full-fledged negotiations on the prevention of sharps injuries started in 2009. It took only less than 6 months for HOSPEEM and EPSU to negotiate a comprehensive agreement on a very complex subject, in spite of initially encountered diverging opinions, scepticism and even opposition, internally and from other stakeholders. The added value of social dialogue here is that the sectoral social partners have produced a piece of targeted, effective and timely regulation that is close to the reality of both workers and employers. This is achieved because of the partnership working between employers and workers and it is the involvement of experts and people working in the hospitals at all the stages that was instrumental to achieve the agreement.



Tjitte Alkema: We were and are still conscious that this problem cannot be eliminated completely, but by our own agreement that in 2010 was "upgraded" to a Directive we wanted to make sure that all appropriate procedures were in place to help reducing the risks of injuries as much as possible. We are convinced that the combined use of risk assessment, prevention, protection and training procedures will help to achieve this result.

Third Regional Seminar: *Promotion and Support of Implementation of Directive 2010/32/EU on the prevention of sharps injuries in the hospital and health care sector, Vienna, 16 April 2013.*

What have HOSPEEM and EPSU done so far to follow-up on the agreement and make sure it is implemented?

Carola Fischbach-Pyttel: The deadline for Member States to transpose Directive 2010/32/EU into national legislation expired on 13 May 2013. HOSPEEM and EPSU, with the support of the European Commission, have carried out a project to understand where we are with the implementation now, which problems have been encountered and what has been the role of the social partners at national and sectoral level. With this project we have gathered information on the transposition and implementation of the Directive at the national level, collated guidance and toolkits to help with an effective implementation in the sector and on the level of health care institutions.

What is the stage of transposition of the Sharps Directive into national legislation?

Tjitte Alkema: As far as national transposition is concerned, overall the situation doesn't look bad as at the end of September 2013 21 EU countries have completed or almost completed it, while in others no changes to existing legislation is considered to be necessary. A very positive factor in this process is that the involvement of social partners in the transposition process was ensured in most of the countries and several of our members reported that they were more involved than would otherwise have been the case, had they not been the original authors of the Framework Agreement.

And what are the main findings regarding the implementation at the workplace?

Carola Fischbach-Pyttel: What is really important to us for the success of our Framework agreement is how it has changed and will change the reality in the healthcare institutions in order to bring the wished results. The project has shown that, thanks to the bottom-up approach characterising the whole process, the provisions negotiated by HOSPEEM and EPSU are already being implemented at the workplace level in several Members States. HOSPEEM and EPSU are fully aware that the work of social partners for the implementation at all workplaces has just begun and that a continued commitment from both sides will be essential to achieve the objectives set out in the Directive. For us, it is also important to make sure that organisational change is triggered and institutionalised within all healthcare institutions. This means a role for health and safety representatives or committees in close cooperation with responsible managers when it comes to risk assessment, procurement of medical devices, systems of reporting, training, preventive measures, etc.

What is the contribution of HOSPEEM and EPSU to boost this process?

Tjitte Alkema: The project that we have just completed helped a lot in this respect. Thanks to the four conferences organised around Europe, managers and professionals, as well as experts from the various EU members states, set out the situation at workplace level giving a helpful picture of what practical measures have worked which are at the same time cost-effective and can be replicable in other settings. At the same time, it was indeed very helpful to understand where the challenges for implementation are and how social partners decided to address them. This exchange is useful both for our organisations as it allowed highlighting issues of common interest that can then be taken up at European level to better tailor future initiatives. Both HOSPEEM and EPSU agree that the follow-up to the Sharps Directive has to be one of the priorities of the new work programme of our Sectoral Social Dialogue Committee. This will allow us to continue monitoring the transposition and impact of Directive 2010/32/EU and the improvement and challenges experienced, reporting on progress made and open questions every year for the next four-year period.

What does this story tells us about the EU Social Dialogue?

Carola Fischbach-Pyttel: The Sharps Directive clearly shows how the EU Social Dialogue can deliver results which have significant impact not only at European, but also at national level. In times when the Social Dialogue is challenged and under pressure in many parts of Europe, we believe that this "success story" clearly affirms the credibility and legitimacy of social partners, showing that together we can deliver viable solutions to protect the health and safety of the health workers and the patients in an effective and cost-efficient way. What our experience tells us is that working in

partnership and commitment of social partners to shape the workplace and working life is absolutely fundamental for the future development of the European Social Model. EPSU works towards extending the scope of the directive to also cover those working e.g. in elderly care, social work, prison services and waste management.



Final Conference: *Promotion and Support of Implementation of Directive 2010/32/EU on the prevention of sharps injuries in the hospital and health care sector, Barcelona, 20 June 2013.*

From the left: François Ziegler and Francisco Jesús Álvarez Hidalgo DG EMPL, Paulo Cristiano Do Nascimento Simões FEMS, Carola Fischbach-Pyttel EPSU, Tjitte Alkema

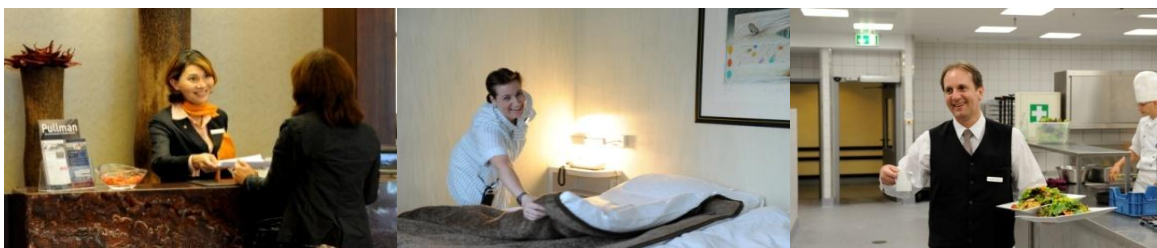
Reference documents:

- Framework Agreement on Prevention from Sharp Injuries in the Hospital and Health Care Sector
- Joint clarification by the HOSPEEM and EPSU – Council of the European Union
- Directive 2010/32/EU
- Project "Promotion and support of the implementation of Directive 2010/32/EU on the prevention of sharps injuries in the hospital and health care sector" (2012-2013) and final report EPSU - HOSPEEM

HOTEL AND RESTAURANT



EFFAT-HOTREC Qualification and Skills Passport (QSP) in the European Hospitality Sector



Background

The hospitality sector is a sector with a high level of workers' mobility, as in many areas knowledge of foreign languages and experience with other countries' culture is important. But workers who seek for employment in another country and employers who seek to employ workers from abroad often face difficulties due to a lack of transparency and comparability of qualifications and skills.

This is why the European social partners in the European Hotel and Restaurant Sector, EFFAT and HOTREC, agreed the joint elaboration of a Qualifications and Skills Passport (QSP) for the European hospitality industry, as such a passport would

- allow workers to document their qualifications and skills acquired through education and vocational training and on the job;
- allow employers to assess the skills and experiences of job candidates from their own and other EU countries;
- facilitate a better match of offer and demand in employment in the hotel and restaurant sector.

Work undertaken

Starting in 2007, EFFAT and HOTREC have jointly elaborated, in the framework of their Sectoral Social Dialogue Committee and co-financed by the European Commission in successive projects under Budget Heading 04.03.03.01 Industrial Relations and Social Dialogue, a fully-fledged model of a Qualification and Skills Passport (QSP) which contained the following features:

- personal information on passport holder
- qualifications (diplomas, certificates, etc.)
- employment history
- other competencies, e.g. languages
- professional skills and competencies acquired on the job, non-certified

In 2011, when EFFAT and HOTREC were looking for funding for the technical implementation of the QSP to make it interactively operational for workers and employers in Europe, they were approached by the Tourism Unit of DG Enterprise who were interested in supporting the implementation of the QSP in the framework of the action plan for the implementation of the Tourism Communication COM 2010 352 "Europe, the world's No 1 tourist destination – a new political framework for tourism in Europe". Having looked into the numerous ongoing European programmes and initiatives on qualification and training, the proposal came up to link the QSP to the EURES portal.



Outcome

As existing instruments can be used for the documentation of education, qualification, work experience, language competencies, etc., EFFAT and HOTREC concentrated on the further elaboration of the QSP skills list which shall enable workers in the sector to document the skills and competences they acquired throughout their working life in the various service areas in hotels and restaurants. The jointly elaborated and approved skills list was translated into all 23 Community languages, and it will allow displaying workers' skills correspondingly in all languages.



The skills list will be integrated into the EURES Portal as a sectoral add-on to the new CV online, once the update of the EURES Portal has been accomplished. The EURES Portal generally opened the possibility for other sectoral skills supplements. The final output will be an interactive web-based QSP skills list for the hospitality sector, accessible via the EURES system as a sector-specific supplement to the CV online and via the EFFAT and HOTREC websites, as a specific service of the European social partners to their members.

Conclusions

EFFAT and HOTREC drew the following conclusions (also shared with the Commission and other social partners at the DG EMPL Thematic Liaison Forum on Skills and Jobs in Brussels on 21 May 2012):

- The European Qualification and Skills' Passport (QSP) contributes to EU policies, on e.g. qualification and training, lifelong learning, transparency of qualifications and skills, free movement and mobility of workers, better match of supply and demand on the labour market, etc.
 - More political support should be given to social partner initiatives complying with / fulfilling EU policy objectives
- Most EU funding programmes are too difficult to tab for European social partner organisations, due to e.g. mismatch of objectives, heavy application processes, excessive administrative demands during the execution of projects, etc.
 - Tailor-made financial support should be made available to social partner initiatives, instead of forcing SPs to adapt the initiatives they jointly identified as essential for their sector to existing programmes
- EU policies and initiatives in the field of qualification and training should be better interlinked and coordinated, e.g.

DG EMPL: New Skills for New Jobs, Sector Skills' Councils, EURES, ESCO, etc.

DG EAC: Europass, ECVET, EQF, EQAVET, European Skills' Passport, Sector Skills' Alliances, etc.

DG ENTR: Tourism Skills Competence Framework.

INDUSTRIAL CLEANING



The joint declaration on daytime cleaning of 2nd March 2007 and follow-up activities until 2013

Interview of:

- **Anna Harvey**, Policy Officer (UNI Europa Property Services)
- **Andreas Lill**, Director General (EFCI)

First of all Ms Harvey and Mr Lill, please explain what organisations have signed this joint declaration on 2nd March 2007?

UNI Europa Property Services is the European trade union federation unifying national trade unions representing services and skills' sectors at EU level. The European Federation of Cleaning Industries (EFCI) was founded in 1988 and unifies the representative national employers' organisations of the cleaning industry in 18 European countries. It represents 140.000 companies that achieve an annual turnover of about €62 billion and employ more than 3.32 million workers. Representing one of the most important services to business industries, it is a highly labour intensive sector where personnel costs (wages, social security contributions, etc.) represent about 80% of the total costs.

