
Annex I

Council Directive of 22 September 1994

Extract from: *Official Journal of the European Communities*, No. L254/64, 30.9.94.

See:

http://europa.eu.int/comm/employment_social/soc-dial/labour/directive9445/9445euen.htm

Annex II

Council Directive of 15 December 1997

extending, to the United Kingdom, Directive 94/45/EC on the establishment of a European works council or a procedure in Community-scale undertakings and Community-scale groups of undertakings for the purposes of informing and consulting employees to the United Kingdom of Great Britain and Northern Ireland.

THE COUNCIL OF THE EUROPEAN UNION,

Whereas the Council, acting in accordance with the Agreement on social policy annexed to Protocol 14 to the Treaty, and in particular Article 2(2) thereof, adopted Directive 94/45/EC; whereas, as a result, the said Directive does not apply to the United Kingdom of Great Britain and Northern Ireland;

Whereas the Amsterdam European Council held on 16 and 17 June 1997 noted with approval the agreement of the Intergovernmental Conference to incorporate the Agreement on Social Policy in the Treaty and also noted that a means should be found to give legal effect to the wish of the United Kingdom of Great Britain and Northern Ireland to accept the directives already adopted on the basis of that Agreement before the signature of the Amsterdam Treaty; whereas this Directive seeks to achieve this aim by extending Directive 94/45/EC to the United Kingdom of Great Britain and Northern Ireland;

Whereas the fact that Directive 94/45/EC is not applicable in the United Kingdom directly affects the functioning of the internal market; whereas implementation of the said Directive in all the Member States will improve the functioning of the internal market;

Whereas Directive 94/45/EC provides for a maximum of 17 members of the special negotiating body (SNB); whereas such a number corresponds to the 14 Member States which are party to the Agreement on Social Policy plus the three remaining Contracting Parties of the European Economic Area; whereas the adoption of this Directive will bring the total number of States covered by the Directive 94/45/EC to 18; whereas therefore the above mentioned maximum should be increased to 18 so that each Member State in which the Community-scale undertaking has one or more establishments or in which the Community-scale groups of undertakings has the controlling undertaking or one or more controlled undertakings is represented;

Whereas Directive 94/45/EC provides for special treatment to be accorded to Community-scale undertakings and groups of undertakings in which there is, at 22 September 1996 an agreement, covering the entire workforce providing for the transnational information and consultation of employees; whereas, accordingly, Community-scale undertakings and groups of undertakings falling within the scope of that Directive solely as a result of its application to the United Kingdom should be granted similar treatment;

Whereas the adoption of this Directive will make Directive 94/45/EC applicable in all Member States including the United Kingdom; whereas, from the date on which this Directive enters into force, the term "Member States" in Directive 94/45/EC should be construed as including, where appropriate, the United Kingdom;

Whereas Member States were required to bring into force the laws, regulations and administrative provisions to comply with Directive 94/45/EC no later than two years after its adoption; whereas a similar period should be granted to the United Kingdom, as well as to the other Member States, to bring into force the necessary measures to comply with this Directive;

HAS ADOPTED THIS DIRECTIVE:

Article 1

Without prejudice to Article 3, Directive 94/45/EC shall apply to the United Kingdom of Great Britain and Northern Ireland.

Article 2

In Article 5(2)(b) of Directive 94/45/EC “17” shall be replaced by “18”.

Article 3

1. The obligations resulting from this Directive shall not apply to Community-scale undertakings or Community-scale groups of undertakings, which, solely by virtue of Article 1, fall within the scope of this Directive, provided that, on the date laid down in Article 4(1) or the date of its transposition in the Member State in question, where this is earlier than the said date, there is already an agreement covering the entire workforce providing for the transnational information and consultation of employees.

2. When the agreements referred to in paragraph 1 expire, the parties to those agreements may decide jointly to renew them. Where this is not the case, Directive 94/45/EC, as extended by this Directive shall apply.

Article 4

1. Member States shall bring into force the laws, regulations and administrative provisions necessary to comply with this Directive no later than ... (two years after the adoption) or shall ensure by that date at the latest that management and labour introduce the required provisions by way of agreement, the Member States being obliged to take all necessary steps enabling them at all times to guarantee the results imposed by this Directive. They shall forthwith inform the Commission thereof.

2. When Member States adopt these measures, they shall contain a reference to this Directive or shall be accompanied by such reference on the occasion of their official publication. The methods of making such reference shall be laid down by Member States.

Article 5

This Directive is addressed to the Member States.

Annex III

State of transposition of the EWC Directive into national law — September 1997

Member State	Status of transposition (in alphabetical order of the Member States)
1. Austria	Law No. 601 of 17 October 1996 (Bundesgesetzblatt No. 192 of 31 October 1996)
2. Belgium	Collective agreement No. 62 signed on 6 February 1996 and enforced by Royal Decree of 22 March 1996 (Moniteur Belge of 11 April 1996). Additional laws on confidential information, judicial proceedings, protection in the case of dismissals and surveillance/sanctions as well as a Royal Decree on information which may be withheld by management, are still to be adopted
3. Denmark	Law No. 371 of 22 May 1996 (Arbejdsmin, j.nr. 95-534-8)
4. Finland	Law No. 614 of 9 August 1996 (Suomen Säädoskokoelma of 16 August 1996).
5. France	Law No. 96-985 of 12 November 1996 (Journal Officiel of 13 November 1996).
6. Germany	Law of 28 October 1996 (Bundesgesetzblatt No. 53 of 31 October 1996).
7. Greece	Presidential Decree of 18 March 1997 (Government Journal of 20 March 1997, pages 599 to 604)
8. Iceland	Collective agreement already concluded with single group (ALUSUISSE) covered by European Directive and incorporated in Iceland. In the second half of 1997, this agreement may be either "transformed" into a national collective agreement, or (on the basis of Danish law) "covered" by a new law
9. Ireland	Act No. 20 of 10 July 1996, published by the Stationery Office
10. Italy	Collective agreement concluded on 6 November 1996 and signed on 27 November 1996, but not yet enforced <i>erga omnes</i> by law
11. Liechtenstein	Collective agreements already concluded with two groups covered by European Directive and incorporated in Liechtenstein. In the second half of 1997, these agreements may be either "transformed" into a "national" collective agreement or "covered" by a new law
12. Luxembourg	Draft legislation to be submitted to Parliament in September 1997
13. Netherlands	Law No. 32 of 23 January 1997, published on 4 February 1997 and entered into force on 5 February 1997 (Staatsblad 1997-32)
14. Norway	Collective agreement signed on 30 November 1995. Enforced by Law No. 63 of 23 August 1996 and Royal Decree of 18 October 1996 (Regulations 991 and 992). (Norsk Lovtidend No. 15 of 6 September 1996 and No. 19 of 8 November 1996)
15. Portugal	Draft legislation to be submitted to Parliament
16. Spain	Law adopted on 10 April 1997 and entered into force on 25 April 1997 (Boletín Oficial del Estado, 24 April 1997)
17. Sweden	Law 359 of 9 May 1996 (Svensk författningssamling SFS 1996:359 of 29 May 1996), and Law 1057 of 31 October 1996

