



**ETUC ANNUAL
EWC CONFERENCE**

**30 September –
1 October 2014**

International Trade Union House
Boulevard du Roi Albert II, 5 – 1210 Brussels

**European Works Councils:
their role in
health & safety and
anticipation of change**



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INTRODUCTION

I. European Works Councils (EWCs) as drivers of working conditions and occupational health and safety

Over the past few years, issues surrounding working conditions and occupational health and safety (OHS) have become one of the main priorities of trade union action. The Commission had multiplied the number of directives and incentives on this subject, such as the Framework Directive 89/391/EEC of 12 June 1989 on the introduction of measures to encourage improvements in the safety and health of workers at work. This directive specifies in particular that employers are obliged to assess occupational risks and consult workers on all issues related to their health and safety at work.

In most Member States, employers are now required to provide their workers with a healthy and safe environment and working conditions. A recent study¹ conducted by the European Agency for Safety and Health at Work (EU-OSHA) illustrated that the legal obligation introduced by the Framework Directive is still one of the main driving forces behind getting company managers involved in the health, safety and working conditions of their workers. **The role of trade unions, and worker representation bodies in particular, in working conditions and occupational health and safety is recognised as another major impetus for preventing this sort of risk.**

Nowadays, worker representatives are increasingly called upon to have their transnational activities address work-related issues. **European Works Councils (EWCs) are now the strategic crossroads of social dialogue in international companies.** European trade union bodies strongly recommend incorporating work-related issues into the activities of EWCs and European sectoral social

¹ 'ESENER. *Surveying Europe's enterprises*'. Presentation given by EU-OSHA during the ETUC conference on the 'Safety Reps' project (Budapest, 22-23 May 2013).

dialogue bodies. As such, the ability to connect occupational health issues to other thorny issues facing companies is essential.

The maturity of EWCs tends to spur on the development of **good practices** on this subject. As such, we can report three findings that spark social partner interest in an approach to health, safety and working conditions within EWCs.

1. GROWING DEMAND FOR EWCS TO ADDRESS OHS ISSUES

Awareness of the importance of these issues and the consequences for company results has become more widespread over the past few years. By way of example, the 2004 Directive on the minimum health and safety requirements regarding the exposure of workers to the risks arising from physical agents raised social partner awareness. Research institutions, particularly EU-OSHA and the European Foundation for the Improvement of Living and Working Conditions (Eurofound, Dublin) at European level, have also invested in promoting understanding of issues regarding occupational health and safety, their impact and their sources.

Over the past few decades, a large number of legislation, preventive actions, new technologies and innovation in work organisation have noticeably improved worker health, safety and working conditions. Nevertheless, there are still plenty of both psychosocial and mental professional risks in today's world of work, given the risks of the intensification of work, the negative effects of new technologies, the ageing of the working population and longer working lives. Furthermore, the social partners find themselves playing a greater role, as the European Commission is currently dismantling European policies on occupational health. **Every year, over 4,000 workers have an accident at work and over three million are involved in a serious accident resulting in more than three days off work². In total, 24.2% of workers believe that their work jeopardises their health and safety and 25% think that it has had primarily negative effects on their health³.**

As such, working conditions' impact on health is increasingly at the centre of discussions within EWCs. By way of illustration, several EWC agreements have now established working groups to tackle specific issues associated with occu-

² European Statistics on Accidents at Work (ESAW), 2011.

³ European Working Conditions Survey (EWCS), 2010.

pational health and safety and working conditions. For example occupational health and safety is a subject for negotiation within Arcelor Mittal and GDF SUEZ.

2. BENEFIT OF TRANSNATIONAL EXCHANGE ON WORK

Within EWCs, exchange on work-related topics that apply to all participants greatly boosts the quality of dialogue. **In fact, exchanges on work activities and conditions have been proven to reach a greater consensus than issues surrounding pay and employment. Furthermore, discussing working conditions and health risks (e.g. noise, relations, working tools) unites EWC members. Addressing such issues transcends differences (e.g. site size, economic situation, local and national specificities, social dialogue culture) and identifies common situations.** As a result, issues surrounding working conditions, health and safety are frequently incorporated as a subject for dialogue in establishment agreements. By way of example, **France Telecom/Orange EWC** conducted a study on psychosocial risks among all workers (in 16 European countries). An assessment questionnaire was drafted with a working group and the results have been disseminated. A meeting with the managers of national subsidiaries was then organised to announce the specific findings for each country. This work shall continue in national negotiations.