Established by the European Commission in 1999, the Sectoral Social Dialogue Committee on Industrial Cleaning is one of the first created at EU level. Further information can be found on the respective websites:
www.efci.eu and www.uni-europa.org.

What were the main reasons to sign a joint declaration on daytime cleaning?

In most European countries, clients generally insisted that cleaning should take place outside the usual hours of occupation of their premises, with the effect that the usual working hours of employees are carried out mainly in the early morning and late afternoon/early evening. As a consequence, the sector remains little known, although it corresponds to fundamental needs of the society, such as cleanliness, hygiene and

protection of the environment. Hence, it was in the common interest of social partners to valorise its public image, especially amongst young people.

Convinced of the high potential of the sector, the social partners furthermore wanted to contribute to the EU Lisbon strategy for more and better jobs by addressing a series of messages to the industry clients. In addition, the sector was already experiencing difficulties of recruitment and staff retention in some EU countries, with the inevitable demographic change increasing these difficulties. In the long term, this situation would damage joint efforts by social partners to develop the profession and to raise the level of attractiveness of the sector.

Daytime cleaning is a term used to describe the restructuring of a contract in such way to provide for the operational requirements of the client but also to increase the proportion of hours delivered during the normal working day. Experiences in certain Member States had shown that the development towards daytime cleaning is perceived as positive on the whole for clients as well as for contractors and employees. Especially in the Scandinavian countries, daytime cleaning has been constantly increased – with the acceptance of the industry.

Please explain the concrete benefits of daytime cleaning.

The benefits are threefold, including clients, contractors and employees:

First of all, daytime cleaning is beneficial for clients as it leads to reduced costs (no additional costs on lightening the offices), to time saving (client spending less time with the contractor through direct contact and easier follow-up of the work by the worker), to more consistent and reliable service (improved communication and better interaction with the end user) and to a better response to clients' requirements for a clean environment during the day.

Secondly, it is beneficial for contractors as it leads to better staff availability (recruitment difficulties and staff turnover tend to decrease as day work is more attractive), to higher skilled workforce (training and development of employees takes place during the day) and to higher productivity through increased employees' motivation.

Thirdly, it is beneficial for employees as it leads to better social acceptance (increased conciliation with family life), to higher dignity of workers (workers feeling to be part of the clients' staff through making cleaning visible), to increased wages (allowing for increased working hours because of better combination with other related activities) and to safer working hours.

Following the joint declaration, what has been done and achieved at national level?

Before 2007, experiences in certain European countries had already shown that the development towards daytime cleaning was seen as positive by all concerned actors. Since 20 years, daytime cleaning constantly increased in the Nordic countries with the acceptance of the industry. It actually represents 80% in Norway, 75% in Finland, 70% in Sweden and 45% in Denmark.

In 2008, the Austrian social partners took into account daytime cleaning in their collective bargaining negotiations. Between September 2011 and June 2012, Belgium social partners developed an awareness campaign towards clients to promote daytime

cleaning. The campaign was entitled "Daytime cleaning? A world of differences! (*"Nettoyer en journée? Un monde de différences!"*). Furthermore, national social partners in several countries have elaborated initiatives to increase daytime work in negotiations with clients on working time and on the conciliation between professional and family life.

In addition, national employers' associations carried out their own projects or strategies to promote daytime cleaning such as a case study in Belgium in 2008, case studies and seminars in the UK in 2008-2009; a case study and declaration in France in 2008-2009 and a code of good conduct in the Netherlands in 2011.

The results at national level are therefore very positive as daytime cleaning is more and more spread and its added value starts to be largely recognised throughout Europe. Efforts at national level will continue, as it is now acknowledged that daytime cleaning is beneficial for all actors involved.

What have done the social partners at EU level to follow-up their joint declaration?

Between 2007 and 2013, daytime cleaning has been constantly promoted within our Sectoral Social Dialogue Committee, each time that new developments occurred at national level. The objective is to constantly disseminate information and raising awareness of all national social partners on its added value.

Finally, thanks to DG EMPL we managed to get in contact with the Office for Infrastructure and Logistics of the European Commission in Brussels (OIB). Several meetings have been held with OIB representatives in order to take into account and to promote daytime cleaning in the public tenders managed by OIB. This resulted in a joint OIB and DG EMPL lunchtime conference on 18 June 2013 where the European social partners presented their joint declaration and national social partners from Belgium and Sweden presented their activities at national level. The main objective of the conference was to overcome the resistance of the "clients", i.e. the Commission officials occupying the Commission offices. At this occasion, the OIB Deputy Head of Unit, Mr Alexandre Jacobs, described how daytime cleaning would be included in the next framework contract (expected for 2015) related to cleaning the Commission premises in Brussels. The conference marked an important step towards an always wider acceptance of daytime cleaning and therefore constitutes another great achievement for our sector.



INSURANCE



Project on "Addressing the Demographic Challenge in the Insurance Sector"

Interview of:

- **Elke Maes**, Chair of the Insurance Sectoral Social Dialogue Committee (UNI-Europa)
- **Sebastian Hopfner**, Vice-Chair of the Insurance Sectoral Social Dialogue Committee (Insurance Europe)

What is the most recent success story of the insurance sectoral social dialogue committee (ISSDC)?

Elke: Undoubtedly the joint project "Addressing the Demographic Challenge in the Insurance Sector: A Collection and Dissemination of Good Practices" carried out by the European social partners in the insurance sector in 2012.

Sebastian: This project, which received the financial support of the European Union, aimed to help the insurance sector address the demographic changes it is currently facing. It is definitely a key achievement for our Insurance Sectoral Social Dialogue Committee (ISSDC).

Why addressing the demographic challenge in particular?

Elke: The average age of employees in the insurance sector is increasing. Many workers are also approaching retirement age. Dealing with the consequences of an ageing workforce is challenging. We need to attract the new talent the sector needs for a sustainable, skilled and diverse workforce.

Sebastian: We also need to allow experienced and motivated older staff to continue with their careers beyond the traditional retirement age if they wish to do so.

The insurance sector is aware of the need to intensify efforts to attract qualified and highly trained employees. It is particularly important for the insurance sector to be seen as an attractive industry with interesting career options, given that it is competing with other, perhaps higher profile, financial services sectors.

It was clear to us that we, the European insurance sector social partners, had an important role to play in supporting the sector's efforts to address these challenges.



Conference on Addressing the Demographic Challenge in the Insurance Sector, Brussels, 14 June 2012.
Elke Maes (UNI-Europa) and Sebastian Hoefner

What did your project consist of exactly?

Sebastian: The project consisted of the promotion and dissemination in the European insurance sector of examples of good practice, implemented at company, national and European level, which address effectively issues such as work-life balance, qualifications and life-long learning, and health and safety at work.

The practices were selected jointly by the European insurance social partners for their innovation, originality and effectiveness in increasing the attractiveness of the insurance sector and the employability of individuals already working in the sector.

Elke: It is important to note that the project was a tangible follow-up to a Joint Statement on the demographic challenge in the insurance sector adopted by the European insurance social partners in January 2010. The project was targeted mainly to trade unions, employees and employers and their representatives in the insurance sector and beyond at national and company level across Europe. However, it also involved other stakeholders, such as academics, NGOs and the EU institutions.

The project included a number of joint initiatives, in particular:

- A booklet entitled *Combatting the demographic challenge in the insurance sector. A selection of initiatives in Europe*
- A booklet dissemination conference (14 June 2012, Brussels)
- A follow-up seminar (September 2012, Prague)
- A final report concluding the project

What did your project aim to achieve?

Sebastian: The key objectives of the project were:

- To emphasise how the social partners address the demographic challenges at company, national and European level and enhance the social dialogue between them, and

- To inspire employers, trade unions and employees' representatives at national and company level all over Europe and beyond to define — jointly or on their own — successful ways to address the demographic changes in the insurance sector.

Elke: The project also clearly aimed:

- To contribute to the aims of the Europe 2020 Strategy for the development of the European economy and the European Year for Active Ageing and Solidarity between Generations 2012 and promote work inclusion and a full life of work, which are among the EU 2020 Strategy's key objectives.
- To increase the awareness and interest of the employers, trade unions and employees' representatives at national and company level throughout the EU and in Croatia about the role, functioning, activities and objectives of the ISSDC at European level, and about the related role and activities of its member associations.

What are the key results of the project?

Elke: The key outcome of the project was the booklet showcasing examples of initiatives implemented at sectoral and company level to promote a good work/life balance, qualifications and lifelong learning, and health and safety in the European insurance market. Further good practice examples were subsequently outlined in two other significant outcomes of the project, i.e. a dissemination conference in Brussels and a follow-up seminar in Prague.

The good practice examples were selected for their innovation and originality and their geographical representativity of the sector and of Europe. These practices represent not only examples of effective ways to address demographic challenges in the insurance sector, but also examples of close, effective and fruitful collaboration and dialogue between employers and employees' representatives.

The project brought together both employers and employees' representatives all over the EU, and at all relevant levels — EU, national, local and company — with a view to contributing to the objectives of the 2020 Strategy and of the European Year for Active Ageing and Solidarity between Generations 2012.

Sebastian: Importantly, this project was the first to contribute to tackling the demographic challenge in the insurance sector from a pan-European perspective.

It was also the first time that a project took a horizontal approach to the attractiveness and employability in the insurance sector by addressing health and safety at work, lifelong learning and work/life balance at the same time.

The project was a major step in the follow-up to the Joint Statement on the demographic challenge in the insurance sector of January 2010. It marked also

Combating the demographic challenge in the insurance sector

A selection of initiatives in Europe



A joint project by the European social partners in the insurance sector

a starting point as its ultimate aim is to spur others within the insurance sector and beyond to emulate the good practices highlighted by the booklet, the conference and the seminar.

We are currently assessing within the ISSDC the usefulness of the project. We are particularly interested in whether our work supports effectively the social partners at national and company level to jointly address the demographic changes in the insurance sector.

METAL INDUSTRY



Council of European Employers
of the Metal, Engineering and
Technology-based industries

Campaign to protect occupational pension schemes against the plans to extend own funds requirements to occupational pension providers

Interview of:

- **Uwe Combüchen**, Director General (CEEMET)
- **Ulrich Eckelmann**, General Secretary (IndustriAll)

What would you consider as the latest "success story" in your Social Dialogue cooperation?

Uwe: For us a recent and very important campaign is linked to the planned initiative on IORP, Institutions for Occupational Retirement Provision within the context of the White Paper on "an agenda for adequate, safe and sustainable pensions". The Commission had plans to extend the "Solvency II"- like own funds requirement to occupational pension providers, namely to company-run pension schemes and we were against this.

Ulrich: One of the latest successful campaigns that we organised together certainly was linked to the revision of the IORP Directive. We showed together how burdensome and unnecessary it would have been to extend the own funds requirements to occupational pension schemes.

Could you tell us more about the challenge and also about your views on the topic?

