



# Evaluation of the operation and effects of information and consultation directives in the EU/EEA countries

*'Fitness Check'  
Final Synthesis Report  
Annex 8: Web survey  
results*

## Legal Notices:

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## Table of Contents

Legal Notices: .....	2
Table of Contents .....	3
1. Introduction .....	6
2. Methodology.....	6
3. EU-level analysis.....	9
3.1. Introduction.....	9
3.2. Analysis of the survey results (entire sample) .....	9
3.2.1. Sample description.....	9
3.2.1. I&C bodies in the company.....	11
3.2.2. Objectives of I&C .....	12
3.2.3. Gaps, uncertainties and inconsistencies in I&C coverage .....	13
3.2.1. Issues treated by I&C bodies .....	14
3.2.2. Enforcement .....	15
3.2.3. Collective redundancies and transfers of undertakings .....	15
3.2.4. Benefits of I&C.....	16
3.2.5. Costs of I&C .....	17
3.2.6. Benefits and costs of I&C .....	19
3.3. Conclusions .....	20
4. Country-level analysis .....	22
4.1. Introduction.....	22
4.2. Country-level analysis: Belgium .....	23
4.2.1. Sample description.....	23
4.2.2. I&C bodies in the company.....	23
4.2.3. Objectives of I&C .....	24
4.2.4. Gaps, uncertainties and inconsistencies in I&C coverage .....	25
4.2.5. Issues treated by I&C bodies .....	26
4.2.6. Enforcement .....	27
4.2.7. Collective redundancies and transfers of undertakings .....	27
4.2.8. Benefits of I&C.....	28
4.2.9. Costs of I&C .....	30
4.2.10. Benefits and costs of I&C .....	31
4.3. Country-level analysis: Czech Republic.....	31
4.3.1. Sample description.....	31
4.3.2. I&C bodies in the company.....	32
4.3.3. Objectives of I&C .....	33
4.3.4. Gaps, uncertainties and inconsistencies in I&C coverage .....	34
4.3.5. Issues treated by I&C bodies .....	35
4.3.6. Enforcement .....	35
4.3.7. Collective redundancies and transfers of undertakings .....	36
4.3.8. Benefits of I&C.....	36
4.3.9. Costs of I&C .....	38
4.3.10. Benefits and costs of I&C .....	39
4.4. Country-level analysis: Denmark.....	40
4.4.1. Sample description.....	40
4.4.2. I&C bodies in the company.....	40

4.4.3.	Objectives of I&C .....	41
4.4.4.	Gaps, uncertainties and inconsistencies in I&C coverage .....	42
4.4.5.	Issues treated by I&C bodies .....	43
4.4.6.	Enforcement .....	44
4.4.7.	Collective redundancies and transfers of undertakings .....	44
4.4.8.	Benefits of I&C.....	45
4.4.9.	Costs of I&C .....	47
4.4.10.	Benefits and costs of I&C .....	49
4.5.	Country-level analysis: Estonia .....	49
4.5.1.	Sample description.....	49
4.5.2.	I&C bodies in the company.....	50
4.5.3.	Objectives of I&C .....	51
4.5.4.	Gaps, uncertainties and inconsistencies in I&C coverage .....	52
4.5.5.	Issues treated by I&C bodies .....	53
4.5.6.	Enforcement .....	53
4.5.7.	Collective redundancies and transfers of undertakings .....	54
4.5.8.	Benefits of I&C.....	54
4.5.9.	Costs of I&C .....	56
4.5.10.	Benefits and costs of I&C .....	57
4.6.	Country-level analysis: Germany.....	58
4.6.1.	Sample description.....	58
4.6.2.	I&C bodies in the company.....	58
4.6.3.	Objectives of I&C .....	59
4.6.4.	Gaps, uncertainties and inconsistencies in I&C coverage .....	60
4.6.5.	Issues treated by I&C bodies .....	61
4.6.6.	Enforcement .....	62
4.6.7.	Collective redundancies and transfers of undertakings .....	62
4.6.8.	Benefits of I&C.....	63
4.6.9.	Costs of I&C .....	65
4.6.10.	Benefits and costs of I&C .....	66
4.7.	Country-level analysis: Italy .....	66
4.7.1.	Sample description.....	66
4.7.2.	I&C bodies in the company.....	67
4.7.3.	Objectives of I&C .....	68
4.7.4.	Gaps, uncertainties and inconsistencies in I&C coverage .....	69
4.7.5.	Issues treated by I&C bodies .....	69
4.7.6.	Enforcement .....	70
4.7.7.	Collective redundancies and transfers of undertakings .....	71
4.7.8.	Benefits of I&C.....	71
4.7.9.	Costs of I&C .....	73
4.7.10.	Benefits and costs of I&C .....	74
4.8.	Country-level analysis: The Netherlands.....	74
4.8.1.	Sample description.....	74
4.8.2.	I&C bodies in the company.....	75
4.8.3.	Objectives of I&C .....	76
4.8.4.	Gaps, uncertainties and inconsistencies in I&C coverage .....	77
4.8.5.	Issues treated by I&C bodies .....	78
4.8.6.	Enforcement .....	79
4.8.7.	Collective redundancies and transfers of undertakings .....	79
4.8.8.	Benefits of I&C.....	80
4.8.9.	Costs of I&C .....	82
4.8.10.	Benefits and costs of I&C .....	84

