

# PROFESSIONAL AND MANAGERIAL STAFF COMPETENCIES IMPROVING EWC'S EFFECTIVENESS



 **EUROCADRES**

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## Table of contents

1.	Foreword	2
2.	Introduction and summary	3 and 4
3.	P&MS involvement in EWCs	
1.	EWC Agreements	5
2.	Composition of EWC	6
3.	Functioning of EWC	7
4.	Legal framework	8
5.	Information process	8
6.	Consultation process	9
7.	Coordination among EWC members	10
8.	Linking of information and consultation	11
4.	Conclusions	11
5.	Recommendations	12
	Annex I	14

# Foreword

In getting involved in the project concerning P&MS' role and competencies in EWCs, *EUROCADRES* wanted to take the first step on the long path towards making EWCs more effective.

We consider EWCs a new and essential stage in the system of workers' representation, information and consultation on a transnational level. Therefore, by getting involved in this project, we stated for the first time our belief in the contribution that P&MS, as part of the whole labour force, might make to improve the effectiveness of EWCs in terms of knowledge and competencies.

In the meantime, it should be stressed that the possibility of P&MS getting involved in the EWC information and consultation process is not only foreseen by the Recast Directive as a way for all employees to be fairly represented at each professional level, but must also be seen as a chance for further professional growth of all P&MS.

To improve cohesion among workers' representatives, *EUROCADRES* states that P&MS have the right to be represented in EWCs, and recognises the role trade unions can play in raising awareness on the importance of P&MS' participation, including competencies this specific group of workers could bring about in the information and consultation process.

Highly qualified workers can make an essential contribution to the overall effectiveness of the information and consultation process by compensating asymmetries in the access to information workers' representatives might sometimes suffer, through their level of qualification and skills. They can moreover add value to the workers' representatives group in EWCs by drawing on their language and communication capacities to analyse proposals, assess whether long-term interests are taken into account, and support the elaboration of positions during the last phase of the process.

In the mainstream of the European sectorial and cross-sectorial trade unionism, P&MS have the possibility to convince all workers' representatives of the added value they can provide during the consultation phases by increasing the representative capacity of all the employees, and thus strengthen the position of workers' representatives as a whole in EWCs.

For these reasons we believe that the development of the project and future initiatives might benefit from setting up a **network of P&MS involved in EWCs**, which can lead to more exchange of information and improved representation and decision-making capacities, and in so doing promote the development of a European form of solidarity.

Carlo Parietti  
*EUROCADRES* President



# Introduction

The project “Facilitating more Professional and Managerial Staff competencies in European Works Councils” carried out by Syndex on behalf of *EUROCADRES* was geared to obtaining a clear vision of the involvement of Professional and Managerial Staff in European Works Councils, since there is little documentation on the matter.

Moreover the issue of P&MS in EWCs is acquiring a new dimension for, according to the new EWC Directive, employee representation within the EWC has to be in accordance with the categories of employees in the company. This new provision may therefore lead to greater involvement of P&MS in EWCs.

The project, including the research and investigation work carried out by the Syndex consultancy, comprised three main steps:

- A review of literature
- A survey conducted during the last six months of 2012, based on a questionnaire and telephone interviews
- A final workshop held in Berlin in January 2013

The aim of the review of literature was to find sources about the presence of P&MS in European Works Councils; however this research quickly demonstrated that there was very little literature, and when documents existed, they dated from the late 1990s.

The survey itself was based on a 64-item questionnaire drawn up jointly by a follow-up committee created by *EUROCADRES* and made up of volunteer members and Syndex.

The purpose of this three-part questionnaire was to shed more light on the following issues:

- The participation of P&MS in the creation of European Works Councils, especially in special negotiating bodies
- Their place and position within the European Works Council
- Their role in the functioning of the European Works Council of which they are members

The first two approaches could be conducted separately because they referred to established realities in each European Works Council and the declarative answers provided by respondents specifically concerning P&MS were sufficient (how many seats, which are your areas of interest, etc.)

Conversely, the issue of their participation in the functioning of EWCs had to be put in a larger perspective of the activity of the European Works Council as a whole. That is why it was necessary to analyse the effective functioning of the EWCs covered by the scope of the survey in order to get an accurate idea of the specific contribution of P&MS.

A total of 32 questionnaires from 11 countries were received, and 10 additional in-depth interviews were carried out.

Although the number of answers obtained by sending e-mails and through phone calls seems quite low, they provide a rather good geographical coverage of the European scope (but the absence of contributors from the UK should be taken into account when interpreting the results). In particular, the answers obtained are perfectly in line with the reality of European Works Councils today. In other words, receiving a higher number of answers would in no way have changed the main conclusions of the project.

# Executive summary

The literature review conducted on P&MS in European Works Councils shows that there are few documents on this issue, and when they exist, they date from the late 1990s. In fact the first EWC directive having been adopted in 1994, the majority of the agreements signed till the late 1990s were voluntary, and priority was given to the effective set up of the transnational institutions on information and consultation (i.e. European Works Councils). The issue of a balanced representation inside the EWC with regards to gender or professional category would be taken up later and even the new Directive 2009/38 states only that the agreement should take “ into account where possible the need for balanced representation of employees with regard to their ...category”

The main development that took place between the adoption of the two directives is that nowadays P&MS are considered as genuine workers' representatives who play the same role as any other member of the EWC.

In fact one of the main results of the survey is that **P&MS** do not hold a formally separate position in EWCs and they **are seen to play just the same role as any other EWC members without any privilege or discrimination based on professional category**, even if the approach of P&MS on issues concerning the company might differ from the views of their colleagues, especially regarding the strategy of the company and the issue of employment.

Nevertheless, the expertise of P&MS is seen as useful overall for an adequate information process at European level regarding the economic culture of P&MS and their qualifications/ the level of the posts occupied by them.

This situation is bound to take a positive turn, as new opportunities are afforded by Directive 2009/38:

- the new provision of a “*balanced representation with regard to activities, category and gender*” may represent an opportunity for P&MS to increase their presence at European level,
- the new tools and rules introduced by the new directive should be addressed in subsequent trainings in order to improve the functioning of the social dialogue at European level and enhance the role played by P&MS.