Uwe: The Commission had plans to introduce an IORP Directive aiming to secure pension claims against the risks of financial markets. We discussed the topic together as sectoral Social Partners and came to the conclusion that this would not benefit either employers or employees. We argued together that the plan would considerably increase the costs of occupational pension provision schemes provided by companies and also threaten to reduce pension claims. We said that occupational pension schemes are a proven reliable pillar of the pension system and regulating the individual pillars at European level would risk jeopardising the balance between statutory, occupational and private pensions.

Ulrich: The challenge was to make us heard and understood by the decision makers.

We pointed out that these types of "second pillar" pensions were never meant to be traded on the free market and were always limited to companies' employees. We stressed the fact that Social Partners of our industries in various Member States have created attractive overall terms and conditions for employers and employees in the field of occupational pension provision. If the planned revision would have gone through, employees' pension claims would be reduced and pension schemes even closed down altogether.

What did you do concretely?

Uwe: Due to our good and constructive relationships with industriAll, we were able to quickly respond to the Commission's plans with a common position paper. In the end we published a common position and also invited the European Chemical Employers Group, ECEG, to co-sign. In addition to the public position, we also held separate discussions with the other stakeholders.

Ulrich: We were indeed very happy about the quick and productive cooperation with CEEMET. We were able to produce and publish a common position quickly and discussed the topic in our bilateral meetings with the decision makers.

How would you describe the campaign?

Uwe: We were very pleased with the cooperation with industriAll and other stakeholders of course. This campaign was done outside of our official Social Dialogue agenda and to me it illustrates clearly our good cooperation and flexibility to quickly take common action when needed. We have other similar examples too.

Ulrich: In one word: successful. It illustrates that we have good contacts outside of the official Social Dialogue agenda as well.

What was the outcome of this campaign?

Uwe: Firstly, we consider it a success since after months of continuous dialogue with the stakeholders, the Commission decided to still issue a proposal to improve the governance and transparency of occupational pension funds but not to cover the issue of solvency rules for pension funds. For the moment, more research is being carried out to deepen the knowledge of the Member States' practices before taking the decision on any European initiative on solvency of pension funds. Secondly, as said before, this was a perfect illustration of our good cooperation as Social partners.

Ulrich: The social partners' contribution to the old-age protection of workers was respected. The capacity of concerned companies and sectors to invest and innovate was not weakened. For the moment there is also no threat to reduce employees' pension claims or even close these schemes. We are very happy about that.

MULTISECTORAL



Agreement on Workers Health Protection through the Good Handling and Use of Crystalline Silica and Products containing it

After seven years of implementing the first multisectoral autonomous European Social Dialogue Agreement on Silica, **Michelle Wyart-Remy**, Secretary General of the European Industrial Minerals Association (IMA-Europe) and Employer co-chair of the NEPSI Council, comes back on this enriching social dialogue experience.

What is the European Social Dialogue Agreement on Silica all about?

The Agreement, signed in April 2006, aims at protecting the health of employees exposed at the workplace to breathable crystalline silica (RCS). One clear objective of the Agreement is to actively promote the assessment of the risk and the minimisation of workers' exposure by recommending companies and their employees to apply a number of general or specific Good Practices which can be adapted to each workplace situation. A second very important aspect is to raise the awareness of all concerned actors about potential health effects of RCS and how important it is to avoid them through a correct handling of products.

How were 18 sectoral associations convinced to sign such an Agreement?

Crystalline silica is an essential component of a number of materials which are abundantly used in industry and are vital in many objects we daily use: it is impossible to imagine houses without bricks, mortar or windows, cars without engines or windscreens, life without roads and everyday items made of glass or pottery. The inhalation of fine dust containing a proportion of crystalline silica may constitute a health hazard (i.e. silicosis). The risk of silicosis is limited to the workplace and can therefore be controlled through proactive prevention.

When the 2004 European Commission first stage consultation of the social partners on the scope of Directive 2004/37/EC listed exposure to crystalline silica as one of the most common workplace exposures, some industries decided to take a proactive approach in protecting workers' health and preventing silicosis. Good practices on the handling and use of crystalline silica already existed and all potentially interested manufacturing and downstream user sectors were contacted to broaden these practices and make them binding through a Social Dialogue Agreement. The negotiations started in 2005 between fourteen industry sectors and their Employee representatives, with the support of the European Commission.

In April 2006, seventeen parties signed the Agreement, and an additional signatory joined in 2009. A European Network for Silica (so called "NEPSI") was set up to pull together all Employee and Employer signatories.

What, do you think, makes it so unique?

Several aspects make it special. First of all, the negotiations were a profoundly human experience. The process gathered people around the table, who were not used to discuss together. Employer and employee representatives of different sectors, but also sometimes within one same sector, learned to understand each other through an open and frank dialogue. I gladly think of some signatories which decided to become EU social partners after experiencing this negotiation process.

This Agreement is also unique by the impact it has at the root level, on the workers' day to day activities on industrial sites. The moment of the signature in Brussels was intense and solemn, with the presence of Commissioner Špidla. The next day, seeing a truck on the road transporting materials containing crystalline silica, I thought about how this driver would be now covered by our Agreement and I realised how this commitment would be affecting the lives of hundreds of thousands of workers by proposing concrete improvements, directly applicable to real workplace situations. For me, and I believe, for all the signatories, this is a real achievement.

To everybody, the SDA follow-up is also incomparable. We set up a reporting of key indicators, done every two years by one dedicated employee at each industrial site where the agreement is applicable. Through this system, companies are direct actors of the agreement and are proud to report on the efforts they have engaged in to apply. The results demonstrate that we are steadily reaching our initial objectives.



Signature of the Agreement on Silica with the presence of Commissioner Špidla, on 25 April 2006, in Brussels

During all these years, what do you identify as the main challenges that had to be overcome along the road?

It is difficult, year after year, to keep the momentum. One challenge is to keep convincing companies to allocate already constrained resources in the reporting exercise, especially through the economic crisis. So far, the outcome is positive; we all see that the involvement of companies is increasing along the years. This is possible thanks to a regular re-assessment and an EU-wide communication effort with the excellent cooperation of the national and European associations of the concerned sectors. Secondly, through a series of national workshops, we are still raising awareness and encouraging participation in some countries.

Of course, the biggest challenge for NEPSI signatories remains the fact that there is no official existing structure to support the implementation of the Agreement on the long term: the Agreement is multisectoral and not attached to any sectoral social dialogue committee. It is therefore more difficult for our informal platform to obtain the financial support needed to coordinate our actions, and I am not even mentioning projects.

Seven years after the signature, can you demonstrate the added value of this multisectoral commitment and assess its benefits in concrete terms?

Half a million workers at 6.400 industrial sites are now covered in around 34 countries. The campaign around the SDA has raised the awareness of employers and employees in a number of sectors on a little known health issue. It has also led practitioners to assess the potential risk at the workplace and sometimes identify problems that they did not think existed. In turn, this realisation had spill-over effects and encouraged sectors to put in place comprehensive health and safety policies, larger than only dedicated to the SDA.

2.2.1a

Bag emptying – small bags

This sheet provides advice on emptying of small bags of products containing crystalline silica in a production unit, particularly those containing dry materials.

This guidance sheet is aimed at employers to help them comply with the requirements of workplace health and safety legislation, by controlling exposure to respirable crystalline silica.

Specifically, this sheet provides good practice advice on dust control during small bag emptying operations. Following the key points of this task sheet will help reduce exposure. Depending on the specific circumstances of each case, it may not be necessary to apply all of the control measures identified in this sheet in order to minimize exposure to respirable crystalline silica. I.e. to apply appropriate protection and prevention measures.

This document should also be made available to persons who may be exposed to respirable crystalline silica in the workplace, in order that they may make the best use of the control measures which are implemented.

This sheet forms part of the Good Practices Guide on silica dust prevention, which is aimed specifically at the control of personal exposure to respirable crystalline silica dust in the workplace.

Access

- ✓ Restrict access to the work area to authorised personnel only.

Design and equipment

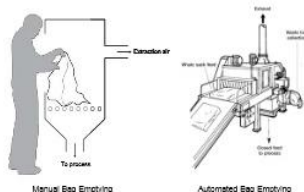
- ✓ Ensure bag emptying equipment is fit for purpose.
- ✓ Enclose the bag emptying equipment as much as possible and keep it under negative pressure by using a local exhaust ventilation system – refer to task sheet 2.1.13.
- ✓ For small bags, the use of automatic or semi-automatic bag dumping stations is recommended for emptying the bags.
- ✓ Ensure workers lift the bag contents gently – never dump them. Bags should be emptied with the open end facing away.
- ✓ Bag crushing creates a lot of dust. Workers should roll up empty bags within the extractor zone.
- ✓ In order to dispose of empty bags without creating dust, drop them into a large plastic sack supported and held open by a metal frame. When it is full, seal the sack and dispose of it in a suitable waste skip. Do not let the waste sack overflow. Alternatively, use a compactor equipped with a dust extraction system or which is fully enclosed.
- ✓ Bag emptying equipment should be connected to a suitable dust treatment system (e.g. bag filtration). A permanent dust extraction system is preferred, though a stand-alone mobile unit is acceptable.
- ✓ Bag emptying equipment should be designed for easy access to all parts for maintenance, unblocking and cleaning. Access panels should be interlocked or have trip devices where necessary to prevent persons accessing dangerous parts of machinery.
- ✓ Consider providing mechanical/pneumatic assistance with bag handling.
- ✓ Where possible keep bag emptying equipment away from doors, windows and walkways to prevent draughts affecting the performance of dust extraction systems.
- ✓ Provide a clean air supply to the workroom to replace extracted air.

The signatories have recently considered a European project to prove the concrete effects of the Agreement on the workers' health; however, this project will unfortunately not be funded this year. Although the moral encouragement is still present, I can only regret that the existing institutional frame is not providing the financial support that such initiatives deserve on the long term.

At the core of the Agreement: the Good Practice Guide and its task sheets (Agreement annex I, task sheet 2.2.1a)

Website www.nepsi.eu

List of signatories:
<http://www.nepsi.eu/about-nepsi/signatories.aspx>



March 2008 – 2.2.1a – Page 1 of 2

PAPER INDUSTRY



Joint CEPI/EMCEF (industriAll European Trade Union) Report: 'No Paper Without Skilled, Healthy and Safe People'

Interview of:

- **Christer Larsson**, Chairman of the Paper Sectoral Social Dialogue Committee (IndustriAll, European Trade Union)
- **Teresa Presas**, Vice-Chair of the Paper Sectoral Social Dialogue Committee (CEPI)

What is the most recent success story of the Paper sectoral social dialogue committee?

Teresa Presas: Most recently we have produced a report on good health and safety practices in pulp and paper mills: "No Paper without Skilled, Healthy and Safe People", which was realised with the financial support of the European Commission. This initiative addresses the aspirational goal of the European pulp and paper industry to achieve zero accidents.

Christer Larsson: The report is definitely an important outcome of our joint work. It offers an easy to read compilation of good health and safety practices that can be discussed at plant level and might lead to inspiration to develop new practices.