4.9.	Country-level analysis: Poland .....	84
4.9.1.	Sample description .....	84
4.9.2.	I&C bodies in the company .....	85
4.9.3.	Objectives of I&C .....	85
4.9.4.	Gaps, uncertainties and inconsistencies in I&C coverage .....	86
4.9.5.	Issues treated by I&C bodies .....	87
4.9.6.	Enforcement .....	88
4.9.7.	Collective redundancies and transfers of undertakings .....	89
4.9.8.	Benefits of I&C .....	89
4.9.9.	Costs of I&C .....	91
4.9.10.	Benefits and costs of I&C .....	92
4.10.	Country-level analysis: Portugal .....	92
4.10.1.	Sample description .....	92
4.10.2.	I&C bodies in the company .....	93
4.10.3.	Objectives of I&C .....	94
4.10.4.	Gaps, uncertainties and inconsistencies in I&C coverage .....	95
4.10.5.	Issues treated by I&C bodies .....	96
4.10.6.	Enforcement .....	97
4.10.7.	Collective redundancies and transfers of undertakings .....	97
4.10.8.	Benefits of I&C .....	98
4.10.9.	Costs of I&C .....	99
4.10.10.	Benefits and costs of I&C .....	101
4.11.	Country-level analysis: Spain .....	101
4.11.1.	Sample description .....	101
4.11.2.	I&C bodies in the company .....	102
4.11.3.	Objectives of I&C .....	102
4.11.4.	Gaps, uncertainties and inconsistencies in I&C coverage .....	103
4.11.5.	Issues treated by I&C bodies .....	104
4.11.6.	Enforcement .....	105
4.11.7.	Collective redundancies and transfers of undertakings .....	105
4.11.8.	Benefits of I&C .....	106
4.11.9.	Costs of I&C .....	108
4.11.10.	Benefits and costs of I&C .....	109
4.12.	Country-level analysis: Sweden .....	109
4.12.1.	Sample description .....	109
4.12.2.	I&C bodies in the company .....	110
4.12.3.	Objectives of I&C .....	111
4.12.4.	Gaps, uncertainties and inconsistencies in I&C coverage .....	112
4.12.5.	Issues treated by I&C bodies .....	113
4.12.6.	Enforcement .....	114
4.12.7.	Collective redundancies and transfers of undertakings .....	114
4.12.8.	Benefits of I&C .....	115
4.12.9.	Costs of I&C .....	116
4.12.10.	Benefits and costs of I&C .....	118
5.	Appendix 1: Web-survey questionnaire for company-level employee representatives .....	120
6.	Appendix 2: Web-survey questionnaire for company-level employers and employer representatives .....	127

## 1. Introduction

This annex presents the results of the Europe-wide web-based survey on I&C conducted among employee representatives and employers / employer representatives at company level.

The annex is structured as follows: Section 2 summarizes the survey methodology. Section 3 contains the EU-level analysis of the survey results. It describes and analyses the entire sample of responses collected from employee representatives and employers / employer representatives at local company level across Europe. Section 4 contains the country-level analysis of the survey results for those Member States where the number of responses allows for meaningful results (i.e. 10 and more responses from employee representatives and/or employers): Belgium, the Czech Republic, Denmark, Estonia, Germany, Italy, the Netherlands, Poland, Portugal, Spain and Sweden. The appendices contain the web-survey questionnaires for company-level employee representatives (appendix 1) and company-level employers / employer representatives (appendix 2).

## 2. Methodology

This Europe-wide web-based survey was developed to collect in a systematic, standardised, and comparable way the views of a larger sample of company-level employee and employer representatives on the relevance, effectiveness, efficiency, and coherence of the three I&C directives. The survey results complement the country-level data collected by the national experts from literature and semi-structured interviews with national-level experts and stakeholders.

Based on the analytical framework of this fitness check study two survey questionnaires – one for employee and one employer representatives – were developed by Deloitte in collaboration with the European Commission and the EU-level social partners (ETUC, BusinessEurope, UEAPME and CEEP). The full questionnaires are available in appendices 1 and 2.

Once approved by the European Commission and the EU-level social partners, the questionnaires were translated by the European Commission services from English to 21 EU official languages. Thereby, all main national languages of the EU/EEA countries were covered – with the exception of Gallic, Icelandic and Norwegian. The translated questionnaires were then introduced in a web-based survey software tool allowing for a user-friendly and secure data collection via dedicated websites (one per language). The survey was operational in all languages as of 7<sup>th</sup> November 2011.

On 8<sup>th</sup> November 2011, the European social partners (ETUC, BusinessEurope, CEEP and UEAPME) have been asked to distribute the web-survey links among their member organisations as previously agreed. They have been provided with detailed instructions and suggested distribution emails in 22 EU official languages. Accordingly, the European social partners have distributed the survey links among their members, i.e. the national-level social partners, and asked them to further distribute them to the local company/establishment level representatives of employees and employers.

The initial deadline for the closure of the web-survey was 15<sup>th</sup> December 2011. Due to a relatively low number of responses at this date the deadline has been extended to 13<sup>th</sup> January 2012. The new deadline has been communicated by the European social partners. In total, the survey was available online for 64 days.

The table below provides an overview of the number of responses collected by country:

**Table 1: Number of responses received by country**

Responses received from employee representatives		Country	Responses received from employers / employer representatives	
6	1.1%	<b>Austria</b>	1	0.3%
95	17.6%	<b>Belgium</b>	4	1.1%
0	0.0%	<b>Bulgaria</b>	0	0.0%
0	0.0%	<b>Cyprus</b>	3	0.8%
13	2.4%	<b>Czech Republic</b>	5	1.3%
86	16.0%	<b>Denmark</b>	105	27.9%
17	3.2%	<b>Estonia</b>	0	0.0%
9	1.7%	<b>Finland</b>	9	2.4%
3	0.6%	<b>France</b>	1	0.3%
8	1.5%	<b>Germany</b>	117	31.0%
0	0.0%	<b>Greece</b>	1	0.3%
4	0.7%	<b>Hungary</b>	0	0.0%
3	0.6%	<b>Ireland</b>	0	0.0%
183	34.0%	<b>Italy</b>	1	0.3%
1	0.2%	<b>Latvia</b>	0	0.0%
1	0.2%	<b>Lithuania</b>	1	0.3%
1	0.2%	<b>Luxembourg</b>	1	0.3%
1	0.2%	<b>Malta</b>	0	0.0%
16	3.0%	<b>Netherlands</b>	11	2.9%
16	3.0%	<b>Poland</b>	2	0.5%
21	3.9%	<b>Portugal</b>	4	1.1%
8	1.5%	<b>Romania</b>	0	0.0%
0	0.0%	<b>Slovakia</b>	0	0.0%
3	0.6%	<b>Slovenia</b>	0	0.0%
10	1.9%	<b>Spain</b>	0	0.0%
18	3.3%	<b>Sweden</b>	103	27.3%
1	0.2%	<b>United Kingdom</b>	2	0.5%
5	0.9%	<b>Norway</b>	3	0.8%
8	1.5%	<b>Iceland</b>	2	0.5%
0	0.0%	<b>Liechtenstein</b>	1	0.3%
2	0.4%	<b>Other</b>	0	0.0%
<b>539</b>	<b>100.0%</b>	<b>TOTAL</b>	<b>377</b>	<b>100.0%</b>

In total, 916 respondents – 539 employee representatives and 377 employer representatives – completed the survey. The responses are concentrated on a few countries with relatively mature industrial relations systems: Belgium, Denmark,

Germany, Italy and Sweden. However, not all countries with longstanding industrial relations traditions have achieved high response rates.

Regrettably, the response rates in a majority of countries were extremely low and therefore do not allow for an analysis at national-level. None of the EU-level social partners was willing to openly reflect on the reasons for the low survey participation of the social partners at company/establishment-level. The following reasons may potentially explain the low response rates in some countries:

- This survey was the first Europe-wide survey which has ever been distributed via the networks of the EU-level social partners (ETUC, BusinessEurope, CEEP and UEAPME). The necessity to establish new processes involving a large number of parties might have caused a delayed and ineffective survey distribution in some cases.
- Some social partners at national level have expressed their hostility vis-à-vis the fitness check study and consequently also vis-à-vis the web-survey. More generally, the level of encouragement to respond to the survey by the national trade union and employer federations is likely to have varied strongly across countries.
- As reflected in several qualitative responses to the web-survey and in the echoes from the national experts, the social partners at company/establishment-level in the Member States are often not aware of the existence of the European I&C Directives and their link to the national-level I&C regulation. Therefore, they might have felt unable to answer to a survey conducted for the European Commission.
- The survey period fell partially in the year-end holiday season.
- Not all employee representatives at company/establishment-level have access to a computer with internet connection which is required to answer this web-based survey.

The following sections of this annex present the web-survey results. First, the aggregated survey results of the entire sample are mapped in section 3. Section 4 contains the country-level web-survey results for Member States where the number of responses allows for meaningful results (i.e. 10 and more responses from employee representatives and/or employers):

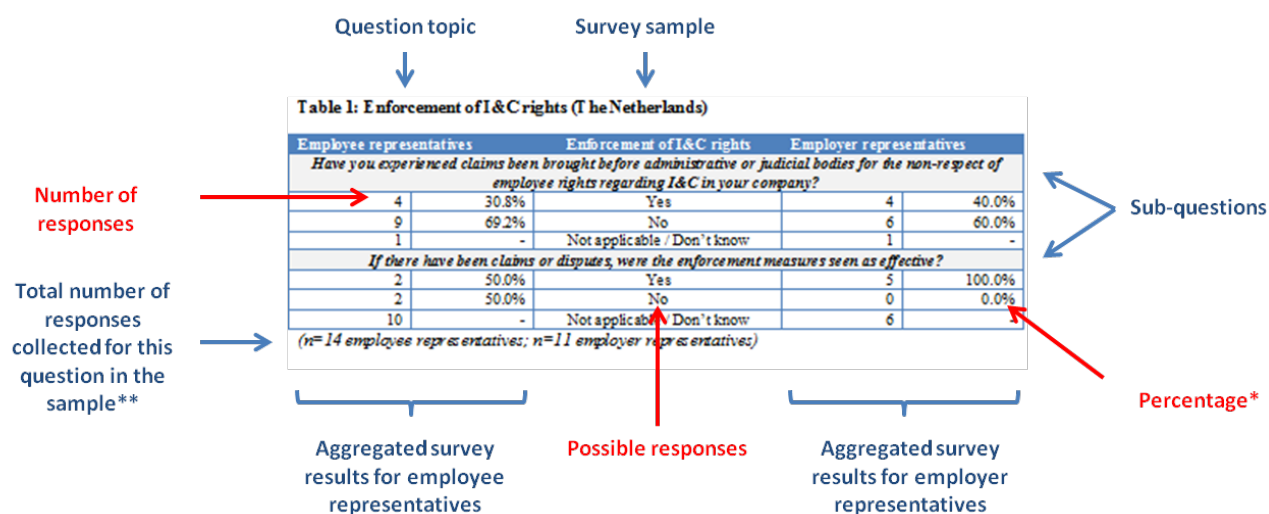
- Belgium (employee representatives only);
- Czech Republic (employee representatives only);
- Denmark (employee and employer representatives);
- Estonia (employee representatives only);
- Germany (employer representatives only);
- Italy (employee representatives only);
- The Netherlands (employee and employer representatives);
- Poland (employee representatives only);
- Portugal (employee representatives only);
- Spain (employee representatives only); and
- Sweden (employee and employer representatives).