# P&MS involvement in EWCs

## EWC agreements

The issue of the “balanced representation inside EWCs with regard to activities, category and gender and the term of office” is quite recent inasmuch as it was specifically introduced by the new EWC Directive 2009/38 under article 6.2.b).

That novelty explains partly one of the findings of the survey: the balanced representation by professional categories within the EWCs is seen in most agreements as a general orientation without specific regulation, as highlighted by the literature review. Only 10% of the respondents indicated that their EWC agreements include references to specific groups of employees organised by activity, category or gender.

This statement is true regardless of the sector or country where the EWC is based.

The results of the survey are in line with a previous comparative study on EWC agreements (Carley, Mark and Paul Marginson - “Comités d’Entreprise Européens : Une étude comparative entre les accords visés à l’article 6 et à l’article 13”, Fondation Européenne pour l’Amélioration des Conditions de Vie et de Travail, 2000 – pp. 27-29) that has shown that only 7% of Article 6 agreements and 3% of Article 13 agreements gave a professional dimension to the allocation of seats, ensuring, for example, the representation of blue and white collar workers.

Although in most of the cases (almost 60% of respondents) P&MS have participated in the negotiations leading to the adoption of an EWC agreement, they are not recognised as a separate group in the final agreements. In fact, only a clear minority of the respondents stated that the EWC agreement regarded P&MS as a separate group.

This fact notwithstanding, a vast majority of respondents stated that their EWC agreements recognise the specific needs of this professional category. It is however difficult for them to give specific examples on how these specific needs are defined or in which way these needs are met.

No major differences are to be found on the aforementioned topic, irrespective of the nationality of the respondent or the sector in which the company carries out its activity.

The main conclusion to be drawn is that the new Directive 2009/38 may play a beneficial role in the matter of a fair representation of P&MS in the EWCs. In the implementation of the new directive, the question of a balanced representation of workers in the EWC will be important, first by gender but also by category of employees. In fact, though the directive is relatively recent, the issue of balanced representation inside the EWC seems to have been already taken into account in most of the EWCs included in the scope of the project as shown below.

In any case the new provision of a “balanced representation with regard to activities, category and gender” may represent an opportunity for P&MS to increase their presence at European level.

## The composition of the EWC

The EWCs covered by this survey have rather large structures, counting on average 28 members from 14 countries. The relatively high number of members per EWC can be explained by the low representation threshold per country, which is under 150 persons in two thirds of the cases, between 150 and 500 persons in one fifth of the cases and above 500 persons in the minority of the cases. In almost all of the cases each country covered by the scope of the EWC has at least one representative.

One striking result of the survey is that whereas only a minority (10%) of the respondents indicated that their EWC agreements include references to specific groups of employees organised by activity, category or gender, a large majority (70%) stated that the representation of workers in their EWCs guaranteed a balanced representation with regard to activities, category and gender.

This balanced representation can be considered as a best practice to be stressed and disseminated.

Although the trade union representation is a major issue, we have noticed a wide lack of knowledge among P&MS concerning the presence of trade unions in EWCs, with half of the respondents being unable to identify how many trade union organisations were represented in their EWCs and also half being unaware of which trade unions the EWC members belonged to.

An issue closely connected to trade union representation addressed in the survey is trade union membership of P&MS. The co-existence of different national trade union systems in Europe makes it difficult to analyse in an homogeneous way the issue of trade union organisations covering only specific categories of workers, however, as the actual situation depends on the nationality of the respondents and on the composition of their EWCs. The findings of the survey are consequently different according to the nationality of the respondent and the structure of trade unions in their countries: only a third of respondents (mainly from France and Finland) stated that their trade union organisations cover only specific categories of workers. Moreover, whenever some EWC members represent trade unions covering specific categories of workers in the EWCs, other colleagues are often unaware of their affiliation to such institutions.

There is also a real possibility that some EWC members may not belong to any trade union. This issue should be addressed at trade union level as has been stressed by some of the interviewed persons.

One of the aims of the project was to determine whether P&MS were considered as “fellow employees” by their colleagues, as there is a persistent belief or feeling that P&MS are viewed as members of management.

In this regard, the results of the survey show that, in two thirds of the cases, P&MS are considered as “fellow employees” by other professional categories **so that discrimination of P&MS for category-based reasons seems largely a non-issue.**

Overall, the results of the survey do not differ according to the nationality of the respondents (although nearly a quarter of respondents could not give an answer to the question).

Two main conclusions to be drawn are:

- (1) a real balanced representation with regard to activities, category and gender seems to exist according to the respondents, even if the EWC agreement does not specifically include this issue
- (2) P&MS are considered as fellow employees and not as management





## The functioning of the EWC

The first main finding of the survey is that, in more than half of the cases, the information provided by management to the EWC does not highlight trends by activity, professional category and gender. This result nonetheless tallies with the fact that P&MS are not considered as a separate group within the EWC.

The aforementioned fact does not have a negative impact on the involvement of P&MS inside the EWC, however. Quite on the contrary: P&MS are largely involved (more than three quarters of respondents) in the day-to-day work of their respective EWCs and there is no major difference to be seen between the involvement of P&MS and that of other colleagues. The survey shows, this to be true irrespective of the sector of the company or the nationality of the EWC member.

Moreover, more than half of the respondents consider that P&MS involvement in the EWC work is viewed both by employees and management in a positive way. This tallies with the previous finding regarding the absence of discrimination of P&MS inside EWCs.

This last point (the absence of discrimination), can also be bolstered by another finding of the survey: P&MS can fully contribute to the EWC work, as in the vast majority of cases they are given time off work to attend EWC meetings and trainings (just like their colleagues), even if they are not full time unionists (as was underscored during the interviews).

Generally, P&MS are viewed -- and play just the same role -- as any other EWC members without any privilege or discrimination, although their approach to issues concerning the company might differ from that of their fellow colleagues. In fact, two main issues are subject to different interpretation according to the professional category of the EWC member:

- (1) Strategy: a field that is more often challenged by P&MS who ask for more information and more discussion, and are more engaged in the information and consultation process, and
- (2) Employment: which is seen by P&MS in both its collective and individual dimension.

On the contrary, as with other issues such as health and safety, there is no perceptible difference between the approach of P&MS and that of their colleagues.