In which context was this report made?

Teresa Presas: The reduction of work-related health and safety risks and, consequently, the reduction of accidents in pulp and paper mills were at the core of our joint work since the beginning of our social dialogue. The pulp and paper making process implies several types of risks to the health and safety of the workers from the use of certain substances and products, to the running of the machines, to the exposure to high temperatures, to the transport and handling of loads of different kinds, to the maintenance of the production equipment, etc. When we organised a workshop on health and safety practices in 2010 we identified four major aspects of the pulp and paper production process that would need to be given special attention to in a joint project:

- Daily operations
- Transport and handling

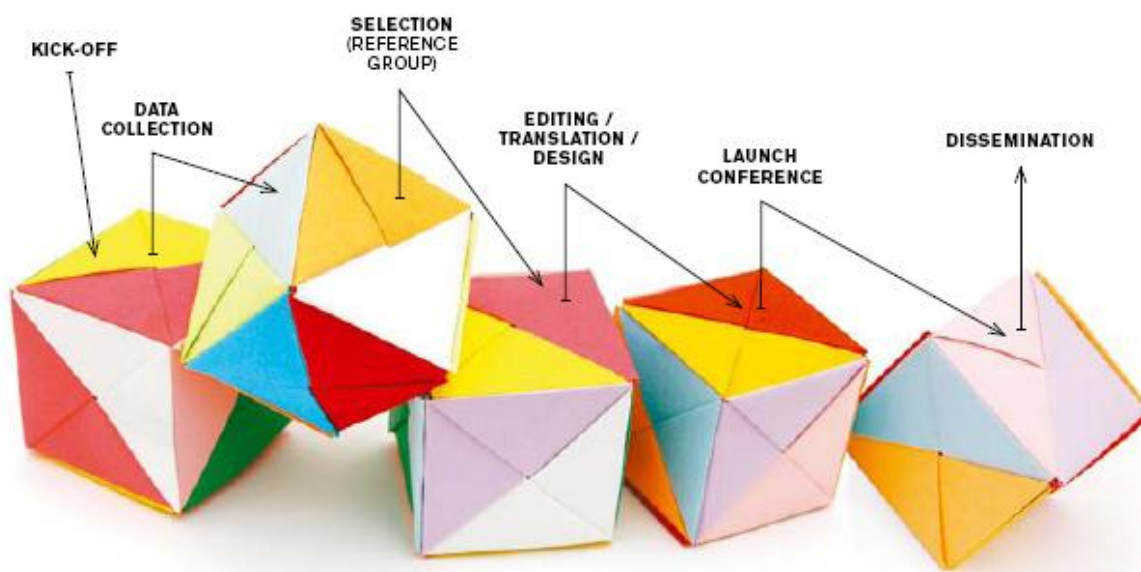
- Maintenance
- Health

Christer Larsson: As a result from this joint workshop we decided to further focus our joint work on awareness raising, information exchange and experience sharing on health and safety practices. We also decided to become Campaign Partners in the EU-OSHA campaign Healthy Workplaces Campaign on safe maintenance. Our joint project that would aim at the compilation of a good practice report was our contribution to this campaign.

What was the approach that you choose for your project?

Teresa Presas: We decided to look at good health and safety practices in pulp and paper mills across Europe and to that aim we drafted a questionnaire inquiring about practices that was distributed to our national member organisations. To ensure the validity of our report we also invited our national member organisations to nominate health and safety experts to a reference group that was in charge of selecting the good practices deemed as most relevant, replicable and transposable to other paper mills that would be presented in the best practice report. The selected good practices have all been edited in a form that makes the information compact, concrete and easy to read. The intention was to have such reports used as a practical risk reduction tool in all the European pulp, paper and board mills.

Christer Larsson: The reference group did a very good job. There was an equal share of health and safety experts from trade unions and companies who analysed some 60 concrete practices that we had received from our national members. This cooperation proved the importance of a genuine management/workforce partnership in working towards the common goal of improving health and safety at the workplace. In the end the experts selected 22 good practices that apply in a wide range of situations in pulp, paper and board mills and would be presented in our report. Evidently, this list is far from being exhaustive. However, the report was also aiming at stirring a discussion on plant level, to see what could be replicated and even to give feedback to the European social partners so as to up-date our report.



How did this project influence the work of your sectoral social partners?

Christer Larsson: The good practice report was in fact our first joint project in the sectoral social dialogue committee that was established in 2010. It proved to be very successful and it definitely contributed to improving and deepening our cooperation in the sectoral social dialogue committee as we got to know each other better during the work process creating a good level of confidence to tackle other issues of common interest.

Teresa Presas: During our joint project work we also realised how important it is to learn from each other and share experiences. The discussions we had in the expert group and in the joint conference where we presented the report gave us further inspiration for our joint work as European social partners also on other important subjects of joint interest.

How is the report being followed up? What are the expectations for the future?

Teresa Presas: Health and safety is a constantly moving target. Today's good practices sooner or later will be out of date. So, new knowledge, experience learned, technological development and innovation can contribute to reducing the risks at the workplace. Therefore, we decided to leave the report an open exercise with the possibilities of updating it with new practices.

Christer Larsson: At the same time, we need to focus on the skills and qualifications of our workforce as new technologies require new skills. Education and training will be a core issue in our discussions and joint activities in future.

PERSONAL SERVICES HAIRDRESSING



European framework agreement on the protection of occupational health and safety in the hairdressing sector

On 26 April 2012, European social partners, namely trade union federation UNI Europa Hair & Beauty and the European hairdressing employers' federation, Coiffure EU, concluded a European Framework Agreement: European Framework Agreement on the protection of occupational health and safety in the hairdressing sector. The Framework agreement provides clear guidance for hairdressers to work in a healthy and safe environment throughout their working lives. Together, UNI Europa Hair & Beauty and Coiffure EU represent more than one million hairdressing workers across the EU. The agreement results from the joint autonomous initiative of the workers and employers, building upon applied national best practices in reducing occupational health risks in the sector.



The European social partners in the hairdressing sector, convinced of the crucial importance of preserving the good health of all persons working in the hairdressing salons, have negotiated a framework agreement addressing health-related aspects of working conditions. Through the negotiated framework agreement, the social partners intended to contribute together to preventing occupational health risks in the hairdressing sector. The social partners additionally adopted a Joint Declaration supplementing the Framework Agreement on the protection of occupational health and safety in the hairdressing sector.

Hairdressers experience among the highest rates of occupational skin diseases (eczema, dermatitis etc.) and musculoskeletal disorders. The agreement aims at reducing these risks and preventing their prevalence amongst hairdressing workers. When implemented, the European social partner's agreement will help to significantly improve this situation. The agreement addresses, in particular, specific risks like the use of materials, products and tools to protect the skin and respiratory tract and the need for sufficient space and ventilation in salons where chemical substances are transferred or mixed.

As foreseen by the Article 155 of TFEU, the signatory parties asked the European Commission to render their agreement legally binding. Before presenting a legislative proposal to the Council of Ministers, the European Commission carries out an assessment of the representativeness status of the signatory parties, their mandate and the legality of each clause of the agreement in relation to existing Union law.

The European social partners expect the European Commission, following the finalisation of its impartial assessment, to forward the Framework Agreement to the Council to make it legally binding.

The agreement is tailor-made for small businesses, as hairdressing salons on average have less than three workers. The costs of implementing the agreed prevention measures are significantly low. Social partners estimate that benefits outweigh the costs. Benefits are clear for employers and workers alike in terms of lowering sick leave and absenteeism, reducing turnover of staff, and diminishing treatment and follow-up costs for health systems in treating occupational diseases.

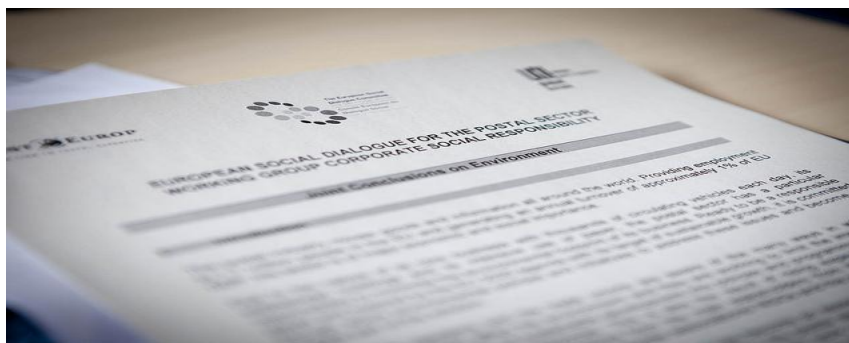
The European social partners consider EU occupational health and safety regulation, over the last 40 years as a success story that needs to be developed further. It is an essential element for an integrated and competitive Single Market as well as a Social Europe that improves living and working conditions of citizens.



POSTAL SERVICES



CSR Joint Conclusions on Environment



- **Dominique Bailly**, Chairman of the Sectoral Social Dialogue Committee and Director HR performance at Groupe La Poste
- **John Baldwin**, Vice-chairman of the Sectoral Social Dialogue Committee and Head of International Affairs at CWU UK

Could you present us one of the main recent outcomes of the European social dialogue in the postal sector?



The postal industry moves goods and information all around the world. Providing employment to 1.7 million people in the EU and generating an annual turnover of approximately 1% of EU GDP, the sector is of major economic and social importance. Therefore the social partners of the sector have decided to focus their 2011-2012 work on Environmental issues including social aspects. They decided to agree on a common

text to outline and promote the main findings of this activity. On 4th April 2013 the European social partners from the postal sector therefore signed the "CSR Joint Conclusions on Environment". High-level representatives, Botond Szebeny, Secretary General of PostEurop, and Oliver Röthig, Secretary General of UNI Europa, attended the ceremony and warmly welcomed the signature of this document. DG Employment and ETUC representatives also intervned during the ceremony in particular to emphasize the need for environmental issues to be of increased concern to social partners.

What are the key messages of these Joint Conclusions?

The Joint Conclusions acknowledge the postal sector's particular responsibility in mitigating the environmental impact of its activities. They present the different ways in which the social partners contribute to the industry's efforts to combat climate change, particularly by linking green policies with strong economic performance, enhancing employees' engagement and green skills training as well as raising awareness and acceptance of change amongst the sectors' main stakeholders. It highlights that postal operators and trade unions are integrating principles of sustainable development into work policies and programs as they consider sustainability to be at the heart of their actions.

Why do you consider this document as a Success Story of your Committee?

This work on Environment which led to the Joint Conclusions is a real success story for the European social partners of the sector as it underlined their commitment and involvement in the efforts against climate change. Due to the nature of its activities, its widespread presence all over the territories and its role in the society, the postal sector has a key role to play in this sense. There is also increasing expectations from the sector's main stakeholders including employees, clients, shareholders, public authorities, consumers and the general public in seeking greener solutions. It is therefore a matter of legitimacy for postal operators to be and appear as an environmentally responsible player both outside and within the sector. Our document is an important initiative which could also be followed by other sectors.