Member State	Status of transposition (in alphabetical order of the Member States)
	(Svensk författningssamling SFS 1996:1057 of 19 November 1996)

Annex IV

List of voluntary agreements

Country Codes

AUS	: Austria
B	: Belgium
CAN	: Canada
CH	: Switzerland
DK	: Denmark
D	: Germany
F	: France
FIN	: Finland
I	: Italy
JP	: Japan
IRL	: Ireland
KOR	: Korea
L	: Luxembourg
N	: Norway
NL	: Netherlands
S	: Sweden
UK	: United Kingdom
USA	: United States of America

List

ABB (CH)
Accor (F)
Adtranz (D)
Aer Lingus (IRL)
AGF (F)
Agrevo (D)
Agrolinz Melamin (AUS)
Ahlstrom (FIN)
Airbus Industrie (F)
AKZO NOBEL (NL)
Alcan Aluminium (CDN)
Alcatel (Alsthom) (F)
Alfa-Laval (S)
Allianz (D)
Allied Domecq (UK)
Allied Signal (USA)
Altana (D)
American Brands (USA)
Amylum (B)
Alusuisse Lonza (CH)

Antibioticos (I)
Apple (USA)
Apv Plc – Siebe (UK)
Aramark (D)
Arbed (L)
Arjo-Wiggins Appleton Plc (UK)
Assidomän (S)
Atlas Copco (S)
AXA (F)
Babcock (D)
Baker Hughes (USA)
Banque Nationale de Paris (F)
Barclays (UK)
BASF (D)
Bass (UK)
BAT Industries (UK)
Bau Holding (AUS)
Baxter (USA)
Bayer Ag (D)
BBL (B)
Behr (D)
Beiersdorf (D)
Benckiser (D)
Bertelsmann (D)
Bicc (UK)
Bilfinger & Berger Bau (D)
Blue Circle (UK)
BMW-Rover (D)
BNP (F)
Bohler Uddeholm Ag (AUS)
BOC (UK)
Bols Wessanen (NL)
Boehringer Ingelheim (D)
Borealis (DK)
Bosch-Siemens (D)
Bouygues (F)
BP Oil Europe (UK)
BPB Industries - Braas (UK)
B. Braun (D)
Bridgestone Firestone (USA/Uk)
British Steel (UK)
British Telecom (UK)
BSHG (D)
BSN-Food (F)
BSN-Glass (F)
BTR (UK)
Bucher (CH)
Bühler (CH)
Bull (F)
Bunzl Paper (UK)
Burda (D)
Burelle (F)
Burgo (I)

Cabot Europe Ltd (F)
Cadbury Schweppes Confectionery Stream (UK)
Campina Melkunie (NL)
Canon (JP)
Caradon (UK)
Cargill (USA)
Carnaud Metal Box (UK)
Carrefour (F)
Caterpillar (USA)
Chargeurs (F)
Ciba-Geigy (CH)
Cement Roadstone (IRL)
Citibank (USA)
Club Méditerranée (F)
Coats Viyella (UK)
Cockerill-Sambre (B)
Colgate-Palmolive (USA)
Commercial Union (UK)
Compass (UK)
Continental Ag (D)
Cooper (USA)
Corning (USA)
Courtaulds Textiles (UK)
CPC (USA)
Credit Lyonnais (F)
Credit Communal (B)
Crown Carnaud Metalbox (USA)
DAF (NL)
Daimler Benz (D)
Dalgety (UK)
Danisco (DK)
Danone (F)
Danzer (F)
David S. Smith (UK)
Deere & Co (USA)
Degussa (D)
Delco Electronic Europe (USA)
Delphi Automotive Systems (UK)
Deutsche Bank (D)
DHL (USA)
Dillinger (D)
DLW (D)
DMC (F)
DSM (AUS)
Dow Chemical (USA)
Dupont (USA)
Duracell (UK)
Dyckerhoff (D)
Dynamit Nobel (D)
Dyno Industrier As (N)
Duni (S)
Electrolux (S)
Elf Aquitaine (F)

Eli Lilly (USA)
Elopak (N)
ENI (I)
Ericsson (S)
Eridania-Beghin Say (I)
Esselte (S)
Eurocopter (D/F)
Europipe (D/F)
FAG Kugelfischer (D)
FCP (D)
Ferrero (I)
Fiat (I)
Fisher Group (UK)
Ford (USA)
Fortis Ag (NL)
Framatome (F)
Frantschach (AUS)
Freudenberg-Gruppe (D)
Gallaher (UK)
Gamma (NL)
Gate Gourmet Group (CH)
Geberit (CH)
Gec-Alsthom (UK/F)
General Electric Plastics (NL)
Gerresheimer Glas (D)
General Accident (UK)
Generale De Banque (B)
Generale Des Eaux (F)
General Motors (USA)
Georg Fischer (CH)
GKN (UK)
Glaxo Wellcome (USA)
GM-Delphi (USA)
Grace Europe (CH/D)
Grundig (D)
Gruner & Jahr (D)
Guinness (IRL)
Hanson Brick(UK)
Hanson Electrium (UK)
Hartmann (CH)
Hartmann Ag (D)
Hebel (D)
Heidelberger
Henkel (D)
Herberts (D)
Hercules (USA/B)
Hewlett-Packard (USA)
Hitachi (JP)
Hochtief (D)
Hoechst (D)
Holderbank (B)
Honda (JP)
Hoogovens(NL)

HSBC/Midland(UK)
Hydro Alu
ICI (UK)
ICI (JP)
Imperial Tobacco (UK)
Immuno Ag (AUS)
ING (NL)
Ingersoll Rand (USA)
Interbrew (B)
INTL System Sa (DK)
Ipt Group (UK) Iss
Italcementi (I)
ITT Automotive (USA)
ITT Cannon (USA/F)
ITT Flygt(USA)
ITT Industries (USA/D)
ITT Intermetall (DK)
Jefferson Smurfit (IRL)
Käfer (D)
Kellogg (USA)
Kemira (FIN)
Keramik Laufen (CH)
Kimberly-Clark Europe (UK)
KLM (NL)
KME Eurometalli (D)
Knorr Bremse Ag (D)
KNP (NL)
Komatsu (JP)
Kone (FIN)
Korsnäs (S)
Kraft Jacobs Suchard (CH)
Kredietbank (B)
Krupp-Hoesch (D)
Kvaerner (N)
Kymmene (FIN)
Kverneland As (N)
Ladbroke/Hilton (UK)
Lafarge Copee (F)
Laporte (UK)
Liebherr (D)
Linde Ag (D)
Lyonnaise Des Eaux (F)
Mcdonald's (USA)
Mannesman (D)
MAN (D)
Mann & Hummel (D)
Man Schienenfahrzeuge
Marazzi (I)
Marks & Spencer (UK)
Matra- Hachette (F)
Mayr-Melnhof (AUS)
Mead Packaging Europe (F)
Merck Kgaa (D)

