

# **Work Programme of the ETUI**

**1 April 2019 – 31 March 2020**

**etui.**

## Table of contents

<b>GENERAL INTRODUCTION</b> .....	3
Main activities of the ETUI .....	3
Main priorities 2019-2020.....	6
<b>A. MAIN PRIORITIES</b> .....	23
1. Policies and actions for the future of Europe .....	23
2. Worker participation and industrial relations .....	35
3. Sustainable development and industrial policy .....	47
4. Working conditions and job quality .....	50
5. Trade union renewal.....	57
<b>B. OTHER ACTIVITIES</b> .....	62
Glossary .....	67

## GENERAL INTRODUCTION

The European Trade Union Institute (ETUI) was set up as a Belgian-based international non-profit-making association to conduct research, provide scientific, educational and technical support to the European Trade Union Confederation (ETUC) and its affiliates and contribute to the development of Social Europe and the **Social Dialogue**. Such is the broad and basic mission of the ETUI, reflected in Article 3 of the Statutes adopted by its General Assembly on 1 December 2004. The mission is carried out by:

- collecting documentation, conducting research and producing studies on topics of strategic importance for the world of labour, while developing dialogue and cooperation with the academic and research community;
- providing technical support in the field of occupational health and safety protection to achieve a high level of health and safety protection for workers in Europe;
- promoting educational activities, programmes and exchanges designed to strengthen a European trade union identity and implement shared ETUC/ETUI priorities.

### Main activities of the ETUI

The current strength of the ETUI lies in how its priorities, resources and capabilities are organised and brought together in a strategic way which fulfils and respects its general mission, whilst also facilitating the exercise of more specific, concrete activities.

The different kinds of support delivered by the ETUI are based on three components:

- firstly, multidisciplinary work, often carried out in teams of people with different professional backgrounds and experience;
- secondly, support received from individual and networks of national experts and trade union representatives who assist the ETUI and its staff; and
- thirdly, activities organised by the ETUI staff, such as conferences, workshops, training courses and educational seminars.

Establishing itself as an important European knowledge and competence centre means that the ETUI has to be a network-steering body that can organise and coordinate numerous academic and trade union activities, whilst simultaneously showing and drawing on its competence for critical analysis as well as for organising conferences, meetings, training activities and workshops in the EU27.

In 2019-2020, in accordance with the ETUI statutes, its **main activities** will include:

1. monitoring major European developments of importance to workers and the European trade union movement;
2. collecting, storing and providing data and information on policy areas of relevance to the European trade union movement in its capacity as an actor in the European integration process;
3. conducting multidisciplinary and intellectually independent research on topics of importance to the European trade union movement and other social actors, and

publishing the results of this research in books, working papers, journals, reports, guides, policy briefs and background analyses;

4. disseminating the results of this work at conferences and seminars;
5. establishing European networks of researchers, research bodies and universities in fields relevant to the work of the ETUI;
6. coordinating European networks of health and safety experts in a range of fields including technical standards, ergonomics, gender, psycho-social risks, nanomaterials and chemicals;
7. representing and supporting the European trade union movement in the field of health and safety in regard to European Union (EU) strategy, legislative acts and their implementation, collective agreements and technical standards;
8. improving cooperation between the European trade union movement and academic institutions, research institutes, EU specialised agencies and preventive and enforcement agencies;
9. providing training programmes reflecting the needs of the ETUC and its affiliated organisations;
10. promoting new validated training systems for strategically targeted groups which will renew and update the trade union movement and challenge the needs and demands of the members and organisations;
11. supporting the European trade union education community, which provides a forum for the strategic development of trade union education in Europe, and reinforcing the networks required for core and strategic activities and expertise;
12. adding a European dimension to national trade union education initiatives by providing basic and ongoing European training programmes for trainers and producing training resources;
13. providing expertise and advisory services for the design and delivery of European trade union education projects.

Research and education activities form the basis for the development of knowledge, expertise, technical support, policy advice and common identity projects. The research and expertise dimension of the ETUI is fundamental to the fulfilment of its mission, and this aspect of its work will be carried out in ways that also help to build bridges between the trade union and academic worlds. High-quality educational activities are a prerequisite for trade unionists to enable them to develop a common European understanding and a strong European trade union identity, as well as to implement joint European strategies.

Both regional and gendered aspects of the issues arising from European integration are taken into consideration when drawing up and implementing the ETUI work programme.

The ETUI offers a comprehensive and ongoing European training programme that will enable trade union officers and representatives from all over Europe to participate in a unique learning experience and gain a broader European perspective on trade union issues.

In recent years, new pedagogical pathways have been developed and implemented, thus adding skills, ensuring consistency and systematisation, and also consolidating the training of trade union representatives. The ETUI's pedagogical approach is constantly being improved and adapted to new technologies, forging a renewed pedagogical connectivity. The ETUI seeks to be innovative in its pedagogy, its primary objectives being an extended reach and a greater resilience in its provision of education. It aims to provide better support for the career-long progression of union members by offering them successive learning opportunities. E-learning, blended learning and online developments will be key to the future of learning at the ETUI.

The ETUI will contribute to the definition, implementation, monitoring and evaluation of EU policies and thus bring an added value to the decision-making process at EU level, as well as facilitating the contribution of social partners. The ETUI will do this by supporting and promoting EU initiatives through exchanges of information, analysis, reports, pamphlets, books, and other written material. The ETUI will also contribute by stimulating and developing networks of academics, trade union experts and representatives of the trade union organisations involved.

The successful implementation of this ETUI work programme relies on close cooperation with the ETUC, with its affiliated organisations, with academic bodies, research institutes and foundations in Europe, and with training centres which may benefit from financial support for the activities mentioned above.

Furthermore, the Foresight Unit is bringing a future-oriented dimension to the ETUI's work, examining new and future societal challenges and trends likely to affect the future of trade unionism and the ETUI's modus operandi. The unit helps to stimulate dialogue between different actors and to provide ground for further research and educational activities, focussing on the two priorities defined when it was created: the multi-faceted impact of digitalisation on future jobs and the nature of work; and the need for a social-ecological transition in the face of climate change.

The ETUI continuously monitors and evaluates its activities in a bid to improve their delivery and impact. This monitoring exercise is used to plan and implement the work programme as described here (see Annex). The Institute's staff also promote the dissemination of their research and educational facilities through a wide range of different networks and events held at national, European and international level.

In this work programme, the following conditions for subcontracting and financial support apply, as stipulated in the framework partnership agreement 2018-2021 (the eligibility criteria). A proposal will be considered eligible only if:

- a) its content corresponds, wholly or in part, to the topic description in relation to which it is submitted, in the relevant part of the work programme (i.e. Part A or Part B);
- b) it complies with the eligibility conditions set out in the framework partnership agreement. In view of the exit of the UK from the European Union, the ETUI, over the course of 2018 and up to March 2019, will identify and assess any contractual engagements it has with UK-based providers of services and goods. The ETUI will ensure that by 29 of March 2019 contractual engagements could be disengaged with UK-based providers should be necessary.

## **Data Protection**

The ETUI will continue working towards GDPR compliance. As part of its privacy framework, awareness-raising activities and training will be organised for staff and DPOs on privacy and security issues. To this end, the ETUI will reach out to third parties and other resources. Additionally, the ETUI is planning the acquisition of tools and equipment that can improve data security, data management and data protection.

A project on data protection will follow the implementation of the GDPR and other privacy regulations like the e-privacy Directive, as well as the support given to trade unions on how to implement it. It consists of three parts:

- 1) Conducting a seminar with trade unions and industrial federations, to identify situations in which trade unions need further guidance, either in managing personal data internally or in collecting cases of the impact on workers, such as surveillance, monitoring, automated decision-making (including profiling, amongst other things). The ETUI will also reach out and contact other stakeholders working on data privacy issues, to find opportunities for collaboration.
- 2) Producing infographics and videos that can provide clear and effective guidance for trade unions to:
  - understand critical issues on data protection and privacy at work
  - raise awareness and take action at policy or workplace level.

Furthermore, the ETUI will provide guidance to the ETUC on how to draft and move forward with a trade union Code of Conduct, defined by Art 40 of GDPR, that reflects a common trade union understanding of how to process the personal data of affiliates effectively.

## **Main priorities 2019-2020**

The ETUI defined its research and training activities based on the five priorities agreed at the Executive Committee meeting on 23/24 October 2018 and in consultation with the ETUC Secretariat, taking account of the European Commission's 2019 work programme. The ETUC Congress, which will be held in May 2019, has for a main topic a fairer Europe for workers, and for sub-topics democracy and justice, just transitions, quality jobs and higher wages. This is a key moment for the ETUI. One of the results of the Congress could be the launch of a **campaign** on collective bargaining. In this case, there will be pre-planned training and research to support it.

The work programme 2019-2020 will be a transition year for the ETUI in the light of the ETUC Congress, the European Parliament elections in May 2019 and the new European Commission that will come in in autumn 2019. The work programme will reflect the ETUC Congress priorities and the agenda of the European Commission as well as the more general workplace-related questions being looked at in academia.

The economic and political context of drawing up the work programme is one of uncertainty, but there is certainty with regard to the continued progression of the four mega-trends (climate change, digitalisation, demography and globalisation). The economic and political uncertainty will have an impact on how the four mega-trends

will play out and how European and national policymakers will manage (or not) these mega-trends.

In the reference period, several important processes in Europe will continue (although it remains uncertain how) and this will form the basis of the work of the ETUI: continued economic integration, including the deepening of the EMU; the European Social Pillar and its promise of upwards convergence; the impact of the process of company mobility and restructuring on workers' participation; and the drive towards strengthening health and safety at the workplace. A key challenge will be how the EU and the Member States will address a just transition and the social challenges of climate change, along with other environmental problems.

The **political context** of the ETUI's work is becoming **increasingly challenging**. Although **output growth** has by now returned everywhere in the EU, it seems to have already peaked at a modest rate, given the Great Recession that preceded it, and is expected to remain low. The UK's decision to leave the EU under yet unclear conditions and the trade protectionist policies of the US administration are, furthermore, likely to have an adverse effect on economic growth. On the other hand, the commitments to meeting targets against climate change call into question how economic growth can be reconciled with environmental sustainability. Weak wage growth, widening income and labour market inequalities and cutbacks in social benefits and public services during the crisis have been adding to the malaise amongst many people across the Member States against politics and policies that have been informing the EU consensus for a long time. This malaise has been fuelling the rise of far-right parties with a policy agenda against further Europeanisation of policies, including in the economic, social and migration domains, just when the need for more cooperative solutions at the EU level is increasing.

Many workers and citizens feel uncertain, a lack of control and fear for the future. The result, as we know, is that in many EU Member States today 20% of the population are voting for far-right parties and the main political agenda in many countries is focused on migration, or rather how to stop migration, thereby shifting the focus from real problems to fake problems. A response to this development at the EU level cannot be one of security, defence and border control. Happily, recent events seem to indicate that there is shift towards reregulation. The Posted Workers Directive has been revised, health and safety provisions at the European level are being strengthened (such as the Carcinogens and Mutagens Directive as well as other revisions of directives), platform workers are being requalified from self-employed to workers, some Member States are backtracking on deregulatory measures, and international institutions are warning against excessive flexibility and ensuing inequalities.

The outgoing Commission led by Jean-Claude Juncker has taken a number of important initiatives, including in its proposal for the EU Multiannual Financial Framework (MFF) (2021-2027), aimed at mitigating **inequalities**, tackling **the jobs crisis** and **strengthening the EMU**. It has published important documents on its vision for the **future of the European Union**. The period 2017-2018 saw the launch of the European Pillar of Social Rights, initiatives on a 'new start for Social Dialogue', closer involvement of the social partners in the European Semester, the flexibilisation of budget constraints, and a new package of proposals for improving the functioning of the EMU. It was also the start of the discussion on the MFF 2021-2027. Given that making progress on these fronts depends to a large extent on forging meaningful compromises between Member States in the Council, and considering the expected stronger presence of far-right parties in national governments and the European Parliament, the prospects are not looking bright. All these EU initiatives will be closely followed by the ETUI, which

will contribute to these necessary debates through its research, training and outreach activities.

In the light of this analysis of the trends and challenges, it seems pertinent to maintain the five priority areas identified in the 2018-2019 work programme while updating the contents to deal with the upcoming and present issues (social dialogue being a cross-cutting priority). Furthermore, the 2019-2020 work programme will cover what will be a transition year for the ETUI in many aspects, as described in the previous parts of this document, as it will also be a transition to the new Education Department strategy of 2020-2023.

Key issues to include in the work programme are: investment, wages, social dialogue, collective bargaining, workers' participation, occupational health and safety and working conditions, climate change, digitalisation, the future of work, the European Pillar of Social Rights, the European Semester, the end of Europe 2020, gender equality, intra-EU mobility and migration. These subjects should be analysed as it is important to learn from the past in order to achieve upwards economic and social convergence. An important tool will be the continuous updating of the monitoring websites such as Reforms Watch, the newly launched database on health and safety reps and the Workersparticipation.eu site, as well as providing blogs and infographics with accessible and clear messages from the research results. Capacity-building will be a priority as well as enlarging our scope of dissemination within the trade union movement using social media, e-learning and renewing the ETUI website.

The trade union movement in Europe mirrors these uncertainties and transitions. Trade union renewal will be a key feature in the ETUI work programme, cutting across such priorities and key issues as atypical workers, collective bargaining and workers' protection.

The (European) Social Dialogue, as the ETUI's fundamental *raison d'être*, is relevant and instrumental to all five priorities and has therefore been mainstreamed and incorporated into each of the priority areas.

Particular attention will continue to be paid to the **digitalisation of the economy and its potential and real impact on the labour market and forms of employment**. This focus will however be complemented with a focus on the green transition, as both megatrends are occurring simultaneously. Building on the evaluation of the previous work programme, several projects will continue to pave the way for providing evidence on which trade unions can base their analysis. The areas covered by these projects include, among others, how European Works Councils (EWCs) engage with digitalisation; how multinational companies (MNCs) work thoughts on digitalisation into the strategies they devise; how widespread crowdworking is across central and eastern Europe (CEE); and whether the current machine regulation on health and safety is fit for robotisation. Hence, digitalisation is one of the key issues with which the ETUI is engaging Europe-wide and in a multidimensional manner, endowing it with genuine European added value. More generally, the ETUI will focus on how European labour markets are developing and how this impacts job quality.

The following paragraphs set out some of the main ideas which will be developed in the context of the ETUI's priorities.

## **Policies and actions for the future of Europe**

*Rationale:* Although the economic recovery has by now returned everywhere in Europe, the EU continues to face political and economic challenges as a result of certain structural trends, the crisis, and the policy choices made in response to both, as well as such developments as Brexit and the US's trade protectionist policies. More specifically, European economies are facing the prospect of slow growth, technological advances which are transforming work, rising inequalities, waves of migration and large pressures to change their growth model in a way that is compatible with planetary limits, while securing just transitions. The rise of populists and illiberal democrats in Europe threatens to stall the European integration project. The ETUI will continue to monitor these developments on both the European and national levels and analyse the results and effectiveness of policies. This first priority remains focused on economic governance and policies but will also include more research and training on a new vision for the future of the European Union (linked to the Commission's White Paper), the European Pillar of Social Rights and ensuing initiatives, the EMU package, the discussion on the next EU financial framework, the employment and social dimension of the Europe 2020 strategy, the SDGs, the outcome of various REFIT exercises, and the need to reinforce health and safety measures. The future of Europe is linked to the ability to put forward a social contract that draws on the foundations laid by the EPSRs, the SDGs, the global compact, etc. The ETUI will monitor and explore possible ways to achieve such a new social contract.

### *Main issues to be dealt with:*

- The ETUI will focus on monitoring and analysing policy developments aimed at tackling the above challenges as well as focusing on specific themes that are central to the European labour movement. The main issues to be dealt with include the following: monitoring the effects of current policies, especially those linked to the European semester and austerity measures and their implications for the social dimension; analysing monetary and macroeconomic policies and proposing alternatives in order to support the European Social Model; critically assessing, and proposing alternatives for, the measures undertaken, including the course of the current investment plan and of possible revisions to the Stability and Growth Pact; and analysing the implications of current wage levels and divergences between countries and hence the possibilities for wage-led growth and for supporting trade-union actions to raise wage levels across the EU, in particular via collective bargaining. Brexit raises further questions, one of them being the future of trade policy and the place of the EU in the world, which will be continuing ETUI themes. There will be a continued focus on 'structural reforms', both critically evaluating past policies and researching and supporting positive alternatives. The potential consequences of a long period of low growth is a further pressing question. Social dialogue developments at sectoral and cross-industry levels, the changing landscape of collective bargaining and industrial relations at all levels, and the impact of new regulatory approaches such as REFIT or the Social Pillar on workers' rights at the workplace will all be carefully monitored. Shifts in social legislation and social rights, particularly as they are catalysed by responses to the crisis, will continue to be closely monitored across all Member States. Discussions on a new social contract will also be explored.

## **Workers' participation and industrial relations**

*Rationale:* Worker participation and industrial relations (IR) are essential to European integration at the national, sectoral and company levels. Ongoing integration of the European market is being accompanied by a parallel decentralisation and erosion of sectoral and national IR institutions. It has become clear that the key to successfully meeting the challenges of simultaneous processes of Europeanising and decentralising IR at company level lies in strategically combining the various instruments for information, consultation and board-level participation and linking them to more general collective bargaining structures. This linkage involves varying constellations of actors and instruments across borders, from the local to the national and European levels. Consequently, new sources of influence and coordination emerge, while others disappear or become weakened. In its work, the European Worker Participation Competence Centre (EWPCC) will continue to explore and promote strategic and anticipatory interlinking of these processes, actors and levels.

*Main issues to be dealt with:*

- Developing our understanding of the various instruments and avenues for information, consultation and board-level employee representation within multinational companies (making sure to include the gender perspective), in particular those which stem from European legislation; exploring the Europeanisation of board-level employee representation in practice and in law; monitoring legislative developments (particularly the REFIT process and the European Pillar of Social Rights) for information and consultation legislation and company law; developing our understanding of multinational strategies and their implications for workers' representatives; increasing and improving sources of data on EWCs, SEs, social dialogue, board-level employee representation, and company mobility; confirming the ETUI as a hub for EWC- and SE-related training and research, especially with a view to encouraging research by young researchers; continuation and expansion of the knowledge website 'workers-participation.eu'; monitoring the evolution of company law and company mobility to anticipate its potential impact on workers' participation at all levels; and analysing and disseminating the results of the 2018 large-scale survey of EWCs with a view to understanding the impact of the 2009 Recast EWC Directive and identifying recommendations for policy and practice. The ETUI will also link democracy at work with the debate around the democracy at EU and national level.

## **Sustainable development and industrial policy**

*Rationale:* Sustainable development was high on the European and national agendas before the crisis set in, and now, after having slipped down, it seems to be back on the EU agenda with a renewed sense of urgency. Initiatives are being taken that will affect how the European Union shapes its future in a resource-scarce society and based on a re-regulatory agenda that decreases safety and increases social inequality. The re-industrialisation of Europe is advocated as a precondition for getting Europe back on track to sustainable growth, and the European agenda of the Digital Union is key in this respect. Close adherence to the agenda, combining issues of sustainability with industrial development, digitalisation and policy, is important for understanding and assessing the implications for trade unions and workers in the European Union. To this end, the potential contributions of workers' participation to developing company-level solutions and approaches will continue to be explored. The implementation of the SDGs

as well as the decisions taken at the COP meetings are decisive in this respect. In addition, the revision of the Carcinogens and Mutagens Directive and the ongoing development of REACH are the focus of great attention, as they will shape the handling of major occupational health and safety hazards.