What was the impact of these conclusions at national level?

It was of utmost importance to communicate this document as widely as possible to the national social partners in their own language to have an impact in the sector at national level. There was a strong demand in this sense from our members, both employers and unions, to communicate this document within their organizations. The Sectoral Social Dialogue Committee had therefore made a joint request to the European social partner organisations from the cross-industry, *BUSINESSEUROPE* and *ETUC*, for funding to translate this document in several EU languages. We received a positive answer for the translation of this document in French, German, Spanish, Italian, Swedish and Polish. The opportunity given to get these Conclusions translated into several languages was important in order to ensure their wider communication at national level.

PRIVATE SECURITY



Selecting best value - A manual for organisations awarding contracts for private guarding services

Interview of:

- **Hilde De Clerck**, Secretary General of (CoESS)
- **Oliver Röthig**, Regional Secretary (UNI-Europa)

Can you briefly explain the background of the manual?

Oliver Röthig: An increasing number of private security services are being provided to public authorities. In many cases these awarding authorities still award these contracts solely on the basis of price.

Social partners have been and are aware of the budgetary constraints public authorities are faced with. However, they believe that the routine policy of awarding contracts to companies that put in the lowest bid has a harmful and detrimental impact on the various industries and workers concerned.

Hilde De Clerck: The existing competition within our industry and other business services such as cleaning, catering or the clothing or textile industries, encourages companies to cut their prices when pursuing public authority contracts, much to the detriment of the quality of their services provided and despite the fact that quality is recognised as an important element in client and user satisfaction.

Given the size of the public authority contract sector, this tendency not only undermines all efforts that are invested in improving the quality of services provided, it also contributes to a negative public image, to poor professional standards and/or a failure to recognise rising standards, to employees' dissatisfaction with working conditions and to concerns in attracting new employees.



Can you briefly explain the methodology of the manual?

Hilde De Clerck: Within the framework of the European Social Dialogue, [CoESS](#), the Confederation of European Security Services, and UNI-Europa, the European trade union federation, jointly developed a best value manual entitled "Selecting Best Value – A manual for organisations awarding contracts for private guarding services" with the financial and administrative support of the European Commission, DG Employment, Social Affairs and Equal Opportunities.

The aim of the manual is to assist public purchasers in selecting "best value" bids, i.e. awarding contracts not only on the basis of price, but also taking into account qualitative elements that may relate to the skills and capabilities of the service provider in question, the working conditions of staff and/or environmental, health, safety and hygiene requirements for the methods and products used.

Oliver Röthig: The best value manual contains checklists with criteria designed to assess the quality of services, and provide clients in the various industries concerned with the flexibility they need to weight price and quality criteria as they choose in line with the particular needs of the market.

Similar initiatives to enhance professional standards and the quality of services provided were taken by other industries providing services, i.e. the catering sector (FERCO/EFFAT), the cleaning sector (EFCI/UNI-Europa) and the clothing and textiles sector (EURATEX/ETUF).

Can you briefly explain what the main objectives of the manual are?

Hilde De Clerck: the best value manual was developed:

- For those contracting public authorities who are keen to ensure that they are selecting a service provider that combines quality with a favourable price, rather than settling for the lowest price bidder;
- To provide these contracting public authorities with a user-friendly tool designed to assist them in defining their needs for services more clearly in relation to different sites and tasks;
- To help them select a contractor that does not only offer a competitive price, but also demonstrates the skills and capabilities necessary to provide high-quality and reliable services;
- To provide an easy-to-use framework for scoring bids, which can be adapted to the individual requirements of each tendering organisation;
- To provide tendering organisations with maximum autonomy in defining the quality criteria which are of particular relevance to them and to the services provided;
- To provide information on the negative implications which can result from the award of contracts solely on the basis of price and to highlight existing good practices in relation to selecting best value.

Oliver Röthig: Private security services are becoming more and more a part of everyday life. As an increasing number of security functions, previously carried out directly by public authorities, are now being outsourced, private security companies are becoming progressively involved in ensuring public safety. This often includes the guarding of highly sensitive areas such as airports or nuclear power stations. Public authorities at European, national, regional and local level are therefore finding themselves in a position of having to select external contractors for the provision of such services. In the past, public procurement officers have had to make such



decisions without adequate guidance on quality criteria, which might be brought to bear on such decisions.

The CoESS/UNI-Europa best value manual was written for those contracting public authorities who are keen to ensure that they are selecting a private security provider that carries out guarding functions while combining quality with a favourable price, rather than settling for the lowest price bidder.

The best value manual is available in thirteen languages (Danish, Dutch, English, Finnish, French, German, Greek, Hungarian, Italian, Norwegian, Portuguese, Spanish and Swedish) and can be downloaded from the [CoESS website](#) and the [UNI Europa website](#).

Further information can be obtained through the '[Selecting Best Value](#)' website or via the CoESS and UNI Europa General Secretariats:

Can you briefly explain how the manual fits into the new legislation on EU Public Procurement?

Hilde De Clerck: The best value guide can be considered a true success but since its release in 1999 significant changes have occurred in the European private security landscape and the public procurement legislation at European level has been revised. These are the two driving factors behind the need to review the content of the guide, to widen its scope to include new clients and to change the legal references mentioned in the handbook. In fact, the European Commission Communication on "Buying Social: A guide taking account of social considerations in public procurement" specifically mentions the need for up-to-date guidance in the sectoral best value guides.

Oliver Röthig: Given the need to update the Best Value Manual, CoESS and UNI Europa applied to the Call for Proposals VP/2013/001 of DG Employment in June 2013. We strongly believe that, through the targeted stakeholders, this initiative will contribute to the further professionalisation of the sector and reinforce the European and national social partners' common fight against unfair practices.

RAILWAYS



Agreement on working conditions of mobile workers in cross-borders services

Interview of:

- **Libor Lochman**, Executive Director (CER)
- **Sabine Trier**, Deputy Secretary General (ETF)

Back in January 2004, you finalised the negotiations among the railway sector's social partners with the signature of an important agreement. Why have you started them? Was it important?

Libor: European legislators adopted three railway packages between 2001 and 2007. These packages were designed to create a single European railway area with seamless cross-border rail services. With the creation of this integrated and competitive railway area in Europe, there was a need to define common standards on working conditions for staff in cross-border services. With the progressive opening of the market, new challenges have to be managed. There were signs of clash between social legislation at national levels. If things would have been kept as they were the whole efficiency and effectiveness of the railway sector in Europe risked to be jeopardised. This point taken into consideration, we also pursued the negotiations to maintain and foster our competitiveness with regard to the other transports modes.

So clearly, this agreement between social partners was a key achievement for the whole railway sector. Needless to say, our members unanimously approved the agreement during our General Assembly. 10 years later this agreement is still considered as a success.

Sabine: For trade unions it was obvious that the EU agenda gradually leant toward the opening of the railway market. It was also obvious the promotion of seamless cross-border mobile work in our sector needed a set of minimum social standards in order to avoid social dumping. But our concern was also about safety: working and rest time rules for mobile workers are key factor to avoid fatigue and accidents. Traditionally drivers and on-board staff changed at borders, so national rules were sufficient. We had no rules at all for cross-border services.

What makes this agreement exceptional?

Libor: This agreement was important because of the process applied for the negotiations but also content wise.

- In terms of process, for the first time ever, the social partners of the railway sector managed to produce an agreement transformed later on as a European Union legislative instrument¹. As social partners we proved ourselves as able to define concrete rules for our own sector, without any external intervention.
- On the content side, the agreement introduced a minimum set of common standards applicable to all the operators' independently of specific legislation applicable in each Member State. Whereas Member States have the possibility to develop higher standard of protection for mobile workers, they all follow minimum requirements that ensure the efficiency of railway cross-border services. Thanks to this agreement we put an end to legal uncertainty.

As social partners, we have shown that we were determined and able to take our own responsibility in this field. This contributed to enhance a level playing field which was of key importance when the rail freight market was opened in 2007

Sabine: I fully agree with Libor Lochman's last remark. We were able to negotiate a European agreement in the difficult field of working time. It is quite a challenge to agree within a European trade union organisation on European minimum standards, considering that in a number of countries the national working time standards would be better anyhow. The only way we managed to conclude this agreement was the inclusion of a non-regression clause. Without a non-regression clause a European agreement would not have been possible.

What were the points discussed during the negotiations?

Libor: The negotiation tackled several minimum standards for working hours and daily rest periods for workers engaged in interoperable cross-border services. Nonetheless, some aspects such as elements of salary could not be discussed as they are excluded from European discussions.

Sabine: We had some difficult negotiations on breaks for example. As such the breaks issue was not a problem, the concerns were whether breaks could be split up or not, how often, and what is their minimum length if they are split. Or another example: the employers had no understanding, at all, of trade unions' request to better define a minimum standard for the accommodation where drivers take their daily rest period when away from home. I could continue with examples but in the end both sides were ready to find compromises in order to achieve a concrete agreement. We think the compromises were made at both sides and that is important.

You organised a project as a follow-up study on the Agreement. Could you give some information about it?

Libor: As simple as it might sound, the project was defined to analyse where the social partners stood in the implementation phase of the Agreement. It was a good exercise to understand what was working and what aspects needed more adaption time in Member States.

Sabine: Indeed, as part of the agreement (Clause 10), we agreed that the signatories would follow up the implementation and application of the agreement in the framework of the Social Dialogue Committee. Since the agreement had to be implemented into national legislation by 2007, 2008 was the perfect year to check and assess the implementation of the agreement.

¹ The European Commission proposed to the Council to transform the agreement to a European legislation, through the article 155 paragraph 2 of the Treaty on the Functioning of the European Union (TFEU). It is now directive 2005/47/EC.

What did your project aimed to achieve?

Libor: The project was dedicated to assess and monitor the implementation of the CER-ETF Agreement in the European Union countries.

Sabine: Additionally, we wanted to get information on applied experience with interpretations of the agreement's provisions during the implementation process. Furthermore, this was a genuine opportunity to evaluate the agreement's provisions under the spotlight of initial experiences with the development of interoperable cross-border transport. It should not be forgotten that the market opening started in 2003 and was completed in 2006, in rail freight transport.

And what were the results?

Sabine: The project was a concrete opportunity to check and assess the impact of the different provisions in selected countries and selected companies. It is clear that the intention of the authors of a specific provision does not necessarily correspond with the interpretation of those who have to apply the provision. It is difficult to find a (compromise) wording that matches the national way of expressing the same thing; especially at European level. The project, going to the national social partners, was very useful to understand existing rooms for interpretation and possible lack of clarity in the one or the other wording.

Libor: In a nutshell, despite some differences between Member States, the report revealed that a convergence process between the national systems was occurring. In some cases, Member States introduced more favourable provisions compared to the European Agreement provisions. However it also highlighted that the so-called 'rest away from home' clause, remained controversial for the social partners.