Merck S.D. (USA)
MERLONI (I)
Metra (F)
Metsä Serla (S)
Miroglio (I)
Mitsubishi (JP)
Mobil (USA)
Moulinex (F)
Myllykoski Oy (FIN)
Natwest (UK)
NEC (JP)
Neste Group (FIN)
Nestle (CH)
NKT (DK)
Nokia-Group (FIN)
Norsk Hydro (N)
Norske Skogindustrier Asa (N)
Norwich Union (UK)
Nutricia (NL)
Nycomed Asa (N)
Oetker (D)
Olivetti (I)
Ömv- Ag Raffinerie (AUS)
Oreal (F)
Orkla Asa (N)
Otis (USA/F)
Outokumpu (FIN)
Owens Corning (USA)
Panasonic (JP/D)
Parmalat (I)
Partek (FIN)
Pauwels (B)
Pearson (UK)
Pechiney (F)
Pepsico (USA)
Peterson (N)
Petrofina (B)
Pharmacia & Upjohn (USA/B)
Philip Morris (USA)
Philips (NL)
Phoenix-Konzerns (D)
Pilkington (UK)
Pioneer (JP)
Polimeri Europa (I)
Preussag (D)
Primagaz (F)
Procter & Gamble (USA)
PSA Peugeot (F)
Radex Heraklith Ag (AUS)
Rank Xerox (USA)
Raufoss (N)
Raychem (USA)
Reckitt & Colman (UK)

Redland (UK)
Renault (F)
Repola (FIN)
Reuters (USA)
R.J. Reynolds (USA)
Rhone Poulenc (F)
Rothmans International (USA)
Royal Dutch Shell (NL)
Rwe (D)
Saffa (I)
Saint Gobain (F)
Samsung (KOR)
Sandoz (CH)
Sandvik (S)
Sanyo (JP)
Sara Lee (USA/F)
SCA (S)
Scania (S)
Scansped (S)
Schiesser (D)
Schering-Plough (USA)
Schindler (CH)
Schmalbach-Lubeca (D)
Schneider (F)
Schwarzkopf (D)
Schott (D)
Scottish & Newcastle (UK)
Seagram (CAN)
Securicor (UK)
Securitas (S)
Sedgwick (UK/B)
Sew-Eurodrive (D)
SGS (CH/F)
SG Surveillance (CH)
Sharp (JP)
Shell (NL)
Sibelco (B)
Siemens (D)
Sigma Coatings (B)
Skanska (S)
Snaidero (I)
Solvay (B)
Societe Generale (B)
Soparind Bongrain (F)
Sony (JP)
Spie Batignolles (F)
Steigenberger (D)
Statoil (N)
Stena (S)
Stralfors (S)
Südzucker (D)
Sulzer (CH)
Sumitomo Rubber (JP)

Stora (S)
Swissair (CH)
Tarket (I)
Tate & Lyle (UK)
TDK (JP)
Tetra-Laval (S)
Texaco (USA)
Thyssen-Industrie (D)
T&N (UK)
TNT (AUS)
Tomkins (UK)
Toshiba (JP)
Toyota (JP)
Tractebel (B)
Triumph Intl (D)
Tulip Intl (DK)
UCB (B)
Unilever (NL/Uk)
Union Miniere (B)
Unisource (CH)
United Biscuits (UK)
United Technologies (USA)
Usinor Sacilor (F/D)
UTC (USA)
Valmet (FIN)
Vandemoortele (B)
Van Genechten (B)
Van Roey (B)
Veba (D)
Vf (Wrangler-Lee) (USA)
Viag (D)
Villeroy & Boch (D)
Voest Alpine Stahl (AUS)
Voest Alpine Technologie (AUS)
Voith (D)
Volkswagen (D)
Volvo (S)
Whirlpool (USA)
Wienerberger (AUS)
Winterthur (CH)
Zehnder (CH)
Zeneca (UK)
Zumtobel (AUS)

Annex V

ETUC. European works council agreements so far (by W. Buschak)

Article 13 agreements

Any agreement starts with an introduction setting out the reasons for setting up a European works council (EWC). Wording such as “The EWC helps to organize cooperation between social partners at transnational level and to develop confidence-based relationships”, or “The European works council facilitates mutual understanding”, are quite familiar. Other expressions which frequently appear include, “The EWC serves as a framework for social dialogue at European level”, and “The EWC is the forum for a constructive exchange of opinion”.

Agreements often state that the EWC is a forum for open communication between management, workers and their representatives, a forum for information, consultation and dialogue. The European Forum, one agreement says, is there to “come to a joint understanding of objectives, strategy and competitiveness of the company”. The task of the EWC, another agreement says, is to “strengthen the process of information and consultation as a dialogue and to promote a mutual understanding of global business, to incorporate visions among employees”.

Several agreements explicitly mention that the EWC is there to bring about a uniform corporate culture. Others stress quite the opposite, maintaining that the European dialogue does not affect the special features of each country. The EWC is perceived almost everywhere as a means to improve the cohesion of the undertaking or group and to strengthen its competitive position, to establish two-way communication, to promote loyalty and commitment among all employees. “Profitable growth and a sustained competitive advantage”, states the agreement concluded with a big US-American motor company, “can only be achieved through an informed and committed workforce”.

Article 13 agreements and the Directive

Many agreements refer to Directive 94/45 on the establishment of an EWC or a procedure. They either refer to the Directive in general or to specific paragraphs, such as the definition of a controlling company. If the agreement was concluded before 22 September 1996, it normally has a paragraph saying that it is covered by Article 13 of the Directive. Sometimes a further sentence is added that, in case of conflict between Article 13 and certain provisions of the agreement, the agreement as such remains in force.

The name of the EWC

There are many names for the institutions created by an agreement. They include: Employees’ Council Europe, European Instance for Social Concertation, European Works Council, European Council, Europe Committee, Staff Council, European Central Representative Council, European Forum, European Employee Forum, European Consultative Forum, European Committee for Information and Dialogue, Cooperation Group, European Committee for Concertation, European Conference, Euro-Dialog, Corporate Cooperation Council, European Instance of Social Dialogue, Communication Forum, European Conference of Representation of Workers and Central Management, European Communication Forum, and others.

The names are various and manifold, but two terms predominate: European Works Council and European Forum. Both appear either alone or in combination with words such as “employees” or “communication”. Do these words represent a different reality? A different practice?

One tends to presume that the expression “works council” describes a structure that is somewhat tighter than a forum, that a forum is bigger than a works council and comes close to

an assembly. This, however, is not the case, at least not in respect of the agreements. The European Information and Consultation Forum of Kelloggs has 23 members representing the workers. The European Forum set up within Otis has 20 employee representatives while the Communication Forum of Baker Hughes has 19 employee delegates. The European Forum of the Albert Fisher Group has eight employee members and the European Employee Forum at Aramark is limited to a maximum of 20 employee representatives. The Convention for European Dialogue between the social partners at Saint-Gobain had 70 employee delegates in the early days. Nestlé's European Council has a maximum of 51 employee representatives and IUF delegates, and the Bayer Forum has the same. The De La Rue European Employee Forum has only 24 employee members.