*Main issues to be dealt with:*

- Macroeconomic considerations of a future sustainable growth model based on scenarios of 'crisis growth', 'green growth', 'de-growth' and, 'post-growth'; the transformation of energy models and its sectorial implications; industrial policy in the light of economic transformation, EU policies on sustainable development, and the potential implications of the EU's Investment Plan and of Member States' policies, pointing out the gaps between targets and reality; defining and exploring the different paths toward a just transition, continued monitoring of employment effects (including a gendered perspective), with a focus on social and employment risks (in sectors); job quality and working conditions in exposed sectors; continued sector-specific exploration of the potential contribution of trade unions and employee representatives to the sustainability challenge at the company level as well as regional, national and European levels ; monitoring and generating knowledge on exposure to substances at the workplace, and work-related cancers, and giving visibility to the ongoing revision of the Carcinogens and Mutagens Directive; developing a trade union-oriented approach to sustainability debates; exploring the role that collective workers' representation can play in the promotion of sustainability; continuation of the debate on 'Beyond GDP' and the SDGs; and increasing trade unions' capacity to influence scientific and technological developments as well as emerging risks at work on the basis of a social and safety assessment and an open debate on their impact on employment and society.

## **Working conditions and job quality**

*Rationale:* The economic crisis and the policy responses framed by the EU economic governance, but also technological developments and aspects of globalisation such as the emergence of global value chains, have been associated with changes in employment levels, working conditions and labour law, leading to a weakening of workers' rights and challenging the role of trade unions as agents for raising social standards. It is therefore essential to monitor employment levels and the types of jobs created with respect to the associated pay, stability of work organisation and employment contract, development of skills, health and safety issues and other relevant factors.

*Main issues to be dealt with include:*

- Understanding the link between the growth of precarious employment and the deterioration of working conditions; studying the implications of ageing, gender, musculoskeletal disorders and psychosocial risk factors and of general precariousness at work; evaluating and influencing the continuation of the European strategy on health and safety at work in order to reinforce the culture of prevention in occupational health and to reduce social inequalities; following and understanding the implications of the management of the crisis on job quality and the labour market at large (including wages); getting an insight into who are the so-called 'gig' workers, and understanding under what conditions and status are they carrying out their work via surveys; analysing the effects of

digitalisation and emerging technologies, and following their implications for trade union organisation in new work contexts; monitoring the effects of the free movement of labour in relation to posted workers and the concept of social dumping; assessing the instruments at the European level to counter the drive towards a lowering of social standards; reinforcing cooperation with other countries (including candidate countries) on the role of social dialogue in health and safety on the links between other pieces of legislation and on workers' rights (free market and competition vs. fundamental collective rights, market regulation and working conditions); and understanding the role of soft law and new ways of regulating complex issues like technical standards in different sectors, chemicals, nanotechnologies and nanomaterials, endocrine disruptors, and ergonomics, and the challenges this poses for trade unions.

## **Trade union renewal**

*Rationale:* Falling membership continues to be one of the main challenges to trade unions across Europe. It is essential that trade unions across Europe gain a clearer understanding of the reasons underlying dwindling membership and share their experiences and best practices with each other. The potential of joining forces across borders in trade union renewal initiatives designed to keep pace with European integration should continue to be explored. The specific challenges of organising young and atypical workers require focussed attention. These questions should be viewed in the light of the ongoing crisis and deregulation of the labour market.

*Main issues to be dealt with include:*

- Mapping and understanding the recruitment and retention strategies of unions across Europe, with a particular focus on young workers, atypical workers and 'gig' or platform workers as they tend not to have a standard employment relationship; innovative strategies of trade unions; mapping, capturing and understanding current and long-range trends in strike activity; monitoring and understanding the gendered development of trade union structures; sharing experiences and good practice among the ETUC affiliates; projects in innovative cross-border recruitment and organising campaigns; documenting and analysing the trends in collective bargaining in the light of trade union renewal; devising and implementing innovative strategies for trade union development in central and eastern Europe.

## **Consolidating collaboration and cooperation**

Establishing, running, maintaining and contributing to networks are core areas of the ETUI's work. Evaluations made by the ETUI have underscored the need to consolidate existing networks as well as learning across networks. Work on this will continue and, in some areas, efforts will be intensified.

Some of these networks relate to specific topics, e.g. Workers' Participation (WPEurope), company law and corporate governance (GOODCORP), and Transnational Trade Union Rights (TTURs), but there are also four trade union expert networks devoted to health and safety (covering machinery safety, chemicals, psycho-social risks and gender aspects of health and safety).

Other networks are more structural and of a more strategic nature, e.g. Trade-Union-related Research Institutes (TURI), and Trade-Union-related Economists (TUREC), and the N.E.T (network of trainers), or form part of a dissemination strategy, e.g. Horizon 2020 projects.

Since network-related business is core to the ETUI's activities, areas that will continue to receive close attention are the reinforcement of collaboration between and with TURIs and shoring up the capacity of the trade union trainers' networks. The ETUI will support the TURI network by strengthening ongoing projects and, if need be, initiating new initiatives for collaboration between the TURI members. Wage developments and the social dimension of the European Union are another two areas of particular importance that will continue to be explored. During the reference period, the network's next annual conference will take place in Vienna in conjunction with the ETUC Congress.

The ETUI will also help to take forward the TUREC network, which aims to build and maintain links between European trade union-related economists to enhance cooperation between them and pool institutional resources towards the production of research that supports, reinforces and stimulates the European labour movement. The main activity planned for this budget year is the organisation of the fourth annual meeting of the network in Vienna, in May 2019. The development of a specific trainers' network for economists will be explored during this work programme.

The Pan-European Regional Council (PERC) is a body set up by the ETUC and the International Trade Union Confederation (ITUC) to deal with European issues. The ETUI provides expertise for the PERC network and its economic expert group. The Institute's participation is focused mainly on the impact of economic integration on eastern Europe. This entails attending key PERC events, and in some cases involving an external expert. Expertise is provided in the health and safety domain, the aims being to exchange information about health and safety management and collect data on safety representatives in EU countries, to compare with countries in the PERC network.

The ETUI is also a partner of several international trade union research networks and contributes to the networks by providing them with expert knowledge on priorities dealt with at the Institute. Encouraged by the positive experiences and frequent requests to share research findings, the ETUI will continue to participate in these international trade union institute-related networks. This cooperation involves a maximum of four days of work in any year and a travel budget to attend the meetings.

Another forum at which the ETUI will be represented, to incorporate the European dimension and contribute to the exchange of information and in-depth discussion between labour researchers and trade union leaders, is the annual 'transatlantic social dialogue' which is co-organised by the HBS and the Worker Institute from Cornell University, where issues of concern to trade unions in North America and Europe are debated by researchers and trade unionists from both sides of the Atlantic. This year the event will be hosted by the ETUI in Brussels. A similar initiative takes place with the CRIMT in Brussels and in Montreal (Canada) about trade union renewal. The ETUI contributes by providing this international network of academics and practitioners a unique insight into the situation in the European Union. Only eligible costs will be incurred during the period covered by this work programme.

The ETUI extensively cooperates with universities, through meetings, conferences and publications, in a bid to enhance the dialogue between trade unions and academics on

issues of union relevance relating to the European integration process. Such cooperation affords the ETUI relatively easy access to high-quality research.

Through its Foresight Unit (amongst other things), the ETUI continues to spread the results of its future-thinking work on the main changes to come in the world of work. It contributes to conferences and seminars organised mainly by the trade union confederations affiliated to the ETUC on topics such as digitalisation, scenarios on the future of the trade union movement, and new modes of collective action. Through its publications, the Unit will disseminate new analysis about the future of work as widely as possible.

In April 2019 the ETUI in collaboration with the of the International Labour Organisation (ILO), the ETUC and the International Trade Union Confederation (ITUC) will organise a Conference “The future of work we want”, to discuss future of work based on inclusive growth, social justice and decent work for all at time of technological changes in society.

Recognising the importance of a long-term vision and the need to prepare for the future, the ETUI has undertaken a strategic foresight project. The objective is to be better prepared to deal with new challenges, using skills, capabilities, resources and leadership.

The ETUI has signed a partnership agreement with the Bureau for Workers’ Activities (ACTRAV) of the International Training Centre of the International Labour Organisation (ILO). In establishing such an agreement, ACTRAV and ETUI Education are seeking to reinforce a strong and positive relationship. The primary purpose of the partnership is to share knowledge, skills and training activities that benefit workers’ organisations.

The ETUI will likewise continue to organise events and projects with affiliates, related organisations and universities across the European Union, such as the 'European Panel' together with the Hans Böckler Foundation (HBS). The ETUI's collaboration with other institutions and organisations has a multiplying effect, its efforts bearing fruit for all parties. The ETUI is increasingly perceived as being an important partner in organising debates on European integration and building consensus on what the future of Europe could look like. The ETUI will in the upcoming reference period seize the opportunities at both European and national level to engage with trade unions and other actors in order to organise events about the social dimension of European integration. The ETUI will also address the question of the rise of right-wing populism including the challenges for the trade unions. This is of particular importance considering that May 2019 will see the next European Parliament elections.

The Institute also concluded a memorandum of understanding with the Institut der Deutschen Wirtschaft (IDW) in Cologne (the think tank of the German employers). An event will be co-organised during the reference period which will include the WSI (the research centre of the HBS and DGB).

Meanwhile, trainees and guest researchers continue to play an important role in determining the ETUI's working methods. The Institute's aim in this respect is to provide students and researchers across the EU with a unique experience at European level by participating in the implementation of the ETUI work programme.

## **Communication strategy**

The ETUI's communications strategy is to reach our target audiences with carefully tailored approaches that cater to their specific needs. Our target audiences are, however, quite broad and they include not only European and national trade union (con)federations, but also academic institutes, networks and researchers, European and national policymakers, economic decisionmakers, business leaders and NGOs. We also consider it vital to try to reach journalists in the specialised press and social media (bloggers) who are interested in developments in areas related to the social dimension of European integration. The main development taking place in 2019-20 is undoubtedly going to be a project to completely change the ETUI website. The website is ten years old and looks out of date. Users tell us that, although it is full of useful information, it is static and can be hard to navigate. It was also designed in a time before social media and is not optimised to be viewed on mobile phones or tablets. We have appointed a consultant who will work with us on analysing our needs and the requirements of our key stakeholders with a view to issuing a detailed tender for work on building the new website to take place over the course of spring and summer 2019. The new website will be more accessible to attract new users, while also continuing to serve our expert audience, through a judicious mix of attractively presented news, publications, blogs, events, videos and details of training courses.

The ETUC Congress will offer the unique opportunity to directly interact with more than 600 delegates and 400 other trade unionists, policy makers, journalists and researchers. We will organise three fringe meetings during lunch time and three breakfast debates. Additionally, we will present an exhibition of original posters on trade unions in the future. We will interview union leaders and delegates for videos on strategic questions for the future of the trade union movement and pedagogical material to be used in our training.

In 2019-2020, emphasis will continue to be placed on developing a better evaluation of the impact of the increased dissemination of ETUI research publications (online and in paper form). Thanks to various tools, including Google Scholar, we can observe a good performance of our academic publication in terms of citations and references. Furthermore, the ETUI has proven to be the leading organisation in Europe on the topics of the Social Pillar and the digitalisation of the economy.

The Publications Management (PUMA) system which was put in place to improve the planning and tracking of the wider dissemination and impact of our publications has some limitations and during 2019-2020 we will be investigating dedicated software programs which integrate the production planning, cataloguing and marketing processes with a view to possible adoption.

In 2018 the ETUI started to develop its database in CiviCRM, which is a cloud-based, open source constituent relationship management (CRM) system established specifically to address the needs of non-profit and civic organizations.

CiviCRM will be used for contacting people, to better target the ETUI external communication and increase the visibility of our activities, for event planning, sending bulk email and more.

In 2019 the ETUI will migrate and store all data and contact information into CiviCRM and it will be the only central place for the database, which will comply fully with the GDPR regulation. Individuals can renew subscriptions for the ETUI newsletters and magazines, receive notifications, register for the event and more.

To improve the ETUI's outreach to non-academic audiences, the Institute will continue to produce short (1 or 2 pages), easily digestible summaries ('PubAlerts') of our research publications. Aside from this, our main channels of dissemination are one general and several topical electronic newsletters, use of the web and social media for high-level public events in Brussels and (occasionally) other Member States, and carefully targeted postal dispatches of ETUI material. A great deal of knowledge dissemination also takes place when ETUI researchers are given the opportunity to speak at network meetings or conferences, either in Brussels or abroad. Furthermore, the ETUI's training courses for trade unions make use of most of the publications produced by its Research Department. The refurbished web pages of the ETUI's EDU Department raise the profile of the Institute's research output and training courses. The main issue going forward will be how to integrate this better with the main ETUI website and on social media. ETUI researchers also regularly produce or contribute to external (non-ETUI) studies which build on work carried out for the ETUI itself. These external publications will be given even greater visibility on the ETUI website and on social media.

ETUI trainers' guides and toolkits are being used to build up national training activities related to European trade unions' activities.

Online training courses are gaining success and visibility, further enlarging the scope of our target groups. Online tools and e-learning development is key in our pedagogy. The ETUI is going to continue the following courses: 'EWCs: the rules of the game' (four editions in English; target of 600 participants); 'Online English for Digitalisation' (at least two editions; target of 100 participants); 'Online English for Worker Participation' (at least two editions; target of 100 participants). The ETUI is developing and piloting the following courses: 'EWCs: the rules of the game' (two editions in French; target of 200 participants), 'Project management' (at least one edition; target of 100 participants), and 'Being a citizen in Europe', which will be updated in French and English.

HesaMag is the ETUI's leading publication for reaching workplace health and safety practitioners and, as such, has pride of place in our mission to affect positive change in workplaces. Its 6,000 active and engaged subscribers appreciate its accessible and informative news and features and we will continue to develop and enlarge its subscriber base under a new editor who will start work in April 2019. Future plans for HesaMag also include a drive to make it more visible on our website and social media and to optimise its format for reading on mobile devices and tablets.

### **Websites, social media and audiovisual services**

As mentioned above, we plan to replace our current websites. Nevertheless, traffic to the current websites continues to grow, with the number of visits to the ETUI's general website increasing in 2019. More than 494,000 pages were viewed over the whole year by more than 120,000 users. The worker participation website had 400,000 pages views over the whole year from around 150,000 unique users. This is a clear increase from the previous years. During the 2019-2020 period, work on updating the topic and 'Reforms Watch' pages will continue. The 'Reforms Watch' web service, which was set up in December 2016 and monitors and aggregates, by country and by subject, the latest information (news, research, etc.) on recent developments in labour markets and labour law, pension reforms and industrial relations, posts more than 80 news articles per year. Work will continue on updating the background sections of Reforms Watch. Our social media impact also grew considerably, and the ETUI reached its objective of the last work

programme to reach more than 7,000 followers on Twitter by the end of March 2019. Our goal for this work programme is to reach 9,000 followers. The ComPub team will continue its intensive use of social media (Twitter, Facebook, LinkedIn and Medium) to alert the ETUI's target audiences to our activities and research results. The Facebook page, launched in June 2018, now has more than 1000 followers and likes, and gives the Institute more visibility and the possibility to reach a younger and wider audience. The ETUI will continue to intensify the use of Facebook Live and chats for its events and debates with researchers to foster its dissemination efforts. The use of data visualisation and infographics will increase, and more events will be video-recorded for viewing on the ETUI YouTube channel. Some of our major events will be live-streamed.

More and more ETUI researchers are providing information on their work by contributing to major blogging sites, such as the Social Europe Journal and the blogs published by the London School of Economics. The successful internet service 'Medium', where we published 13 pieces in 2018, viewed more than 3,000 times, is another new online platform where articles based on the Institute's research are published. During the next year we will integrate the blogging platform into the website to improve the different outcomes we produce. The ETUI will continue to use the following external channels to disseminate its publications: Social Europe, Academia.edu, ResearchGate, Google Scholar, SSRN and RePec. These popular websites do not only increase the visibility of ETUI publications, they also intensify the traffic to the ETUI website more generally. Researchers will also remain available for interviews with the European press on topics falling within their range of expertise. They have received – and will continue to receive – special training on how to speak to the media and give video or radio interviews.

## **Events**

The successful 'Monthly Forum' will be continued. These specialised debates held in Brussels focus on the ETUI's different priorities and other topical issues. External speakers and ETUI researchers use these two-hour events to present the results of their work to trade union representatives and other EU stakeholders.

Due to the growing success of these lunchtime events over the past year, the ETUI will continue to organise more of them, including in the form of ETUI lunch debates, Foresight Unit debates, symposiums, book presentations and brown-bag lunches. All in all, there will be around 20 open events during this work programme. In addition, a number of large-scale public events on the work programme's main priorities will take place during the year, highlighting some of the ETUI's findings on issues like worker participation, working conditions, training, etc. The annual conference of the ETUI's Working Conditions, Health and Safety Unit, 'Thirty years after the Framework Directive' will take place on 4-5 December 2019. The network of trade union-related research institutes (TURI) will mark its tenth anniversary with a conference in Vienna in May in conjunction with the ETUC Congress. The next big EduDays gathering, organised by the ETUI's EDU Department, will take place in the week of 22 October 2018 in Vilnius. The annual EWPC Conference is planned for the beginning of 2020 and will focus on the results of the large-scale survey of EWCs. The launch of the 2020 Benchmarking Working Europe publication is planned for the beginning of 2020.

## **Publications**

The ETUI has nine categories of publications. Each category has precise aims in terms of communication and target audience.

### **1. Newsletters**

The general newsletter which was launched in 2014 sends monthly alerts of activities and publications to over 10,000 contacts. Specific newsletters that are designed for a more specialised and clearly identified audience will continue to be sent out electronically. These currently cover the issues of collective bargaining and health and safety at work.

### **2. Policy Briefs**

Policy briefs aim to introduce and showcase a line of argument or key issue in a policy-oriented manner, but always on the basis of in-depth analysis. Policy briefs are read by a broad, non-specialised audience as well as by political decision-makers and members of European think tanks.

### **3. Guides**

This category is designed for trainers to support their work or to outline a question or issue in a clear and simple manner.

### **4. Working Papers**

Working papers present research that is either still ongoing or has recently been concluded. These papers are aimed primarily at academics, think tanks, European institutions, trade union organisations and non-governmental organisations.

### **5. Reports**

Reports are more technical documents aimed at readers with a specialised knowledge of the area in question. In some cases, they serve to present the results of conferences.

### **6. Books**

Books demonstrate the ETUI's academic quality and dependability in relation to issues of key importance to the labour movement. Depending on the topic and objective of the publication, they are aimed either at specialists or at a broader readership. They also provide an opportunity to focus on activities conducted by ETUI research networks. Books may contain the findings of internal ETUI research projects, the results of external research network projects, or be regular annual publications on specific issues, e.g. Social Developments in Europe and Benchmarking Working Europe.

### **7. Background analysis**

This series is intended to supply background information on recent EU policies (e.g. country-specific recommendations in the context of the new European governance). They are online products that can be downloaded from the ETUI website.

## 8. Foresight Brief

The Foresight Brief focuses on strategic thinking about the future challenges for the world of work and has two priority areas: climate change and new technologies. The ETUI will widen the audience of the newsletter by better identifying the public likely to be interested in this publication (via networks and the ETUI website, but also by exploring new means of dissemination such as social media, press coverage, etc.). Four new issues of the Foresight Brief have been planned for the 2018-2019 work programme.

## 9. The journals Transfer, SEER and HesaMag

Transfer – the European Review of Labour and Research – has been published, since 2010, by SAGE, and the journal will continue to be published and distributed by this publishing house. Meanwhile, the ETUI remains responsible for the journal's general editorial line, contents and meetings of its editorial committee. In 2019-2020, three thematic issues will focus on 'International institutions and policy recommendations', 'Living wages' and 'Vocational training'. In addition, as in other years, one issue will be a non-thematic 'open' issue publishing a selection of articles submitted to the journal and accepted for publication. During the reference period the editorial committee will meet three times.