3. THE ABILITY TO PRODUCE TANGIBLE, JOINT RESULTS THAT ARE USEFUL FOR ACTIVITIES

Improved working conditions appear to be a priority in surveys asking workers about their expectations of trade unions. This is a clear mandate: how can we talk about defending workers' rights if we do not tackle the basic need to keep them alive and protect their health? Moreover, this applies to all workers, whether employees or executives.

As such, management may submit an assessment of the situation regarding working conditions and health and safety within various European subsidiaries to an EWC for review. However, the report's findings may not reflect the realities encountered by worker representatives within EWCs. As a result, it is possible to perform a specific collective analysis and draft an action strategy. Identifying and acknowledging the realities faced by workers can thus facilitate the launch of very operational actions resulting from comparisons and exchange within

EWCs. For example, Consulting Europe supported seven EWCs from the same sector as part of a project launched by UNI Europa, a European trade union federation. The social partners were able to jointly analyse the challenges by means of a questionnaire, a joint session and company visits. Activities geared towards preventing occupational risks (e.g. heat, noise) that have already been successfully introduced at a site were shared and rolled out at other sites that may face the same problem. Within EWCs, management regularly reviews the launch of preventive action.

In another scenario, a serious accident that occurred in one of the countries represented in an EWC may trigger an analysis of the working conditions and prevention mechanisms at sites in other countries, meaning that EWCs can help to reduce the accident rate and guarantee transnational monitoring. For example, the Michelin EWC strived to introduce a transversal system within the company to have the EWC monitor occupational accidents and prevention mechanisms at all sites.

4. CONCLUSION

EWCs have now achieved a certain level of maturity as representation bodies, which allows them to go further than simply applying directives. The existence of active EWCs with representatives working on health and safety can make the difference between a company officially and routinely applying rules, and genuine protection. **As such, European Works Councils are a good way to address issues surrounding working conditions and health and safety:**

- Transnational exchange between social partners on work-related issues is easier, as the issues addressed frequently result in a consensus.
- EWC action on these issues makes it easier for workers to understand these activities specifically, as their actions are based on tangible professional practices.
- Exchanging good practices improves the support EWCs provide as a whole.
- Comparing better situations in other establishments may push employers to take action.

Jean-Jacques Paris and Liesbeth Van Criekingen (ConsultingEuropa/SECAFI)

II. Restructuring, anticipation of change and the crisis

Corporate as well as sectoral restructuring is a continuous feature of economic life resulting from technological progress and innovations, societal and political changes influencing in particular labour market and social policies. Though the European Union has always gone through phases of accelerated restructuring in specific sectors (e.g. steel, textile) or national economies (e.g. the transformation process in Central and Eastern Europe), restructuring after the 2008 crisis is different.

Two aspects are important here: *First*, the 2008 crisis abruptly ended a period of steady net expansion of employment. Between 2002 and 2008 employment in the EU27 increased by 14.2 million jobs, most of them in the service sector that increased its share of total employment from 67% to 72%. During this period the expansion of employment in other sectors was able to compensate for the loss of jobs in industry and agriculture. Already before 2008, five million jobs were lost in industry. However, according to Eurostat figures the 2008 crisis hit industry particularly hard and a further 6 million jobs were lost by 2012.

A *second* aspect of restructuring after the crisis is even more worrying as it is largely 'home-made': The 2008 crisis brought to an end a comparatively long phase of net job creation and resulted in a sharp and continuous increase in unemployment that is continuing in all EU member states apart from Germany. As a result of austerity, labour market disparities between EU member states have reached a scale never known since the establishment of the European Union in 1993: In 1994 the average unemployment rate in the EU was 10.7% with 3.8% in Austria and 22% in Spain as the two extremes. In 2013, with an EU average rate of 11%, the gap was significantly higher with 4.9% in Austria and 27.5% in Greece and 26.1% in Spain. The jobs crisis is most dramatic in those countries that have been the main victims of the 'structural reform' programmes of the Troika after 2009/2010, i.e. Greece, Spain and Portugal.

1. TOWARDS THE DISAPPEARANCE OF SOCIAL EUROPE?

By concentrating on enormous expense of rescuing a financial sector from the effects of its own faults and 'structural reforms' that include cuts in public

spending, privatisation, wage and social benefits reductions and undermining collective bargaining and job security, Europe has adopted an approach to economic and monetary governance that tends to view social progress and achievements of the past at best as a luxury add-on but increasingly as a cumbersome obstacle for the necessary restoration of competitiveness.