The Forum also has a structure; it has a president or a select committee, like the EWC. The European Employee Forum set up at Dow Chemicals has a select committee of three members from different countries and a facilitator. The Bayer European Forum has a chair and a deputy chair elected by the employee members and a clear procedure for allocating seats and selecting representatives. The Euro-Dialogue set up at Beiersdorf has three worker members who are responsible for coordination and official contacts with the personnel director. The same is true of the De la Rue European Employee Forum: there is an employee chairperson and a subcommittee of three employee delegates.

It may be supposed that the members of an EWC have a mandate that runs over a certain period of time, whereas the members of a Forum have no such mandate and can be changed from session to session.

The voluntary agreements of Beiersdorf and Bayer do not specify any term of office for members of the Forum. The Nestlé agreement, however, which establishes a European Council, does exactly the same. The list of participants is drawn up every year, at least 30 days before the meeting. No term of office is mentioned. The agreement on the European Consultation Forum of Reckitt & Colman says that the term of office shall be determined in accordance with national practice, "subject to a maximum of four years".

Information and consultation

Information

Very few agreements define information. According to the Boehringer Ingelheim agreement, "Information covers the oral and written exchange of data and the delivery of oral statements concerning these data".

Consultation

The purpose of any agreement is to establish a framework for transnational information and consultation. The Accor agreement on establishing a European Instance of Social Concertation describes the purpose of the instances as "information and consultation on questions of a transnational character". Or, as the agreement on an EWC at Halfslund Nycomed puts it, the EWC "shall ensure that employees within the corporation in Europe shall be informed and consulted across the borders within the EU and the EEA on matters which are important for the activities and strategy of the corporation".

The Directive defines consultation as "the exchange of views and establishment of dialogue between employees' representatives and central management or any more appropriate level of management".

It is interesting to see how the pre-Directive agreements treated the concept of "consultation". The most common is to repeat the wording of the Directive: most of the Article 13 agreements, which have a special paragraph or a general introduction defining consultation, use exactly the same words as in the Directive: exchange of views and dialogue.

Others do not define consultation. They simply declare that the agreement is on cross-border information and consultation, on establishing a procedure for informing and consulting

employees, or on setting up a forum for information, consultation and dialogue on subjects of clear transnational nature.

It is remarkable that some agreements do not mention consultation at all. A European forum is set up, one agreement says, to establish social dialogue and two-way communication, to arrange for information and exchange of views. Employee representatives shall be given the opportunity to comment before decisions are made. A European committee is set up, another agreement explains, as a body for permanent information and exchange of views on economic, financial and social questions. Consultation is not mentioned. Even the label “European works council” is not always a guarantee that a body for information *and* consultation is established. An EWC is set up, one agreement says, as a platform for information, dialogue and exchange of opinions. Group management shall inform on personnel, economic, financial and industrial activities within the parent company and its divisions. A big multinational from the media sector has created a European dialogue, where questions are answered and statements received; “consultation”, however, does not appear in the text of the agreement. Another big transnational company from the building sector differentiates between matters that relate only to information and others that relate to consultation as well.

Mainly French and US-American undertakings prefer the notion of dialogue and exchange of views instead of consultation. It should be borne in mind that the Directive defines consultation as an exchange of views and establishment of dialogue. Whether consultation is mentioned or not makes little difference as long as the concept of consultation is there. The difference seems to be more a matter of style than anything else.

There is one agreement setting up an EWC which describes the objectives as social dialogue, mutual understanding, fruitful social development. The agreement only mentions information, but demands that information be given in a timely manner in the form of a written report by management. Employees have the right to deliver an opinion within a reasonable time.

Name of the undertaking	Definition of information	Definition of consultation
Compass Group	Transnational information means those topics which significantly affect the interests and livelihood of employees in more than one of the countries represented through the EC	Consultation means the open exchange of opinions with a view to greater mutual understanding between the parties to the agreement
Ford	Information: Regular oral and/or written sharing of data and explanation of such data as basis for a dialogue concerning the company as a whole, at European level or within two or more countries covered by the agreement	Consultation: Regular dialogue and exchange of views between employee representatives and central management and/or their delegates
Volkswagen		The Volkswagen European Group Works Council shall be informed in good time regarding planned cross-border transfers of production (...). The Volkswagen European Group Works Council or its executive committee shall have the right of comment within an appropriate period of time which shall be agreed upon by both parties in each case immediately on receipt of the information (...). These consultations shall take place early enough for the views of the Volkswagen European Group Works Council to be taken account of in the decision-making process
Zeneca	The sharing of data and medium-term views relating to the conduct of the three international businesses and Zeneca	In addition to the regular sharing of information, views and opinions, it will be appropriate to enter into consultation and

Name of the undertaking	Definition of information	Definition of consultation
	overall to provide background for a regular dialogue with employee representatives	dialogue on more significant changes affecting Zeneca overall, the international businesses, or employees in two or more European countries. The company is committed to ensuring, whenever possible, that there should be open dialogue and exchange of views between members of the European Consultation Committee and central management
VF Europe	Information means the exchange of oral or written data and the provision of oral explanation of these data, if necessary	Consultation means the oral or written exchange of views and a dialogue of questions and answers between central management and the employee representatives
Petrofina		Consultation involves oral or written exchange of views and a dialogue of questions and answers between management (central or local) and employee representatives regarding all information
Rothmans International	Information involves the exchange of oral and written data and the provision of oral and written explanations on such data	Consultation involves the oral and written exchange of views and the creation of a dialogue of questions and answers between the members of the RIE Committee for Information and Consultation regarding all information provided

Some agreements define consultation as an exchange of *relevant and appropriate* information and establishment of a *constructive* dialogue. Information and consultation shall take place on “important questions”. Here the issue may arise of what is relevant and what is important, and such vague terms could generate constant discussion between the parties. It should be sufficient to limit the competence of an EWC to matters of transnational consequence and to give a non-exclusive list of topics for the meetings. Even more questionable is the limitation of information and consultation to “radical changes of production and working methods only”.

There are agreements that go beyond the wordings of the Directive. The Arbed agreement says that information and consultation shall take place in time. The BBL agreement takes up the wording of the Belgian social partners’ agreement on transposition of the Directive. It asks for information and consultation “dans des meilleurs délais et à un moment où cette information et cette consultation ont encore une signification”. Information and consultation have to take place “in due time in oral or written form, so that they are possible before a decision is taken by central management”, according to the agreement of Buhler International AG. The Ford agreement asks for “early information and consultation as far as possible”. The Volkswagen agreement requires that the European Group Works Council or its executive committee “shall be informed in good time regarding planned cross-border transfers of production”. The agreement adds that this “applies to transfers that may have a substantial, adverse effect on the interests of employees at production plants of the Volkswagen group in Europe”. The EWC shall have the right “of comment within an appropriate period” and “can require explanation of the planned transfer in the framework of consultations to be jointly laid down. These consultations shall take place early enough for the views of the Volkswagen European Group Council to be taken account of in the decision-making process”. The European Forum in APV wants to “give employee representatives an opportunity to comment before decisions are made”.