The South-East Europe Review for Labour and Social Affairs (SEER) is a journal published by the ETUI in cooperation with Nomos Publishing House. The ETUI has a contract with Nomos for the production and dissemination of two issues per year. The aim of the journal is to serve as a platform for exchanges between academics and trade unionists in the regions of South-East Europe and the European Neighbourhood Policy region. Only eligible costs are incurred. The journal enjoys a stable presence in its traditional Western Balkans region, and efforts are continuously put into improving the quality of its articles.

The working conditions and health and safety periodical HesaMag is a topical information magazine aimed simultaneously at specialists and a broader audience. Each issue covers a specific topic and reflects the cooperation between the ETUI and external researchers. The themes for 2019-2020 will be 'Prison workers' and 'Migrant workers'.

## **Documentation Centre**

The activities of the documentation centre for 2019-2020 will continue to contribute to the collection of literature and information. The main activities will concentrate on fully supporting the ongoing work and projects of the Institute. This includes the continuous development of the reference database Labourline ([www.labourline.org](http://www.labourline.org)). The improvement of the web-interface will continue, providing new services to the users (for example, a new interface, 'Citation', to download references from Labourline in different formats suitable for researchers) and enhancing our visibility on search engines. The centre will continue to digitise historical ETUC and ETUI documents as well as the processing of historical ETUC photographs (including physical archiving and digitisation) and make them available on Labourline. This year, we may consider digitising the Institute's first publications, that are not available in PDF format. The documentation centre's role as a specialised information resource centre for external users will also continue to be developed further. The centre will continue to be an active member of the EDC network (European Documentation Centres), a data provider for the European common catalogue of EIGE (European Institute for Gender Equality), for the project EUROPEANA-DSI and for the Social History Portal (IALHI). For this

purpose, some technical adjustments will be necessary due to the change in the structure of our metadata following the migration to our new software (for example, an export template in XML format). This year, in order to increase the visibility and use of the documentation centre, we plan this year to join the Belgian national network UniCat, a union catalogue of Belgian libraries. It currently holds some 16 million records. UniCat focusses on academic and scientific library collections and targets both end users and library professionals. To achieve this, some technical requirements have to be fulfilled (data are to be supplied in MARCXML format and UTF-8).

## **Internal development**

### **The ETUI: an 'eco-dynamic workplace'**

The Greening Team will continue to focus on identifying best 'green' practices and implementing them by organising internal focused activities. It will continue updating the practices for the label '*Entreprise Ecodynamique*' to adapt the ETUI's file to the new rules. A survey will be done on mobility. The ETUI Greening Team will make efforts to raise awareness among other organisations who share the same building.

### **Words of thanks**

The European Union continues to be the ETUI's most important provider of support. Without continuing support from and cooperation with the European Commission, the European Parliament and other European bodies, the research, expertise and training carried out by the ETUI would simply not be possible. We are extremely grateful for this support, which is vitally important for the effective functioning of the ETUC as a proactive European social partner and for underpinning the European Social Model.

What is more, regarding the successful implementation of this work programme, the ETUI is grateful for the excellent level of cooperation it enjoys with the ETUC and its affiliated organisations. It also welcomes the close level of cooperation with several academic bodies, research institutes and foundations across Europe. Particular support will be forthcoming from Germany's Hans Böckler Foundation (HBS), and additional funding will be provided by national affiliates, governments and agencies. Furthermore, the ETUI welcomes the cooperation agreements with various European Industry Federations and the projects financed by national affiliates. We very much appreciate such financial support and collaboration.

## Overview of main new developments in 2019-2020

- The ETUI will participate in the **ETUC congress** with a stand and several events. The ETUC congress is a unique opportunity for the ETUI to engage with ETUC delegates on a large scale.
- Many activities will take place around the debates on the **future of Europe** and the preparations for the elections to the European Parliament.
- The ETUI **website** will experience a complete overhaul.
- Drawing on a wealth of empirical material, a **stocktaking of workers' participation** in its myriad forms will be conducted to help inform priorities for policy and practice as a new legislative mandate period begins.
- Education Department **e-learning projects**: after having successfully run various online training courses – including 'European Works Councils: the rules of the game' (English version) and 'Being a citizen in Europe today' (French version) – other projects are being developed in order to enlarge the online training offer.
- The establishment of a framework and training course for **strategic thinking**.
- The establishment of a methodology to understand **innovative strategies** by trade unions and enable comparative research.
- **Accreditation** for trainings: several courses have been accredited and new ones are in the pipeline for accreditation. A study on the cost of non-action on **psychosocial risks** will be carried out.
- The annual conference of the Working Conditions and Health and Safety Unit will take stock of **30 years of regulation** on Occupational Safety and Health (OSH) with the aim of discussing the possibilities for the future strategy on OSH in the EU, with a special focus on the role of experts and trade unions, and their cooperation.
- Analysis of **litigation strategies** will become a point of focus for the ETUI. Among other things, we will hold a seminar on strategic litigation on OSH, as a starting point for developing knowledge that can support a strategic view on the possibilities of litigation on OSH, both in Europe as well as in the different Member States.
- A survey to get a better understanding of the extent of **platform-based work** in central and eastern European countries will be carried out.
- The ETUI will organise on a regular basis **ad-hoc seminars** on specific requested topics, exclusively for the ETUC secretariat and invited trade union experts to discuss issues related to their priorities or challenges.
- Further development will take place of our successful online **Reforms Watch** service consisting of dossiers on EU Member States, with fact-based

information on the industrial relations system in each country (key facts, players and institutions), information on the latest developments in labour market reforms and pension reforms, as well as data and legislative information on the right to strike and strike activities.

- Increasingly, research results will be presented and disseminated with the help of visual communication tools such as **infographics and videos**.
- **TUREC – the Trade Union-Related Economists network**: this network of economists with links to trade unions will discuss and formulate analyses as well as support policy proposals regarding macroeconomic developments.
- The **Foresight Unit** will provide food for thought about the future of labour markets against the backdrop of the social-ecological transition and the digital revolution and organise innovative and interactive ‘foresight debates’.

## **Integrity Declaration**

Having an obligation under its annual contract with the European Commission, the ETUI does its utmost to prevent an intentional act or omission in respect of expenditure.

In connection with the interim and annual audits, the ETUI signs a statement regarding the management responsibility for designing, implementing and maintaining internal control in order to prevent and detect fraud.

Thus, the ETUI Conflict of Interest Policy, which was put in place in 2005, is to ensure that the management takes all necessary measures to prevent any risk of conflicts of interest which could affect the impartial and objective performance of its responsibilities and duties under the EU agreement.

In addition to any legal consideration, as a professional organization, ETUI has every interest in ensuring that its management and staff operate in an open, objective and impartial manner.

## **A. MAIN PRIORITIES**

### **1. Policies and actions for the future of Europe**

Although the economic recovery has by now returned everywhere in Europe, the EU continues to face political and economic challenges. Output and productivity growth are likely to remain low, not least due to the failure of policies to stimulate investment to a sufficient extent, especially after the crisis. Technological change and globalisation have been creating pressures, leading to greater income and labour market inequalities. The recent crisis appears to have considerably slowed down, if not reversed, upwards convergence in crucial economic and social dimensions within the EU and especially the eurozone, while creating new fault lines of divergence within groups of Member States. In the case of the eurozone, divergence has become a critical threat highlighting the need to improve the resilience of Member States, although there still appears to be no consensus as to how to achieve this.

Policy responses so far have not only largely failed to counteract these developments but have exacerbated them, especially in terms of increasing inequalities and spurring divergence. While these policies remain predominantly national, the EU socio-economic governance and the policy consensus informing it have been creating constraints on the policy options available to national governments. Some policy initiatives which, if implemented, could reverse these trends (for example, the European Pillar of Social Rights) have been put on the table at the EU level but their fate rests on whether meaningful compromises will be agreed upon among Member States. Furthermore, these developments have contributed to the rise of populist, most often far-right parties in many Member States. With an agenda against the further Europeanisation of various crucial policies, these parties have been gaining influence over the programmes of national governments, while it is predicted that they will likely manage to gain a sufficient number of seats in the European parliament to block policy reforms. Ironically, this comes at a time when more Europeanised policies in many areas would seem to be an effective way forward in a number of domains, from addressing global warming and the migration waves to tackling the pressures from technological change and globalisation on national economies and labour markets, to improving the functioning of the EMU.

The ETUI will continue to monitor these developments on both the European and national levels and analyse the results and effectiveness of policy responses to them. This first priority remains focused on economic governance and the policies shaped by it, but will also include more research and training on a new vision for the future of the European Union, linked to the Commission's White Paper, the European Pillar of Social Rights (with a particular focus on the legal initiatives), the Social Scoreboard and the implementation of the 20 principles, the reform of the EMU area and the European Labour Authority, the achievements of the Europe 2020 strategy and its possible follow-up and the outcome of various REFIT exercises. In particular, the way all of this fits into the creation of a new social contract will be explored.

The need for a green transition, investment in education and the reindustrialisation of Europe raise different questions across the Member States. Furthermore, the European Pillar of Social Rights is emerging as the catch-all construction for all future social policy initiatives. It remains to be seen how binding or voluntarist this approach will be in the medium to long run. In particular, the Social Scoreboard has been presented as a concrete tool to monitor and assess needed actions in order to ensure upwards social convergence. This all depends on the outcome of the pending dossier on the European

Labour Authority, which may help to resolve long-standing problems of enforcement. Finally, the (de)regulatory approaches of the Better Regulation and REFIT agendas continue to be implemented. These questions are being compounded by the digitalisation of the economy and the need for a green transition, which seems to amplify many of the issues raised above. The digital single market seems to be turning a blind eye to the labour market and employment effects of this revolution.

In response, the ETUI's research will pay close attention to monitoring the processes underlying these developments and focusing on specific themes that are central to the European labour movement.

The main issues to be dealt with include:

- monitoring the effects of current policies, to a great extent shaped by the European Semester, and their implications for the social dimension and the European social model; a continuous assessment of the mix between demand and supply-side ('structural reforms') policies, the role of investment, especially from the public sector, and their effectiveness in stimulating growth
- monitoring developments in the convergence of mostly macroeconomic variables, including GDP per capita but also real compensation growth, productivity growth, domestic demand and current account balances. Special attention will be paid to processes hindering convergence, in particular factors causing hysteresis in output growth and labour market outcomes (unemployment rate, underemployment, marginalisation) in the aftermath of shocks, as tackling these factors is also important for promoting the resilience of eurozone economies and ultimately stopping divergence after shocks
- how macroeconomic developments have been feeding the unequal distribution of growth gains
- monitoring and assessing developments and proposals on the reform of the EMU and the adoption of the next Multi-annual Financial Framework (2021-2027)
- analysing the implications of current wage levels and divergences between countries and hence the possibilities for wage-led growth and for supporting trade union actions to raise wage levels across the EU, in particular collective bargaining
- Brexit raises further questions, one of them being the future of trade policy and the place of the EU in the world, which will be continuing ETUI themes
- the developments of the Social Dialogue at sectoral and cross-industry levels, and the changing landscape of collective bargaining and industrial relations at all levels
- supporting the process and implementation of the European Social Dialogue:
- monitoring and critically assessing the impact of new regulatory approaches, such as REFIT, the Social Pillar and the possible European Labour Authority, on workers' rights at the workplace
- shifts in social legislation and social rights, particularly as they are catalysed by responses to the crisis, will continue to be closely monitored across all Member States
- a follow-up to the outcome of the ex-post evaluation of the health and safety directives, especially the revision of six particular directives
- a follow-up to the Europe 2020 strategy.

The issues listed above will be addressed by the projects described below.

One of the key new initiatives in the social policy area expected in 2019 is the **European Labour Authority** (ELA), which was first put forward in 2017. The ELA could address some of the monitoring, enforcement and dispute settlement gaps that exist in the EU. The ETUI will monitor and explore the potential impact of the ELA, proposed in 2018 and just adopted. The ELA is intended to address some gaps in the enforcement of rights of mobile workers, including posted workers. Accordingly, a project on posted workers will serve to monitor and analyse the establishment of the ELA, research and compare the national case law on posted workers in 11 Member States and conduct a comparative analysis of the national reimbursement rules. In addition, work on the development and, most importantly, on the enforcement of and compliance with the **European Pillar of Social Rights** (EPSR) will be continued. The EPSR may lead to a new framework for evaluating all social policy initiatives and for re-evaluating former ones, e.g. the Social Scoreboard. As such, it could clash with the rationale underlying the **Better Regulation (REFIT)** agenda. Further research will explore the compatibility of the two frameworks. Furthermore, the Better Regulation approach has regained relevance and topicality as the REFIT process is gradually extended to all legislative and all major non-legislative EU policy initiatives, raising new questions about the politicisation of its application. The **REFIT** process will thus continue to receive close attention in the course of this work programme, since it affects both the social *acquis communautaire* and forthcoming or pending social legislation. Next to the publication and dissemination of existing and new research on REFIT, the EPSR, and the ELA, workshops involving both practitioners and academics will address the structural EU changes relating to the social dimensions.

The new dynamics in the social dimension of the European Union clearly require the continuation of the annual publication '**Social developments**'. The 2019 edition will be published during the second half of 2019, and a call for tenders will be launched for the publication of the 2020 edition. 'Social developments' is published in French and English and is launched at an event held in Brussels.

Much research will focus on regular monitoring and tracking of the mix of European and national economic policies, of EU economic governance processes, their outputs and their reform, and their impacts on economic, labour market and social developments with an emphasis on a macro-perspective. The topics that we will pay special attention to come under three broad questions:

- How can growth be stimulated across Europe? Topics and related policy initiatives of particular interest here will be the mix between demand- and supply-side ('structural reforms') policies and its effectiveness, and the role of investment, especially from the public sector.
- Is there upwards convergence in living standards and towards resilient economic structures and, if so, what are its drivers or what hinders it? We will be monitoring developments in the convergence of mostly macroeconomic variables, including GDP per capita, but also real compensation growth, productivity growth, domestic demand and current account balances. We will also be paying special attention to processes hindering convergence, in particular factors causing hysteresis in output growth and labour market outcomes (unemployment rate, underemployment, marginalisation) in the aftermath of shocks, as tackling these factors is also important for promoting the resilience of eurozone economies and ultimately stopping divergence after shocks.
- How can we promote a more equitable distribution of growth gains (inclusive growth)? The problem of slow growth notwithstanding, there is now widespread

agreement that the benefits from growth have not been equitably distributed in the past and there are indications that increasing inequalities have to a certain extent been fuelling the rise of populist parties in Europe that have an openly anti-EU agenda. We will thus also explore whether and, if so, how macroeconomic developments have been feeding the unequal distribution of growth gains. Special attention will be paid to the impact of labour market reforms on the evolution of the wage share in European economies. This area has received renewed interest in the research of international organisations, but empirical research has so far focused on a limited range of bargaining power indicators. We intend to take a more focused approach informed by insights from the industrial relations literature.

We will be closely monitoring and assessing developments and proposals on the reform of the EMU and the adoption of the next Multiannual Financial Framework (2021-2017). The output of this project will consist of analysis, commentary and advice (as and whenever requested) on EU-level and national policy developments. Shorter and speedier responses to policy developments (in the form of blog posts and op-eds) will be combined with more in-depth pieces of research and active presence in public events. For the budget year, we envisage producing two working papers. This will include commentary, analysis, external advice and reactions. Particular attention will be paid to the continuing European investment plan, the course it takes and the effects it has, to the implications of the UK decision to leave the EU, and to future EU trade policy in the light of negotiations with potential partners. Research will also be conducted as issues arise, with attention continuing to be paid to proposals for improving competitiveness, reforms of banking and financial systems and proposals for alternative economic policies. External experts will be brought in where appropriate. Research findings will be disseminated via publications, through participation in events and in the form of direct advice, primarily to individual and ETUC-affiliated trade unions and federations.

A new project will look into **active labour market policies** and more specifically at **job creation programmes and job guarantee schemes**. The reasoning behind the increased shift towards such programmes begins by admitting that a large group of the unemployed are not and will not be employed by the private or public sector. Implicitly, it has been accepted that labour market slack will continue for years to come. The project has manifold goals. Firstly, we investigate whether the idea of a job guarantee is worth considering, discussing its relative merits compared to other support/activation programmes both in a labor market and demand policy context. We will compare the job guarantee to various proposals for a European unemployment insurance and a Universal Basic Income. Secondly, we aim to collect and categorise information on existing direct job creation programmes in Europe. An edited volume will provide a more detailed description of experiences in Europe but widens the angle to include various policy proposals both at the euro area level and for individual Member States. Secondly, we will make a proposal for a European job guarantee, including a discussion its financing options, which shall be disseminated in the form of written posts on major blogs with a European readership. Thirdly, we aim to build up or contribute to building up a network of researchers interested in job guarantee schemes by hosting workshops for researchers working on this topic, towards the preparation and eventual dissemination of an edited volume.

An ongoing project provides a clearer and more detailed focus on the countries of **central and eastern Europe**, aiming to support **social dialogue** there by developing links with and offering assistance to local trade union organisations in their efforts to provide input to the policy process in individual countries as well as at European level. These activities include offering advice to trade unions and

policymakers, contributing to conferences and expert meetings in eastern European countries, and jointly publishing research findings with trade unions and researchers from those countries. The results of this work could also feed into the working paper.

Another project will investigate changes in **taxation**, as one of the key components of a welfare state and hence a main pillar in shaping the European Social Model. Taxation is high on the European agenda, and issues of particular interest for the trade unions in Europe are tax evasion, in all its forms, and attempts to harmonise the corporate tax base. The ETUI will commission external expertise on a couple of key issues with a view to writing up evidence-based research documents on issues identified as being of relevance to European trade unions.

Special attention will continue to be paid to actions following the publication of the ex-post evaluation of **EU health and safety legislation and the adoption of the Opinion on the Modernisation of Six OSH Directives to Ensure Healthier and Safer Work for All** by the Advisory Committee on Safety and Health at Work (ACSH). The ETUI will monitor the outcome of this process and provide expertise to the workers' interest group (WIG) in the ACSH and to the European Commission. The ETUI will also co-ordinate the participation of WIG members in the expert groups and working parties set up to give shape to the process of modernisation. The ETUI will provide relevant expertise and identify how to avoid the erosion of workers' protection in the EU.

In addition, the ETUI will continue to closely monitor the **revision of the Carcinogens and Mutagens Directive** (2004/37/EC) and any new additions to the list of carcinogenic substances. The Institute's contribution will entail closely monitoring the Commission's proposals and technically assessing whether they correspond to best practice and a high level of protection of workers. The ETUI will also continue to disseminate a finalised research project that examines the annual cost of occupational cancers in the EU28 and provide scientific evidence in the context of the revision of the present Carcinogens Directive. Specific expertise will be sought when needed. In addition, the ETUI will support the ETUC in their political work on request.

In addition, a two-day conference will be held during the second half of 2019, taking stock of the developments of 30 years of OSH regulation at EU level since the Framework Directive of 1989, and its results in the Member States. Building on an evaluation of past developments, experiences and results, the main focus of the conference will be on the future. The central issue will be: what is the future of OSH strategy and legislation in the European Union, and how can it fit with changes in the world of work? Special attention will be paid to the role of expertise in policymaking and practical implementation, and more particularly to the experience of the European trade union movement in building its own expertise tools and in developing cooperation with experts from different disciplines and institutions.