The literature review actually showed that the participation of P&MS in the social dialogue is very useful, as they are able to contribute through their economic culture and *"it is not in numbers, but in power of influence that the place of managers and professionals counts"*.

This specific contribution has also been highlighted by the in-depth interviews: the respondents consider that P&MS hold a significant level of expertise recognised by a qualification or by the level of the post occupied (for example technician, engineer) and/or management responsibilities (for example team leader, manager).

The results of the survey and the interviews showed that:

- (1) In general EWCs manage to deal with differences between blue collar and white collar workers, in spite of potential divergences.
- (2) P&MS represent added value for EWCs due to their level of expertise and economic and financial culture.

## Legal framework

The functioning of the EWC may depend on the knowledge of relevant European legislation (Directive 94/45 and Directive 2009/38) by its members, as well as the fact that the national transpositions fix the framework of rights, means and obligations of EWCs and its members.

The survey showed that the respondents were well aware of the European legal framework for information and consultation, including the new Directive 2009/38. A very large majority stated that they had a good knowledge of the contents of the existing legislation concerning the information and consultation of workers and their representatives, irrespective of the country or the sector concerned.

Quite surprisingly, the degree of knowledge of the legal framework at European level seems to be higher than at national level, as only 70% of respondents indicated that they were aware of the contents of the legislation applicable to their EWC.

The issue of training seems to be a real challenge, as 40% of the respondents did not receive any training on the new legislation on information and consultation either at the national or European level. The actual situation on this topic varies widely from one country to another and no common pattern can be found, inasmuch as training may depend on trade union policies or EWC agreements.

The main conclusion to be drawn is that the good level of knowledge of P&MS regarding European and national legislation notwithstanding, there is a lack of training that should be taken into account so as to get EWC representatives who are properly trained to ensure maximum efficiency.

## Information process

The EWC directive, the national transposition laws and the different agreements contain the provisions regulating the way that the information process must be carried out in the EWC.

Whenever there is a single and general framework set up by the legislation, the practical implementation in the day-to-day life of each EWC proves to be different, so that it is hard to find a common pattern.

Nevertheless, one of the findings of the survey, confirmed by the interviews, is that the topics addressed in the work of the EWCs do not differ greatly by sector or country.

In fact, economic and financial issues are discussed in all cases, while a very large majority of the respondents stated their EWC also addresses corporate strategy; a majority added social issues, and 80% of the respondents said health and safety were also covered at European level. Impact assessments concerning employees are performed at EWC level according to three quarters of the respondents -- a rather positive assessment according to scientific research on this topic.

The aforementioned results show that the main topics addressed within the EWC are those where the P&MS play an active role (i.e. strategy and economic matters) so that they can bring added value to the EWC. This statement proves again to be true even if more than half of the respondents answered that P&MS do not have any specific role during the information process (which is logical seeing that P&MS are considered as any other EWC member).

On the other hand, in spite of the multitude of topics covered by EWCs, another main result of the survey is that the gap between theory (EWC agreement) and practice (day-to-day functioning of the EWC) remains an issue.



Whereas more than 70% of the respondents answered that their agreements specify an information process, they also stated that:

- (1) in the majority of cases, the information provided by management is not made available in all the different languages represented in the EWC orally or in writing
- (2) the information is only partially provided on time.

These two elements (information provided in all the different languages and on time) are key in order to guarantee the effectiveness of any information process. As long as these elements are missing, the information process at EWC level will inevitably be considered unsatisfactory by the majority of P&MS representatives.

The malfunctioning of EWCs with regard to the information process could be avoided according to the respondents through:

- (1) a better coordination inside the EWC
- (2) the help of external experts
- (3) overall information provided on time and in a complete way

Furthermore, almost all the respondents agreed that:

- (1) access to quality information would be improved if the services of a technical expert were available
- (2) circulating the relevant information amongst EWC representatives in each country before the EWC meetings would help members to prepare the meetings adequately

The main conclusions regarding the functioning of the EWC and the role of the P&MS therein are as follows:

- (1) The involvement of P&MS is important with regard to the information process, as they are often more active and more demanding and could contribute to the information of the other EWC members
- (2) Coordination between EWC representatives should be encouraged.

## Consultation process

The issue of consultation is closely linked to the issue of information, as no proper consultation process can be carried out without proper information. The new Directive 2009/38 clearly links the two issues by defining information and consultation under Article 2.

The first thing to underscore about consultation is that the survey has revealed a certain degree of confusion among EWC members regarding this specific issue, and in some cases a lack of clear understanding of the question concerning consultation and/or its purpose. Consultation is thus an objective to be reached, and a good consultation process with questions and answers in the EWC is regarded with high interest by P&MS members.

The second main finding of the survey is that only a small majority of EWCs have set out specific procedures on how to engage in a consultation process, but the way of going about it is very different. In most of the cases, the Select Committee has the authority to initiate the consultation process with or without an EWC vote. The P&MS play the same role as their colleagues with regard to consultation.

In most of the cases the EWC agreements provide for a consultation process in case of extraordinary circumstances, but the possibility of holding two extraordinary meetings is rarely foreseen (less than 40% of the cases). Under such conditions, the effectiveness of the consultation process cannot be achieved as long as no adequate consultation process can take place without enough time for an in-depth analysis of the issue submitted for consultation.

According to the new directive, the consultation process is meant to be concluded with an opinion given by workers' representatives and management is meant to give a motivated answer to the EWC opinion. This is indeed the case in practice according to the majority of respondents, but P&MS interviewed have also raised the question of the possibility to express an individual opinion even if a collective opinion of the EWC has been expressed. It could be viewed as an expression of more individualistic behaviour of P&MS in comparison to other employees.

The survey shows that the terms, resources and conditions of the consultation process as it is actually carried out in each EWC enable their members to:

- (1) call on a technical expert (legal, health and safety or economic) to help with the interpretation of the information provided and thereby also to express a justifiable opinion according to almost 70% of the respondents,
- (2) have the time necessary to analyse the information received, ask for additional information if necessary, and to form an opinion according to almost 70% of the respondents,
- (3) conduct a constructive dialogue between EWC members and management according to more than 70% of respondents.