Geographical extension of the agreement

All agreements but one include the United Kingdom. As a general rule, they cover the European Economic Area: Switzerland participates to a lesser degree. Only 34 agreements apply to Central and Eastern European countries, but this has to be seen against a total of 94 undertakings covered by the Directive. Out of the 406 voluntary agreements only two are on the creation of a global works council: SKF and Nat West. However, some of the other agreements include at least information and consultation on global questions. Overall business developments, trends and global strategy are mentioned here and there as topics for the annual meeting between the EWC and management. The purpose of the Employees' Council Europe is defined by the ABB agreement as "to provide a broad strategic overview over the company's activities with emphasis on transnational issues being of particular relevance to the employees covered by the agreement". Exports to other regions and their effects on ABB in Europe are covered as well. The European Forum at APV is there to be informed on the international economic and competitive environment. So, a small number of agreements cover the possibility of global information.

Representation in the EWC

Four basic models can be distinguished for the election or nomination of the members of the EWC:

1. The agreement does not deal with the question so that members are nominated according to national practice. The agreement lays down the maximum size of the EWC and the distribution of seats according to countries. Sometimes there is a threshold for the distribution of seats according to the size of the workforce and very often agreements set up a minimum number of employees for representation in the EWC.
2. Election or nomination is completely or partly left to the European industry federation concerned. At Accor, for example, responsibility for composition of the trade union delegation (five people in addition to 19 employee representatives) is left to the ECF/IUF. In the case of Danone, the industry federation is responsible for the composition of the whole employee delegation.
3. There is a secret ballot. The agreement in the Albert Fisher group provides for direct elections by the entire workforce.
4. The agreement has special provisions for nomination or election. Airbus has separate electoral colleges for its branches, with one seat for each branch.

Sometimes, responsibility for the election or nomination of employee members is put into the hands of management. One agreement states: "It is the responsibility of competent management in every country to develop the respective institutions for the nomination or election of employees in conformity with national legislation and local company practice". Another agreement stipulates: "The procedure for selecting representatives will be determined by the undertakings of the group in each country separately."

The great majority of agreements provide for a threshold. A minimum number of workers must be employed in a certain country in order to qualify for representation in the EWC. The smallest threshold known to the author is in the Apple, Cargil, Panasonic and UM group agreement: 25 employees as a minimum for the right to send a delegate to the EWC.

Other agreements establish a threshold of 100, 150 or 200, and some even require a minimum of 500 employees. What happens to employees in countries that have no delegate in the EWC? Different options are offered. Either they are informed by written or other means on the outcome of EWC meetings. Or they are grouped together with neighbouring countries and receive indirect representation. The Allied-Domecq agreement says that workers from a country with less than 50 employees are represented by another country. BAT has the same procedure

for business sectors that have fewer than 100 employees working in a country. Aer Lingus pools countries with less than 50 employees. Rota systems are possible as well.

The distribution of seats in relation to the size of the workforce is of course very different. In ABB, for example, there is one representative for the first 5,000 employees, two representatives for a workforce between 5,001-20,000 employees and three representatives if there are more than 20,000 employees. AGA, a much smaller undertaking, has one representative for each country and one additional representative for more than 1,000 employees. Amylum has one effective EWC member per 200 employees. A few agreements limit the number of members per country, such as the Dow Chemical agreement, which allows a maximum of four members per country.

The arrangement for the distribution of seats is revised on a regular basis, but the timespan is very different. There are agreements that provide for annual revision (Danisco, Delco), and others, which clearly constitute the majority, that provide for a revision after the agreement has come to an end. The composition of the EWC may only be revised if there are major changes in size and structure of the undertaking.

Name of undertaking	Wording in agreement
Adtranz	Changes in an affiliated company's number of employees shall be taken into consideration for the purpose of the present agreement only where the amended figure has applied for a period exceeding two financial years of the affiliated company
BolsWessanen	Changes in the organization or structure and/or acquisitions and divestments which affect the number of employees in one of the BolsWessanen countries that are involved in the EWC will automatically affect the number of representatives of the European BolsWessanen employees
De La Rue	Both the number of representatives and the basis of representation will be kept under review in light of developments in the group's European operations
KLM	The board and the representatives of the European Forum shall adjust the representation on the European Forum if warranted by a change in the number of employees in a particular country, by a change in the composition of the European Union or by a major change in the structure of the KLM group in Europe

Who can be a member of an EWC?

The qualification for EWC membership is a very interesting field. Many agreements establish qualifications, and some are rather questionable.

A common requirement is that members of an EWC should have or acquire over time, a sufficient command of the English language. A lot of Scandinavian and US-American companies have such provisions. Meetings will be conducted in English, and the long-term intention is to communicate in English only. The majority of undertakings that make similar provisions in their agreements, envisage the change to English as a long-term perspective. In the meantime, interpretation is provided, and the undertaking assists with language training.

The language rules sometimes apply to documentation as well; some agreements stating that documentation will be available in English only. There may be interpretation during meetings, and translation is normally provided on request, but not always, and this clearly constitutes a problem. The average works council member does not have sufficient command of English to understand documents on company strategy, employment perspectives, mergers and acquisitions.

Language rules in EWC agreements

Undertaking	Language rule
Ford	<p>The company language for the FEWC meetings and all related material is English</p> <p>Simultaneous translation will be provided for the joint FEWC/central management meetings and FEWC preparatory meetings. In addition, oral and/or written translations are provided for the decentralized information and communication process, as locally required. It is agreed that texts written in English will serve as a basic reference in the event of any problems with understanding or interpretation</p> <p>Central management will ensure that particular nuances of the English language and the Ford nomenclature are taken into account accordingly</p>
Keramik Laufen	<p>The official language for meetings, documentation and minutes shall be German. Simultaneous translation into the other languages shall be provided at the meetings. If necessary, documentation will be translated into other languages</p>

One agreement with a US-American company defines the following rule: the working language is English, but everybody can ask questions in their own language. English presentations and comments will be interpreted as far as possible. No direct interpretation from a non-English language into another language is foreseen. Written information will be provided in English only.

This undertaking has subsidiaries in Denmark, Finland, Norway, Spain and Sweden. If people ask questions in their own language, and there is no interpretation, communication might be somewhat difficult and misunderstandings are almost inevitable.

The Aer Lingus, Bau-Holding, UM-Group, UNI-Source, United Technologies, Zumtobel and Sigma-Coatings agreements expressly confine membership to employees who are elected representatives of national bodies. This makes sense, as the Directive assumes that EWC members will inform local employee representatives, which is clearly easier for an elected representative.