The ETUI's **Transnational Trade Union Rights** (TTUR) network will continue to assess the potential of European legal sources of rights. Four network meetings have been planned. Building on its prior work on the Lisbon Treaty, the European Convention on Human Rights, and the European Social Charter, the TTUR will disseminate its most recent publication on *The Charter of Fundamental Rights of the EU and the Employment Relation*. We will define a new research project to be launched in 2019-2020; this project will be shaped by the outcomes of the 2019 ETUC Congress, the (further) implementation of the Social Pillar and the Work Programme of the new European Commission. Following the reorganisation of the TTUR in 2017, four informal

working groups were created to address: 1) Better Regulation, 2) the European Pillar of Social Rights, 3) the definition of 'employee' and 4) Brexit. Each group can decide to consolidate particular research leading to different outputs, such as working papers or articles in external (law) journals.

Finally, and in line with the ETUC priorities in relation to fundamental rights in general and the promotion of trade union/social rights in Europe in particular, the TTUR will continue to provide expert/research support to the ETUC upon request.

An umbrella project launched in 2017 seeks to analyse the **potential of a litigation strategy to enforce workers' rights**. The key court cases brought before international and European courts more and more often constitute part of a broader litigation strategy by the stakeholders with an aim of triggering or even achieving social change. At the same time, this phenomenon is currently still under-researched and under-used by the trade union movement.

This project thus seeks to address the gap in legal research and expertise on pan-European litigation strategies for trade unions and workers' representatives. It also indirectly aims to identify experts who work on these matters and to serve as a platform for knowledge-sharing and dissemination for trade union audiences.

For the 2019-2020 work programme year, the project will focus primarily on the collective access to courts both at the EU and national level, since access to courts at the national level often determines whether access to pan-European judicial bodies will be available. An ETUI working paper will focus on the ETUC's access to the CJEU. The European Commission is obliged to request the ETUC's opinion in all cases involving cross-sectoral framework agreements implemented in EU law (on fixed-term work, part-time work and on parental leave). The working paper will assess the success rate of the ETUC by comparing the positions of the ETUC, the European Commission and the outcomes of the respective litigation processes. Drawing on the expert reports produced under last year's work programme about national-level access to courts for collective bodies in five Member States (Denmark, Poland, France, Slovenia and Germany or Austria), the extent to which these national models could serve as an example for an EU-wide model will be explored. What are the political and institutional requirements for the establishment of collective redress at the EU level?

In addition, and building on the strategy outlined above, in 2019-2020 a specialised programme will be launched on the potential of strategic litigation in the field of occupational health and safety. As for workers' rights in general, creating strategic litigation is part of a legal strategy to obtain occupational health and safety aims in the everyday practices of workers in Europe. Clearly, good regulation is the basis of this strategy, but regulation alone is not enough. Rules need to be implemented and enforced to really change everyday practices in the workplace. If this does not happen in a timely, correct and complete manner, however, unsafe and unhealthy working conditions will continue to exist in the workplace. An important means of tackling the under-implementation and under-enforcement of OSH rules is litigation, being a means to force the law to be implemented. If litigation is strategically created, it can support workers not only in the specific case in question, but also in other cases in the future. If the effort is made at EU level, also integrating national experiences, one single case can have an even greater multiplying effect. The project will kick off with a seminar in the second half of the budget year, bringing together mainly legal but also occupational health experts and policymakers, to consider the issue of litigation in the field of occupational health and safety. The seminar aims at taking stock of and exchanging

existing knowledge on and experience with the issue of OSH litigation, as well as at identifying both the main gaps and the main opportunities/most necessary fields to deal with in the near future, at both EU and national level, in different fields of law and on a broad range of OSH topics. A report of the outcomes of the seminar will be made, creating a basis for the future selection of issues for the project.

In the wake of the crisis, many European countries have enacted **labour law reforms**, most of which make existing provisions of labour law more flexible and ease minimum standards, shifting the emphasis to soft law (deregulation). The ETUI's ongoing project on monitoring and mapping European legislation critically addresses the widespread ongoing deregulation of labour law, in particular its negative impact on fundamental social rights and workers' protection. The project's findings will also be incorporated into the Reform Watch web service. The response to the economic crisis and its impact in the social (legislation) domain continues to dominate the political agenda and thus remains a primary consideration in the work done by the ETUI. Whereas the main social (legislation) domains affected by the reforms proposed and/or pursued at EU level and implemented at national level remain largely the same, the same does not necessarily apply to 'guiding background documents', and we note a shift in and proliferation of policy documents prescribing reforms in the social (legislation) domain (ranging from MoUs to the European semester (CSRs) to the REFIT process). Furthermore, as the European Semester and in particular the so-called country-specific recommendations (CSRs), are intended to be among the main vehicles for implementing and reaching the objectives set by the EPSR and its accompanying Social Scoreboard, the ETUI research on mapping the 'social CSRs' will be continued. Yet it is not just changes in national legislation that need to be mapped. It is also crucial to recognise and assess the logic underlying the various policy approaches and tools, such as the Memorandums of Understanding (MoUs) or **country-specific recommendations (CSRs)** issued in the context of the European Semester. Accordingly, a thematic analysis of the CSRs is also envisaged.

Thus, the main foci of research remain the impact of the crisis on labour legislation and the impact of country-specific recommendations in different subsets of the social domain. Since trade union rights are among the main sets of rights currently under attack, the ETUI will update and disseminate research it started for EPSU on (developments in) the legal framework on the right to strike (with a particular focus on the public sector) in the EU/EEA Member States and candidate countries. The series of 'social policy *fiches*', or brief summaries of EU social legislation, will be updated as necessary.

Furthermore, the ETUC's continued interest in protecting fundamental social rights, and trade union rights in particular, is also bound to give rise to a need for more expert input in different formats. Hence, under this project, the researchers concerned will also continue and where needed step up their longstanding provision of expert input in, amongst others, the ETUC committees/structures (e.g. ETUC legal experts network NETLEX, the ETUC Fundamental Rights and Litigation Advisory Group, the ETUC Internal Market and Social Legislation Working Group) as well as in relation to monitoring and enforcement mechanisms/bodies linked to the Council of Europe, the European Convention of Human Rights, the European Social Charter and the European Code of Social Security (e.g. CDDH (subgroups), the Governmental Committee, and the Collective Complaints Procedure).

The results of the above-mentioned monitoring and analysis are not only relevant for the trade unions engaging at the European level. Most industrial relations actors and

academics are broadly familiar with the changes in their own country. However, the range of parallel situations across Europe casts a different light on developments and reveals much about the overall regulatory context of an increasingly integrated Europe. The ETUI's unique contribution to the debate is its systematically European approach. The results of the mapping of social legislation changes will feed into the monitoring tool, Reforms Watch, to provide timely, readily accessible information to ETUI stakeholders on changes and reforms affecting industrial relations, labour markets and pensions. The aim is to provide European trade unions with, firstly, timely information on occurring changes, and secondly, in-depth analysis of what these changes mean for labour markets, social partners and European integration.

**Social dialogue** is at the heart of the ETUI work programme and is the *raison d'être* for the setting up of projects, while the process of social dialogue is also a subject of research in and of itself. The ETUI's research on monitoring the European Social Dialogue seeks to critically assess the EU social partners' involvement in European governance processes.

Although it looked like the EU Social Dialogue was on its way to a revival following the relaunch process initiated by Commission President Juncker, and particularly in relation to the (implementation of the) European Pillar package, the EU social partnerships became again rather difficult and complex, at least on some issues. One illustration of this was the refusal to negotiate on the revision of the Written Statement Directive and the distance between the positions of the social partners in other consultations launched in the framework of the EPSR. However, the EU social partners did agree a new if rather limited work programme for 2019-2021, in which several new initiatives are planned, such as negotiations for an autonomous framework agreement on digitalisation.

One project is intended to scientifically cover issues related to the development of particular themes of the European Social Dialogue that are of major interest for the European trade union movement. The first objective of this project is to monitor developments in the EU (interprofessional) Social Dialogue. Secondly, the project seeks to assist and conduct research on the implementation of the instruments of the (mainly cross-sectoral) EU Social Dialogue, such as framework agreements incorporated into Directives, autonomous framework agreements, autonomous work programmes, etc. And thirdly, ETUI experts will continue to provide expertise to the ETUC negotiation teams and drafting groups, as planned in the new EU Social Dialogue 2019-2021 Work Programme and/or following consultations with the Commission.

Furthermore, the project also includes regular updates of the ETUI social dialogue texts database, based on which thematic research output can be undertaken as appropriate. Finally, the section on social dialogue on the ETUI's website [worker-participation.eu](http://worker-participation.eu) will also be regularly updated and enriched. The portal [www.esddb.eu](http://www.esddb.eu) created in 2017 will be maintained and further developed to provide access to the database of agreements concluded in the European Social Dialogue.

Apart from its own research, the ETUI will also continue to provide its expertise in external projects run by (European) trade unions, external institutions and/or academic experts.

Collective bargaining is at the heart of trade union action and contributes in a substantial way to the European social dimension. The ETUI will in the coming reference period carry out analysis along three main lines of approach.

First, the Collective Bargaining Newsletter (CBN) is the ETUI's tool for providing up-to-date information on collective bargaining developments across Europe. **Collective bargaining** practices and outcomes have undergone considerable changes as a result of both the economic crisis and recent policy developments. The project delivers on two fronts: firstly, by producing 11 electronic issues of the CBN each year; and secondly, by maintaining and improving the CBN archive, which contains all CBN issues published since February 2008. The CBN is compiled by an external research team from the De Burcht foundation in Amsterdam. The CBN is also linked to our Reforms Watch pages.

Secondly, a project to **map developments in collective bargaining** will continue and comprise three strands. The first strand of activities will continue with the mapping of changes in collective bargaining outcomes and processes across Europe. The analysis will be based on desk research and will be published as the 'European Collective Bargaining Report 2018', which will take the form of an ETUI working paper. The results of the mapping exercise will, furthermore, be presented at various academic and trade union conferences. In the light of the emphasis that the European Pillar of Social Rights places on 'fair wages' and adequate minimum wages, the second strand of this project will focus on the issue of living wages and more specifically on the development of a European concept of how minimum wages can be converted into living wages that enable each worker and his/her family to earn a decent living from the money he/she is earning. This strand will build on the work conducted in the previous budget year, the output of which was published as a special issue of the academic journal *Transfer* on living wages in Europe. Based on this outcome this year's activities will investigate in more depth the possibilities to develop a genuinely European concept of living wages involving criteria for determining living wages and mechanisms to implement living wages in practice. In light of the devastating consequences of the decentralisation of collective bargaining in many European countries as regards in-work poverty and inequality, the third strand of activities in this project will explore the benefits of multi-employer bargaining structures at industry level. This strand of research will thus focus on two key issues: first, the analysis of the added value of industry-level collective bargaining and, second, capacity building through cross-border regional collective bargaining partnerships. In order to gain first-hand information and to enable an exchange of experiences and information among the actors involved, a workshop will be organised bringing together trade unionists and researchers from different countries.

Thirdly, a three-volume book providing a **comprehensive overview of the situation regarding collective bargaining in the EU28** will be published in spring 2019, mapping the far-reaching implications for national collective bargaining systems of the enduring economic crisis in Europe, and in particular of the various political measures pursued in the context of its management. The project was launched in 2015-2016, and the publication will be comprised of country-specific chapters written by experts from across the EU28. The insights of the book will be disseminated at academic, policy and practitioners' meetings during the budget year.

### ***Policies and actions for the future of Europe: ETUI training support and responses***

**Democracy at work** and economic empowerment give workers more control over their lives and therefore diminish the attraction of the far right. Additionally, trade unions in Europe can increase their output in social media and education concerning the danger of the far right, especially in light of the upcoming European elections. During the election period, trade unions are reinforcing their capacities to deal with the far right but in fact a continuous effort is needed if they want to make a difference. While

trade union values differ from far-right values, there is sometimes a gap between trade union values and practices. This gap needs to be reduced to (re)gain the trust of workers and to regain trade union power and therefore counter the far right. In the ETUI Education training offer, courses will be dedicated to this important subject concerning the future of Europe. The strengths and weaknesses of the far right in various countries will be analysed in order for trade unions to take action. The terms 'right-wing populism', 'far right', 'neo-nationalism' and 'fascism' will be taken apart and analysed. Trade union strategies and practices will be shared and presented. The question of the transferability of these strategies to an EU dimension will be discussed along with other other dimensions.

The training course 'Debunk the far right: Reinforce trade union power' was first launched in the previous work programme. It focusses on trade union strategies and practices to counter the far right, especially in the lead up to the EU parliamentary elections. The course is made up of three parts: a) a first workshop analysing the far-right and how they stand in opposition to trade union values and practices, b) transnational working groups, and c) a second workshop, which will be held during the 2019-2020 work programme, where the activities of the working groups will be assessed and trade union capacities for countering the far right reinforced. The trade unionists participating in the training cycle feel empowered by the fact that the ETUI organises such an exchange. They have the opportunity to analyse practices, as well as develop concrete ideas to reinforce trade union power and counter the far right. 'Fighting racism and xenophobia at the work place through collective bargaining' is another course of this work programme which is dedicated to this important subject. The training will have as objectives:

- to encourage the exchange of good practices amongst trade union organisations
- to strengthen their capacity to act on the themes of non-discrimination and diversity
- to understand and integrate the concept of diversity.

Improved skills and competencies are increasingly necessary for workers; it is therefore of the utmost importance to promote and strengthen training on collective bargaining and social dialogue as the tool that promotes learning and the development of workers in the new economies. The ETUI will organise training activities with the general aim of strengthening cross-sector and sectoral collective bargaining throughout Europe by building the capacity of trade unions and providing them with support and tools for overcoming the challenges they are facing, particularly at national level, in order to prepare the conditions for the enforcement of the Pillar of Social Rights via collective agreement. The objectives followed by these courses are:

- to identify key issues for the development of cross-sector and sectoral collective bargaining in each target country;
- to analyse and compare problems of the national collective bargaining frameworks concerned;
- to develop concrete solutions and proposals to overcome these problems.

Youth is key when we speak about the future of Europe. The ETUI always has the priority of integrating young trade unionists into its training activities but also of dedicating a large number of activities to the empowerment of young people. The training is meant to reinforce trade union knowledge and action in Europe. 'European training for young trade union leaders' is designed as a nine-month course combining three residential seminars (face-to-face activities) with group activities on specific issues to be completed between the seminars.

**The objectives are:**

- to reinforce inter-personal skills in a multicultural environment;
- to enhance communication skills on trade union issues;
- to develop leadership skills;
- to strengthen the identity of trade unions within a European context;
- to understand the importance of integrating a European and national dimension/perspective into trade union work, and learn how to do it;
- to analyse complex situations and to design trade union strategies.

Another important area for the future of Europe where workers need to increase their capacity to act is the European Pillar of Social Rights. Therefore, the ETUI offers a training course which will analyse the concept of the EPSR and discuss the economic and political aspects to it. The objective is to develop ideas for a common strategy/action plan to better advocate for it on the national level and to share and exchange national experiences and practices related to the EPSR.

Workers throughout Europe are deeply concerned about their purchasing power and their wages. The ETUI will offer a training activity on integrating the pay rise topic into the European trade union collective bargaining process, in order to improve minimum salaries and to relaunch European economies through increasing internal demand, and as a tool for building social justice and reducing inequalities at EU level. The main objective of the 'European Pay Rise' course will be to elaborate action plans for strengthening the collective bargaining for building social justice and reducing inequalities.

As described in various projects of the ETUI, central and eastern European countries need support regarding social dialogue and collective bargaining. Different organisations asked the ETUI to reinforce their capacities in these areas. This work programme will offer them different (targeted) training opportunities, such as 'leadership and capacity building' general courses, trade union renewal in the Baltic States and promoting a wage alliance in the V4 countries.

Another area of interest is pursuing a renewed approach to social protection, which means ensuring equal social protection rights for equal work to people in all forms of employment; upgrading working conditions and the adequacy of social protection for all, in a logic of upward convergence; and ensuring solidarity and fairness in social protection by designing collective systems, whether tax- or insurance-based, to which people contribute equally and proportionally to their capacity and benefit from according to their needs (adequate minimum provisions and fall-back safety nets at the very least).

Our training activities are to help national trade unions understand that people in all forms of employment, regardless of the type and duration of their employment relationship, must have equal access to adequate social protection and to the full range of employment services for reinsertion into the labour market. An equal level of protection for standard employees must be ensured to all working people, to erase differences and discrimination linked to the type and duration of employment relationships in effective social protection against life risks and job loss.

All people in all forms of employment should mandatorily and equally contribute to the systems, in line with the provisions in force for standard employees. Everyone must

benefit from social protection systems. Enforcing these principles should create a more level playing field – de jure and de facto – for everyone in employment to enjoy better conditions, protection against life risks, upward convergence and distributional effects. Objectives of the courses : to be well prepared and well informed, with a renewed approach to social protection for the future which will focus on the challenge of achieving equal social protection rights for people in all forms of employment; to be able to participate in ETUC work by implementing the European approach on national level; to be able to influence national reforms and future strategies.

In recent years, the European trade union movement has played a strategic role in mobilising, monitoring and influencing the EU decision-making process on proposals and reports that have an impact on different social issues and working conditions. There is a strong need to maximise the use of the range of means available to the ETUC to improve the impact of the trade union agenda at European level, i.e. using campaigns and mobilisations, the EU institutions, employers and the social dialogue, allies in civil society, the Tripartite Social Summit, and EU external relations. For these reasons, knowledge of the EU institutional mechanism and how to use it for achieving trade union objectives is an essential tool for each union involved in political challenges at sectoral, national and European levels. This training course offers participants the opportunity to better understand the EU institutional process and the role trade unions can play to influence it. This is an advanced level course, meaning that it is addressed to trade unionists who already have a good knowledge and/or experience in this area.

The ETUI Work Programme will also support the recent developments regarding GDPR. A number of aspects of GDPR are important for trade unions. Firstly, GDPR offers an opportunity to gain better protection for workers, especially from overly invasive surveillance practices. It will also assist unions in their fight to help workers keep control and ownership of their own personal data. The provisions that give workers the right to ‘portability of data’ may be an important part of unionising campaigns for platform workers who are eager to preserve and bring their achieved ‘ratings’ with them. Secondly, the GDPR requirement for data protection impact assessments may be an additional opportunity to push for information and consultation with unions on the company’s treatment of workers.

Trade union members’ data is protected as a special category of ‘sensitive’ data (Article 9). The processing of sensitive data is very tightly regulated. This includes information revealing someone’s racial or ethnic origin, political opinions, religious or philosophical beliefs, as well as data about genetics, health, and biometrics (for example, fingerprints, facial recognition and other body measurements).

The ETUC believes that establishing an EU Code of Conduct for the processing of trade union members’ data may be the most effective way for us to protect trade union activity and ensure that national data protection authorities and courts properly interpret the provisions that specifically aim to protect trade unions and confederations.

The training activity will **develop the capacity of national trade unions to use the code of conduct:**

- to harmonise the concept of GDPR between trade unions in Europe
- to understand the code of conduct
- to share good practices and experiences to protect workers from surveillance practices.

Finally, a completely new training subject will be launched in this ETUI Work Programme: artificial intelligence. After having successfully run various training activities on digitalisation and its consequences and renewing our activities this work programme, the ETUI would like to go deeper into the topic of AI. Today there is a hype about AI taking jobs and changing professions, although the real impacts are still unpredictable. What is certain is that the transformation will be substantial. How will trade unions prepare for this? What is important to know about AI? What can trade unions do? Our course will address concrete trade union concerns about artificial intelligence (deep learning, analytics, etc.), identify possible opportunities that trade unions can benefit from but also possible social inequalities that AI may create. Another aim will be to define items that need to be further worked on in the ETUC.