Both sections conclude on the major insights from the collected data.

The figure below explains how to read the tables with the survey-results using an example.



Figure 1: Presentation of web-survey results



\* The percentage is calculated as follows:

$$\text{Percentage} = \frac{\text{Number of responses}}{\text{Total number of responses} - \text{Responses "Not applicable / Don't know"}}$$

\*\* The total number of responses may vary between questions within a sample because some questions were not mandatory and some respondents have only partially completed the survey.

### 3. EU-level analysis

#### 3.1. Introduction

This section presents the web-survey results for the entire sample.

Due to the very low response rate in many countries, the results could not be weighted by population in the different Member States and thus provide simple totals of the responses collected.

Sub-section 3.3 concludes on the main insights from the EU-level analysis of the web-survey.

#### 3.2. Analysis of the survey results (entire sample)

##### 3.2.1. Sample description

The total sample contains 539 responses from employee representatives and 377 responses from employers / employer representatives. The responses received are mapped in the following.

Table 2: Number of responses received by country (entire sample)

Responses received from	Country	Responses received from
-------------------------	---------	-------------------------

employee representatives			employers / employer representatives	
6	1.1%	Austria	1	0.3%
95	17.6%	Belgium	4	1.1%
0	0.0%	Bulgaria	0	0.0%
0	0.0%	Cyprus	3	0.8%
13	2.4%	Czech Republic	5	1.3%
86	16.0%	Denmark	105	27.9%
17	3.2%	Estonia	0	0.0%
9	1.7%	Finland	9	2.4%
3	0.6%	France	1	0.3%
8	1.5%	Germany	117	31.0%
0	0.0%	Greece	1	0.3%
4	0.7%	Hungary	0	0.0%
3	0.6%	Ireland	0	0.0%
183	34.0%	Italy	1	0.3%
1	0.2%	Latvia	0	0.0%
1	0.2%	Lithuania	1	0.3%
1	0.2%	Luxembourg	1	0.3%
1	0.2%	Malta	0	0.0%
16	3.0%	Netherlands	11	2.9%
16	3.0%	Poland	2	0.5%
21	3.9%	Portugal	4	1.1%
8	1.5%	Romania	0	0.0%
0	0.0%	Slovakia	0	0.0%
3	0.6%	Slovenia	0	0.0%
10	1.9%	Spain	0	0.0%
18	3.3%	Sweden	103	27.3%
1	0.2%	United Kingdom	2	0.5%
5	0.9%	Norway	3	0.8%
8	1.5%	Iceland	2	0.5%
0	0.0%	Liechtenstein	1	0.3%
2	0.4%	Other	0	0.0%
539	100.0%	TOTAL	377	100.0%

**Table 3: Size of the undertaking (entire sample)**

Employee representatives		Size of the undertaking	Employer representatives	
10	1.9%	<10 employees	51	13.5%
25	4.6%	<20 employees	33	8.8%
68	12.6%	<50 employees	42	11.1%
131	24.3%	<250 employees	83	22.0%
305	56.6%	>250 employees	168	44.6%

(n=539 employee representatives; n=377 employer representatives)

**Table 4: Sector of the undertaking (entire sample)**

Employee	Sector of the	Employer
----------	---------------	----------

representatives		undertaking	representatives	
7	1.3%	<b>Agriculture or mining</b>	4	1.1%
129	23.9%	<b>Manufacturing or construction</b>	120	31.8%
372	69.0%	<b>Services</b>	100	26.5%
31	5.8%	<b>Public sector</b>	153	40.6%

(n=539 employee representatives; n=377 employer representatives)

**Table 5: Type of the undertaking (entire sample)**

Employee representatives		Type of the undertaking	Employer representatives	
210	39.0%	<b>Single company</b>	250	66.3%
168	31.2%	<b>Parent or holding company</b>	69	18.3%
161	29.9%	<b>Subsidiary company</b>	58	15.4%

(n=539 employee representatives; n=377 employer representatives)

### 3.2.1. I&C bodies in the company

**Table 6: Number of I&C bodies in the undertaking (excl. EWCs and Health and Safety bodies) (entire sample)**

Employee representatives		Number of I&C bodies	Employer representatives	
200	43.0%	<b>Several</b>	161	46.9%
146	27.1%	<b>One</b>	100	26.5%
119	22.1%	<b>None</b>	82	21.8%
74	-	<b>Don't know</b>	34	-

(n=539 employee representatives; n=377 employer representatives)

**Table 7: When was the most recent I&C body set up? (entire sample)**

Employee representatives		Establishment of I&C body	Employer representatives	
179	57.0%	<b>More than 10 years ago</b>	112	50.0%
55	17.5%	<b>More than 5 years ago</b>	37	16.5%
80	25.5%	<b>Less than 5 years ago</b>	75	33.5%
86	-	<b>Not applicable</b>	91	-
122	-	<b>Don't know</b>	55	-

(n=522 employee representatives; n=370 employer representatives)

**Table 8: Who took the initiative to set it up? (entire sample)**

Employee representatives		Establishment of I&C body	Employer representatives	
76	29.5%	<b>Management</b>	161	85.6%
182	70.5%	<b>Employees</b>	27	14.4%
103	-	<b>Not applicable</b>	108	-
154	-	<b>Don't know</b>	72	-

(n=515 employee representatives; n=368 employer representatives)

Table 9: Experience with specific I&C situations (entire sample)

Employee representatives		Experience with specific I&C situations	Employer representatives	
134	27.2%	Yes, in both collective redundancies and transfers	61	17.3%
71	14.4%	Yes, in collective redundancies	28	8.0%
164	33.3%	Yes, in transfers	60	17.0%
123	25.0%	No	203	57.7%
47	-	Don't know	25	-