A considerable number of agreements require a certain seniority in the undertaking; i.e. one, two or even three years of service before an employee can be elected to an EWC. Sometimes, but not always, this requirement does not apply if a shorter time-span is provided by national legislation.

Very few agreements exclude part-time employees, but the Arjo Wiggins Appleton and the Baker Hughes agreement say that only full-time employees are eligible .

It is highly questionable whether these provisions accord with European and national legislation. The latter is open discrimination against part-time employees (somewhat delicate these days) and the first runs contrary to national legislation that normally provides for six months' service as a condition for eligibility to serve on workers' representation bodies.

Role of full-time trade union officers in the EWCs

The overwhelming majority of EWC members are employees of the undertakings concerned, and (in practice) trade union members. A small number of agreements only provide for full-time trade union officers as ordinary members of EWCs. The typical role of the trade union officer is as expert and adviser to the EWC; the trade union officer is invited to the preparatory meeting and (normally) to the annual meeting as well. Most agreements stipulate that only employees of the undertaking can be appointed as members of the EWC.

There are five different approaches to the trade union presence in EWCs. The agreement may mention the possibility for full-time trade union officials to be members of an EWC; it may demand that EWC members should be trade union representatives, or it may involve the European industry federations. Most agreements stipulate that only employees of the

undertakings can be appointed to the EWC and see full-time trade union officers as experts. Some make special provisions that all employees should be represented and not only trade union members. The following table gives a few examples:

Accor	Five out of 24 members come from trade union organizations
Aer Lingus	Full-time trade union officials from organizations which are recognized for collective bargaining purposes may attend
Atlas Copco	EWC shall consist of union representatives
BSN	20 out of 50 members are full-time trade union officials
Guinness	Trade union officials who are permanently engaged in information, consultation or negotiating structures at local level, may be appointed
Schiesser	The textile and clothes trade union, on behalf of the European Textile, Clothing and Leather Industry Federation, sends one representative to the meetings of the European Forum
Meyer	The group strongly believes that all employees should have an opportunity to participate in the forum and membership should not be restricted exclusively to trade union members
Modo	Only employees of the Modo group who are members of a representative and nationally recognized union, may be elected as members of the MEWC
Scottish & Newcastle	The company believes that all employees should be represented whether or not they belong to a trade union
Eridania Beghin-Say	15 seats shall be attributed to representatives of the trade union organizations represented within Eridania Beghin-Say. These representatives shall be appointed from among the employees of Eridania Beghin-Say and the officers of the trade union organizations. Over half of them must be employees of Eridania Beghin-Say
Eurocopter	The delegation of Eurocopter France in the EWC is composed of seven full members representing the workforce and one representative from each of the signatory trade unions (five unions)
Generale Des Eaux	One representative each from ETUC and CEC
United Biscuits	The employee representatives (20 in total) may be accompanied by up to four full-time officials of unions with a formal relationship with a United Biscuits business of whom one will also represent the ECF-IUF as well as his/her own union
Courtaulds	The company believes that all its employees should have the right to be involved in the process regardless of union membership
Ferrero	One trade union official representative for each country may take part in the meetings once chosen by the ECF-IUF secretary after consultation with the workers' representatives
Pau Hartmann	The textile and clothing industries union shall send a representative to meetings of the European Forum on behalf of the European Trade Union Committee for the Textiles, Clothing and Leather Industries
Nestlé	51 employee representatives, of whom a minimum of 34 must be Nestlé employees
Triumph	The European Committee of the Textiles, Clothing and Leather Industries shall send a representative to the meetings of the EWC

And the experts

... Almost three-quarters of the agreements mention experts. Five different arrangements are possible:

1. The expert is a full-time trade union officer who participates as a full and ordinary member at the meeting of the EWC and the preparatory meeting of the employees. The Alusuisse agreement, for example, says that up to three full-time trade union officers may attend the EWC meetings where they will act as experts.
2. The expert is a full-time trade union officer who participates as an observer in both meetings.
3. No qualification concerning the expert is given. The expert can be a full-time trade union officer or a technical expert, such as an accountant. Participation as an observer is possible.
4. The expert can participate only in the preparatory meetings of the employee representatives.
5. The expert has to be an in-house expert.

Where the expert has observer capacity in the annual meetings with central management, his or her presence is often dependent on prior consent from central management. In any case, expert costs have to be agreed in advance. In a few cases the presence of experts is limited to the preparatory meeting organized by workers' representatives. The Pepsico agreement restricts the choice to in-house experts.

If experts are not mentioned in the agreement, then it is probably an agreement with a US-American undertaking.

It is striking that 25 per cent of agreements do not mention experts at all. And where experts are mentioned, their invitation often depends on prior consent from management. The EWC Directive provides for something different: "The EWC or the select committee may be assisted by experts of its choice, in so far as this is necessary for it to carry out its tasks." There is no room for interpretation. The choice is up to the EWC only. The provision in Article 13 agreements is still very much inspired by national legislation and practice. In Germany, for example, the Betriebsrat has to advise management in advance of the name of the expert it wishes to engage and the possible costs involved. If management rejects the nomination, mediation ensues. In Belgium, on the other hand, trade union delegates simply have to inform management in advance of the identity of the expert; management does not have the right to object.

Preparatory meetings

The right to hold a preparatory meeting exists in more than 80 per cent of cases. Again, it is somewhat astonishing that approximately 20 per cent of the agreements are silent on this vital issue. It may be that the preparatory meeting is so obviously necessary that it seemed superfluous to fix this basic right on paper. However, this may not explain all the cases.

Around 10 per cent of agreements provide for an additional debriefing, an evaluation session after the meeting with central management.

Who chairs the meetings?

Much attention has been paid to the presidency of the works council. The importance of the question has been grossly exaggerated. The contents of the meeting are more important than the formal problem of who chairs it. It was often predicted in the literature that EWCs would copy national industrial relations. EWCs in French-based transnational companies would, according to this logic, have an employer as president of the EWC, whereas German-based transnational companies would usually have an employee as chairperson. The reality is more complicated. There are institutions such as the Grundig European Economic Committee, defined as a body of workers' representatives and, on the other hand, the Beiersdorf Forum which is a joint committee. There are EWCs at Boehringer, Bayer, Continental, Degussa and others, where the chairperson is from the employee side and there are others where the agreement does not even mention who should chair the meeting. These agreements limit themselves mostly to the provision that workers should elect a spokesperson.

Certainly, the overwhelming majority of agreements concluded with French-based multinationals provide for the chief executive officer to be the chairperson of the annual

information and consultation meeting. Some exceptions do exist, however. The BSN-EWC is chaired by a representative of UITA and the Accor agreement provides for a joint chair.

Who prepares the agenda?

Concerning the agenda of the annual meeting or meetings, two different models exist. In some cases the agenda is fixed jointly, for example, between the employers' chair and the spokesperson for the workers, or between a select committee composed of workers' representatives and central management. In other cases the agenda is fixed by management and workers can make suggestions and add points. The usual formula is that workers' representatives are informed and consulted on the agenda, but this wording does not appear in all agreements. Sometimes it is simply said that management fixes the agenda which is sent to workers' representatives afterwards. This may well develop into a weak point.