However, in spite of the foregoing positive assessments, in practice even if the consultation process may enable workers' representatives to have enough information, enough time and support from an external expert, strikingly less than 40% of the respondents found that the opinion expressed by the EWC is taken into account by central management.

As a result, a great majority of the respondents stated that the consultation process in their EWCs is not satisfactory, because their capacity to influence the decisions of management is more than limited.

Unfortunately, as long as workers representatives do not have really clear ideas on how to conduct a consultation process in an effective way, they are unable to suggest what improvements should be made, apart from obtaining better information.

The main conclusions to be drawn on the issue of consultation are:

- (1) The importance of an effective consultation in order to improve the influence of EWCs
- (2) The need to train EWC members on this issue.

## Coordination among EWC members

Coordination inside the EWC (i.e. between its members) but also outside the EWC (i.e. relations between the EWC and the local, national or European trade unions organisations) is a major precondition for the proper functioning of the EWC and has been recognised as such by the new directive (i.e. article 10).

The European trade union coordinator of the EWC plays a key role in this respect.

The results of the survey show that the position of the European trade union coordinator has been identified within their EWCs by a vast majority of the respondents. Respondents state that they play essentially a supporting role, one which includes helping to conclude agreements, garner opinions in each country and try to identify common positions. The European trade union coordinator helps to safeguard a European perspective in the debate, by making use of his or her legal expertise and knowledge on the EWC directive. As underscored by some respondents, the trade union coordinator supports the EWC with legal expertise or logistical assistance but does not take part in the information and consultation process.

On the other hand, P&MS gave a positive appraisal to the coordination inside their EWCs. The survey showed that regular exchanges among EWC members exist in-between the meetings, though these exchanges are often limited to mails and mostly inside the Select Committee. Access to a computer and the possibility to speak and write in English make communication easier between the EWC members.

A good coordination and regular exchanges between the EWC members, including P&MS, are considered as best practices that need to be developed in order to increase the effectiveness of the EWC and improve the influence of its members.



## Linking of information and consultation

The linking of the information and consultation process between the European and the national levels is one of the major changes introduced by the new Directive 2009/38 according to which *“The agreement must specify...the functions and the procedure for information and consultation of the European Works Council and the arrangements for linking information and consultation of the European Works Council and national employee representation bodies”*

Due to the novelty of the directive, only few EWC agreements have introduced a provision on this subject (half of the respondents have answered positively) and where it has happened, priority was given to information and consultation at European level in most of the cases. On this issue the directive states that *“If there are no agreements on this subject, and where decisions likely to lead to substantial changes in work organisation or contractual relations are envisaged, the process must be conducted at both national and European level in compliance with the competences and areas of action of the employee representation bodies”*

The main finding of the survey, confirmed by the interviews and irrespective of the nationality of the respondent or the economic activity of the company, is that the new directive is considered as a great opportunity; in fact more than half of the respondents think that Directive 2009/38 will change the way their EWC works, bringing new tools in order to achieve a greater effectiveness. However, some of the rules brought in by the new directive are still too recent to be fully understood.

## 4. Conclusions

Main outcomes of the survey regarding the current situation of P&MS inside the EWCs are the following ones:

- (1) P&MS do not hold a formally representative position in EWCs with regards to their fellow colleagues;
- (2) No discrimination at all exists on professional category bases.
- (3) P&MS involvement give an added value to EWCs
  - a. Their expertise is seen as useful to conduct an adequate information process at European level;
  - b. The main topics addressed within the EWC are those where the P&Ms play an active role (i.e. strategy and economic matters) so that they have a specific expertise on these issues;
  - c. They have most of the times a financial and economic culture that their fellow colleagues do not have so that they can participate to the information of the other EWC members
  - d. P&MS take and utilize the specialist role they have abilities to

The new obligation set up by the recast directive regarding the *“balanced representation with regard to activities, category and gender”* should represent an opportunity for P&Ms to increase their presence at European level so that their participation and their influence inside this institution will be increased in short time.

As long as P&MS consider themselves as any other member inside the EWC the means to improve their competences and participation are just the same than those applying to any EWC member:

- (1) the new tools and rules introduced by the new directive should be used to a wider extent by EWC members and should be addressed in subsequent trainings in order to improve the functioning of the social dialogue at European level
  - a. the new tools and rules should also enhance the role played by P&Ms.
- (2) Improve the coordination at all relevant levels:
  - a. Coordination between EWC members
    - i. Including means to guarantee a better understanding of the different national systems regarding workers representation and of the different systems of trade union organization
  - b. Coordination between EWC members and the Select Committee, if any
  - c. Coordination between EWC members, including P&MS, and the national/regional/local workers representatives so that a greater and better interaction between P&MS and the local level can be achieved
    - i. And a better effectiveness, by consequence
  - d. Coordination between trade unions to which belong EWC members

## 5. Recommendations

Our project “Facilitating more Professional and Managerial Staff competencies in European Works Councils” proved that Professional and Managerial Staff (P&MS) representatives can contribute in this transnational dialogue with their specific competencies. Therefore it is crucial that EWCs have a balanced representation with a proper representation of P&MS. Highly qualified workers can make an essential contribution to the overall effectiveness of the information and consultation process by compensating asymmetries in the access to information workers’ representatives might sometimes suffer, through their level of qualification and skills. They can moreover add value to the workers’ representatives group in EWCs by drawing on their language and communication capacities to analyse proposals, assess whether long-term interests are taken into account, and support the elaboration of positions during the last phase of the process. Consultation starts with a common agenda from employees’ side and a common response to the measures that are presented from management’s side. Also in this matter P&MS can help with their knowledge of moderating discussions and presenting the output of discussions. They also often have better connections to management members and „speak their language“.

The new directive encourages EWCs to define in their agreements: *“the allocation of seats taking into account where possible the need for balanced representation of employees with regard to their activities, category and gender.”* This brings indeed some opportunities for P&MS to take part in the work of the EWC of their company. It is in the interest of all employees to have a balanced representation so they are able to represent the whole workforce of their company. Certainly in a company where P&MS are highly represented this should be reflected in the composition of the EWC.

In order to achieve this goal set by the new directive, we need to translate it into practical terms, which could mean to urge EWC to get an overview of the diversity of their European employees, e.g.