## **2. Worker participation and industrial relations**

Ongoing integration of the European market is being accompanied by a parallel decentralisation and erosion of sectoral and national IR institutions. The key to successfully meeting the challenges of simultaneous processes of Europeanising and decentralising IR at company level lies in strategically combining the various instruments for information, consultation and board-level participation and linking them more generally to collective bargaining structures. This linkage involves varying constellations of actors and instruments across borders, from the local to the national and European levels. Consequently, new sources of influence and coordination emerge, while others disappear or become weakened.

In its work, the **European Worker Participation Competence Centre (EWPPC)** will continue to explore and promote strategic and anticipatory interlinking of these processes, actors and levels.

This area of increasing importance for the trade unions across the European Union is driven principally by the **implementation of directives on employee representation and workers' information and consultation rights**, which at the same time play a pivotal role in safeguarding and further enhancing the interests and safety of workers. These innovative institutional arrangements are also one of the main drivers of the Europeanisation of industrial relations.

The monitoring, investigation and understanding of – as well as active support for – the development of various forms and levels of worker representation and interest mediation, as well as the dynamic relationships between them, have constituted an important and constantly growing area of the ETUI's activity over the years. One of the ETUI's key contributions to this field is the **development of a genuinely European comparative and cumulative knowledge base**. The ETUI will continue to carry out research, pool knowledge via networks, evaluate legislative proposals, train trade unionists and workplace employee representatives, and provide technical support for efforts designed to strengthen the protection of workers' interests and the advancement of those interests throughout Europe and at different levels of society. The work of the ETUI in this field is closely aligned with the ETUC's overall strategies on democracy at work, and it provides a wide range of expert input and evidence for specific strategies and policy questions.

Main issues to be dealt with include:

- addressing the limits and opportunities for better interlinkage between institutions and actors of workers' participation across borders and across levels of the company;
- understanding and supporting unions and employee representatives in European multinational companies, particularly those involved in *Societas Europaea* (SE) and European Works Councils (EWC) or affected by cross-border company mobility
- collecting, translating and analysing negotiated participation agreements and practice
- focussing the annual EWPCC conference on exploring the findings of the large-scale survey of EWCs and SEWCs conducted in 2018
- understanding and supporting board-level employee representation (BLER), particularly taking a European and comparative approach to the influence, networking and articulation of BLERs and by collecting and monitoring relevant information about BLER provisions and reforms in national and European law
- understanding the changing contexts of multinational corporations and, more specifically, the impact of the deployment of industry 4.0 on the organisation and geography of production networks in Europe, as well as how different forms of outsourcing and offshoring (geographically and in terms of different products) are associated with ways of creating, capturing and distributing added value in value chains
- running the EWPCC's expert networks: the WPEurope network, which specialises in the Europeanisation of information, consultation, and board-level participation, and the GOODCORP network, which monitors company law and corporate governance
- investigating the impact of the Company Law Package and preparing for its implementation (assuming it will be adopted in 2019)
- using the unique Company Mobility Database to continuously and comprehensively monitor the use of EU law and its consequences for workers' participation and governance
- exploring the variation of forms and systems of health and safety representation in practice with reference to specific H&S topics of current relevance
- continuing and expanding the knowledge website 'worker-participation.eu'
- developing practitioner-oriented material.

By monitoring, disseminating information, conducting research and offering **training courses**, the ETUI provides trade unions, workplace employee representatives, and other relevant audiences across the European Union with detailed and up-to-date material on developments in this domain and their implications for systems of industrial relations.

A special effort is devoted to developing a **network of trainers** who can act as multipliers and reinforce this dimension of the ETUI's work. Another priority involves making the wide-ranging expertise of the ETUI more accessible to practitioners. This approach not only applies to issues strictly associated with worker participation but will also seek to cover a broader range of domains, including employment law, health and safety and sustainability.

The ETUI will also continue to support the members of EWCs and SE-WCs (European Company Works Councils) via training and information services, working closely together with European Industry Federations.

The **EWPCC Conferences** regularly bring together employee representatives and other practitioners, academic experts, trade unions and policymakers to discuss relevant research and debate topics to do with worker participation. Casting the multinational company as a multi-level system of institutional arrangements marked by highly variable practices, the EWPCC Conferences held during the past five work programmes cumulatively explored the possibilities and constraints to the articulation of employee-interest representation across all company levels. The 2020 EWPCC Conference will share the results of the ETUI's large-scale survey of EWC and SEWC members. In plenary sessions and interactive working groups, participants will explore the implications of the survey results for practice in companies, for the support function of trade unions at the national and European levels, and for (future) policy debates.

The work of the ETUI on workers' participation is supported by a network of national experts. Since its inception, this experts' network (long known as the SEEurope network) has developed into a key resource for research and advice on the European Company (SE) and worker participation issues in general. Reflecting its broader focus on workers' participation, the network was renamed the **Workers' Participation in Europe (WPEurope)** network in 2016. At the heart of the WPEurope project is an active network of legal, economic and industrial relations experts covering all 30 concerned EU and EEA Member States. The network covers very specific areas as well as more general aspects of both worker participation and industrial relations in the broadest sense of the term. In the period 2019-2020 there will be a stocktaking of workers' participation in policy and practice, with a view to informing future deliberations about policy priorities in the European institutions. With a new EP mandate and a new Commission in place, 2019-2020 may present new opportunities to relaunch the stalled approaches to classic sources of worker participation rights laid down in employment law as well as those elements of workers' participation whose basis is in company law. This process has been delayed but may receive new impetus through the launch of the European Pillar of Social Rights. Furthermore, EWCs and SEWCs are more often beginning to utilise their cross-border rights to move beyond restructuring and to address the transnational impacts of multinationals' strategies on workers' rights and working conditions. This involves a recalibration of ways in which the local rights of employee representatives can be more effectively combined across borders via the EWC. The network will also assess the potential impact of the Company Law Package (assuming it will be adopted in 2019) and explore ways to inform its implementation in the Member States. The work of the WPEurope network also informs the work of the ETUI in its education and publication activities. Only eligible costs will be incurred under the work programme. The network meets twice a year.

## **2.1. Board-level employee representation, corporate governance and cross-border company mobility**

Several projects will continue to monitor the development of **board-level worker participation at European level** by founding SEs or through the European Cooperative Societies (SCEs) Directive, as well as via the application at national level of the Cross-Border Mergers Directive and other European initiatives in the field of company law and corporate governance directives. The application of these laws, as well as developments at national level, have prompted a form of Europeanisation, the impulses, effects and implications of which have yet to be fully understood.

Building on research conducted in these projects about the emergence of internationalised board-level employee representation, the ETUI will continue to refine

and implement its efforts to identify these new European bodies and include them in its analysis. Apart from updating the database containing all SEs, SCEs, cross-border mergers, and transfers of seat, case studies will serve as a starting point for analysis and assessment designed to ascertain how board-level employee participation contributes to the Europeanisation of industrial relations.

Research on board-level employee representation will focus on two strands: firstly, on national legal BLER regimes in Europe and trade union policies, and secondly, on understanding the Europeanisation of BLER in practice.

The first strand continues to develop the knowledge that the ETUI has gathered over the years on BLER legal regimes and practices across Europe. First, it aims to monitor the content and evolution of mandatory and soft national rules regulating BLER presence, composition and functioning across Europe. Research will map existing systems and monitor legislative and political developments that shape board-level employee representation rights at the national level, which may in turn affect the rights governing board-level employee participation at the European level. Gender quotas for corporate boards will be a particular focus in this work programme. A second main objective is to disseminate, share and promote the debate on BLER regulations, practice and functions in those Member States in which there is no established BLER tradition, by sharing experience and addressing this dimension of workers' representation rights in the broader context of industrial relations debates. Information will be disseminated through the worker-participation website. Organised in collaboration with trade unions, one workshop will target strategic actors at the national level to promote debate and the exchange of experiences. This is the fourth in a series of such workshops conducted over the past two work programmes, which seek to enable exchange, both at the local level and between countries, especially between representatives from countries in which BLER is well-established and representatives from countries in which BLER has not been implemented yet or has been weakened by privatisation and sectoral restructuring. In 2019, the workshop will take place in Ireland, since Irish trade unions and stakeholders have closely followed the European corporate governance reform debates with a view to strengthening their own workers' participation system, which has been weakened in the crisis and in competition with other forms of workers' participation, such as financial participation.

Secondly, an expert meeting will be held to explore different national debates and perspectives on workers' representation in Europe, covering both political discussions as well as various debates taking place within national trade union movements. There will be exchanges between researchers with expertise on regulations, practices and political debates on workers' representation in company boards from different European nations. These are expected to yield rich comparative insights from the different local social realities, to confront diverse narratives, and to better understand the state of debates, positions, practices and actors' expectations and priorities. By uncovering the different realities of this form of participation, the workshop aims to stimulate European trade union debate and enrich EU policymaking strategies.

In the light of the broad variation in the practice of board-level employee representation, the project also seeks to deliver comparative material for practitioners and researchers. Drawing on the ongoing collection of national-level legislation and the results of the reporting task fulfilled by the WPEurope network in the last work programme, a guide will provide a basic overview of practical information, for example on how elections are conducted, how workers are counted in relation to thresholds, and how passive and active voting rights are exercised.

The second strand of BLER research focuses on understanding the Europeanisation of BLER in practice. Legislative developments at the EU level concerning BLER are closely monitored, such as the Company Law Package but also CJEU and national case law related to codetermination rights, particularly in the context of multinational companies, SEs, cross-border mergers, or transfers of undertaking or corporate seat. A publication exploring the impact of European integration on codetermination systems will be prepared. The analysis will review BLER rules in European secondary law, including an update on the Company Law Package; it will also take up empirical developments as documented in the ETUI's cross-border company mobility database.

The comparative case studies of multinational BLER, a project which was launched in 2017, will be finalised. Initial findings will be discussed and refined in seminars and expert networks, before being finalised and further disseminated, primarily in the next work programme.

In addition, the collection of SE agreements in which board-level employee representation rights have been laid down will continue, in order to keep the recently established database on BLER in SEs updated and to identify trends and evolution in the design of BLER institutions in SEs. The empirical data will partly feed into EWPC seminars and knowledge on the more Europeanised or gender-balanced boards. Furthermore, the background material and preliminary findings from the parallel project of SE, CBM and transfers of seat database renewal (ECDB) will serve as a basis for designing future qualitative research and disseminating information about the implementation of BLER rights in cross-border mergers, transfers of seat and SE cases.

Complementing the work on BLER and governance, the new **Company Mobility Database** (see below) will enable the ETUI to monitor company mobility far more comprehensively than in recent years. This database already provided a unique source of invaluable data which was brought to bear on the debates in the European Commission, the European Parliament and the European Council on the proposed cross-border company mobility package and its impact on workers' participation and corporate governance. It can be expected to continue to play a role in the discussions surrounding the implementation of these highly complex legal provisions.

The ETUI will continue to address future directions for board-level employee representation and European corporate governance, building on an alternative to the 'shareholder value' model of corporate governance which has dominated the debate on the reform of corporate governance in Europe for roughly a decade. This work is primarily channelled through the **GoodCorp network**, which brings together academics and other experts concerned with company law and corporate governance issues. Key goals are to monitor and analyse developments at the EU level in company law and corporate governance, to identify and develop alternatives to shareholder value, and to encourage discussion of these issues among worker representatives in Europe. The ETUI is assisted by an external expert in all activities related to corporate governance, sustainability and new forms of European company mobility.

Company law and corporate governance have become key areas for legislative activity in the EU. Recent initiatives include the Directive on non-financial reporting and the proposed company law package. Assuming that the company law package is approved before the European Parliament elections, the analysis of the final legislation will be a priority for the network. Indications are that further initiatives may be forthcoming on sustainable corporate governance and public reporting by companies (financial as well as

non-financial reporting). There is a need for a stakeholder perspective on these issues: how do they impact workers? Where are worker rights in these proposals? Finally, the implications of Brexit for EU company law and corporate governance are an important need for analysis. Depending on the outcome of the Brexit negotiations, attention will also be paid to the implications of Brexit for company mobility. The GOODCORP project team will also seek to leverage the unique data contained in the ETUI's company mobility database. Two regular network meetings are planned for 2019-2020. Reflecting a shift in the publication strategy of the GoodCorp network away from books to smaller-scale publications, six policy briefs are planned over the course of the budget year 2019-2020. Regarding ongoing responsibilities, the network will continue to monitor overall developments in EU corporate governance and company law, as well as developments on the national level that have significance for European corporate governance and the European trade union movement. Furthermore, the network will continue to provide support to the ETUC on these issues, including assistance in preparing responses to consultations and advice on analysing and responding to new policy developments.

## **2.2. European Works Councils, SE Works Councils, and the regulation of information and consultation**

The ETUI's increasingly integrated treatment of EWCs and SE-WCs reflects the underlying understanding that both provide the definitive locus for transnational information and consultation. Despite the clear identification of obvious shortcomings in its own evaluation report, the Commission has shelved any plans to revise the Recast EWC Directive. Nonetheless, the ETUI is prepared to contribute to the ongoing debate about the impact of the Recast EWC Directive and will continue to explore the implications of the new provisions for the functioning of EWCs and build this knowledge into its ongoing monitoring and training activities.

The ETUI will continue to develop, maintain and update the EWC and SEWC database and its website portal **www.ewcdb.eu**. This database is the most exhaustive available collection of EWC agreements and information on EWCs. With the launch of the rebuilt website in early 2016, the ETUI enabled access to the analysis of the contents of EWC and SEWC agreements for the first time. This research project is thus aimed principally at continuing the existing database, refining the back-end of the database and improving the outside accessibility of the information. In 2019-2020 data collection will continue; this includes primary data collection, processing (including translation), and updating of the data (EWC agreements and EWC jurisprudence) stored in the ETUI database of EWCs. This includes maintenance of the EWC website portal **www.ewcdb.eu** and its better integration with **www.worker-participation.eu** and **www.etui.org**. Based on the results of an internal evaluation conducted in the previous year, minor simplifications of the analysis scheme will be undertaken; the aim is to eliminate the analysis of data points that have proven not useful or practicable, and it will only affect those parts of the analysis scheme that are active in the back-end of the database. Furthermore, a more systematic collection of EWC agreements will be undertaken. Next to a new regime of routine queries to the responsible ETUFs, it will also be investigated whether an automated internet checking system might help to systematically complete the database by identifying missing agreements.

The EWC database has also been collecting EWC court judgements and related documentation for several years. Drawing on the comprehensive update of the content and search engine of EWC-related court cases and relying on the findings of the pilot research done by the SEEurope network in 2017, we will continue to monitor EWC court

cases. This project will continue to be developed and expanded using the current technical platform. The results of efforts to systematise and clean up the database which were undertaken in 2018-19 will be fed into the database and will be continued further into 2019-20. With regard to the website section of [www.ewcdb.eu](http://www.ewcdb.eu) we will continue to work improving online accessibility and the search engine.

During the last two work programmes, the ETUI has successfully organised an international survey of EWC representatives, in which responses from a representative sample of over 1600 EWC representatives from all Member States was collected. In 2019-2020, the work will be mostly focused on data analysis and knowledge dissemination. The first publication which is foreseen is an ETUI book which provides a descriptive overview of the results of the EWC survey via detailed tables of results, interpretation and context. Together with this book, a condensed and more visual publication will be launched focusing on some main findings and narratives. A second set of outputs consisting of specific overviews for trade unions and ETUFs with special interests will be prepared and presented. A third publication will focus on those questions that can be compared over time. As this survey is by and large a replicate of an earlier survey of 2008, evolutions over time for the replicated questions will be inspected and put into context. This publication will link up with the ongoing debate on the impact of the Recast. This publication will be prepared in this budget year for publication in the next budget year. The survey findings will also be the focus of the flagship EWPC Conference in Spring 2020.

In addition to the work on the landmark EWC Survey, knowledge development and dissemination on EWCs, SEWCs and SCEWCs will continue. Next to developing the ETUI's own research, it is another aim of this project to stimulate and disseminate outside research on transnational information and consultation.

The activities for 2019-2020 will cover three broadly defined topics. With respect to general research on **transnational information and consultation**, internal research will seek to finalise a study on jurisprudence on EWCs. In line with the ambition of the ETUI/EWPC to be a clearing house for research on EWCs and related topics, the ETUI is planning to externalise the following tasks: an existing research project on how EWCs treat issues of confidentiality will be expanded to include additional cases and the results compiled in a working paper. Specific questions regarding cross-border information and consultation will be added to an existing panel study of works council members and the results presented in a working paper in the following budget year. The second broad topic is the policy debate on the EWC Recast Directive; here, the ETUI aims to provide insights drawing on prior and ongoing research and analysis. The internal research will be mostly focused on providing ad-hoc support and analysis for the ETUC, ETUFs and other partners in the debate on the Recast, particularly concerning the development of the Commission's proposed manual on EWCs. The third theme of research in this area seeks to stimulate a general debate on **democracy at work** by contextualising the work on workers' participation in a larger discussion on democracy at work.

A specific overarching element of workers' participation is the body of various EU-level provisions on **information and consultation**. The maintenance of the information and consultation *acquis* – and indeed, overdue improvements to it in the areas of consistency and compliance – continues to necessitate monitoring, research and the mobilisation of both legal and practical arguments. Accordingly, a project, which was launched in 2017-18, will focus on the notion of **confidentiality** as a determinant for workers' capacities to process information provided by companies. The focus is on

transnational workers' representation activities; these are, however, dependent on national frameworks and practices that draw upon a wide range of legal sources besides employment law. The project responds to the extensive positive feedback and interest in the topic among stakeholders (practitioners and experts) by mapping these national legal frameworks and the limitations that arise when rules on confidentiality and secrecy of information are applied to workers' participation. It also aims to provide very practical support to trade union advisors and employee representatives about managing confidential information at various levels. Overall, the research outcomes are intended for multiple audiences, ranging from academic and scholarly audiences, European and national trade union organisations, and policymakers, to practitioners such as workers' representatives, experts and advisors to EWCs. The findings and evidence gathered so far will be disseminated to the research community via conference paper(s) and/or a journal article. It will be disseminated to practitioners and experts via a more practice-oriented publication, such as a handbook or manual. Where relevant, excerpts will also be made available via the ETUI's existing websites: [www.worker-participation.eu](http://www.worker-participation.eu) and [www.ewcdb.eu](http://www.ewcdb.eu). This may necessitate the adjustment and/or development of the currently available interface and functionalities within this section of the **www.ewcdb.eu** website. Further dissemination will continue to take place via contributions to training courses for EWCs, SE-WCs, and SNBs (special negotiating bodies) organised by the ETUI EDU Department under separate headings and/or projects. EWCs' key role in securing employee input will be promoted through training and information activities carried out in cooperation with the European Trade Union Federations. Support will also be given to an ongoing project run by the EDU Department which has developed educational material to train members of EWCs, SE-WCs and their coordinators on how to deal with financial and economic information in their respective representational bodies.

### **2.3. Multinationals' strategies and worker participation**

In previous work programmes, an understanding of the motivation and impact of cross-border standardisation and reorganisation within MNCs was gained. Particular attention was paid to identifying those trends which are likely to have the greatest impact on workers' rights and working conditions. Initial work was conducted on the possibilities of combining the wide range of information and consultation rights in order to develop adequate and workable transnational responses. This approach requires bringing together management experts, trade union experts and employee representatives on EWCs, SE-WCs and boards of companies. The project also offers an opportunity to apply the research conducted in previous years about the articulation of workers' participation rights as they are laid down in the EU Acquis.

The project will take one or more of the cross-border standardisation trends identified (outsourcing, HRM, IT-driven and compliance-driven standardisation) and explore the feasibility of developing appropriate cross-border responses by means of a pilot workshop with EWC and SE-WC members, as well as experts. Based on this work, a manual will be prepared which explains and applies the various findings on information and consultation rights in the EU acquis, the impact of MNC strategies, and the ways in which employee representatives can coordinate their strategies in response.