In many cases a timetable is established for setting the agenda and sending out documents. The ABB agreement says, for example, that the select committee (workers' representatives only), through its chairperson, should propose agenda items four weeks before the meeting. The agenda must be available two weeks before the meeting. Four weeks is the normal period for drafting and sending out the agenda. The shortest period may be that of the Aer Lingus agreement, where the agenda has to be circulated ten days before the meeting. An interesting solution is offered by the AGA agreement. Here, a working group consisting of three employees and employers' representatives comes together to prepare the annual meeting.

Structure of the EWC

Most of the agreements provide for a proper structure of the EWC, for a select committee, which is the usual model, for spokespersons or secretaries. The average size of the select committee, which may also be called a liaison committee or a working committee, is between three and five persons. If no select committee is mentioned, the right to come together in extraordinary circumstances belongs to the entire EWC. One agreement, however, mentions only the right to be informed and not the right to be consulted in exceptional circumstances.

In a few cases, the select committee is a joint body. The Ahlstron agreement states that preparation of the annual meeting shall be the responsibility of a steering committee composed of management and four workers' representatives.

Other agreements are less specific. The Agrevo agreement, for example, mentions the possibility to come together in a select committee, in addition to the annual meetings, if necessary.

A certain number of agreements leave the whole task of coordination and communication between meetings in the hands of management. The agreement for the Albert Fisher group, for example, provides for a secretary of the European Forum. This secretary is, however, the director of personnel.

Competencies of the EWCs

What are the competencies of the EWCs? On which topics are they informed and consulted? Two aspects of the question are equally important: the competencies given to the EWC and those that are explicitly denied. Many agreements go beyond the catalogue of items for information and consultation established in the annex of the Directive. Just as many, however, include provisions on topics the EWC shall not deal with.

The EWC, one agreement says, shall "refrain from all actions that impair, damage or endanger the orderly cause of business (...) and peace within the company and its facilities". Or, as the Amylum agreement and a number of others put it, the EWC is not a forum for binding decisions or for negotiation. In the Arjo Wiggins Appleton agreement, working conditions and salaries are excluded from the competence of the EWC. A rather long list of items to be excluded from information and consultation can be discovered in the Baxter agreement: compensation, salaries, benefits, negotiations, labour disputes, and trade union rights shall not be on the agenda.

The geographical focus of all agreements is Europe, but some go further. Information and consultation, the ABB agreement says, cover the overall current business situation with a particular focus on the European region: exports to other regions and their effects on ABB in Europe are included however.

Health and safety and protection of the environment are commonly mentioned in agreements that go beyond the subsidiary provisions of the Directive.

Other items are:

- geographical location;
- trade union rights;
- working hours and working conditions;
- vocational training, training in general;
- employment of disabled people;
- technological research, new technology;
- equal opportunities;
- new products;
- competitive position;
- market trends;
- relocations;
- developments at branch level;
- investment policy for production lines;
- financial accounts;
- marketing strategy;
- financial participation.

The Aer Lingus agreement is quite interesting for future negotiations. Information and consultation take place on management and consultant studies and on corporate planning as well.

Annex VI

The monographs and working papers are published under the ILO's Programme on Multinational Enterprises in response to requests made by the ILO's constituents at meetings of the Governing Body Subcommittee on Multinational Enterprises and sectoral meetings held under the ILO's Sectoral Activities Programme. The working papers, which are signed by their authors, are intended to stimulate discussion and critical comment.¹

List of publications on specific industries or sectors, under ILO's Programme on Multinational Enterprises

Monographs²

Social and labour practices of some European-based multinationals in the metal trades (Geneva, ILO, 1976), 143 pp.

ISBN 92-2-101474-6

Social and labour practices of some US-based multinationals in the metal trades (Geneva, ILO, 1977), 172 pp.

ISBN 92-2-101840-7

Social and labour practices of multinational enterprises in the petroleum industry (Geneva, ILO, 1977), 100 pp.

ISBN 92-2-101806-7

Social and labour practices of multinational enterprises in the textiles, clothing and footwear industries (Geneva, ILO, 1984), 184 pp.

ISBN 92-2-103882-3

Social and labour practices of multinationals in the food and drink industries (Geneva, ILO, 1989), 182 pp.

ISBN 92-2-106431-X

Pratiques sociales des entreprises multinationales opérant dans le secteur des plantations (Geneva, ILO, 1989), 118 pp.

ISBN 92-2-206519-0

Multinational banks and their social and labour practices (Geneva, ILO, 1991), 160 pp.

ISBN 92-2-107285-1

ISBN 84-7434-726-2 (Spanish version published by the Ministry of Labour and Social Security, Madrid, Spain)

¹All working papers published between 1980 and 1986 are available on microfiche. Price: Sw. frs. 500 or US\$450 (including a special binder with wallets permitting quick retrieval and systematic filing of microfiches). Working papers that are out of stock are not included in the lists that follow.

²The studies carried out in the 1970s are included since they may be useful to those persons wishing to examine developments in a given industry or sector over the decades. They are listed in the language(s) for which there are still stocks.

Other monographs (listed by theme)

Multinationals' training practices and development (Geneva, ILO, 1981), 138 pp.

ISBN 92-2-102569-1

ISBN 92-2-202569-5 (French version)

ISBN 92-2-302569-9 (Spanish version)

Technology choice and employment generation in multinational enterprises in developing countries (Geneva, ILO, 1984), 77 pp.

ISBN 92-2-103718-5

ISBN 92-2-203718-9 (French version)

ISBN 92-2-303718-2 (Spanish version)

Multinational enterprises: Information and consultation concerning their manpower plans (Geneva, ILO, 1985), 193 pp.

ISBN 92-2-105094-7

ISBN 92-2-205094-1 (French version)

ISBN 92-2-305094-4 (Spanish version)

Women workers in multinational enterprises in developing countries. A joint UNCTC/ILO contribution to the United Nations Decade for Women (Geneva, ILO, 1985), 119 pp.

ISBN 92-2-100532-1

ISBN 92-2-200532-5 (French version)

ISBN 92-2-300532-9 (Spanish version)

Safety and health practices of multinational enterprises (Geneva, ILO, 1984, 2nd impr. 1986), 90 pp.

ISBN 92-2-103742-8

ISBN 99-2-203742-1 (French version)

ISBN 92-2-303742-5 (Spanish version)

Multinationals and employment: The global economy of the 1990s, edited by Paul Bailey, Aurelio Parisotto and Geoffrey Renshaw (Geneva, ILO, 1993), 325 pp.¹

ISBN 92-2-107105-7

ISBN 84-7434-906-0 (Spanish version published by the Ministry of Labour and Social Security, Madrid, Spain)

Working papers focusing on specific industries or sectors

Les effets des entreprises multinationales agro-alimentaires sur l'emploi en Amérique latine (Document du travail No. 4, 1982) 42 pp.

by G. Arroyo, S. Gomes de Almeida and J.M. von Der Weid

ISBN 92-2-202268-8

ISBN 92-2-302268-1 (Spanish version)

¹This updates the two earlier studies: *Employment effects of multinational enterprises in industrialized countries* and *Employment effects of multinational enterprises in developing countries* (published in 1981, 2nd impr. 1985).