Are they any next steps?

Sabine: Our agreement has a clause that requires a review of its provisions after a certain period of time. The trade union side is now concerned about the proper enforcement of the agreed – now legal - rules since we are speaking about working, driving and rest time provisions for mobile workers that are crossing borders. This is an issue we would like to address with our social partner CER at European level.

Libor: Per se, we have not decided to develop further commitments with the social partners. But obviously other issues could be tackled. In our views, we should first finalise the agreement by reviewing the question of rests away from home as agreed in the Agreement. I am convinced that our good collaboration with ETF could bring us toward additional concrete achievements for the railway sectors.



ROAD TRANSPORT



IRU and ETF joint project, study and recommendations on the training of professional drivers and non-mobile personnel in logistics

About the project

In 2010, the International Road Transport Union (IRU) and the European Transport Workers Federation (ETF) brought together a consortium of partners and started a joint social partner's project on training in commercial road transport sector, covering both mobile and non-mobile employees of road transport companies. The project was financed by the European Commission under the social dialogue budget heading for Industrial Relations and Social Dialogue. The project is known as "STARTS": **S**kills, **T**raining **A**nd the **R**oad **T**ransport **S**ector.

The project stemmed from the recognition – by the ETF and the IRU - of high quality training as a key element for developing an efficient, properly skilled, safe and sustainable workforce in commercial road transport. In recent years the sector's workforce has had to rapidly expand and improve their range of skills in order to respond to numerous changes to their working environment and increasingly complex legal, operational, and product related requirements.

The purpose of the STARTS project was therefore to correctly identify the most important challenges and the most effective solutions for improving the provision of training to drivers and workers performing certain non-mobile, logistics related tasks. In order to reflect the very distinct competencies, skills and legal frameworks for these different categories of workers, the project was split into two distinct pillars focusing on each group. Under the first pillar, covering mobile workers, the IRU and ETF identified as a key challenge to be addressed the enforcement of the driver's training directive, Directive 2003/59/EC. To this end, the project was aimed at analysing the practical implementation arrangements and challenges in different EU Member States. The project equally looked into the directive's broader impact on the development of skills within the sector and on access to employment. The second pillar of the project focused on non-mobile blue collar workers employed by road transport companies performing warehouse functions. The aim of this pillar was to seek a better understanding of the skills and competencies required by these workers and how they are reflected through the training practices and systems in place at EU Member State level.

The project outcomes consisted of a study and a set of social partner recommendations covering both pillars. The project findings related to drivers' training supplemented those of the European Commission's own report on the transposition of Directive 2003/59/EC. The study was carried out with the assistance of AFT IFTIM, a project partner alongside the ETF and the IRU. A Project Steering Committee consisting of the three project partners and their member organisations oversaw the implementation of the project. The Committee determined the direction, managed, concluded, and prepared the draft recommendations, agreed on follow up actions and evaluated the project.

The main project activities consisted of two workshops and a final conference, giving the IRU and ETF members the opportunity to contribute to the final study. The joint social partner recommendations were discussed and adopted at the final conference.

The ETF-IRU Joint Recommendations

In terms of the driver training directive (Directive 2003/59/EC), while recognising the diversity amongst the 27 EU Member States in terms of transposition and implementation options, the joint recommendations focus on a few main areas: general implementation arrangements, mutual recognition of qualifications, enforcement, quality of training, financing models and meeting the directive's deadlines on the completion of periodic training. As for the non-mobile workers carrying out logistics-related work in road transport, the joint recommendations flag up, essentially, an information deficit on employment data, as well as on employment trends. This is seen as preventing a systematic analysis of needs and skills requirements in the respective labour segment.

Highlights of the joint recommendations

Mutual recognition of qualifications

The IRU recommendations address the social partners' concerns with regard to the mutual recognition of qualifications. To this end, the social partners point out the differences between the EU Member States in the quality of training, quality of trainers and curricula, accreditation systems, content and structure of both initial and periodical training. Ensuring – by adequate controls and enforcement – equivalent and high training standards in all Member States will, in the IRU's and ETF's view, facilitate mutual recognition. One of the ETF and IRU recommendations in this sense is for the Member States to develop and use a quality assurance system for training institutes, curricula, trainers and last but not least, inspectors (enforcement staff). Also with regard to improving mutual recognition, the social partners advocate the establishment of an information exchange system between Member States under the coordination of the European Commission thus ensuring circulation of information relating to driver's qualifications and training sessions, deadlines and exemptions adopted by various Member States, etc.

Meeting deadline for the completion of periodic training

According to the driver's training directive, professional drivers must complete 35 hours of periodic training within 5 years from the entry into force of Directive 2003/59/EC in order to be able to drive within the EU. However, it is likely that in some Member States these deadlines will not be met thus impeding drivers ability to work. The joint recommendations signal this issue and recommend that the relevant national authorities and national and European social partners from the sector, should without delay, seek contact in order to reach appropriate decisions and solutions. The

information exchange system mentioned above would help bring more transparency over the progress with the implementation of the directive in different Member States.

Training financing

The joint recommendations take stock of the fact that there is no single model of financing for driver training and qualifications and that systems vary from Member State to Member State. The joint recommendations thus call for national governments to do more to provide financial incentives to companies and drivers, to new job applicants and to the unemployed in order to reverse the shortage of skills in road transport.

Concluding

The purpose of the STARTS project was to correctly identify the most important challenges and most efficient solutions to improve the provision of training to drivers and workers performing certain non-mobile, logistics related tasks. As part of the finalisation of the project, the IRU and ETF, as recognised social partners in the European road transport social sectoral dialogue, jointly elaborated the STARTS project conclusions and recommendations that are attached to this article. We also invite you to consult the [final reports](#) of the project that are available online.

The IRU and the ETF are convinced that the project outcomes and our joint recommendations will contribute to increasing the training quality of the European road transport workforce.

STEEL

EUROFER
The European Steel Association

industriAll
EUROPEAN TRADE UNION

Steel Action Plan for a Competitive and Sustainable Steel Industry in Europe

The European steel industry forms the backbone of Europe's prosperity and an indispensable part of the European supply chain. It develops and manufactures thousands of different, innovative steel solutions in Europe. Through this, it provides direct and indirect employment for millions of European citizens.

The European social partners, EUROFER and IndustriAll Trade Union Europe, foster common understanding about the key challenges and perspectives for companies and workers in the European steel industry through the Sectoral Social Dialogue Committee.



In 2012, the dialogue produced improved exchanges and discussion on critical topics, including a comprehensive analysis on the challenges facing the European steel industry during 18 months. This common analysis served as a basis for

the recent Commission's *Steel Action Plan for a Competitive and Sustainable Steel Industry in Europe*, initiated by Commission Vice President Antonio Tajani, with the support of Commissioner for Employment, Social Affairs and Inclusion, László Andor.

Both European social partners have contributed to this long-term strategy to preserve steelmaking and the employment in Europe in the framework of the Sectoral Social Dialogue Committee on Steel.

During EUROFER's annual event, namely the European Steel Day (28 June 2013), EUROFER and industriAll welcomed the European Commission's Steel Action Plan unveiled on 11th June. The Plan represents the first step in helping the steel sector to confront today's main economic, social and environmental challenges. It creates a 'new' industrial policy framework to preserve competitive steel-making and its workforce in Europe.



The European social partners consider the Steel Action Plan as a first step forward. It recognizes the steel sector's importance as not only strategic for Europe's economy but also a motor for growth.

The Plan tables measures and recommendations to boost the sector's competitiveness in 7 key fields: climate and energy efficiency; competition, trade; raw materials; research & innovation and social measures, including the use of European funds to alleviate the social cost of restructuring and promote youth employment.

The European social partners believe it is crucial to develop and implement these measures without delay, including the monitoring of their effectiveness. EUROFER and industriAll commit themselves to accompany this process by means of an effective European social dialogue.

This joint document is an initiative of the social partners EUROFER and industriAll within the Sectoral Social Dialogue Committee on Steel.

EUROFER – the European Steel Association – represents the European steel industry with direct employment of 350 000 people and the production of 170 million tons of steel per year.

IndustriAll – the European Trade Union – represents the interests of 5.5 million workers in Europe.

SUGAR



Beyond Corporate Social Responsibility

Established in 1969, the social dialogue in the sugar industry has brought together the European Committee of Sugar Producers, CEFS, and The European Federation of Food, Agriculture and Tourism Trade Unions, EFFAT, for over 40 years. In 1997, the two organisations signed an agreement defining their working rules. **In 1999, the creation of the "Sectoral Social Dialogue Committee in the sugar industry"** formalised the official recognition of the social partners in the sugar industry by the European Commission. In July 2008 the Dublin Foundation confirmed that CEFS and EFFAT remained "unchallenged in their position as representative European social partners organizations in the sugar manufacture sector".

Despite fundamental economic and social changes related to the reform of the European Common Market Organisation for sugar since 2006, no major labour conflicts have erupted. This illustrates the commitment of the social partners at European, national, sectoral and company levels to back up the work reached in the European social dialogue. It also shows that the EU social dialogue is a source for the development of innovative social dialogue practices across Europe.

Corporate Social Responsibility (CSR) in practice: Code of conduct of the social partner EFFAT and CEFS in the EU sugar industry on CSR

Since 1998 the European social partners have signed more than 12 joint positions on social and economic matters. In **February 2003** they took a further step forward by launching a **Code of Conduct on Corporate Social Responsibility**, which came into force on 1st January 2004 and was one of the first European codes of conduct of the social partners on CSR at sectoral level.

Established on a voluntary basis, this Code of Conduct covers eight minimum standards, from human rights, working conditions to business relations and choice of suppliers, and is illustrated by some fifty examples of good practice. The implementation of the Code of Conduct is monitored by both organizations and an implementation report (currently at its 11th edition) is jointly adopted and published every year according to a pre-defined procedure. Good practices are regularly updated and together with the annual implementation reports they are published on the common website of the social partners: www.eurosugar.org.

Companies submit to the social partners examples of good practices as a "source of inspiration for continuous improvement". An example is "good" if:

- It is better than statutory requirements (beyond provisions required by law) or it promotes a better implementation of existing regulations.
- The national social partners do agree upon the example

The CSR code of conduct in the sugar industry is assessed in accordance with ISO 26 000 guidance on social responsibility and the 2011 UN framework on business and human rights.

In focus: web-based tool on Improving Employability in the sugar industry.

Standard 7 of the Code of Conduct states that: *"In case of restructuring (...) the sugar industry acts in a socially responsible way. Steps are taken to improve the employability of employees."*

A joint "employability" project was launched in December 2008 with financial support from the European Commission. The project has led to the creation of a specific, practical web-based tool that is accessible on the joint website www.eurosugar.org. These online materials provide the social partners with an interactive toolbox covering the following aspects:

- a definition of the concept of employability;
- good practices both within and outside of the sugar industry, along with success factors;
- an analysis of the skills required in the sugar industry, the skills that look like to develop and the skills common to different trades;
- information on possible sources of funding for projects at European and national level.