Networks have been developed to advance research on **multinational corporations** (MNCs) and international business strategies, approaching the key questions in the field from the perspective of employee representatives. A continuation of investigations into the nature and implications of MNC and value-chain restructuring on working

conditions, employment, and industrial relations will focus on the impact of digitalisation on the restructuring of MNC networks. Continuing work that began in the previous budget year, the impact of the deployment of industry 4.0 on the organisation and geography of production networks in Europe will also be investigated further, as well as the impact of digitalisation on power relations within these networks, particularly as regards the role of employees and trade unions. In 2018-2019, the project focused on the key aspects of industry 4.0 through research on the company level. In 2019-2020, we will continue and finalise the comparative case studies and prepare a book publication.

## **2.4. Overarching issues**

An essential part of the EWPCC's mission is to make acquired knowledge accessible to a broader public. Several websites operating at the ETUI under the umbrella of the EWPCC provide a wealth of information on worker participation, the European Company (SE), and our unrivalled collection of EWC and SE-WC agreements.

The website **www.worker-participation.eu** is a continuation of a multiannual project and ongoing online information service on worker participation and industrial relations issues in Europe. The website provides comprehensive, up-to-date information on workers' information, consultation and participation rights across the EU. The portal is addressed mainly to practitioners and experts by providing its users access to reliable knowledge on developments across Europe in the field of employee rights to information, consultation, co-determination, social dialogue, company law and corporate governance, health and safety, and board-level representation.

In 2019-2020, we will continue to provide the online service as in previous years. New/updated contents collected in 2018 will be uploaded to the 'National Industrial Relations' section. Other topical updates will be implemented as appropriate. The current content management system for the portal is obsolete, which means that the entire website must be completely redeveloped. At the same time, the main ETUI webpage **www.etui.org**, with which the WP.eu page must be aligned, is currently being completely redeveloped. Therefore, any technical work on the WP portal will be restricted to ongoing maintenance and necessary adjustments to the existing website. Only clearly identifiable preparatory measures to launch the redevelopment can be undertaken during this budget period.

In 2018-2019, a new **Company Mobility Database** replaced the European Company Database (<http://ecdb.worker-participation.eu>), the pioneering service focusing on the collection, processing and publication of data on SE companies. Since 2016, the service has been complemented by a new method of data collection, since the old method was yielding increasingly incomplete results. A cooperative project was set up in 2017-2018 with experts from the University of Maastricht to generate the data for a new Company Mobility Database, whose scope extends beyond SEs to include also SCEs and companies set up via cross-border company mergers, cross-border conversions, and cross-border transfers of corporate seats. The external partners deliver data on all forms of company mobility according to the ETUI's specifications so that it may be entered directly into the database. Secondly, the content of the SE database will be integrated into the new company mobility database. This will improve the dissemination of knowledge on SEs, SCEs, cross-border mergers and transfers of corporate seats, benefit from the content management system of [www.ewcdb.eu](http://www.ewcdb.eu), limit administrative costs and result in a better allocation of the resources devoted to publishing the SE database. In light of the extension of data collection to include all forms of company mobility, the support of an external

expert is foreseen to help the ETUI manage the migration and to interpret fresh data on company mobility.

In 2019-2020, the work on the database will focus on migrating contents from the existing technically obsolete website [www.ecdb.worker-participation.eu](http://www.ecdb.worker-participation.eu) into a completely new database. Depending on ongoing discussions about website structure and strategy at the ETUI (see above), a separate website portal may be created to allow broader public access to the secondary analysis of the data. In the meantime, data and findings of this database project will continue to be disseminated in various forms and to various audiences via different avenues, including the portal [workers-participation.eu](http://workers-participation.eu).

## **2.5. Workers' participation and industrial relations: ETUI training support and responses**

Building on the positive experiences of previous years, the ETUI will continue to offer dedicated **training courses** for board-level employee representatives in the Institute's work programme.

In 2019-2020, a training course dedicated to SE board-level employee representatives in Europeanised boards, i.e. members of boards whose composition has been internationalised through the application of the SE Directive or the Cross-Border Merger Directive (CBM), will be organised. The ETUI has designed a seminar to be attended by small delegations from different SE boards. This seminar will also serve to validate and disseminate the initial findings of the ETUI's ongoing qualitative case study research about the Europeanisation of BLER in SEs. This workshop is expected to yield important material to help orient further trade union policy and work on transnational capacity building and coordination within transnational BLER, and across groups of undertakings where SEs with BLER are involved. Should the EU Company Law Package be adopted in 2019, this seminar will also address its possible implications for SE BLERs.

The need for both basic and advanced training for European workers' representatives continues unabated and the added value of the training offered by the ETUI lies in its ability to train multinational and multicultural groups of participants through its team of EWC trainers coming from all over Europe and combining practical EWC experience with pedagogical skills. The ETUI is often invited to assist European trade union federations, local trade union organisations or other parties as an expert and/or trainer for different projects, whether or not financed via an EU budget line. This can involve attending conferences, workshops, training or information meetings.

In 2017, the ETUI launched an online course on the basics of EWC activities, which was designed to provide a highly interactive introduction to the EWC legal framework, on how to negotiate EWC agreements and how to get to grips with European-level information and consultation. This online course is being continuously developed, including its webinars. In 2019-2020 the ETUI intends to launch a French language version of this successful online course and begin developing further versions in other languages (Spanish and German).

In 2016, a new package of training materials on working with financial data in EWCs was put together in cooperation with an external agency. The new materials have been successfully used in training entire EWC bodies and in a series of 'open' seminars for experienced EWC members from different companies and sectors. The topic continues to

enjoy a strong demand and will continue to be addressed in EWC and SE-WC company training.

A further topic that concerns many EWCs is the setting up of Shared Service Centres (SSC) in multinational companies. This trend changes the way multinational companies operate and it creates risks and opportunities for employees. In order to understand the phenomenon better and to help members of EWCs and SE-WCs exercise their information and consultation rights on the matter we will organise a seminar dedicated to this topic.

EWCs and SE-WCs rely on engaged and committed members of their select committees to act as the engine and drivers for a pro-active process of European worker representation. The ETUI will therefore organise a specific seminar for members of select committees in EWCs and SE-WCs to facilitate an exchange of experience and support these representatives in their role and duties.

One of the main brakes on the proper functioning of an EWC is the difficulty in understanding and embracing the cultural diversity which is inherent in this kind of transnational body. The ETUI has already developed materials and training approaches on this matter but plans to further develop and update these in cooperation with experts in this field. We will also organise a course where the reviewed and newly developed training modules about intercultural cooperation can be tried and tested. Following this, the finalised materials will be integrated into the ETUI training offer for EWCs.

A new focal point for future development is the idea of supporting national-level training with the specific expertise that the ETUI has gathered over the years through its various EWC training activities, the materials/approaches it has developed and its work with all relevant stakeholders. At the same time, national unions have also developed a variety of concepts, materials and experiences related to training European workers' representatives. The ETUI therefore plans to organise a seminar for national-level EWC trainers in order to exchange, compare and discuss EWC training practices, to strengthen the European dimension of local EWC training initiatives, to broaden the knowledge and skills of people working in these fields and to build and expand transnational networks of cooperation.

ETUI Education will continue to lend training support to the European Trade Union Federations. In 2019-2020 the ETUI will cooperate with EFFAT in the organisation of a seminar that aims to explore how EWCs can be better used to implement EFFAT policies at company level. An important prerequisite for this is for EWC members to be fully aware of their rights and duties and to understand how to make the best use of EWC preparatory meetings. The seminar thus seeks to provide a better understanding and to raise awareness as to the large potential of EWCs.

Given the growing demand for training for members of European Works Councils, Special Negotiating Bodies and SE Works Councils – not least because the 2009 Recast EWC Directive established the right to training for EWC and SNB members, regardless of national provisions or provisions in the agreement – a network of specialised **EWC trainers, the N.E.T.**, with close links to the trade union movement has been established under the aegis of the ETUI's EDU Department.

The coordination of the **network of European Works Council trainers** requires continuous exchange and communication, as well as regular workshops to share

experiences and develop new materials. Annual workshops for EWC trainers have been organised since 2009. This approach will continue in 2019-2020.

Since 2009, the ETUI has hosted the **European Workers Participation Fund (EWPF)**, which collects a share of the fees received by trade union board-level representatives in companies set up under the European Company Statute. The fund is allocated to support board-level representatives and work on employee participation issues across Europe, e.g. training courses, annual conferences, manuals, and meetings that facilitate knowledge transfers between workers' representatives and their trade union support.

## **2.6. Worker participation in technical standardisation**

The ETUI will continue its work on the **safety of machinery and ergonomics** in the standardisation process. The project will continue to review selected standards, collect users' knowledge and experiences for the reconstruction and comprehension of the actual work, and engage in real activity aimed at improving technical standards, design, manufacturing and the use of the machinery. The project covers the Feedback Method, including the ergonomic analysis to be applied in European standards to improve machinery safety. Alongside this approach, attention will be paid to the interface between human beings and working systems and to the efficiency of man-machine interaction (ergonomics) through various tools like the ErgoMach platform.

The ETUI will continue to explore the competencies of trade unions and industry federations on the standardisation of machinery. This will help to shape the priorities on future activities on an ongoing basis and continue to support worker participation in standardisation processes by: bringing their knowledge to the European Commission Machinery Committee and other technical committees in National Standardisation Bodies; discussing the associated difficulties at the annual event for the ETUI Standardisation Network; and exploring best practices for cooperation in regulating the safety of machinery (design, procurement, monitoring and research).

The project will generate useful input for various working groups at the European Committee for Standardization (CEN) and the European Committee for Electrotechnical Standardization (CENELEC) and benefit a range of networks of experts, practitioners and stakeholders. In particular, CEN/TC 122 is drafting European Standards in the field of ergonomics to tailor the requirements of the free and fair European market to ergonomic design principles. By working on the revision of standards, we will support the integration of ergonomics into designs. This will enable us to work on preventing musculoskeletal disorders (MSDs), one of the major occupational risks in Europe. Another line of research will focus on biomechanics. The ETUI will provide expertise during revisions of standards aimed to improve the health and safety of workers, particularly in connection with the manual handling of loads. The aim of this work is to ensure that the standard makers deliver a consistent set of basic ergonomics requirements for European workers. Furthermore, the ETUI is seeking to engage with the issue of personal protective equipment and will continue to devise a strategy and working method on this. Building trade union capacity and engagement will be a part of this strategy. To test working methods, the ETUI will continue working on the issue of the standardisation of personal protective equipment (PPE) for firefighters, which is another outcome of the ex-post evaluation of the health and safety *acquis*.

The ETUI will monitor the annual plenary meeting and the ongoing activities of two CEN TC 122 working groups, allowing it to notify the ETUC and other industry federations whenever standardisation projects impact the health and safety of workers. Moreover, the ETUI is a member of two of these working groups, that is TC 122/WG 2 'Ergonomic design principles' and TC 122/WG 4 'Biomechanics, the aim being to make sure that the working groups deliver consistent sets of ergonomic requirements as a reliable basis for a European machine design. The ETUI is monitoring projects aimed at standardising machinery placed on the European Market within the framework of the so-called 'New Approach'. In this connection, the Institute will focus on the health and safety aspects of machine standards. The ongoing evaluation of the Machinery Directive will be monitored, and expert input will be provided when necessary. In addition, a workshop will be organised to explore the application of the Feedback Method to new technologies (robots), bringing together labour inspectors and market surveillance authorities.

The operating grant agreement established with the ETUC and DG GROW (SA/ETUC/ENTR/2015-01) has enabled the ETUC to engage in the work on standardisation and represent social interests on a European level. The division of work between the ETUC and the ETUI was carefully and rigorously determined. The ETUI will continue its work on machine standards and ergonomics, thereby improving health and safety standards, and is currently engaging with PPE-related issues. As a rule, the ETUI engages with Standards on occupational health and safety (OSH) that have been provided with a European mandate as well as with Standards that directly support the EU OSH acquis, whilst the ETUC deals with service standardisation and broader industry issues. From time to time, health and safety issues could arise within the ETUC's field of action. If this happens, the ETUI will continue to be consulted, to ensure that there is no duplication of effort on these aspects. The ETUI will report transparently both on its activities on standardisation and on any interaction with the ETUC on health and safety issues. The activities will be organised in a manner that guarantees transparency and complementarity and avoids any risk of double-financing activities.

### **3. Sustainable development and industrial policy**

Sustainable development was high on the European and national agendas before the crisis set in but seems to have slipped down the list of priorities. Initiatives are being taken that will affect how the European Union shapes its future in a resource-scarce society and that are based on a re-regulatory agenda that decreases safety and increases social inequality. Sustainable development means both socially and environmentally sustainable development. This entails understanding how to shape a context that respects environmental as well as social and labour standards and gives rise to quality jobs. The re-industrialisation of Europe is advocated as a precondition for getting Europe back on track to sustainable growth, and the European agenda of the Digital Union is key in this respect. Close adherence to the agenda, combining issues of sustainability with industrial development, digitalisation and policy, is important for understanding and assessing the implications for trade unions and workers in the European Union. Digitalisation and the 'future of work' will be part of this agenda, as will the revision of the Carcinogens and Mutagens Directives, REACH and articulation between these two strands of legislation.

Main issues to be dealt with include:

- monitoring EU policies on sustainable development, as well as the implications of Member States' policies, pointing out gaps between targets and reality;
- ongoing mapping of employment effects, focusing on social and employment risks including quality of employment (in individual sectors);
- sectoral analyses highlighting controversial issues (e.g. coal and nuclear energy, biofuels, extreme energy);
- conceptualising and identifying best practices with regard to a 'Just Transition';
- continuing the sector-specific exploration of the potential contribution of trade unions and employee representatives to the sustainability challenge at company level;
- monitoring and generating knowledge on exposure to substances in the workplace and work-related cancers (including the gender dimension of both exposure and the resulting types of cancers), and raising the profile of the ongoing revision of the Carcinogens and Mutagens Directive;
- developing a trade union-oriented approach to sustainability debates including the sustainable development goals (SDGs);
- continuing the debate on 'Beyond GDP' and alternative indicators;
- increasing the capacity of trade unions to influence scientific and technological developments as well as emerging risks at work based on a social and safety assessment and an open debate on their impact on employment and society.

Continuing research on the broad topic of greening, a project on 'proactive just green transition', will build on past work on the **transformation of industrial regions and climate policies**. The focus will be on employment and employment change related to exit from coal and the future of the European automobile industry with a view to phasing out the combustion engine. An edited volume with experts' contributions on the future of jobs and skills in the automobile industry is planned for early 2019, and a related workshop will be organised.

We will also organise an important conference on the challenges of a fair transition for rethinking economic policy (and theory), social questions (employment and social protection) and how to organise and mobilise the actors (principally the trade unions).

A project conducted under the European Worker Participation Fund (EWPF) explores the potential **role of workers' representatives in promoting sustainability** (in the broad sense of the term, meaning social, environmental and financial sustainability) at company level, and thereby disseminating best practices across Europe. Making workers' voices heard is key to promoting sustainable companies, especially when it comes to resisting the strong pressures exerted on companies by financial markets to adopt short-term approaches that diminish sustainability. The seminars are organised in a mixed format that includes presentations on topical issues as well as leading examples of sustainability initiatives and gives workers' representatives opportunities to discuss and develop action plans. The target audience for these workshops includes EWC/SE works council representatives, board-level employee representatives (BLER), shop-floor workers' representatives and trade union officials who coordinate the activities of workers' representatives. In the past this project was based on a sectoral approach because of great variation across sectors in the specific sustainability issues that are of the greatest concern to worker representatives. As in 2018-2019, the project will refocus in 2019-2020 to also allow the discussion of specific horizontal sustainability issues at one of the two planned seminars. The new set of EU anti-

dumping rules, which allow actions to be taken against foreign companies exporting to Europe which do not respect environmental and social standards is one example of such a cross-cutting topic.

A high percentage of all occupational diseases reported each year in the EU is related to exposure to chemicals, and the number of work-related fatalities remains high. The ETUI will continue its efforts to **protect workers against chemical hazards**. A two-day meeting of the ETUI's network of national trade union experts on chemicals will be held in June 2019 to exchange information on EU legislations related to chemical safety at the workplace (in preparation or in force) and to coordinate trade union activities on key issues for the protection of workers from chemical risks.

One focus of the ETUI's work will be the **REACH regulation**, which has the potential to contribute to improving health and safety in the workplace and help reduce the number of occupational diseases and fatalities caused by hazardous chemicals. The ETUI will continue monitoring the European Chemicals Agency (ECHA), update the trade union priority list for the REACH authorisation process, provide trade union expertise in the interface between the REACH Regulation and legislation on workers' protection, and provide tools to monitor workers' health and safety with regard to chemicals. In addition, the ETUI will continue consolidating its network of national trade union experts on chemicals and exchange information on EU legislation governing the safety of chemicals used in the workplace.

Work will also continue on known or presumed carcinogens, mutagens, and reprotoxic substances, following up on the revision of the Carcinogens Directive, occupational exposure limit values and endocrine disrupting substances. At the same time, the ETUI will continue maintaining RISCTOX, a comprehensive database providing information on hazardous and toxic chemical substances in the workplace.

### ***Sustainable development and industrial policy: ETUI training support and responses***

The EDU Department supports the idea that the Sustainable Development Goals, the Paris Agreement (2015) and the European Strategy toward a low carbon economy are, as minimum standards, an absolute necessity. The training seminar will be organized for this work programme aims to investigate trade union strategies to accelerate a 'Just Transition' towards a decarbonised, green and circular economy that guarantees social justice, protection of the planet, sustainability and the creation of new quality jobs. The objectives are to map the urgency of tackling climate change, to sum up the progress toward the fulfilment of the SDGs, the Paris agreement and the EU strategy, to analyse the strategy and tools adopted for the Just Transition and discuss good practices, to identify opportunities for action, and finally to list the priorities at the European level and develop ideas for joint actions/strategies.

Adaptation to climate change has and will have an impact on regions, cities and communities. Specific sectors and work places will be particularly affected by those adaptations. The focus of the training course 'Adaptation to climate change' will be on the consequences for employment and working conditions. The gender dimension, as a cross-cutting issue, will be included.

From 2021 onwards, EU Member States are required to report on their climate change adaptation plans and strategies, aligning the timeline with the Paris Agreement. The training course will analyse the consequences of climate change and society's adaptation

to it from a trade union perspective. Participants will identify sectors and jobs that will especially be affected, and the trade union demands for those sectors. The ETUI will reinforce their capacity to draft climate adaptation action plans for design and implementation, taking all dimensions into consideration (OSH, social protection, adaptation of tasks, increases/decreases in employment, the needs of communities, etc.)

At the same time, the Energy Union is a key priority of the current Commission administration: it calls on unions to get more active in influencing the energy transition that is necessary to curb CO<sub>2</sub> emissions, and thus contain global warming, while defending quality employment. Regions that are coal-dependent will in particular have to undergo profound changes, including large restructuring processes. It is up to trade unions to negotiate the future of the workers in those regions. Sharing experiences and lessons learned, discussing good practices in anticipation of the change, social dialogue, and shaping socially responsible restructuring processes, are the objectives of a training activity in this work programme.

Another dimension is the changes in industrial policy, with the course 'Climate-friendly production and services' dedicated to this subject. The application of the the European Directive amending Directive 2008/98 on waste will involve a change in production models and this therefore obliges unions to recalibrate their actions, in contractual terms, particularly regarding new professional skills. This new production vision, with a smaller use of raw materials and the reuse and recycling of secondary materials and production waste, requires a new vision of the worker's role in protecting the environment and his role as a consumer. This is why trade unions must be 'culturally equipped' to deal with this.