By focussing solely on fiscal austerity and the stoic insistence that uncompetitive countries should bear all the costs of readjustment, we are currently experiencing a massive **dismantling** and disappearance of **'Social Europe'**, and with it the model that was intended to distinguish the EU from other world regions. In terms of the management of restructuring at corporate as well as at wider level, this social model or dimension translates into notions such as employee participation, social dialogue, pro-active labour market policies and EU wide minimum standards and legal frameworks on information, consultation and other workers' rights in situations of corporate restructuring. However, mainly due to a lack of political will it was not possible to have a legal framework of anticipating restructuring and managing change in a socially responsible and sustainable way as requested by the European Parliament. Instead of setting up a pro-active European legal framework for dealing with restructuring, at the end of 2013 the European Commission came up with a *"Quality Framework for Restructuring and Anticipation of Change"* (QFR) that consists mainly of a collection of general principles and recommendations to be implemented on a purely voluntary basis by all stakeholders.⁴ But it is not just the purely voluntary nature of the QFR which raises serious doubts and scepticism about any concrete impact of this initiative. The ETUC and its member organisations are well aware of the shortcomings of the legal frameworks and directives that are already in place: most have been adopted by national law and involve clearly defined rules that should be applied in situations of restructuring and corporate change.

As the ETUC has learned from experience, from national members and through joint activities such as the recent project *"Anticipating change and restructuring in multinational companies through stronger transnational trade union cooperation"*⁵ the already existing frameworks of workers participation too often don't work in

4 http://ec.europa.eu/news/pdf/131213_en.pdf . See also the ETUC position: <http://www.etuc.org/press/eu-guidelines-restructuring-let-down-millions-workers-etuc-condemns-%E2%80%98wishful-thinking%E2%80%99#.UzQiJvldUfwb>

5 The two years project was implemented by the ETUC in partnership with four European Trade Union Federations (EFFAT, EFBWW, UNI-Europa and IndustriAll).

practice because of ‘built-in’ faults and shortcomings and because too often rules are not obeyed or are even actively undermined by employers and management.

We also learned that the ongoing crisis, fiscal austerity and ‘structural reform’ programmes have not only resulted in an acceleration of corporate restructuring and crisis-related necessary adjustments, but also in a vicious circle of worsening of working conditions and undermining of workers’ participation rights and collective bargaining. Irrespective of sectoral and national backgrounds, the ETUFs reported trends such as stronger shareholder value approach, the focus of corporate restructuring on cost-cutting competitiveness, downgrading of working conditions, increasing pressure on wages and social benefits, as well as an extension of more flexible and insecure forms of work within companies and sectors.

A further result of the ETUC-ETUF project has been that restructuring at company as well as sectoral level **lacks any forward-looking industrial strategies that go beyond cost reduction**. Company decisions are not always taken with a responsible attitude, and more importance is often paid to the financial results of the corporations than to the sustainability of the real economy and the industrial base. Some companies are not in fact in financial or economic difficulties. The only logic which prevails behind job cuts and constant pressure on wage levels and working conditions is that of “double digit profits”. In some companies cost cutting operations targeting the workforce in breach of the EU legislation sometimes hide - or reveal – a substantial lack or short-term industrial strategies.

Thus **shareholder-value focused corporate restructuring** can be regarded as the counterpart of fiscal austerity and structural reform programmes targeting the competitiveness of whole national economies. Here, it comes as no surprise that as a result of structural reforms the coverage of collective bargaining since 2008 has slumped most dramatically in Spain, Portugal and Greece.

2. COLLECTIVE WORKERS PARTICIPATION AS A KEY TO BETTER ANTICIPATION AND A MORE SUSTAINABLE MANAGEMENT OF CHANGE

As much as the European Trade Union movement is fighting for a reversal of fiscal austerity, as well as serious efforts to boost industry and employment, **workers participation at company level** and the **re-balancing of financial shareholder expectations and stakeholder values** must be regarded as **key factors for the**

anticipation and management of change in a sustainable way. And here, no other collective organisation representing workers' interest reflects the challenges ahead as well as experience of good and bad practice as much as **European works councils (EWCs)** and employee participation structures in European MNCs.

The ETUC project with the ETUFs, and the experience of workers' representatives in transnational companies and EWCs, have shown very clearly that any longer-term and sustainable competitiveness and the respective corporate reorganisation and management of restructuring **can only be achieved and successfully implemented with the active contribution and support of the workforce** and not against it.