- number of employees according to:
  - Type of contract (fixed, indefinite, etc.)
  - Level of education
  - Professional level
- Total performed hours
- staff cost
- Training for employees (hours, cost, etc.)

Further, EWCs themselves should know how diverse their EWC-representatives are. It could be interesting for EWCs to make an inventory of the background of their EWC-members by category, activity and gender but also by trade union and local representation mandates. On the basis of this overview, the EWC can judge whether they have a diverse composition and view how diverse the knowledge of their group is.

The election or appointment of EWC-members is a national prerogative. This happens according to the national transposition of the EWC-directive. Therefore it is difficult to influence on an EU level the balanced representation. At the same time the EU directive contains the recommendation on the balanced representation that also can be inserted into a EWC-agreement; certainly for those countries with more than one EWC-representative per member state. For the exact formulation of this type of recommendation, trade unions could develop or search for good practices. Another important element is to negotiate for the necessary means for EWC-members to represent all their employees including P&MS. In practice this means to prepare and debrief on the local level P&MS make sure that they are present in this process.

EUROCADRES’ policy fields (e.g. mobility, education and training, working time, workload, etc.) are reflecting specific needs of P&MS and thus enriching the political debate in the trade union movement and could likewise enrich the debate in EWCs. EUROCADRES could help EWCs to improve their knowledge on these issues and to develop European strategies.

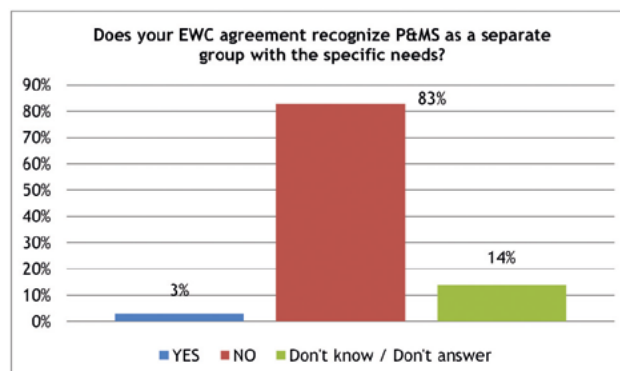
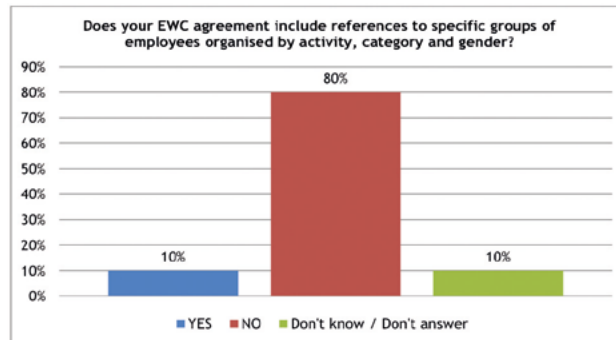
The above mentioned **recommendations** are one of the outcomes of our project which we wish to be further discussed and developed with and within our member organizations. Another important result of the project is the setting up a **network of P&MS involved in EWCs**, which will contribute to these recommendations and which will be the facilitator for a European exchange by providing expert knowledge to EUROCADRES member organisations.

Strengthening genuine transnational dialogue between workers and management in multinational companies is a common goal of all European trade unions. Regardless of the category of employees they represent, we are convinced that workers' representatives must have a strong say in corporate strategy in order to defend and promote workers' interests and stable employment, and push for sustainable company development.

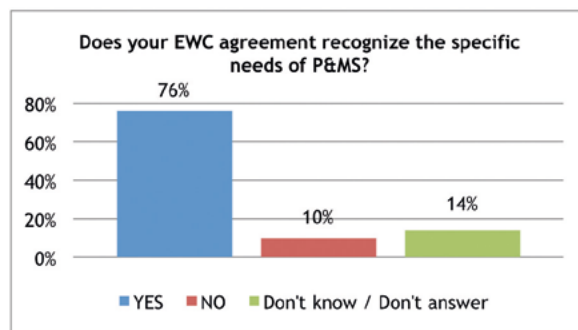


# Annex I: the questionnaire

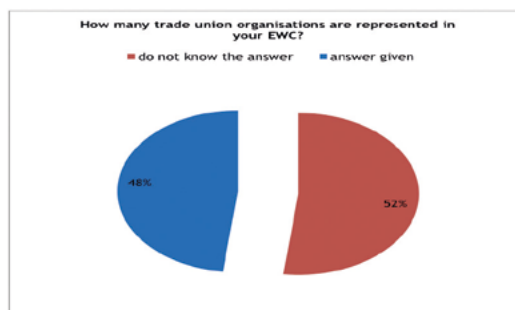
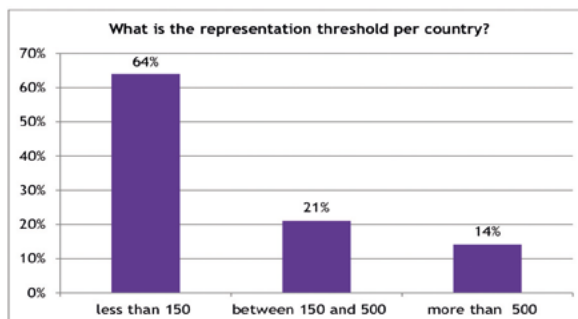
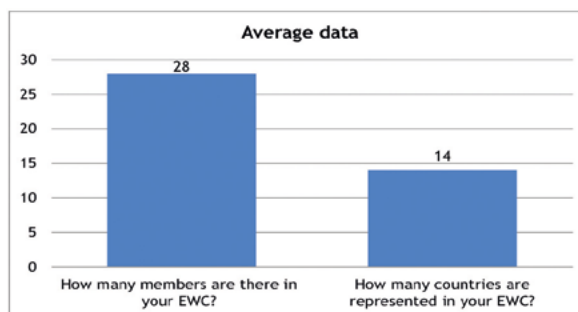
## 6. THE EWC AGREEMENT