The course aims to inform about the new directive and the procedures it provides. Participants will have to know the new professional skills necessary for new production models, partly already identified by studies conducted by the Institute for the Development of Vocational Training of Workers (ISFOL). They will have to be able to define new strategies regarding contracts and plan awareness-raising initiatives on these issues within the union and for public and private bodies.

#### **4. Working conditions and job quality**

The economic crisis and the economic governance reforms have been associated with changes in employment levels, working conditions and labour law, leading to a weakening of workers' rights and challenging the role of trade unions as agents for raising social standards. It is therefore essential to monitor employment levels and the types of jobs created with respect to the associated pay, stability of work organisation, health and safety issues and other relevant factors.

Main issues to be dealt with include:

- understanding the link between the growth of non-standard employment and the deterioration of working conditions;
- studying the implications of ageing, gender, musculoskeletal disorders and psychosocial risk factors and of general precariousness at work;
- evaluating and influencing the continuation of the European strategy on health and safety at work in order to reinforce the culture of occupational health prevention and to reduce social inequalities;

- understanding the implications of the crisis management on job quality and the labour market at large (including wages);
- further analysing and understanding the link between employment levels and indicators of job quality that can be applied across countries to monitor developments;
- analysing the gender equality situation in Europe, especially within trade unions;
- getting an insight into who are the so-called ‘gig’ workers, and understanding, via surveys, under what conditions and status they are carrying out their work;
- analysing the effects of digitalisation and following their implications for trade union organization in new work contexts;
- monitoring the effects of free movement of labour in relation to posted workers and the concept of social dumping;
- understanding the role of soft law and new ways of regulating complex issues like technical standards in different sectors, chemicals, nanotechnologies and nanomaterials, endocrine disrupters, and ergonomics, and the challenges they pose for trade unions.

The importance of **preventive occupational safety and health strategies** for future generations is a crucial factor that continues to influence the nature of the ETUI's work. The Institute makes a strong contribution to a periodic debate with representatives of all EU Member States and candidate countries, which focuses on the European strategy on health and safety and its implications for the national level. The debate is currently influenced by changes in the EU directives, which are a work in progress. This debate is complemented by a knowledge transfer regarding good practices in the most problematic issues of practical implementation of the European health and safety acquis.

The Institute carries out dissemination activities to ensure that the output of the projects is used, along with studies set out in its own publications, as a basis for involving trade unions (using a regional approach) in debating a common strategy. Each year a strategic meeting is organised with the affiliates of the Workers' Interest Group of the Advisory Committee on Safety and Health of the European Commission. This year this meeting will take place in Budapest. Furthermore, a special effort will be made to empower European trade unionists to engage with the European health and safety strategy and exchange information and procedures which work. A series of **regional and specific workshops** will be organised to this end, to assist unions with the strategic planning of OHS preventive actions and explore how neighbouring countries can help each other. The regional meetings aim at involving a broader representation of workers from participating countries, both from national and sectoral level.

In the second half of 2019 a conference will be organised called ‘**30 years after the Framework Directive**’. The EU Framework Directive on Health and Safety at Work was adopted in 1989 as the central piece of EU legislation on health and safety. It provided the basis for further developments in many specific fields (chemical risks, biological risks, physical risks, work equipment, etc.). It had profound influence on the evolution of national health and safety law and practice in the Member States. This conference will focus on two main issues: 1) the future of OSH strategy and legislation and their fit with the changes in the world of work, and 2) the role of expertise in policymaking and practical implementation, in particular the experience of the European trade union movement in building its own expertise tools and in developing cooperation with experts from different disciplines and different institutions.

**Occupational diseases** constitute the major OHS challenge, and the scientifically devised and institutional instruments developed within the European Union do not enable accurate measurement of the considerable impact of work on people's health. Official occupational disease statistics represent merely the tip of the iceberg, such are the myriad links between work and ill health. To address this situation, the ETUI will prepare a publication on how to recognise work-related diseases, focusing on specific examples from different countries and analysing methods for improving the links between trade unions and public health institutions.

Moreover, in 2019-2020 a specialised programme will be launched on the **potential of strategic litigation in the field of occupational health and safety**. As for workers' rights in general, creating strategic litigation is part of a legal strategy to obtain occupational health and safety aims in the everyday practices of workers in Europe. Clearly, good regulation is the basis of this strategy, but regulation alone is not enough. Rules need to be implemented and enforced to really change everyday practices in the workplace. If this does not happen in a timely, correct and complete manner, however, unsafe and unhealthy working conditions will continue to exist in the workplace. An important means of tackling the under-implementation and under-enforcement of OSH rules is litigation, being a means to force the law to be implemented. If litigation is strategically created, it can support workers not only in the specific case in question, but also in other cases in the future. If the effort is made at EU level, also integrating national experiences, one single case can have an even greater multiplying effect. The project will kick off with a seminar in the second half of the budget year, bringing together mainly legal but also occupational health experts and policymakers, to consider the issue of litigation in the field of occupational health and safety. The seminar is a starting point for developing knowledge that can support a strategic vision of the possibilities of litigation on OSH in Europe. The seminar aims at taking stock of and exchanging existing knowledge on and experience with the issue of OSH litigation, as well as at identifying both the main gaps and the main opportunities/most necessary fields to deal with in the near future, at both EU and national level, in different fields of law and on a broad range of OSH topics. A report of the seminar will be provided. After the seminar, a selection of a few issues will be made to develop further in future projects.

The ETUI will also continue its efforts to gain expertise on **nanotechnology and nanomaterials**, especially when it comes to monitoring the regulation of nanomaterials in the EU (including transparency measures), following the work done by the Organisation for Economic Cooperation and Development (OECD) working party on manufactured nanomaterials, and providing input to the WHO Guidelines on Nanomaterials and Workers' Health. The ETUI will continue participating in the relevant working groups at ECHA and acquiring the expertise needed to inform workers in Europe about the issues at stake. This project is part of a general project on monitoring new technologies and the impact on work and employment. Among other technologies that will be critical are A.I. and blockchains.

The **Foresight Unit** will also focus on emerging technologies and how they impact the workplace and EU policies. This project has various streams:

- 1) It identifies sectoral cases and explores how emerging technologies and automation transform the working environment, specific professions and regulatory issues.
- 2) A part of the project consists of participation in the OECD Working Group on Converging Technologies, which looks at biotechnology, nanotechnology, AI and

neurotechnologies, and their implications for policy and society. Through this, direct support is given to the Trade Union Advisory Committee (TUAC).

- 3) Work will be undertaken on a publication on convergent technologies.
- 4) Another part of the project focuses on the regulation of nanotechnologies in the EU. In particular, the project provides expert advice to the Nanomaterials Working Group meetings at the European Chemicals Agency (ECHA).
- 5) Since the recommendations for ethical guidelines on AI developed by the an HLG-AI of the EC will be published in March 2019, the project will also aim at issuing a Foresight Unit working paper that will react to this.

The Institute will also continue its research on work-induced **musculoskeletal disorders**. The relative heterogeneity of medical and legislative contexts in EU Member States makes it difficult to compare health data. The aim of this project will be to provide expertise during the revision of standards by the CEN Technical Committees on ergonomics design principles and biomechanics. The work will involve identifying standards that can hamper health and safety at work and attending various conferences geared towards improving the quality of working life. Furthermore, the ETUI will publish a guide on musculoskeletal disorders. While MSDs are first and foremost connected to biomechanical causes (heavy loads, highly frequent and repetitive movements, vibrations, etc.), it has become clear that they are also inextricably linked to work organisation and to the increase of the cognitive, sensory and psychosocial burdens of work. The work on musculoskeletal disorders will hence actively engage in broadening the scope of this analysis. The guide to be published will be targeted at a broad audience and can be used as a training tool or for reference readings. It will present a synthesis of the scientific knowledge on MSDs and their causes related to working conditions. It will also give concrete proposals for an improved OSH policy in this field.

**Psychosocial risks** (PSR) will continue to be analysed in relation to work organisation. The ETUI will focus its research on prevention and on strengthening the relevant networks of trade unionists and academics. It will take stock of the situation and latest developments regarding psycho-social risks in Europe and exchange trade union experiences, practices and knowledge about psychosocial risks at the workplace (i.e. on legislation and jurisprudence, risk assessment, etc.). The output of this project will consist in organising the sixth edition of the ETUI's Network on Psychosocial Risks workshop. The 2019 workshop will take place in Leuven in September 2019. In close connection with the ETUC resolution on PSR that was adopted in June 2018, demanding, among other things an EU Directive on PSR, the ETUI will do a first exploration of how to take stock of best practices and good regulation (including collective agreements) in member states. The project entails an expert meeting on the topic with the aim of preparing a larger project aimed at compiling a dossier of good (and bad) examples, that will over time form a body of evidence that can be used to keep up the pressure in politics on the topic of (regulating) PSR. The ETUI has also commissioned a study that aims to make an estimation of the costs of inaction on this OSH issue of growing concern. It is expected that these cost estimates will in turn feed into the policy debate on PSR prevention. The study is expected to be finalised in the next reference period with a main report estimating the costs of psychosocial risks in the EU.

Beside the legal developments and needs, there is also the knowledge in the field to assess. Knowledge has developed, for example, on the fact that an extensive range of health end points, especially cardiovascular diseases, have been associated with the psychosocial work environment. Another part of the knowledge developed refers to two

main job models being used in occupational health research, namely 'demand-control-social support' and 'effort-reward imbalance'. To keep track of the theoretical and empirical research in the field of work-related psycho-social risks, and to contribute to the dissemination to unions in the Member States of the large body of knowledge that has been produced by this research, the ETUI will also engage in preparatory work on publications by collecting information, exchanging experiences and identifying good practices.

Another labour-market topic is intra-EU employee posting. An already-running project focuses on posting-related case law in selected EU Member States. National legal experts - the members of a network set up for the purpose of the project - have been asked to provide an overview and evaluate the key legal issues that come before the national courts. The countries selected for analysis are Germany, the Netherlands, Denmark, Finland, France, Portugal, Ireland, Poland, Slovenia, Latvia and Bulgaria. The project seeks to identify problems that emerge in the application of the posting regulations for workers as well as for posting companies in different political economic/industrial relations settings. In the subsequent comparative analysis, project managers will make use of the conceptualisation of social dumping developed in previous ETUI research, as well as insights from the literature on varieties of capitalism and comparative industrial relations. By juxtaposing legal data and political-economic concepts and approaches, the aim is to seek to provide an interdisciplinary perspective on posting. During the 2018-2019 budgetary year, the final versions of the country studies will be edited, and a comparative assessment of the results will be written and published as an ETUI edited volume containing all project contributions.

Alongside concerns about the quantity of available jobs, research has been carried out over a number of years to measure **job quality**. One project, continuing on from last year, is dedicated to analysing developments in job quality and employment from a comparative cross-national perspective. Activities in this project year will focus on three areas: the further dissemination of recent findings from the European (ETUI) Job Quality Index; the continuation of work on the development of micro-level indicators of job quality based on the European Job Quality Index with the aim of applying the index to the analysis of a relationship between job quality and other sources of inequalities in the labour market; research on social divides and job quality in the EU will be undertaken in collaboration with KU Leuven; key policy messages will be elaborated based on the analysis of policy responses to zero-hour contracts at the EU level, which was completed in the previous year, and the analysis of the EU-level social partners' negotiations around protection for non-standard forms of work; further analysis of atypical working time arrangements and work intensity will be undertaken, which will expand activities and publications from previous years by developing a job-specific perspective on the outcomes of non-standard and fragmented working time practices among European workers; and finally, ETUI researchers will further the debate on working time reduction, building on the conceptual framework and empirical analysis developed and published in the previous period. Expected outputs are the provision of ongoing expertise and support in response to requests from social partners and other policy actors, in particular, support to the ETUC and ETUC Employment Committee, the presentation of findings at academic conferences and seminars, the publication of a policy brief, and the submission of an article to an academic journal.

The findings will feed into the ETUI's work on monitoring and contributing to the European agenda on **social benchmarks for upward convergence (the Social Scoreboard) and the establishment of fundamental social rights**.

A further project will map the prevalence of platform work in selected EU countries and investigate the working conditions and pay of platform workers. In previous years, the ETUI took stock of the first wave of research on platform work through publications and workshops with leading researchers in the field. In this budget year, and continuing from 2018-2019, we will map the prevalence of platform work in selected EU countries and investigate the working conditions and pay of platform workers. In previous years, we collected information on platform work in several eastern European Member States. Data were collected through representative surveys conducted through personal interviews. In addition, data on Deliveroo couriers in Belgium obtained through collaboration with SMart was analysed and published. In this budget year, we will finalise the data collection (one last country), harmonise datasets from all countries, conduct the statistical data analysis, write up the results, and publish them in an ETUI working paper.

The analysis of Deliveroo and SMart will be expanded by addressing questions on trade unions. This case study will be complemented by an analysis of UberEats Poland. This will be an exploratory analysis of the unusual arrangement with additional layer of intermediaries.

A mini conference on the impact of digitalisation on social inequalities and job structure will be organised at SASE. Finally, a handbook on platform work will be prepared for publication with an external publisher. A workshop will be organised to support the editing process.

To gain a better understanding of the **gender dimension in occupational health**, taking account of the different approaches in various European countries, another project will tackle the health impact of working conditions for women and the social inequalities between women and men in the labour market, employment, working conditions and occupational health and safety. In Europe, there is still a gender-biased division of labor: men and women do not have the same professions, and when they do perform similar jobs, their work activity, their work experience, their career opportunities and their remuneration are not identical. Policies on occupational health and prevention practices are also built on a model of gender neutrality that implicitly refers to male workers. Therefore, it is useful to analyse the obstacles and resistance to a gender analysis of occupational health. An important element of this project is the annual seminar of the European Network on Gender and Working Conditions. The aims of this seminar are: 1) to address social inequalities, notably the inequalities between women and men in the field of working conditions and health and safety, 2) to enhance the awareness of European trade unionists for gender-sensitive analysis of working conditions and health and safety, and 3) to work towards a better understanding and recognition of the gender approach by sharing research, experience and current thinking from various European countries with the European trade unions. In this budget year, a product of the EU Network on Gender and Working Conditions will be finalised, a book that deals with several aspects of working conditions of women and their impact on health. It presents concrete cases of interventions from the trade unions aimed at improving working conditions. It summarises recent research in specific fields like occupational exposures and breast cancer. Another aim of the project is to participate in external gender-related networks and in expert groups on gender and equality, such as the GAS network (*Genre-Activité-Santé*) and the Technical Committee Gender and Work of the International Ergonomic Association (IEA). During the budget year the ETUI will also organise a symposium on gender equality at work in the context of the SELF congress 'How to contribute to another world?'

Another project dedicated to analysing trends in **gender equality** across the EU will include research to track policy developments with respect to gender equality as well as the position of women within the European trade union movement. The project will also continue work successfully completed in the previous year on the role of job quality in women's labour market participation. In the current period, further analysis on the topic of women's withdrawal from the labour market following childbirth will be carried out. Research activities in this period will also focus on key developments in the area of gender segmentation in non-standard work and the gender pay gap, as well as an analysis of the drivers of occupational gender segmentation in the EU, and an evaluation of policy responses and action in this area.

The project will lead to the provision of support and expertise to social partners, in particular the ETUC and its affiliates, as well as to EU institutions and bodies, with regards to improving gender equality in the EU labour markets, work-life balance policies, current developments and gender-specific outcomes in employment.

Research will also continue on **cross-border labour mobility**. Migration is one of the focus topics of European policies and a crucial issue for trade unions. The refugee wave that reached Europe unprepared in 2015 still needs supporting policies and above all a successful labour market integration. Economic migration of third-country nationals also needs to be accommodated and managed properly. Individual Member States are affected by different waves and types of migration. This project will focus on the main receiving countries in the EU15 with regard to population structure and principal characteristics in terms of nationals and foreign-born citizens, with third-country national and EU citizens considered separately, if possible, and also differentiated between the EU13 (new Member States) and the EU15 (old Member States). The labour market status of migrants as far as possible will also be shown. Major policies of national governments and trade unions in the most important EU15 Member States will be summarised. Based on this framework, a network project began with a planning workshop (February 2019), with the involvement of national experts from a selected number of Member States. Country studies include Austria, Denmark, France, Germany, Italy, Sweden and the UK. The project will culminate in 2019-20 with an ETUI book publication on the 'Labour market integration of migrants'. Migration policies and labour market integration policies will be monitored and analysed with labour market performance indicators added, as far as possible. The role of trade unions and their related policies will also be discussed.

### ***Working conditions and job quality: ETUI training support and responses***

Psychosocial risks are still an underestimated issue when discussing working conditions. There are different topics involved in the area (work-related stress, wellbeing, work-life balance, harassment, violence, social relations, etc.) which makes this problem more complex and hence difficult to manage at the trade union level. At the same time, diseases and accidents, stemming from incorrectly managed psychosocial risks are becoming significant in number. Flexibility and demands of constant availability, as well as smartphones and portable computers, create blurred lines between work and leisure. These are some of the characteristics of working life of many office workers today.

Digitalisation, globalisation, and technological development are indeed transforming the world of work, not only in the IT sector but in other sectors as well.

In order to adapt to the increased global competition, companies are performing rationalisations and restructurings. Often the workers have to pay the price, facing increased time pressure, multitasking, and electronic surveillance. This development causes stress, serious health problems and psychosocial risks, which is the fastest growing health and safety problem in Europe.

The upside of this development is that for some workers more individual freedom creates better opportunities to handle a work-life balance and gives them a higher degree of autonomy at work.

Our training activities in this area will take stock of the situation and its impact in Europe, analyse the positive and negative aspects of the new flexibility at work and discuss the unions' action plans in different countries against the negative aspects of constant availability. Finally, the training will explore new ways of organising and negotiating for workers under demands of constant availability.

Following on from this issue, another training activity will focus more on the reality of false/bogus self-employed workers (Uber, Deliveroo etc.), the modes of organisation of these workers and the renewal of trade union action in this area. These work phenomena are widespread across EU countries and union activists and leaders need to learn together about common goals. The objectives of this training are to identify the number of bogus self-employed, to map self-employed rights in different European countries and their legal coverage, to exchange trade union practices in protecting this group of workers and finally to develop common trade union actions to protect bogus-self-employed workers.

ETUI training activities always have a special focus on gender equality. In this work programme we will centre our activities on capacity-building and leadership for women in trade unions. The main aim of the activity is to enhance the leadership potential of women trade unionists. The training will be organised in two stages, allowing a concrete action between the two stages of training.

Intergenerational solidarity and active ageing will be the subject of a training activity titled 'Ageing and employment: from minimum wage to minimum pension', which intends to respond to the following questions: What are trade unions' concepts of and practices supporting intergenerational solidarity and active ageing in the labour market and trade unions? What does a healthy workplace for all look like? How can trade unions make use of the EU Framework Agreement on Intergenerational Solidarity and Active Ageing? This training will target the Youth Committee of the ETUC and the FERPA (Federation of retired workers), as organisations in central Europe.

## **5. Trade union renewal**

Falling membership continues to be one of the main challenges to trade unions across Europe. It is essential that trade unions gain a clearer understanding of the reasons underlying dwindling membership and share their experiences and best practices with each other. The potential of joining forces across borders in trade union renewal initiatives designed to keep pace with European integration should be explored. These questions should be viewed in the light of the ongoing crisis and deregulation of the labour market.

Main issues to be dealt with include:

- organising, recruiting, and adopting retention strategies in Europe as regards younger and atypical workers;
- pinpointing and understanding current and long-term trends in strike activity and collective action;
- sharing experiences and best practices between ETUC affiliates; conducting pilot projects on innovative cross-border recruitment and organising campaigns;
- exploring trade union financing; devising and implementing innovative strategies for trade union development in central and eastern Europe

In line with a voluntaristic view of trade unions, the ETUI's research on trade union revitalisation focuses in particular on the **membership dimension**, though this is only one of many aspects of trade union revitalisation (or renewal).