For more information, the social partners common website: www.eurosugar.org

The way forward: plan for the unprecedented challenges ahead

- **Members of the European beet sugar chain sign up for a joint sustainability partnership**

EFFAT and CEFS have agreed to carry out a significant joint project to create a 'Sustainability Partnership' along the EU sugar supply chain that also involves the EU beet grower association CIBE. The objective of this partnership is to highlight and report on representative good practices of sustainable production of beet sugar in the EU, from field to factory, in a context of further intensification of the global sugar market and the phasing out of the EU sugar regime as of 2017. In particular, this partnership builds upon key social standards of the CSR Code of Conduct of the EU Sugar Industry. More information about the new partnership can be found [online](#).

- **Demographic analysis of the EU sugar industry workforce**

EFFAT and CEFS have conducted a detailed mapping of the EU sugar industry demographics over 2013. A final report shall be made available by the end of February 2014.

TANNING AND LEATHER



Project on "On-line self-assessment tool on safety & health at work in tanneries – Risk prevention"

Interview of:

- **Gustavo Gonzalez-Quijano**, Secretary General (COTANCE)
- **Luc Triangle**, Deputy Secretary General (IndustriAll)-)

What is the most recent success story of the leather-tanning sectoral social dialogue committee?

Gustavo: It's difficult to single out only one of the many success stories we could report on, don't you think Luc? We have been active and successful on several fronts: on [Social & Environmental reporting](#), implementing our Framework Agreement that sets a reporting standard in the Tanning sector, a first worldwide; also, on labour market issues and gaps & mismatches in education and training, leading to the development of the first [EU Sector's Skills Council](#) jointly with our colleagues in the Textile & Clothing sector, a fabulous instrument for the good governance of skills development and management through a network of National observatories and associated sectoral education & training establishments; on the image of the sector with our [project on Transparency & Traceability of leather](#) that has provided a significant insight in the topic and made recommendations to the sector.

Luc: Gustavo, that's all quite true, but we are asked to speak about one only now. And I am thinking of our joint "[OiRA project](#)". Remember? That was also an interesting exercise! We have mobilised our respective constituencies for producing together a risk assessment tool for tanneries that can now be accessed on the EU OiRA Web-site assisting tanneries in fulfilling their legal obligations in Safety & Health at work management practices.

With this instrument we are doing the right thing not only for European leather operations, where the tanning industry displays already a very good performance, as incidents are very low, but also to operations in other countries where, unfortunately, employers are not as vigilant and responsible as in Europe. The bad image that horror-stories - such as the disaster in Bangladesh - convey to the general public has an impact on the entire sector.

Why addressing "Risk assessment & prevention" in particular?

Gustavo: Luc is right; the OiRA project is indeed a very good joint success story. Accidents are rare in our sector in Europe, because they can be easily prevented with adequate care, but when they occur they can be very serious. Risks due to mechanical action or chemical exposure need to be well known by both employers and employees and risk prevention measures taken for avoiding injuries or intoxications. In Europe it's a legal obligation for the sector's operators. Every tannery needs to keep its own risk assessment manual. With our OiRA tool we provide a template for tanneries identifying the risks at each processing step and indicate the appropriate risk-prevention measures. Tanneries can use this tool for formatting their in-house Risk Management instruments without the need to recourse to external consultants that are expensive and often lack the necessary insight into the sector's specificity.

Luc: Yes Gustavo, the identification and prevention of health & safety risks at work is fundamental. I am very happy that we have an employers' counterpart that understands the importance for both sides of the industry of safe and healthy workplaces. The interest for the human factor in our enterprises is obvious. We have the chance in Europe to have an excellent workforce in the tanning sector, probably the best worldwide, as the high quality leather Europe produces testifies. We cannot afford to being associated to an image of an industry that is not acting responsibly for avoiding health and safety incidents in our factories. Accidents can be a personal drama for the worker involved but also a problem for the factory that loses often an essential collaborator during an undetermined period of time. A temporary replacement of skilled labour becomes often a challenge for employers too.



Conference on the OiRA Project – Addressing Risk Assessment & Prevention in the Leather/Tanning Sector, Brussels, 5 June 2012.
Julia Flintrop (OiRA), Luc Triangle (IndustriAll-European Trade Union) and
Gustavo Gonzalez-Quijano (COTANCE)

What did your project consist of exactly?

Gustavo: The project consisted of the customisation, promotion and dissemination in the European Leather/Tanning sector of the OiRA Risk Assessment tool. Examples of good practice, implemented at company, national and European level, in the identification and prevention of risks with regard to health and safety at work in tanneries were gathered and presented in a kind of catalogue that allows operators to build their own manuals and reporting instruments.

The practices and recommendations were selected and/or elaborated jointly by the European Leather/Tanning social partners involving stakeholders in all levels of the Social Sectoral Dialogue working in the sector, maximising thus both the cooperation and awareness of the sector.

Luc: Don't forget, Gustavo, that this initiative fulfils also a wider role in our sector. It is important to emphasise that the project was a tangible follow-up to one of our core objectives inscribed in our Joint work-programme addressing the improvement of the image of the Leather/Tanning sector.

The project targeted chiefly risk identification and prevention in the leather/tanning sector for improving even further the current good health & safety performance of our European factories, but it goes beyond that goal as it provides tanneries across Europe and at global level an instrument that empowers both sides of the industry demonstrating their credentials as a socially mature and responsible industry. The impact on the image of the sector should not be belittled. The image of the European Tanning industry as frontrunner in CSR at global level percolates to the general public improving the perception and attractiveness of the European leather/tanning sector in the eyes of young people and consumers.

It is also important to underscore the effect that this tool has as a model for improving the workplace conditions in third countries where these are currently in a sub-standard level causing a tremendous blow to the sympathy capital of leather as a material and as a career option.



Screenshot of the Leather/Tanning OiRA tool

What did your project aim to achieve?

Gustavo: Precisely the two objectives illustrated by Luc and me... They were:

- To show how the social partners address the issue of "Healthy Workplaces" in the European Leather/Tanning sector providing at company level practical tools for managing risk assessment and risk prevention at work and enhance the social dialogue between them, and
- To work jointly on improving the image of the European Leather sector that faces the impact of the negative publicity conveyed by "horror-stories" in the mass media when things go dramatically wrong somewhere in the world.

Luc: The project also represents the Leather/Tanning sector's response to various Commission-led strategic initiatives, such as the Europe 2020 Strategy for the development of the European economy and the Healthy Workplaces initiative of EU-OSHA, as well as the OiRA Risk Assessment initiative in particular, where Leather/Tanning is the first industrial sector having developed a Self-Assessment tool on the matter.

What are the key results of the project?

Gustavo: The key outcome of the project was, as indicated earlier, this on-line self-assessment tool for tanneries with which SME's of the leather sector can develop their own in-house Risk Management instruments that are legally required in Europe and are furthermore so much needed in many third countries.

This initiative represents not only a good practice of effective ways to address risks in the leather/tanning sector, but also a good example of close, effective and fruitful collaboration and dialogue between employers and employees' representatives.

Luc: Importantly, this tool is being taken up at national level by the Health & Safety authorities of EU Member States. The Catalanian Government (Spain) is adapting this tool to the specific legal requirements in their territory and Bulgaria will integrate it in its multi-sector initiative. Quite a recognition for the "good sectoral governance" of the EU Social Partners in the Leather/Tanning sector! I am convinced that other governmental authorities will follow in due course.

I would not be surprised if ILO would come to knock on the door of the Social Sectoral Dialogue Committee Leather/Tanning for asking permission to use this instrument for a wider dissemination of good practice at global level.

TELECOMMUNICATIONS



Good Practice Guidelines "Good Work – Good Health: Improving the mental wellbeing of workers within the Telecommunications sector"

In the framework of the European Sectoral Social Dialogue Committee on Telecommunications, a key priority has been the question of mental health at work. Mental health problems occur across the age spectrum and one in four people in employment can expect to experience some kind of mental health problem in a year. There is a growing understanding that good mental health can benefit not just the individual but also the business in which they work and the wider community, and that work can be good for health when companies provide good quality of work and work conditions.

Communication technology is both a catalyst and an enabler of change – as such it can be seen as either part of the problem or as central to the promotion of improved mental wellbeing at the workplace. Management can, by deploying good work practices and by good management of mental health issues across the telecommunication sector, act as a pointer to good practice which has relevance not just to the telecommunications companies but to the wider employment market.

In 2009-2010, the European social partners in the telecommunications sector, UNI Europa ICTS and ETNO, have jointly carried out a project supported by the European Commission to develop Good Practice Guidelines to enhance the mental wellbeing of workers in the telecom industry. During this project, a team of researchers was engaged to examine both the scientific literature relating to mental health at work and the policies and practices of a selection of European telecommunications companies chosen to be representative of different sizes and geographical coverage. The research forms the basis for the Good Practice Guidelines. The findings highlight the work factors associated both with good and bad mental wellbeing and identify a number of examples from across Europe that demonstrates how problems can be avoided and how employees who become unwell can best be supported. The telecom industry is well placed to apply this learning because of its size, structure, access to new technology and history of collaborative working through social dialogue.

The project called "Good Work – Good Health: Improving the mental wellbeing of workers within the Telecommunications sector" was planned and carried out by a steering group consisting of members from UNI Europa ICTS affiliates and ETNO representatives. In a first phase, the steering group contracted, through a public tender, the researchers that carried out the scientific review and conducted interviews in selected telecom companies in Europe.

In a second phase, the results of the research were summarised in the "Good practice guidelines" that were published during the final high-level conference on 14 -15 October 2010. Over 120 delegates from across the telecom industry participated in the extremely successful conference. The Good Practice Guidelines were translated into English, French, German, Spanish, Italian, Czech, Polish, Romanian, Portuguese, Greek, Swedish and Estonian and disseminated to ETNO companies and UNI Europa ICTS affiliates. A dedicated project website was created that provides information about the project and where all language versions can be downloaded (www.gwgh.eu).

In 2011, one year after the launch of the Guidelines, ETNO and UNI Europa ICTS finalised the project with an impact assessment of the use and effectiveness of the Guidelines and summarised the results in a report. To assess the impact of the Guidelines, a questionnaire was developed by the ETNO/UNI Europa ICTS Steering Group to evaluate the effectiveness of the guidance. The questionnaire was sent to the respective participants that attended the launch conference, to the members of the ETNO Employment Health and Safety Working Group, to ETNO Contact Persons as appointed by each member company; and to the relevant trade union organisations affiliated to UNI Europa ICTS via their appointed contact persons. The questionnaire was translated into Czech, Estonian, French, German, Greek, Italian, Polish, Portuguese, Romanian, Spanish and Swedish for distribution but responses were requested in English. It was stated that respondents will not be individually identified and the data will be used for general feedback to the European Commission.