(n=539 employee representatives; n=377 employer representatives)

### 3.2.2. Objectives of I&C

Table 10: Objectives of I&C (entire sample)

Employee representatives		Relevance	Employer representatives	
<b><i>To guarantee workers' fundamental right to be informed and consulted</i></b>				
268	56.8%	Very relevant	115	38.3%
160	33.9%	Relevant	119	39.7%
36	7.6%	Somewhat relevant	45	15.0%
8	1.7%	Not relevant	21	7.0%
18	-	Not applicable / Don't know	24	-
<b><i>To increase trust and partnership between employees and management</i></b>				
168	35.7%	Very relevant	112	37.2%
163	34.6%	Relevant	117	38.9%
106	22.5%	Somewhat relevant	45	15.0%
34	7.2%	Not relevant	27	9.0%
19	-	Not applicable / Don't know	23	-
<b><i>To ensure the involvement of employees concerning workplace issues</i></b>				
212	45.0%	Very relevant	82	27.3%
154	32.7%	Relevant	123	41.0%
86	18.3%	Somewhat relevant	61	20.3%
19	4.0%	Not relevant	34	11.3%
19	-	Not applicable / Don't know	24	-
<b><i>To reduce the number of redundancies in cases of restructuring</i></b>				
199	43.0%	Very relevant	34	12.8%
129	27.9%	Relevant	58	21.8%
86	18.6%	Somewhat relevant	73	27.4%
49	10.6%	Not relevant	101	38.0%
27	-	Not applicable / Don't know	58	-
<b><i>To increase the adaptability and employability of employees</i></b>				
144	31.2%	Very relevant	47	16.6%
150	32.5%	Relevant	98	34.6%
115	24.9%	Somewhat relevant	77	27.2%
53	11.5%	Not relevant	61	21.6%
28	-	Not applicable / Don't know	41	-
<b><i>To improve the performance of the company or undertaking</i></b>				

127	27.6%	Very relevant	64	22.8%
159	34.6%	Relevant	86	30.6%
130	28.3%	Somewhat relevant	62	22.1%
44	9.6%	Not relevant	69	24.6%
30	-	Not applicable / Don't know	43	-
<b>To improve the quality of management decisions</b>				
174	37.4%	Very relevant	57	19.9%
138	29.7%	Relevant	106	36.9%
108	23.2%	Somewhat relevant	65	22.6%
45	9.7%	Not relevant	59	20.6%
25	-	Not applicable / Don't know	37	-

(n=490 employee representatives; n=324 employer representatives)

### 3.2.3. Gaps, uncertainties and inconsistencies in I&C coverage

**Table 11: Gaps, uncertainties and inconsistencies in I&C coverage (entire sample)**

Employee representatives		Gaps, uncertainties and inconsistencies in I&C coverage	Employer representatives	
<b>Gaps in the coverage of the legislation</b>				
66	18.8%	Yes, serious	11	6.1%
125	35.5%	Yes, occasional	28	15.5%
108	30.7%	No	117	64.6%
53	15.1%	Uncertain	25	13.8%
107	-	Not applicable / Don't know	129	-
<b>Uncertainties or inconsistencies in the legislation</b>				
47	13.6%	Yes, serious	22	11.8%
128	37.0%	Yes, occasional	52	28.0%
108	31.2%	No	84	45.2%
63	18.2%	Uncertain	28	15.1%
113	-	Not applicable / Don't know	124	-
<b>Practical problems in using the legislation</b>				
76	21.7%	Yes, serious	31	15.3%
116	33.0%	Yes, occasional	59	29.2%
109	31.1%	No	83	41.1%
50	14.2%	Uncertain	29	14.4%
108	-	Not applicable / Don't know	108	-

(n=459 employee representatives; n=310 employer representatives)

**Table 12: Measures to overcome gaps, uncertainties and inconsistencies (entire sample)**

Employee representatives		Does this justify ...?	Employer representatives	
<b>Additional legislation</b>				
145	40.1%	Yes	9	4.0%
101	27.9%	No	181	81.2%
116	32.0%	Possibly	33	14.8%
97	-	Not applicable / Don't know	87	-

<b>A rationalisation of existing legislation</b>				
229	61.6%	Yes	107	47.6%
50	13.4%	No	65	28.9%
93	25.0%	Possibly	53	23.6%
87	-	Not applicable / Don't know	85	-
<b>More information about the legislation</b>				
327	82.0%	Yes	122	49.6%
25	6.3%	No	64	26.0%
47	11.8%	Possibly	60	24.4%
60	-	Not applicable / Don't know	64	-

(n=459 employee representatives; n=310 employer representatives)

### 3.2.1. Issues treated by I&C bodies

**Table 13: Issues treated by I&C bodies (entire sample)**

Employee representatives		Issues treated by I&C bodies	Employer representatives	
<b>Economic situation of your company</b>				
115	29.3%	Informed and consulted	99	39.1%
222	56.5%	Informed only	141	55.7%
56	14.2%	Not involved	13	5.1%
47	-	Not applicable / Don't know	53	-
<b>Employment situation and structure of your company, such as companies' and workers' needs for flexible forms of work</b>				
185	47.8%	Informed and consulted	201	79.8%
138	35.7%	Informed only	41	16.3%
64	16.5%	Not involved	10	4.0%
53	-	Not applicable / Don't know	54	-
<b>Decisions affecting work organization, such as working time arrangements</b>				
238	60.9%	Informed and consulted	222	88.4%
92	23.5%	Informed only	22	8.8%
61	15.6%	Not involved	7	2.8%
49	-	Not applicable / Don't know	55	-
<b>Decisions concerning any transfers of companies (change of employer)</b>				
114	35.1%	Informed and consulted	100	52.9%
130	40.0%	Informed only	71	37.6%
81	24.9%	Not involved	18	9.5%
115	-	Not applicable / Don't know	117	-
<b>Decisions concerning any collective redundancies</b>				
184	57.5%	Informed and consulted	127	69.4%
86	26.9%	Informed only	43	23.5%
50	15.6%	Not involved	13	7.1%
120	-	Not applicable / Don't know	123	-
<b>Decisions concerning the company's overall strategy</b>				
90	23.1%	Informed and consulted	98	39.7%
195	50.1%	Informed only	129	52.2%
104	26.7%	Not involved	20	8.1%
51	-	Not applicable / Don't know	59	-