Consequently, workers and their trade union representatives have to be provided with all legislative and practical means allowing them to fulfil their role at all relevant levels - namely at European as well as at national level. This implies filling in the gaps between the provisions of European legislation, national implementation laws and practice in the field of information, consultation and participation rights. Issues relating to the actual performing of information and consultation rights for European works councils have to be addressed and limitations on their right to act as representatives of the whole European workforce have to be removed. Existing EU legislation in this sense has to be assessed for its impact and amended in its language and implementation practice if necessary, by European and national legislators.

Experience from EWCs, both good as well as bad practices, show that biased or partial information and consultation procedures threaten workers' ability to comprehend the whole dimension of the change and to engage in meaningful consultation and anticipation of change. Improving the effectiveness of workers participation, information and consultation is therefore crucial in terms of ensuring an innovation potential, whose peculiar added value resides in the fact that it is the product of a participative decision making process.

The **potential of workers' involvement reaches its highest point when it provides solutions to conflicts in a permanent and decisive way.** The main expression of such potential is realised in collective bargaining. Therefore, the consolidation of the link between workers involvement and bargaining at transnational company level and the development of an adequate European legal framework for information, consultation and board-level representation at European level, as well

as reliable and effective transnational company agreements (TCAs), could be regarded as an important means to foster the development of tailor-made solutions addressing challenges related to management of change, especially in an anticipatory perspective.

There is a **strong need for a more integrated regulatory framework to manage restructuring in a coherent, equal and responsible way** all over Europe. Such a framework needs to involve the obligation for MNC management to activate consultation procedures aimed at achieving an agreement with trade unions at the relevant level (European and national/local) prior to implementing any restructuring measure.

Such an approach demonstrates respect for a participative approach, the contribution of the workforce to decision making in the interest of the company as well as of the society, and maximum effectiveness of jointly agreed measures at all levels. It also allows a more coordinated and coherent approach, monitoring working conditions and labour rights at different levels and in different dimensions.

Given the complex interaction between transnational and local levels within MNCs, as well as between company and sectoral levels, the need for integrated strategies needs to go beyond the company dimension. It is more and more urgent to frame company restructuring in a wider perspective, namely at sectoral level. Thus an innovative and integrated industrial policy orientation and agenda that also translates into significant public and private investment in R&D, innovation and infrastructure today is even more urgent and overdue.

Enacting such an industrial policy strategy would involve the whole potential of sectoral policy and regulatory policy making: incorporating MNC restructuring initiatives in a broader industry-wide policy framework, taking up trade union demands on the reindustrialisation of Europe; involving the interprofessional and sectoral European Social Dialogue; ensuring the involvement of concerned national trade unions and employer representatives as well as national authorities to bring forward initiatives aimed at enacting a proactive anticipation of change.

Finally, managing change and fostering innovation in a sustainable and forward looking way is not possible without a prepared, well-skilled and motivated workforce. Thus preparing and enabling workers to cope with change is crucial not only in the interest of the continuing employability of those workers made redun-

dant, but also in response to the development needs of the companies and economies that are facing multiple and rapidly evolving change.

3. THE 2014 EWC CONFERENCE

The ETUC is fully aware that within the current political environment the achievement of these demands and objectives requires a joint, longer-term and coordinated approach within the European trade union movement. Within this, European Works Councils and the experience of transnational companies are key actors as they exemplify in a nutshell both the challenges and shortcomings as well as good practice experience that illustrate concrete added-value and positive effects of collective workers participation with a view to anticipating and managing change in a successful and sustainable way.

By gathering experience as well as exchanging further on concrete needs with a view to European trade union coordination, the 2014 EWC Conference will be an important step on the long road ahead to a better anticipation of change and management of restructuring in Europe.

Claudia Menne/Wolfgang Kowalsky/Marina Monaco/Eckhard Voss

PROGRAMME

TUESDAY 30 SEPTEMBER 2014

- 13:30 Registration of participants, welcome coffee
- 14:00 Welcome: *Claudia Menne, Confederal Secretary ETUC*
- 14:10 Opening of the conference:
Josef Stredula, General Secretary CMKOS
- 14:30 **EWC as drivers for health & safety**
Introduction: *Jean-Jacques Paris/Liesbeth Van Criekingen (ConsultingEuropa/Secafi-Groupe Alpha)*
- 15:00 Experience from the public/energy sector:
Bob van Passen, GDF-SUEZ EWC
Discussion – evidence from the shopfloor; examples
- 15:30 Coffee break
- 16:00 Experience from the tobacco sector:
Jean-Marc Barnasson, Philip Morris International EWC
Discussion – evidence from the shopfloor; examples
- 16:30 Experience from the transport sector:
Jens Ole Nielsen, Deutsche Post – DHL 3F EWC
Discussion – evidence from the shopfloor; examples
- 17:00 **EWCs for a better health & safety policy – comments and conclusions:**
Brenda O'Brien, European Agency for Health and Safety at Work (OSHA)/Claudia Menne
- 17:15 End of the 1st day