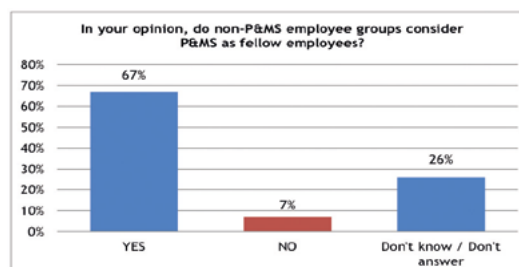
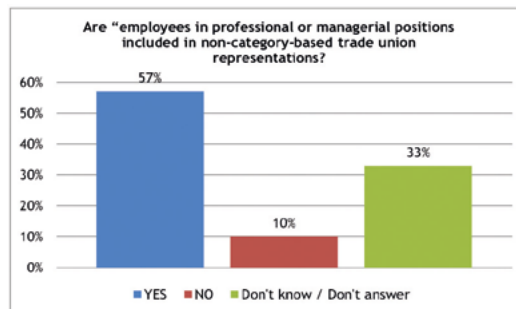
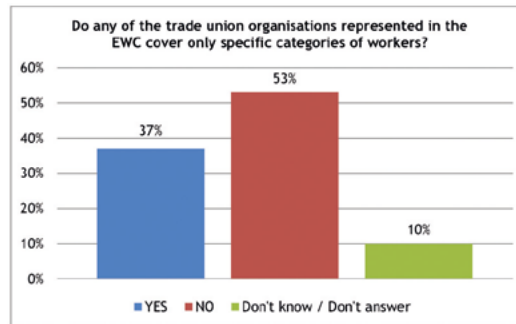
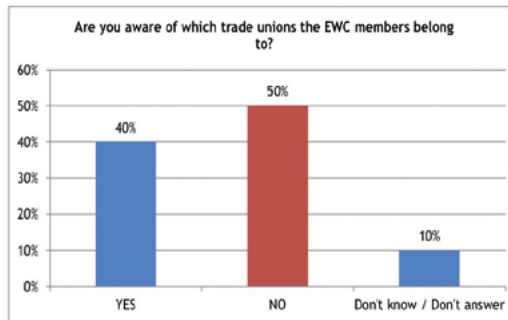


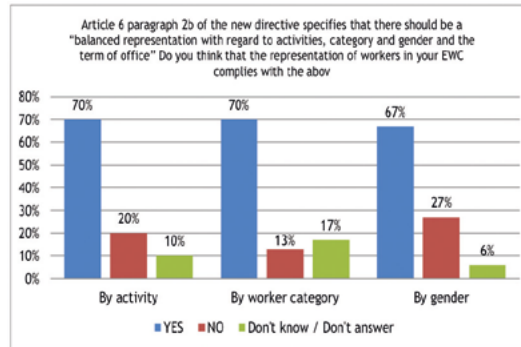




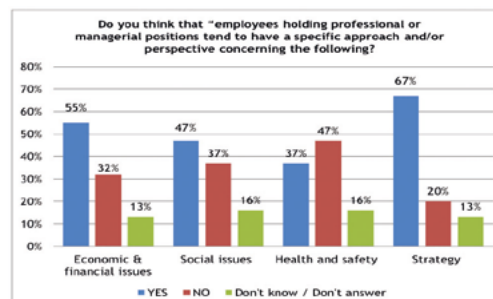
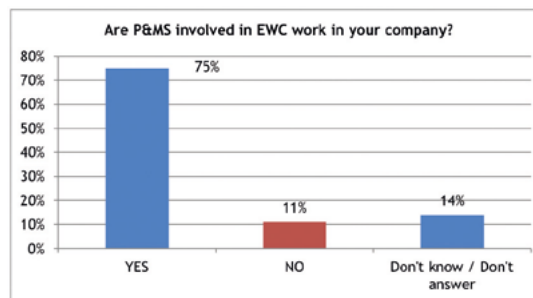
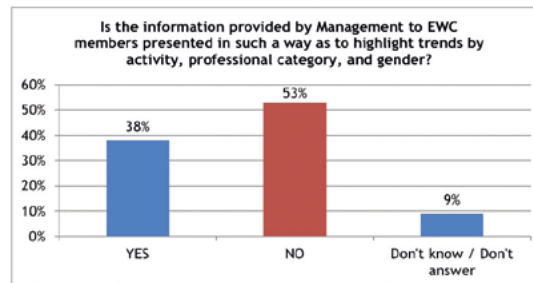
## 7. COMPOSITION OF THE EWC

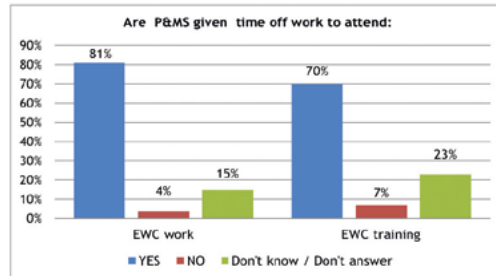
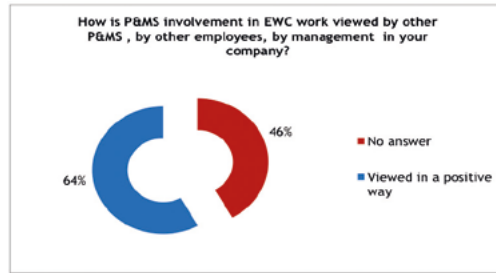




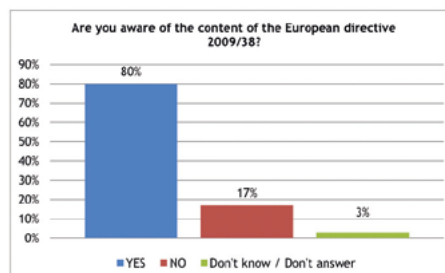
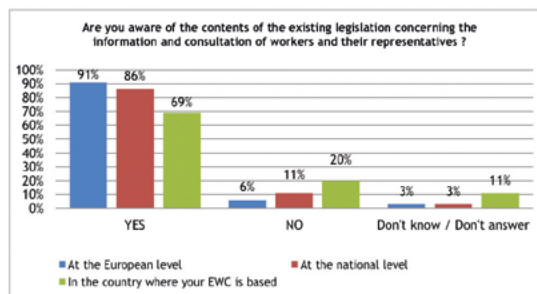