International divestment and restructuring decisions (with special reference to the motor industry) (Working Paper No. 40, 1986), 46 pp.

by Mark Casson

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Decision-making structure in United States and Japanese manufacturing affiliates in the United Kingdom: Some similarities and contrasts (Working Paper No. 41, 1986), 28 pp.

by John H. Dunning

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Employment in multinational banking: Recent trends and future prospects (Working Paper No. 50, 1987), 69 pp.

by Amin Rajan

ISBN 92-2-105915-4

Las empresas multinacionales en la ocupación industrial en Argentina, 1973-83 (Documento de trabajo núm. 51, 1988), 105 pp.

by Eduardo Basualdo

ISBN 92-2-306214-4

The employment effects of manufacturing multinational enterprises in Thailand (Working Paper No. 54, 1988), 63 pp.

by Atchaka Sibunruang and Peter Brimble

ISBN 92-2-106738-6

Social and labour issues relating to construction activities: The cases of international contractors from Italy, the Republic of Korea and the United Kingdom (Working Paper No. 65, 1994), 90 pp.

by Aldo Norsa (with contribution by Claudio Sangiorgi) Young-bum Park and Roger Flanagan

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The emergence of global multi-media conglomerates (Working Paper No. 70, 1990), 54 pp.

by Greg MacDonald

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Technological and regulatory changes affecting multinational enterprises in telecommunications: Aspects of the impact on the workforce (Working Paper No. 78, 1996), 93 pp.

by Robin Mansell and Puay Tang

ISBN 92-2-110138-X

Women workers and working conditions in retailing: A comparative study of the situation in a foreign-controlled retail enterprise and a nationally owned retailer in Canada (Working Paper No. 79, 1997, forthcoming)

by Işık Urla Zeytinoğlu, principal researcher, and Mikaela Crook, research assistant

ISBN 92-2-110693-4

Multinational enterprises in the courier service industry: Aspects of employment and working conditions in selected enterprises (Working Paper No. 81, 1997).

by Stanley C. Wisniewski

ISBN 92-2-110730-2

Les entreprises multinationales dans l'industrie du textile-habillement en Tunisie: l'impact économique et social (document de travail n° 82)

by Riad Meddeb

ISBN 92-2-211092-7

Other working papers (listed by theme)

Employment effects of MNEs in industrialized countries

Employment effects of multinational enterprises: A Belgian case-study (Working Paper No. 1, 1979) 88 pp.

by D. Van Den Bulcke and E. Halsberghe

ISBN 92-2-102265-X

ISBN 92-2-202265-3 (French version)

Employment effects of multinational enterprises: A survey of relevant studies relating to the Federal Republic of Germany (Working Paper No. 2, 1979) 34 pp.

by Paul J. Bailey

ISBN 92-2-102266-8

Employment effects of multinational enterprises: The case of the United States (Working Paper No. 12, 1980), 57 pp.

by D. Kujawa

ISBN 92-2-102276-5

Domestic employment effects of direct investment abroad by two Swedish multinationals (Working Paper No. 13, 1981), 58 pp.

by Gary L. Jordan and Jan-Erik Vahlne

ISBN 92-2-102267-6

Employment effects of multinational enterprises: The case of the Republic of Ireland (Working Paper No. 22, 1982), 45 pp.

by Mícheál O Súilleabháin

ISBN 92-2-103249-3

Les effets des entreprises multinationales sur l'emploi: le cas de la France (document de travail n° 24, 1980), 84 pp.

by Julian Savary

ISBN 92-2-203385-X

The development of employment in multinational enterprises in the Federal Republic of Germany — Results of a new survey (1974-82) (Working Paper No. 33, 1985), 68 pp.

by Werner Olle

ISBN 92-2-103847-5

ISBN 92-2-703847-7 (German version)

Employment impact of foreign investment in Greece, Spain and Portugal (Working Paper No. 44, 1987), 83 pp.

by Peter J. Buckley and Patrick Artisien

ISBN 92-2-105680-5

Multinational enterprises and employment (Working Paper No. 55, 1988), 46 pp.
by Otto Kreye, Jürgen Heinrichs and Folker Fröbel
ISBN 92-2-106803-X

The Nordic countries and multinational enterprises: Employment effects and foreign direct investment (Working Paper No. 57, 1989), 96 pp.
by Greg MacDonald
ISBN 92-2-107136-7

Multinational enterprises and employment: The Canadian experience (Working Paper No. 61, 1990), 64 pp.
by M. Bradley Dow and Pradeep Kumar
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The employment growth of foreign multinationals: From shift-share to multi-factor partitioning (Working Paper No. 62, 1990), 87 pp.
by Michael Ray
ISBN 92-2-107513-3

The employment effects of multinationals in the United States (Working Paper No. 64, 1990), 117 pp.
by Duncan C. Campbell and Roger McElrath
ISBN 92-2-107537-0

Study on the employment effects of multinational enterprises in Australia (Working Paper No. 68, 1994), 31 pp.
by Greg McDonald
ISBN 92-2-107541-9

Employment effects of MNEs in developing countries

Employment effects of foreign direct investments in ASEAN countries (Working Paper No. 6, 1979), 118 pp.
by Yasuo Kuwahara, Teruo Harada and Yoshihiro Mizuno
ISBN 92-2-102270-6

Employment effects of multinational enterprises in Brazil (Working Paper No. 7, 1982), 110 pp.
by Mario Luiz Possas
ISBN 92-2-102271-4
ISBN 92-2-302271-1 (Spanish version)

The effects of multinational enterprises on employment in India (Working Paper No. 9, 1979), 32 pp.
by Usha Dar
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Employment effects of multinational enterprises in Nigeria (Working Paper No. 10, 1979), 19 pp.
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Multinational enterprises and employment in the Caribbean with special reference to Trinidad and Tobago (Working Paper No. 20, 1982), pagination by chapter

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Multinationals and employment in a West African subregion: Liberia and Sierra Leone (Working Paper No. 29, 1984), 49 pp.

by Olukunle Iyanda

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Employment effects of multinational enterprises in Malaysia (Working Paper No. 53, 1988), 99 pp.

by Yew Siew Yong

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The employment effects of manufacturing multinational enterprises in Thailand (Working Paper No. 54, 1988), 63 pp.

by Atchaka Sibunruang and Peter Brimble

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Efectos de las empresas multinacionales sobre el empleo en el Perú (Documento de trabajo núm. 59, 1989), 72 pp.

by Arturo Vásquez, P., Luis Aparicio Valdez and Jorge Bernedo, A.

ISBN 92-2-307221-2

Employment effects of multinational enterprises in Indonesia (Working Paper No. 67, 1991), 66 pp.

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