WEDNESDAY 1 OCTOBER 2014

08:30 Registration of participants

09:00 Towards the review of the EWC Directive:
Jan Willem Goudriaan, General Secretary, EPSU

09:15 **Anticipation of change: contingency planning and restructurings**

Chair: Jan Cremers, University of Amsterdam

Experience from the pharmaceutical and chemical sectors:

Iris Gürtler, Merck EWC

Discussion – evidence from the shopfloor; examples

Experience from the cement sector:

Uwe Barkmann, Chairman of Holcim EWC

Discussion – evidence from the shopfloor; examples

Experience from the metal sector:

Karoline Mis, Mahle EWC

Discussion – evidence from the shopfloor; examples

11:00 Coffee break

11:30 **Round table: What future role for EWCs – 20 years on?**

Chair: Aline Hoffmann, ETUI

Introduction: *Angelo di Cristo, member of the EWC select committee of Unicredit, SSDC Uni Europa Finance coordinator*

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13:00 Conclusions: *Claudia Menne, Confederal Secretary ETUC*

13:15 End of the conference & **Buffet lunch**

SPEAKERS

IN ORDER OF APPEARANCE

Claudia MENNE was elected Confederal Secretary of the ETUC with responsibility for worker participation, gender equality and social protection, at the ETUC Athens Congress of May 2011. She was Head of the Confederation of German Trade Unions' (DGB) Department for Gender Equality and Women's Policy from 2006 to 2011. Claudia held numerous positions within the German trade union movement prior to this.

Josef STREDULA, aged 46, is President of the the biggest trade union confederation in the Czech Republic. After studies at technical secondary school in Opava he started work at Vítkovické železářny (ironworks) in a technical capacity. In November 1989 he participated in the launch of new trade unions in the Czech Republic; he has been actively involved in trade unions and trade union functions since February 1990. He was elected as Vice President of OS KOVO (Czech Metalworkers Trade Union) in 1993; in 2005 he was elected President. In April 2014 he was elected ČMKOS President.

Jean-Jacques PARIS has 25 years 'experience as European labour lawyer and expert in Industrial relations at European level. Before joining Alpha Group in 1998, he worked as Administrator at the European Commission (1990-1998) in DG Social Affairs where the Directive on European Works Council was born (1994). He was researcher at the European University Institute in Florence (1986-1990). Inside Alpha Group he is, as consultant, in close touch with businesses and social partners, has acquired new know-how in the field of labour law and Industrial relations. He has accompanied social partners in the setting up of several European Works Councils.

Liesbeth VAN CRIEKINGEN After completing studies in anthropology (K.U. Leuven - Belgium), she worked with Nike Inc. Drawing on her experience at Vigeo and ARACT Aquitaine, she joined SECAFI in 2012 to focus on the analysis of organisational and occupational hazards. She also coordinates work on health & safety at work and working conditions at European level.

Bob VAN PASSEN started work in 1976 in the chemical company Union Carbide as a technical operator in electronics and maintenance. He moved to the nuclear power plant of Doel in Flanders Belgium (Electrabel GdFSUEZ) on 1981, where he was involved to the planning service for the shutdown and revision works on the plant. He has been Secretary of the EWC GdFSUEZ since 2009 and active in the Belgian trade union for more than 30 years. Electrabel's parent company GdFSuez has activities in 16 countries, with 45 EWC members who hold meetings twice a year.

Jean-Marc BARNASSON has worked for Philip Morris International since 1992 as Sales Supervisor. He is Secretary of the Works Council of Philip Morris France since 2008, and is also a member of the Health Committee and an EWC representative. In 2010 he organized with his French colleagues a stress survey in Philip Morris' French operations following a series of critical situations including burnout, demotivation, lack of recognition. In collaboration with Philip Morris top management they have created a steering committee to implement action plans. He will talk about EWC initiatives from Philip Morris plants in other countries regarding reduction of workload and stress in the workplace.