Union membership, above all in the private sector, has been unable to catch up with employment growth, resulting in a further decrease of union density in most countries; density rates still differ significantly between countries (albeit with noteworthy cross-country variation), their membership is ageing, and the membership composition is not representative of the global workforce.

Therefore, the ETUI's research on trade union revitalisation is particularly focused on the membership dimension, as only one of the many dimensions of trade union revitalisation (or renewal). A survey will be prepared which aims to gauge the position and role of trade union confederations in organising vis-à-vis their affiliated unions. In particular, the depth of organising policies will be analysed with regards to, for instance, the selection of organising targets, the adoption of organising methods, and resource allocation as measured by centrality, formalisation and specialisation. This project also serves as an 'umbrella project' for research on trade union strategies within the platform economy in Europe, and issues related to questions of union membership such as strategies for recruiting, retaining and mobilising members, and for letting them participate in their union or making them more involved in general.

Another project will seek to identify and understand current and long-term trends in strike activity and collective action. Even though the level of strike activity has fallen further in almost all countries in western Europe, this should not be mistaken for an absence of conflict in employment relations. Mainly based on a literature research, this project builds upon the previous work of the ETUI regarding industrial action and seeks to analyse quantitatively and qualitatively the action repertoire of trade unions in a selected number of European countries, and the effectiveness of strike actions and different types of non-strike actions, either within the labour repertoire or the citizens' rights-oriented repertoire at different levels within the economy. A biannual update of the 'Strikes in Europe' map is foreseen, respectively in June and December.

Another project aims to help assess the techniques, organisation and outcomes of **trade union recruitment drives**. This project supports a transnational organising initiative involving some 15 trade unions representing members within a single company. This project explores the practical implementation of cross-border organising initiatives at company level. In the year 2019-2020, the project will comprise two meetings of 25 trade unionists from one company who will discuss how the policies they devised for organising internationally have worked in practice. It is anticipated that work in the identified target company will lead to the identification of subsequent targets. This

project is carried out with the support of an external expert who was awarded a tendered contract.

A new project will investigate **organising campaigns** initiated by European trade unions. The intention is to establish what is meant by 'organising' in Europe. The working assumption is that a very wide range of campaigns with wide internal variations are included under this rubric. By means of interviews with trade union organisers operating in a variety of different settings, an attempt will be made to better elaborate the term, assess what approaches to organising work in different circumstances, and how successful organising initiatives may be adopted on a wider scale. Initial work conducted in 2019-2020 work programme will focus on assembling a bibliography on organising and identifying the most appropriate organising campaigns to address in the subsequent case study research.

An exploratory project on trade union financing commenced in September 2015 and initially comprised a pilot investigation into the availability of information on trade union finances in three countries (Belgium, Germany and the UK). A database was designed with information from these three countries. As this information is partial and not completely comparable, it was decided to collect data from additional countries (the Netherlands and the USA) in order to broaden the comparison. The additional data collection is underway. Moreover, more detailed information is also being collected from individual trade unions.

The objective of the project is to compare the manner in which trade unions are financed. The working hypothesis is that trade unions are funded very differently across Europe and beyond, with reference to both scale and methods. One of the fundamental assumptions is that the funding of trade unions is essentially a political issue; it therefore depends on the specific role trade unions undertake within the national and social context and their embeddedness within specific institutions and arrangements. Against this background, the key question to be addressed is how trade unions adapt to situations in which there are concerted political efforts to restrict their capacity to act and in which they are required to do more while incomes are contracting. Trade union finance is clearly a sensitive issue: there are thus no concrete publication plans until all the data have been collected and the output analysed.

A new project will launch a thorough mapping and analysis of trade unions in Europe, covering for example, their structures, priorities, and internal developments. In 2000 the ETUI published a volume entitled *Trade Unions in Europe* (Waddington and Hoffmann), which comprised chapters on each of the then Member States together with contributions on Norway and union organisation at EU level. This project will take the model used in 2000 to produce a volume comprising dedicated chapters for each Member State. During the course of the financial year 2019-20 meetings of the project team will take place with the intention of identifying the analytical framework within which each chapter will be written and selecting the authors for each of the country chapters. A single meeting of the group of authors will be convened during the first quarter of 2020 to set the project in motion. Only eligible costs will be incurred.

In the background of the ETUC Congress (May 2019), a new project launched in December 2018 will be implemented in 2019 on the topic '**Foresight for Trade unions**'. This project will consist of three outputs, to be ready in May 2019:

1. a teaser video used for various purposes (stimulate future-oriented thinking amongst trade union leaders and introduce ETUI events or foresight debates)

2. a publication on foresight specifically intended for a trade union audience
3. a series of interviews of trade union leaders during the ETUC Congress on the questions: why should trade unions think about the future and what are their main challenges and uncertainties? This collection of views will be helpful for future foresight events, trainings and debates.

The teaser video will be presented to trade unionists during the ETUC Congress to trigger foresight thinking, and individual interviews with trade union leaders will also be done during Congress. All these products will of course also be used after the Congress for further research and training, to encourage national and/or sectoral debates and discussions, to build trade union strategies anticipating the future of work and to feed national or European discussions.

A partnership project continues with the Canadian Interuniversity Research Centre on Globalization and Work/ *Centre de recherche interuniversitaire sur la mondialisation et le travail* (CRIMT). It is a long-term project (seven years). This project focuses on improving work by encouraging social actors to experiment with institutions that regulate work. There will be a new website with information on different institutional innovations in the trade union movement. Only eligible costs will be incurred in the work programme.

### ***Trade union renewal: ETUI training support and responses***

Following the 'umbrella project' of the ETUI Research Department on trade union strategies in the platform economy in Europe and issues related to union membership, such as strategies for recruiting, retaining and mobilising members, and letting them participate in their union or making them more involved in general, ETUI EDU will organise several training courses. Uncertainties about the future as a result of rapidly changing conditions, together with the observed decline of union membership, require unions to urgently think about their renewal.

Being able to think strategically becomes more and more an essential skill for trade unionists, in particular for those leaders willing to drive their organisation towards new ways of representing, mobilising and organising workers. Trade union leaders are also responsible for promoting an analytic and strategic thinking culture within their unions.

The main purpose of these courses organised with the Foresight Unit is to reinforce unions' capacity-building in this area, providing appropriate tools and methods to facilitators appointed by their organisations, who will later support TU leadership teams during their strategic decision-making.

Some other training activities will target the platform economy. Organising is about building strong, effective unions. The organising model was developed before the era of social media/digitalisation during the last few decades of the 20th century. Now the European trade unions need to integrate methods and tools of digitalisation and social media in organising and campaigning. Our aims are to understand what trade union organisers mean by digital organising, to share experiences on how to integrate the tools of digital organising into a workplace-organising campaigns platform, and to develop a toolkit for digital organising.

Technology personalises labour relationships, taking out the intermediary. Nonetheless workers need to have a voice and role in the process. The old employers or heads of HR can nowadays be the algorithms that set the rules/times/conditions of the job. We will

figure out with our training activities how it is possible to engage new and older workers and bargain with the algorithm.

Public services are also concerned. Recruitment and organising have been a priority for EPSU. It has worked with the ETUI on various workshops. The focus has been on central and eastern Europe and it is clear that the number of affiliates interested in this work is increasing and their co-operation with the ETUI appreciated. The training activities will continue focussing on which organising approach is most effective and when (depending on resources and the state of a union's development), to improve knowledge on organising/recruitment methods and practices (see 'campaigning'), to exchange positive examples of strategies' development and organising methods at local level, to demonstrate the advantage of working together in a European trade union dimension and finally to recognise the positive impact of local and national trade union recruitment, membership and organising capacities in influencing decisions affecting members.

Last but not least, youth participation is fundamental to trade union renewal. Young voices need to be heard both to secure the future of trade unions and improve the working conditions of younger workers who have entered the labour market in the post-crisis era. A course will cover key aspects, such as: youth membership of trade unions and youth participation in trade unions; trade union renewal in a changing and challenging political environment; building stronger trade union structures through greater involvement of young workers; and finding new means of communicating with young people, to recruit and retain trade union members and representatives.

## **B. OTHER ACTIVITIES**

### **1. Education Department**

#### **The EDU strategy**

We are constantly seeking new ways of delivering our European trade union education activities and extending their reach. Now more than ever, it is crucial to identify specific needs and expectations and offer technical and operational training to support and reinforce trade union activities.

The four-year ETUI education strategy adopted by 'EDUDAYS' (the annual meeting of the ETUI education community) is being developed and applied with a view to meeting future requirements.

We are looking to maximise investments in training, widen target audiences, move beyond face-to-face training and enhance the multiplier effect of implemented activities and of the teaching materials produced by the ETUI.

To achieve this strategic objective, the programme identifies and sets the following priorities:

- to integrate the ETUC's priorities, adopt multiannual planning and establish cooperation agreements with trade unions;
- to increase the number of participants (through e-learning and other means) and strike a better gender balance;
- to develop processes that identify needs, but also quality standards and common evaluation practices;
- to develop our potential and capacity to offer high-quality training and further enhance the ETUI's standing as a key provider of trade union-oriented training for EWCs, SNBs and SE-WCs;
- to increase visibility and improve the dissemination of activities and content among trade union organisations;
- to consolidate the work done by our networks, increase their membership and create an ETUI Eurotrainer identity.

Meanwhile, the role played by the networks is being stepped up; a pedagogical committee has been put in place to think strategically and take responsibility for monitoring the quality of our programme and practices; the annual EDUDAYS conferences evaluate and provide input for the next programme; and the thematic networks constantly rethink and review the strategy and usefulness of the programmes.

The 2015-2019 strategy will come to an end in 2019. This strategy introduced the department to a new era: e-learning, a touch of connectivism in the pedagogy, and the development of EWC training.

During this work programme, the new strategy will be defined using an integrated methodology allowing each stakeholder to take part in its definition. The Education Department will present its 2020-2023 strategy at the Edudays in November 2019. This new strategy has to expand these paths and open up a new window of opportunities, such as MOOCs, a pedagogical identity, an EWC hub, etc.

## **E-learning**

The ETUI aims to be innovative in its pedagogy. The distance learning activities will continue, courses and content will be tested, and activities integrated with other face-to-face activities (blended learning). The Institute's primary objectives for this initiative are to extend the reach and increase the resilience of its provision of education and to provide better support for career-long progression for union members by offering them successive learning opportunities. The third phase of the e-learning project is under way. Two pilot online courses have been designed: 'European Works Councils – the rules of the game' (pilot version in English) and 'Being a citizen in Europe today' (pilot version in French). Samples of both training courses were presented for testing to many ETUI stakeholders, and the feedback received has been taken on board with a view to making further improvements. The two courses were launched, and new courses are now being designed for testing in this year's programme.

The new course 'Online English for trade unionists' will be launched during this work programme. The course will involve: using specific trade union-related vocabulary; access to a trade union glossary; developing participants' communication skills and reviewing grammar skills; an exchange of information and views in English about current key issues with other trade unionists; teaching participants how to express themselves in writing on current trade union issues in Europe; and finally the chance for participants to put into practice their acquired linguistic competences through assignments (both written and spoken), which will receive feedback and corrections from the e-tutor. The ETUI's objective is to expand its online offer and to develop an ETUI-branded course. Distance learning will enhance and complement the quality of our training courses and will elevate the learning experience to a higher level. Co-operation on educational activity is central to ETUI Education's mission, and the development of a digital presence has the potential to support that goal.

The ETUI will provide a 'progression path' by offering a wide range of bitesize learning segments, capable of being consumed on demand by a wider audience. This will lead to an increase in the demand for the in-depth longer courses, including face-to-face, blended learning, and online learning.

Modernising our training process and improving its capacity for change will require a bigger investment of time and both human and financial resources.

During this work programme, the ETUI will design and launch a test phase of a new online course: the TU lobby at EU level. There is a strong need to maximise the use of the range of means available to the trade unions to improve the impact of the trade union agenda at European level, i.e. using campaigns and mobilisations, the EU institutions, employers and the social dialogue, allies in civil society, the Tripartite Social Summit, and EU external relations. For these reasons, knowledge of the EU institutional mechanism and how to use it for achieving trade union objectives are necessary skills for each union involved in political challenges at sector, national and European levels. This training is meant to offer participants the opportunity to better understand the EU institutional process and the role trade unions can play to influence it. This is an intermediate-level course, meaning that it is addressed to trade unionists who already have a basic knowledge and/or experience in this area.

## **QIS – Quality Improvement System**

Last year we had to revise the technicalities supporting the implementation of the Quality Improvement System (QIS), a recently developed system for evaluating the ETUI's training activities. It was designed with the involvement of all the participants who attended the EDUDAYS 2016 event and was improved step by step throughout the previous programme and validated at the October 2017 edition of EDUDAYS in Paris. This year we will produce the materials and test them in a selection of training activities.

### **Education audience**

The ETUI trains about 2,000 trade unionists per year.

General training is aimed at trade union officials and staff, elected or employed in national affiliated confederations or European federations. Based on the use of adult education methods, it is a tool that prepares trade union officials for topics of significance and work at the European level, while also facilitating the dissemination of information on European affairs and the spread of trade union goals regarding Social Europe. This broad-based target group means that we can exert a positive and influential impact on trade unions.

The ETUC Secretariat will continue to be a target group for high-level training, in cooperation with Sciences Po Paris.

European Works Councils, SE Works Councils and Special Negotiating Bodies form a specific target group. Participants in training for these bodies are not trade union officers but company representatives who generally include some non-unionised employees. Training objectives are set in coordination with the workers' chairperson and/or secretary of these bodies and the contact person at the relevant European Trade Union Federation (ETUF), but quite often also in consultation with the HR management of the company concerned.

Highly experienced officers with long trade union careers will continue to receive appropriate training offers.

This ETUI education programme includes a highly varied set of training courses for workers' representatives with a view to developing the European dimension and better identifying the nature and needs of Social Europe.

Youth is a priority for the ETUI. We have designed a specific training pathway for young trade unionists. The aim of this training is to boost trade union knowledge and action in Europe. The European training for young trade union leaders is designed as a nine-month course combining three residential seminars (face-to-face activities) with group activities on specific issues to be completed between the seminars.

### **Eurotrainers**

The training of Eurotrainers is designed to develop the individual teaching skills of trainers from member organisations, as an investment in the future of the teaching strategies of their organisations.

This training aims to extend the scope of the learning programmes beyond the national level and to give them a European dimension, prioritising a European trade union identity. It covers many different aspects linked to multicultural and transnational

environments and links them to the training design process and pedagogical methods we apply at the European level. Every year about 20 new Eurotrainers are ready to use their new capacities and experiences to share their knowledge with others.

The Education Department has prepared a new document presenting the Eurotrainer programme. This document has been validated by our advisors from the Pedagogical Committee. During this work programme we will produce and promote this brochure, enlarging the visibility of the Eurotrainers programme.

### **Training offer at a glance:**

This work programme will include more than 80 training activities. Here are some examples of our training offer:

#### **Priority 1: Policies and actions for the future of Europe**

- Debunking the far right
- The far right and fake news
- Fighting racism and xenophobia at the work place
- European Pillar of Social Rights and European Semester
- How to better engage in social dialogue on education policy and reforms within the European Semester framework
- European pay rise
- Collective bargaining
- Promoting a wage alliance in the V4
- Training for the future: next leaders' generation
- European training for youth
- Lobbying for trade union advisors
- GDPR: a trade union guide
- Social protection for all
- Artificial intelligence
- High-level training on political economy

#### **Priority 2: Worker participation and industrial relations**

- Online training on EWC basics
- Assistance and expertise for EWC-related initiatives from ETUC affiliates
- coordination of EWC training activities
- design of pedagogical modules on intercultural cooperation
- intercultural cooperation within the EWC / SE WC
- training for potential SNB and EWC members
- training for worker representatives and union coordinators in EWCs in the food, agriculture and tourism sectors
- Shared Service Centres as an organisational model: field of action for EWCs
- Capacity building and exchange of experience for select committee members of EWCs

### Priority 3: Sustainable development and industrial policy

- Climate change and energy
- Adaptation to climate change
- SDGs - trade union strategy
- Climate-friendly production and services
- Just transition in modern work life (skills)

### Priority 4: Working conditions and job quality

- Bogus self-employed
- Representing and organising platform workers
- The right to connect and the right to disconnect
- Unemployed: trade union challenges
- Ageing and unemployment: from minimum wages to minimum pensions
- Social partners for gender equality
- Health care and social protection

### Priority 5: Trade union renewal

- Trade union renewal: strategic thinking
- Facilitate a wide sharing of best practices in organising
- Trade union renewal in the Baltic countries
- Organising in digital platforms
- Recruitment and organising in public services
- Supply chains: organised and regulated
- Organising youth

### **Additional priority for the Education Department: capacity-building and development of skills:**

- Pedagogical workshops
- Eurotrainers
- Leadership training on negotiation skills
- Leadership in Occupational Health and Safety
- e-portfolio building
- Coaching: analysis of reflective e-portfolio
- Active learning methodologies
- Verbal and political communication for trade unionists
- Youth training
- e-tutors training
- English language and communication

### Other

- Managing EU grants under SD budget lines
- QIS – Quality Improvement System
- Online development and coordination
- Pedagogical resources

## Glossary

<b>BLER</b>	Board-level employee representatives	<b>GDP</b>	Gross Domestic Product
<b>CAWIE</b>	Collectively agreed wages in Europe (project)	<b>GOODCORP</b>	Network on corporate governance
<b>CEN</b>	European Committee for Standardization	<b>GURN</b>	The Global Union Research Network
<b>CENELEC</b>	The European Committee for Electrotechnical Standardization	<b>HBS</b>	Hans Böckler Stiftung
<b>CJEU</b>	European Court of Justice	<b>ILO</b>	International Labour Organisation
<b>COP21 meeting</b>	21st Session of the Conference of the Parties	<b>IR</b>	Industrial relations
<b>CRIMT</b>	Centre de recherche interuniversitaire sur la mondialisation et le travail	<b>MNCs</b>	Multinational companies
<b>CSR</b>	Country-specific recommendation	<b>N.E.T.</b>	Network of European Works Council Trainers
<b>ECHA</b>	European Chemicals Agency	<b>NGO</b>	Non-Governmental Organisation
<b>EEA</b>	European Economic Area	<b>OECD</b>	Organisation for Economic Co-operation and Development
<b>EGOS</b>	European Group for Organisational Studies	<b>OSE</b>	Observatoire Social européen
<b>ELFS</b>	European Labour Force Survey	<b>OSH</b>	Occupational Safety and Health
<b>EMU area</b>	Economic and Monetary Union of the European Union	<b>PERC</b>	Pan-European Regional Council network
<b>EPSU</b>	European Federation of Public Sector Unions	<b>PIAAC</b>	Programme for the International Assessment of Adult Competencies
<b>EQF</b>	European Qualifications System	<b>REFIT</b>	Regulatory Fitness and Performance
<b>ESS</b>	European Social Survey	<b>SEER</b>	South-East Europe Review on labour and social affairs
<b>EU</b>	European Union	<b>SEEUROPE</b>	European Company network
<b>EWADB</b>	European Works Councils database	<b>SE-WCs</b>	European Company – Works Councils
<b>EWCS</b>	European Working Conditions Survey	<b>TTIP</b>	The Transatlantic Trade and Investment Partnership
<b>EWPC</b>	European Workers' Participation Competence Centre	<b>TTUR</b>	Transnational Trade Union Rights (network)
<b>EWPF</b>	European Workers' Participation Fund	<b>TURI</b>	Trade union-related research institutes
<b>FDI</b>	Foreign Direct Investment	<b>WHO</b>	World Health Organisation