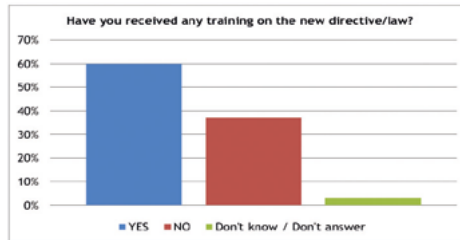
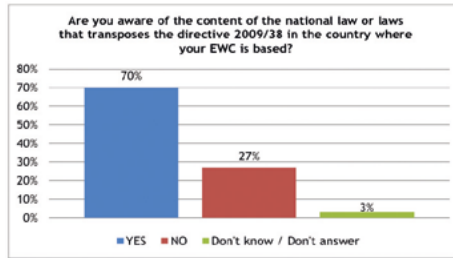
## 8. FUNCTIONING OF EUROPEAN WORKS COUNCIL



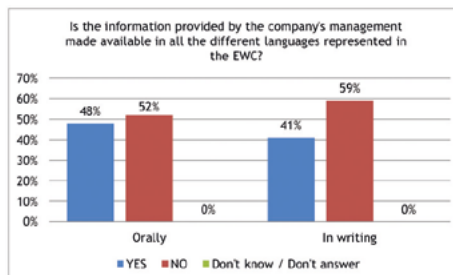
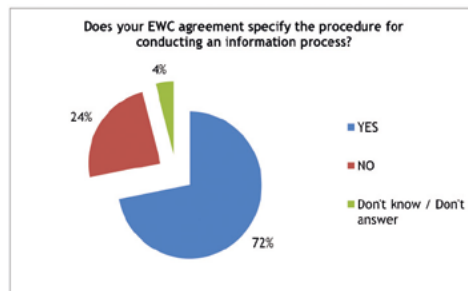


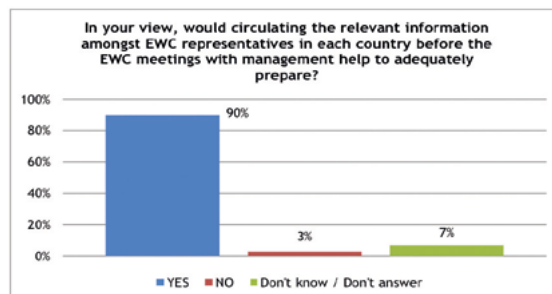
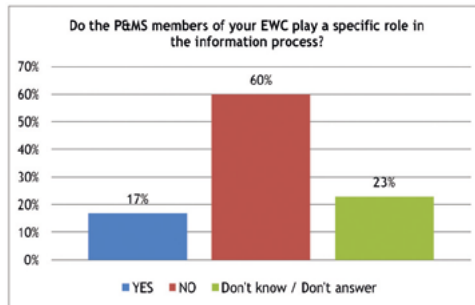
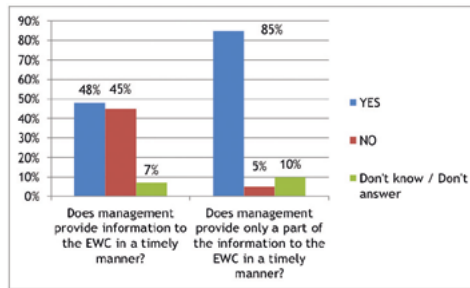
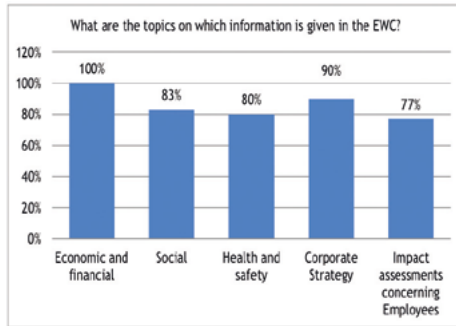
## 9. LEGAL FRAMEWORKS CONCERNING THE INFORMATION AND CONSULTATION PROCESS

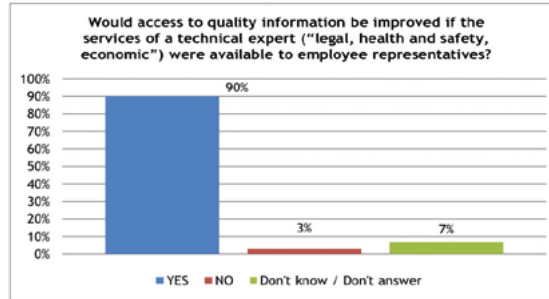




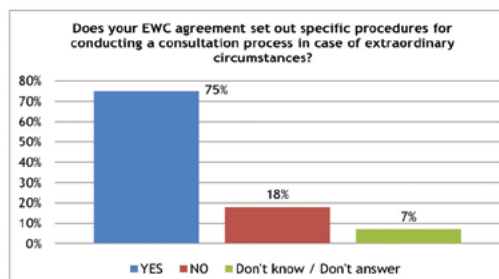
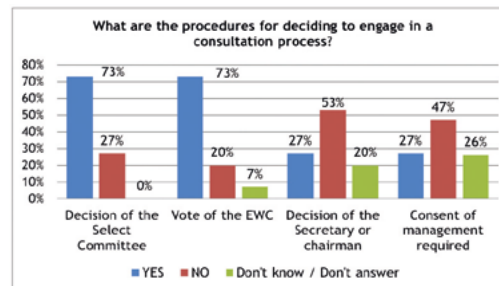
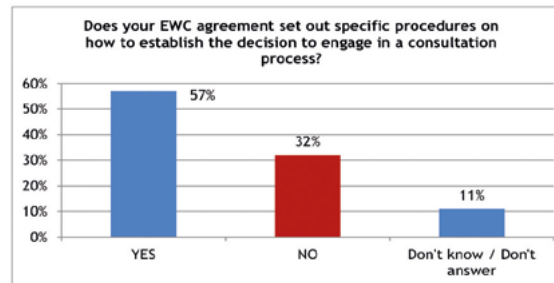
## 10. INFORMATION PROCESS