Jens-Ole NIELSEN from Denmark has been employed by DHL Express Aviation Copenhagen Hub for 20 years. He is the Senior Shop Steward in CPH HUB and has been a representative to the DPDHL EWC since 2003. A member of the EWC presidium, he serves on a Health & Safety joint working group with DPDHL management and is also spokesman for the EWC Team in the Business Committee of DHL Express.

Brenda O'BRIEN is the Manager of the EU-OSHA Liaison Office in Brussels, representing the interests of the Agency in the EU institutions and other international and European organisations, such as the European Social Partners and stakeholders engaged in workplace health and safety. Previously, Brenda worked in the Bilbao headquarters, focusing on the Agency's campaigns and SME programmes. Before that, Brenda O'Brien worked in Brussels for several years with the European trade unions, specialising in the European Social Dialogue, advocacy activities, press and campaign work. Brenda holds an honours degree in European Studies from the University of Limerick, and a postgraduate Master of Letters (Sociology) from Trinity College, Dublin, Ireland.

Jan-Willem GOUDRIAAN was elected General Secretary of the European Federation of Public Services Trade Unions (EPSU) in May 2014. He started in the

Dutch public services trade union AbvaKabo-FNV in 1989. EPSU's Deputy General Secretary since 1997. Together with the trade union delegations he negotiated European Works Council agreements and transnational company agreements including with Europe's leading energy and water companies including a groundbreaking deal on improving equality and equal pay in GdfSuez. He has been an active campaigner against the privatisation of water companies in the EU amongst others. He proposed and is vice-President of the first ever successful European Citizens' Initiative on the Human Right to Water and Sanitation which collected 1.9 million signatures. He is a member of the ETUC Executive Committee.

Jan CREMERS is Senior Researcher at the Amsterdam Institute of Advanced Labour Studies (AIAS). He has been working as a European trade union leader and as General Director of the Dutch works council training fund. As a Member of the European Parliament he negotiated the revision of the EWC-Directive. Together with Sig Vitols and Michael Stollt he wrote the book *A Decade of experience with the European Company (ETUI, March, 2013)*. In November 2013 he received the Doctor of Letters award (D.Litt.) from Westminster University 'in recognition of his services to the European Social Policy'.

Iris GÜRTLER started her career at Merck as a medical documentalist in clinical trial monitoring and trial management 27 years ago. In 1997 she moved to GCP Quality Assurance as an auditor and GxP advisor. Iris was elected to be a member of the local works council in 1998, developed into several responsibilities within the council and was elected to chair the MERCK Euroforum in 2012. One of her main objectives was the development of an internal and external communication strategy for the company's European works council.

Uwe BARKMANN, aged 61, works for Holcim (D) AG, a German subsidiary of Holcim Ltd. Switzerland. He has been a member and chair of the Works Council and/or Central Works Council for 27 years, and engaged in negotiations for a European Works council since 1995. Since 1998 he has been Secretary of the so called European Forum

Karoline MIS started recently as referent for the EWC of MAHLE, an automotive supplier from Stuttgart., From 2010 - 2014 Karoline wrote her PhD about the Europeanisation of Polish industrial relations using the example of EWCs. Before, she worked as researcher and consultant in Poland, Germany and Belgium.

Aline HOFFMANN is Head of the Unit on Europeanisation of Industrial Relations in the Research Department of the European Trade Union Institute (ETUI). She

is also Coordinator of the European Workers' Participation Competence Centre (EWPPCC) at the ETUI, which organizes research, training and advising activities to support and promote the representation of employees at different levels in multinational companies. Prior to joining the ETUI in October 2012, she was head of the European Works Councils Team at the German metalworking union IG Metall and served as national union officer, EWC Coordinator, and board-level employee representative on the Supervisory Board for the Bosch Group.

Angelo DI CRISTO was born in December 1962 in Great Britain, the son of Italian immigrants. He began his trade union activity in 1990 in the Italian banking sector. He has been involved in savings banks, since he originates from that area, and then started his international trade union activity in 1999. He is the Manager / National Coordinator for his union, FABI, within the UniCredit Group, part of the National Directorate of FABI and continues to deal with EWCs and international trade union activities through FABI International-Europe Office and Uni Europa Finance. From 2009 to 2011 he chaired the EWC of the UniCredit Group, and currently serves on the Select Committee. For Uni Europa Finance he has the position of Coordinator for social





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With the support of the European Commission