The impact assessment questionnaire showed the following results:

- Most respondents (84%) found the guidelines useful;
- A majority of respondents (83%) had disseminated the information and most (67%) were aware of the guidance documents and GWGH website;
- A variety of measures were used to disseminate the information from the guide, including their own intranet, magazine articles and seminars. Not surprisingly, HR and H&S departments played a key role in disseminating the information;
- All sections of the guide were rated useful, although the "organisational interventions", "work hazards to mental health" and "implementation of good practice" sections were rated the most useful;
- The GWGH website was rated as being very useful and in the open responses, it was noted that a number of organisations provided a link to the GWGH website on their intranet;
- Both H&S and HR services were recognised as the stakeholders to benefit most from the guidelines;

- The results indicate that the guidelines have somewhat altered practice, with the most benefit being obtained for "organisational interventions" and "implementation of good practice" followed by "work hazards to mental health";
- Most organisations said there hasn't been a measurable change in the rate, days lost or cost of mental health since the guidelines were published
- One organisation provided data in answer to question 10, which shows a reduction in cases, days lost and costs, over a twelve month period. This was following an existing mental health programme, which reflected the same principles as contained in the guide, but was not a result of implementing the guidance;
- Most comments reflected that the guidance was a good benchmarking tool and a good starting point for an organisation that wanted to develop a policy or programme;
- Four ETNO organisations and two UNI Europa ICTS affiliates stated they would be willing to share best practice on programmes.

The Good Practice Guidelines set out common principles that apply to all who work in the sector and practical guidance, based on what some companies are already doing. The social partners in the telecom industry are convinced that the Guidelines have wider applicability to other sectors beyond the telecom industry.

"Good Work Good Health" is a great example of a successful European social partner project that addresses the real problems and the work situation of employees in the telecom industry, giving concrete support through good practice guidelines. As a result of the project, UNI Europa ICTS and ETNO signed a joint declaration on good practice guidelines in 2011.

TEMPORARY AGENCY WORK



Project on the Role of Temporary Agency Work and Labour Market Transitions in Europe

1. Transitions project (2012)

In 2012, Eurociett and UNI Europa, the two EU social partners in the temporary agency work sector, obtained EU funds to carry out a joint project on the role of temporary agency work facilitating transitions in the labour market.

The project consisted of three main elements:

1. A field research conducted by an external consultant (Wilke, Maack and Partner), selected with a call for tenders;
2. A meeting with key EU stakeholders to provide expertise and knowledge to enrich the content of the field research;
3. A pan-European conference to launch the results of the study and the joint recommendations from Eurociett and UNI Europa on how to maximise the role of temporary agency work in facilitating labour market transitions in Europe.

A joint Steering Committee of experts from Eurociett and UNI Europa membership was set up to oversee the project and provide guidance to the external consultant. The experts, coming from the Netherlands, France, Belgium, the UK, Italy and Spain met three times throughout the year. The two Secretariats from Eurociett and UNI Europa were supporting the work of the Steering Committee and that of the consultant.

About the final report

The results of the external research are in the report "the Role of Temporary Agency Work and Labour Market Transitions in Europe".

The report consists of two main parts:

1. An EU level comparative analysis of major aspects and issues regarding the industry and agency workers in Europe, including relevant regulation, social dialogue and collective bargaining and the profiles of agency workers;
2. An in-depth analysis with facts and figures on the role of temporary agency work in facilitating transitions from unemployment to work, from education to employment, from temporary to permanent employment and for vulnerable groups and on the role of the sectoral social partners. These types of labour market transitions are presented as extensive case studies that mainly focus on

six EU Member States: France, Belgium, Netherlands, Italy, United Kingdom, and Germany.

The full report can be downloaded from [here](#).

About the EU stakeholders meeting (6 June 2012)

The meeting was a half-day consultation co-chaired by Eurociett and UNI Europa that brought together EU experts from academia, employers and workers' organisations, European institutions, and European think-tanks. The purpose of the meeting was to discuss and exchange views on the preliminary results of the field research, carried out by the German consultancy, Wilke, Maack and Partner.

The participants, including the members of the Steering Committee, engaged in two interactive debate sessions: one to provide feedback on the comparative overview on temporary agency work regulation and profiles of temporary agency workers and the other on the different types of transitions.

The meeting was organised to extend participation of other European stakeholders in the project to further enrich the content of the research and add value to its findings.

About the pan-European conference and the joint recommendations to EU policymakers

The conference took place in Brussels on 19 December 2012 and marked the successful conclusion of the project. The pan-European conference launched the key results of the joint report and offered a platform for Eurociett and UNI Europa to [put forward their joint recommendations to EU policy makers](#) on temporary agency work facilitating transitions in the labour market.

The joint recommendations were formally signed by the Eurociett President and by UNI Europa Secretary General. The recommendations stressed the need to achieve appropriate regulation on the industry, especially through the full implementation of the Directive on temporary agency work (208/104/EC), and encouraged social dialogue and cooperation between employment services as a way to facilitate labour market transitions. Eurociett and UNI Europa also called for further research into the stepping-stone function of temporary agency work and emphasised that temporary agency workers should be on an equal footing with other non-traditional forms of work in terms of access to social protection and social charges.

The conference attracted over 90 participants from Eurociett and UNI Europa's members, key stakeholders from the European Commission, ILO, OECD, Academia, NGOs, and media. The event was opened by two keynote speakers: Mr Santiago Loranca Garcia, Head of Unit of European Employment Strategy, from DG Employment at the European Commission, and Maria Munderlein from the University of Rotterdam. Social partners from Italy, France, Belgium and Netherlands shared best practices on temporary agency work and transitions in a roundtable discussion.

Dissemination of results and follow-up:

Eurociett and UNI Europa published the final report ([executive summary + recommendations in 9 languages](#)) on their websites and shared the results with all their members.

In June 2013, Eurociett and UNI Europa exchanged views and followed-up on the different points of the joint recommendations during their Sectoral Social Dialogue Committee meeting.

The results of the report and the recommendations were shared with representatives of DG EMPL, Members of the European Parliament, and EU specialised agencies (Eurofound). Ad hoc meetings and events at the EU and national level throughout 2013 also accompanied the dissemination of the results.

2. Eurociett/UNI Europa roundtable on social dialogue in the temporary agency work sector in Croatia

On 1 July 2013, Eurociett and UNI Europa held a roundtable event in Zagreb to promote social dialogue in the temporary agency work sector in Croatia. The roundtable brought together national representatives of private employment agencies, trade unions, government, public employment services and labour inspectorate to discuss challenges and opportunities for the temporary agency work in Croatia.

The programme featured two panels specific to the Croatian situation, addressing regulation, social dialogue, and cooperation with the public employment services. Another panel was organised to present the sectoral social dialogue in Europe, and selected national experiences from Poland, Italy, Bulgaria and Belgium.

[Eurociett and UNI Europa issued a joint statement](#) encouraging the Croatian social partners to continue their dialogue kicked off with the roundtable beyond the event as to build on the momentum and on the good ideas discussed.

The event was organised on the Croatian accession day in the European Union and was financially supported by the Technical Assistance and Information Exchange instrument (TAIEX).

The Croatian roundtable is the 5th event organised by Eurociett and UNI Europa, to facilitate social dialogue in the temporary agency work sector. The previous roundtables were held in Poland (2006), Hungary (2007), Bulgaria (2009) and Turkey (2010). Eurociett and UNI Europa plan to organise another roundtable event to encourage social dialogue in the temporary agency work sector in Serbia in 2014 – as set out in their current [2013/2014 work programme](#).

Overview of Success Stories

Sector	Title	Date	Type
Agriculture	50 ans de dialogue social dans le secteur agricole		
Audiovisual	Framework of Actions on Gender Equality	27/10/2011	Framework of actions
Banking	Project on Lifelong learning for bank employees in Europe: Reaching out to Central and Eastern Europe.	2013	Tool
Central Government Administration	European Framework Agreement for a quality service in administrations	12/12/2012	Framework of actions
Chemical Industry	European Framework Agreement on Competence Profiles for Process Operators and First Line Supervisors in the Chemical Industry	15/04/2011	Framework of actions
Civil Aviation	Joint Position on the Social Security Regime applicable to Air Crews	08/06/2011	Joint Opinion
Commerce	European Skills Council for Commerce	2012	Tool
Construction	Social dialogue in the construction sector: Challenges and achievements		
Contract Catering	Guide to the economically most advantageous offer in contract catering	2006	Tool
Education	Project Co-Reg-LLL: "Trans-regional cooperation in Lifelong Learning among education stakeholders" and Joint Guidelines	2010	Tool
Education	Joint Declaration on the promotion of self-evaluation of schools and teachers	12/11/2013	Declaration
Electricity	Joint Study: 'Towards a low carbon electricity industry: employment effects & opportunities for the social partners'	2011	Tool
Food & Drink Industry	Food and drink industry: an example of successful social dialogue		
Graphical Industry	Project on 'Socially Responsible Restructuring'	2010	Tool
Hospitals & Healthcare	Framework Agreement on Prevention from Sharp Injuries in the Hospital and Health Care	26/10/2009	Agreement
Hotel & Restaurant	Qualification and Skills Passport in the European Hospitality Sector	2011	Tool
Industrial Cleaning	Joint declaration on daytime cleaning	02/03/2007	Joint opinion

Insurance	Project on "Addressing the Demographic Challenge in the Insurance Sector"	2012	Tool
Metal Industry	Campaign to protect occupational pension schemes against the plans to extend own funds requirements to occupational pension providers	2012	Tool
Multisectoral	Agreement on Workers Health Protection through the Good Handling and Use of Crystalline Silica and Products containing it	25/04/2006	Agreement
Paper Industry	Report on No Paper Without Skilled, Healthy and Safe People	2012	Tool
Personal Services/ Hairdressing	European framework agreement on the protection of occupational health and safety in the hairdressing sector	26/04/2012	Agreement
Postal Services	Joint Conclusions on Environment	04/04/2013	Declaration
Private Security	Selecting best value - A manual for organisations awarding contracts for private guarding services	10/06/1999	Tool
Railways	Agreement on certain aspects of the working conditions of railway mobile workers assigned to interoperable cross-border services	27/01/2004	Agreement
Road Transport	STARTS Project: Skills, Training and the Road Transport Sector	2010	Tool
Steel	Joint EUROFER-industriAll declaration on the European Steel Action Plan / Steel Action Plan	25/06/2013	Declaration
Sugar	Beyond Corporate Social Responsibility		
Tanning & Leather	Project on "On-line self-assessment tool on safety & health at work in tanneries – Risk prevention"	2011	Tool
Telecommunications	Good Practice Guidelines "Good Work – Good Health: Improving the mental wellbeing of workers within the Telecommunications sector"	02/03/2011	Guidelines
Temporary Agency Work	Project on the Role of Temporary Agency Work and Labour Market Transitions in Europe	2012	Tool

More information on EU social dialogue.

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