(n=440 employee representatives; n=306 employer representatives)

### 3.2.2. Enforcement

**Table 14: Enforcement of I&C rights (entire sample)**

Employee representatives		Enforcement of I&C rights	Employer representatives	
<b><i>Have you experienced claims been brought before administrative or judicial bodies for the non-respect of employee rights regarding I&amp;C in your company?</i></b>				
102	28.3%	Yes	39	14.8%
258	71.7%	No	225	85.2%
79	-	Not applicable / Don't know	41	-
<b><i>If there have been claims or disputes, were the enforcement measures seen as effective?</i></b>				
63	43.8%	Yes	28	45.2%
81	56.3%	No	34	54.8%
272	-	Not applicable / Don't know	215	-

(n=439 employee representatives (question 1); n=416 employee representatives (question 2); n=309 employer representatives (question 1); n=277 employer representatives (question 2))

### 3.2.3. Collective redundancies and transfers of undertakings

**Table 15: Collective redundancies and transfers of undertakings (entire sample)**

Employee representatives		Collective redundancies and transfers of undertakings	Employer representatives	
<b><i>Number of employees made redundant in collective redundancies has been reduced (as compared to initial management plans)</i></b>				
79	26.7%	Strongly agree	12	8.2%
138	46.6%	Agree	42	28.6%
61	20.6%	Disagree	73	49.7%
18	6.1%	Strongly disagree	20	13.6%
131	-	Not applicable / Don't know	156	-
<b><i>Increased support provided from inside and outside the company in cases of collective redundancies</i></b>				
74	25.6%	Strongly agree	14	10.4%
148	51.2%	Agree	71	53.0%
47	16.3%	Disagree	40	29.9%
20	6.9%	Strongly disagree	9	6.7%
138	-	Not applicable / Don't know	170	-
<b><i>Better protection of employees in cases of change of employer</i></b>				
85	29.4%	Strongly agree	30	19.0%
113	39.1%	Agree	70	44.3%
59	20.4%	Disagree	46	29.1%
32	11.1%	Strongly disagree	12	7.6%
140	-	Not applicable / Don't know	143	-



(n=427 employee representatives (questions 1 and 2); n=429 employee representatives (question 3); n=303 employer representatives (question 1); n=304 employer representatives (question 2); n=301 employer representatives (question 3))

### 3.2.4. Benefits of I&C

Table 16: Benefits of I&C (entire sample)

Employee representatives		Benefits of I&C		Employer representatives	
<b><i>Increased awareness of the rights of employee representatives to be informed and consulted about matters that affect their working lives</i></b>					
150	38.0%	Very large	31	12.8%	
168	42.5%	Large	96	39.7%	
71	18.0%	Some	101	41.7%	
6	1.5%	None	14	5.8%	
20	-	Not applicable / Don't know	44	-	
<b><i>Increased trust and partnership between management and employee representatives</i></b>					
73	18.5%	Very large	38	15.6%	
153	38.7%	Large	98	40.2%	
135	34.2%	Some	86	35.2%	
34	8.6%	None	22	9.0%	
20	-	Not applicable / Don't know	42	-	
<b><i>Improved quality, frequency and timeliness of information and/or consultation with employee representatives</i></b>					
100	25.4%	Very large	25	10.4%	
156	39.6%	Large	99	41.1%	
114	28.9%	Some	95	39.4%	
24	6.1%	None	22	9.1%	
21	-	Not applicable / Don't know	45	-	
<b><i>Increased involvement of employee representatives in workplace issues</i></b>					
108	27.3%	Very large	32	13.1%	
166	41.9%	Large	88	36.1%	
94	23.7%	Some	97	39.8%	
28	7.1%	None	27	11.1%	
19	-	Not applicable / Don't know	42	-	
<b><i>Increased adaptability and employability of employees</i></b>					
53	13.8%	Very large	19	8.1%	
135	35.1%	Large	60	25.4%	
158	41.0%	Some	92	39.0%	
39	10.1%	None	65	27.5%	
30	-	Not applicable / Don't know	50	-	
<b><i>Better anticipation of change</i></b>					
75	19.5%	Very large	24	10.0%	
146	37.9%	Large	85	35.4%	
120	31.2%	Some	85	35.4%	
44	11.4%	None	46	19.2%	
30	-	Not applicable / Don't know	46	-	
<b><i>Better management of change</i></b>					
72	18.7%	Very large	30	12.7%	