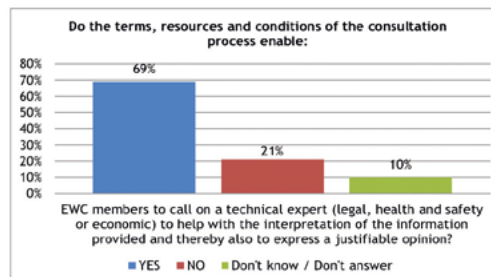
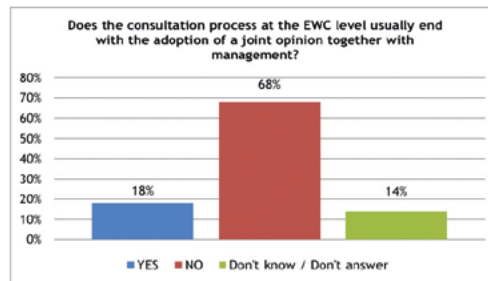
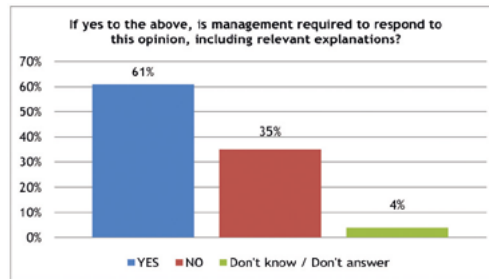
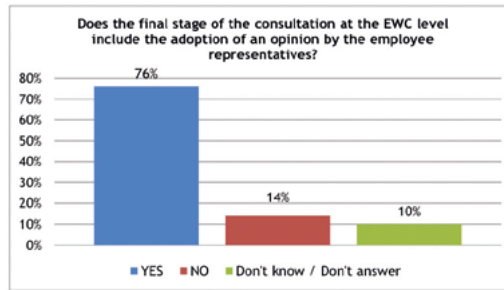




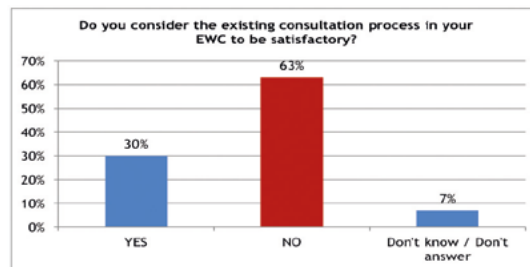
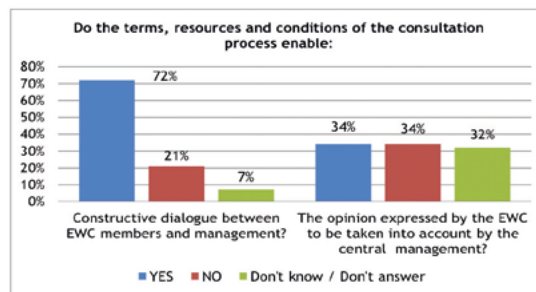
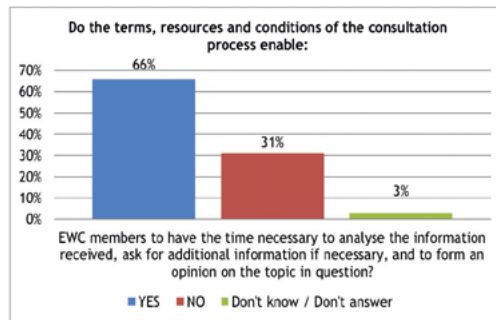


## 11. THE CONSULTATION PROCESS

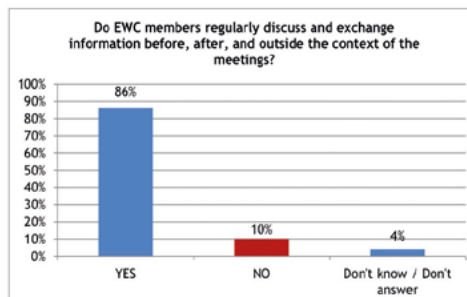
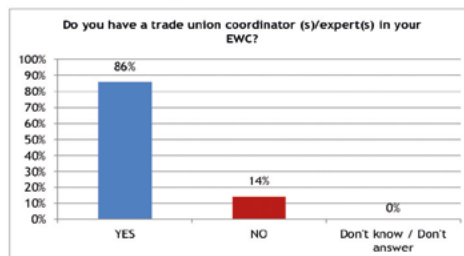




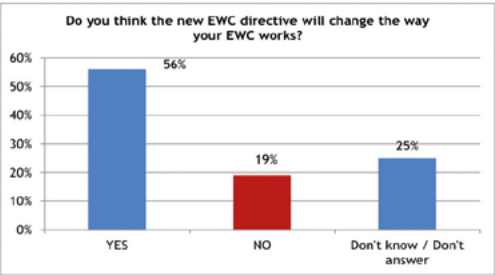
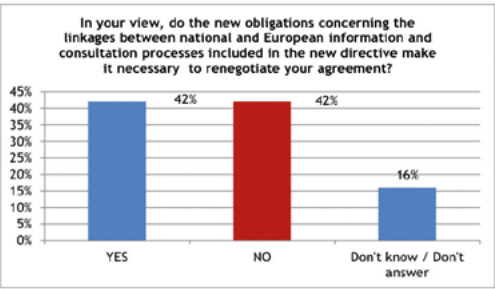
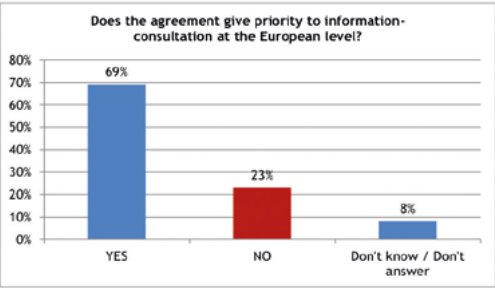
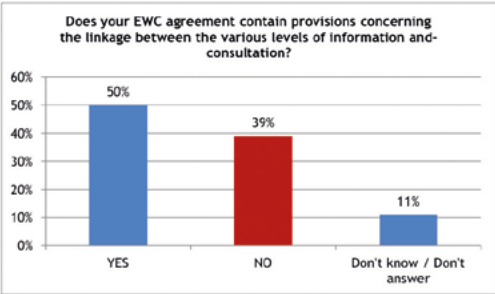




## 12. COORDINATION AMONG EWC MEMBERS



# 13. LINKING OF INFORMATION AND CONSULTATION PROCESSES BETWEEN THE EUROPEAN AND NATIONAL LEVEL





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