140	36.3%	Large	85	35.9%
136	35.2%	Some	73	30.8%
38	9.8%	None	49	20.7%
29	-	Not applicable / Don't know	49	-
<b>Improved management decisions</b>				
69	18.2%	Very large	22	9.3%
105	27.6%	Large	64	27.0%
132	34.7%	Some	92	38.8%
74	19.5%	None	59	24.9%
35	-	Not applicable / Don't know	49	-
<b>Improved company performance</b>				
50	13.7%	Very large	15	6.5%
125	34.2%	Large	52	22.4%
133	36.4%	Some	95	40.9%
57	15.6%	None	70	30.2%
50	-	Not applicable / Don't know	54	-
<b>Greater acceptance of management decisions by employees</b>				
57	14.8%	Very large	26	10.6%
134	34.8%	Large	108	44.1%
138	35.8%	Some	79	32.2%
56	14.5%	None	32	13.1%
30	-	Not applicable / Don't know	41	-
<b>Less conflict between employer and employees</b>				
87	23.0%	Very large	31	12.9%
132	34.8%	Large	93	38.8%
109	28.8%	Some	81	33.8%
51	13.5%	None	35	14.6%
36	-	Not applicable / Don't know	46	-
<b>Fewer redundancies</b>				
75	20.9%	Very large	10	4.9%
95	26.5%	Large	18	8.9%
129	36.0%	Some	86	42.4%
59	16.5%	None	89	43.8%
57	-	Not applicable / Don't know	83	-
<b>Increased company awareness of the importance of investing in its workforce</b>				
89	23.4%	Very large	19	8.2%
123	32.4%	Large	69	29.6%
115	30.3%	Some	101	43.3%
53	13.9%	None	44	18.9%
35	-	Not applicable / Don't know	53	-

(n=415 employee representatives; n=286 employer representatives)

### 3.2.5. Costs of I&C

**Table 17: Existence of costs for employee representatives that are not covered by the employer (entire sample)**

<b>Employee representatives</b>	<b>Does your work as an employee representative involve costs regarding I&amp;C that are not covered by the employer (time spent producing documents, organising meetings, consulting other representatives)</b>
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or agencies etc.)?		
<b>177</b>	49.9%	<b>Yes</b>
<b>178</b>	50.1%	<b>No</b>
<b>48</b>	-	<b>Not applicable / Don't know</b>

(n=403 employee representatives)

**Table 18: Amount of costs for employee representatives that are not covered by the employer (entire sample)**

Employee representatives		In so far as there are costs for you as an employee representatives, do you see these as ...?
<b>9</b>	2.8%	Very high
<b>78</b>	24.6%	High
<b>188</b>	59.3%	Modest
<b>42</b>	13.2%	None
<b>69</b>	-	Not applicable / Don't know

(n=386 employee representatives)

**Table 19: I&C costs for employee representatives (only costs not covered by the employer) (entire sample)**

Employee representatives		I&C costs for employee representatives (only costs not covered by the employer)
<b>Costs of familiarizing yourself with the I&amp;C legislation</b>		
<b>19</b>	6.5%	Very high
<b>74</b>	25.3%	High
<b>200</b>	68.3%	Low or no costs
<b>98</b>	-	Not applicable / Don't know
<b>Costs of working with other employee representatives</b>		
<b>11</b>	3.6%	Very high
<b>87</b>	28.8%	High
<b>204</b>	67.5%	Low or no costs
<b>88</b>	-	Not applicable / Don't know
<b>Costs of training/advising employee representatives</b>		
<b>21</b>	7.3%	Very high
<b>98</b>	34.0%	High
<b>169</b>	58.7%	Low or no costs
<b>100</b>	-	Not applicable / Don't know
<b>Costs of producing and transmitting information to employee representatives</b>		
<b>11</b>	3.8%	Very high
<b>73</b>	24.9%	High
<b>209</b>	71.3%	Low or no costs
<b>96</b>	-	Not applicable / Don't know
<b>Costs of handling legal or administrative disputes or claims related to I&amp;C practices</b>		
<b>40</b>	15.7%	Very high
<b>80</b>	31.5%	High
<b>134</b>	52.8%	Low or no costs
<b>135</b>	-	Not applicable / Don't know

(n=391 employee representatives (question 1); n=390 employee representatives (question 2); n=388 employee representatives (question 3); n=389 employee representatives (questions 4 and 5))

Table 20: I&C costs for employers (entire sample)

Experience with specific I&C situations	Employer representatives	
<b>Costs of familiarizing employees' representatives with I&amp;C legislation (e.g. training)</b>		
Very high	10	4.6%
High	59	27.3%
Low or no costs	147	68.1%
Not applicable / Don't know	67	-
<b>Costs of supporting employee representatives (time off work and materials/facilities)</b>		
Very high	21	9.3%
High	90	40.0%
Low or no costs	114	50.7%
Not applicable / Don't know	58	-
<b>Costs of notifying authorities (if any)</b>		
Very high	9	5.3%
High	18	10.5%
Low or no costs	144	84.2%
Not applicable / Don't know	112	-
<b>Costs of holding I&amp;C consultations</b>		
Very high	11	5.2%
High	71	33.6%
Low or no costs	129	61.1%
Not applicable / Don't know	72	-
<b>Costs due to delays to decisions</b>		
Very high	19	9.4%
High	55	27.1%
Low or no costs	129	63.5%
Not applicable / Don't know	80	-
<b>Costs due to breaches of confidentiality</b>		
Very high	8	4.8%
High	19	11.4%
Low or no costs	139	83.7%
Not applicable / Don't know	117	-
<b>Costs of handling any legal or administrative disputes or claims related to I&amp;C practices</b>		
Very high	14	7.6%
High	32	17.4%
Low or no costs	138	75.0%
Not applicable / Don't know	99	-

(n=283 employer representatives)

### 3.2.6. Benefits and costs of I&C

Table 21: Benefits and costs of I&C (entire sample)

Employee representatives		Benefits and costs of I&C	Employer representatives	
114	37.6%	<b>Benefits much greater than costs</b>	33	15.9%
108	35.6%	<b>Benefits greater than costs</b>	75	36.1%
48	15.8%	<b>Benefits and costs are similar</b>	46	22.1%
33	10.9%	<b>Benefits less than costs</b>	54	26.0%
99	-	<b>Not applicable / Don't know</b>	74	-

(n=402 employee representatives; n=282 employer representatives)

### 3.3. Conclusions

Some of the key data from the overall Web-survey results are presented below. Although they summarise over 900 respondents – over 500 employee representatives and under 400 employer representatives, the imbalance in responses between countries and, within countries, between employers and employees in some cases, means that they cannot necessarily be considered as representative of the EU as a whole. Nevertheless they throw important light on a number of issues:

- The extent to which employers and employees see I&C legislation as relevant and effective;
- The extent to which they both see benefits from the legislation;
- Cost estimates of I&C by employers, and the overall assessment of the costs and benefits of I&C as seen by employees and employers;
- Gaps, uncertainties and inconsistencies and measures to address them.

In general employees are more positive and looking for more action to support I&C but the differences are not that large in general, although there are specific issues where there are significant differences of view.

#### Relevance of I&C

In terms of relevance of I&C the scores are generally high with 70 % or more of both employers and employees viewing I&C legislation as relevant or very relevant with respect to increasing or ensuring fundamental rights, trust and partnership, and employee involvement.

The views expressed by survey participants diverge, however, with respect to the relevance of I&C in helping reduce the number of redundancies, with only 35% of employers seeing this as relevant or very relevant as against over 70% of employees.

In general employers as well as employees offer more positive assessments in the web survey than in the national expert assessments with around 50% of employers seeing I&C as relevant or very relevant (60% in the case of employees) in terms of improving the performance of the company, management and workforce.

#### Effectiveness of I&C

There is common agreement between employer and employee representatives concerning the benefits of trust and partnership – at over 55% in both cases (relevant plus very relevant) – with typically lower scores by employers (50% as against 60%) on other issues, but with a particularly low score for employers in terms of I&C

increasing adaptability and employability (33% against 50%) and improving management decisions (35% against 45%).

The biggest differences between employers and employees occur in relation to the notion of I&C resulting in fewer redundancies – a view supported by less than 15% for employers against over 45% for employees. With regard to I&C reducing conflict or ensuring greater acceptance of management decisions, however, both employers and employees are in broad agreement, with a 50% average in terms of seeing large or very large benefits in these respects.

### **Benefits of I&C**

In terms of the benefits of I&C there is common agreement between employers and employees about the benefits of trust and partnership - at over 55% in both cases (relevant plus very relevant) – with typically lower scores by employers (50% as against 60%) on other issues, but with a particularly low score for employers in terms of I&C increasing adaptability and employability (33% against 50%) and improving management decisions (35% against 45%).

The biggest differences occur in relation to the notion of I&C leading to reduced redundancies – a score of less than 15% for employers against over 45% for employees. With regard to I&C reducing conflict or ensuring greater acceptance of management decisions, both employers and employees are in broad agreement, with a 50% average in terms of seeing large or very large benefits.

### **I&C costs for employers (as seen by employers)**

With respect to *costs for the employer*, the most important are seen to be in terms of giving time off work – rated as high by nearly 40% of employers, and very high by a further 10%. Costs of notifying authorities and those due to breaches of confidentiality are seen as relatively low - 10% high, 5% very high. Costs due to delayed decisions, holding consultations with, or training, employees in relation to I&C etc., are seen as high in around 25-30% of cases, with a further 5-10% of employers rating them as very high.

### **Benefits and costs of I&C as seen by employees and employers**

In terms of *benefits and costs overall*, employees have a more positive view than employers, but the overall findings are generally positive.

Over 50% of employers consider the benefits to be greater or much greater than costs, with some 20% considering them to be more balanced, or similar, and around 25% considering the costs to exceed the benefits.

For employees, nearly three-quarters see the benefits as greater, or much greater, than the costs, with around 15% neutral and some 10% negative.

The web-survey results on efficiency confirm the stakeholder views and provide further insights on the different types of cost and benefits linked to I&C. The most significant costs for employers are seen to be in terms of giving time off work – with costs indicated as high by nearly 40% of employers, and very high by a further 10%. On the other hand, the costs of notifying authorities, and those due to breaches of confidentiality, are low – 10% high, 5% very high.

However, costs due to delayed decisions and consulting with employees and their representatives are seen as high by around 25-30% of employers, with a further 5-10% of rating them as very high.

In terms of benefits and costs of I&C, employee representatives have a more positive view than employers, but overall findings are nevertheless positive. Responses to the web-survey suggests that over 50% of employers consider the benefits to be greater or much greater than costs, with some 20% considering them to be more balanced, or similar, and around 25% considering the costs to exceed the benefits. For employee representatives, nearly three-quarters see the benefits as being greater or much greater than costs, but with around 15% neutral and some 10% negative.

While all parties consider the benefits of information and consultation to exceed the costs, this is not to imply that there are no costs. What it does suggest, rather, is that the costs are seen by the firms concerned to be worth bearing because of the potential and actual benefits, and no doubt as compared with any conceivable alternatives. In that respect it can be noted that over 50% of both employer and employee representatives consider that information and consultation is significant in minimising conflict.

### **Gaps, uncertainties and inconsistencies in I&C coverage**

The web-survey results provide particular insights on the social partners' views on gaps, uncertainties and inconsistencies in I&C coverage and how to overcome them. Generally, the social partners at local company level have some similar views about the problems but rather different views about solutions.

Both employers and employees see occasional or serious problems in terms of uncertainties, inconsistencies and practical problems (40-45% employers, 50-55% employees) but only 22% of employers see occasional or serious gaps in the legislation, as against nearly 55% of employees.

This is reflected in their replies in relation to solutions. Only 4% of employers are in favour of additional legislation against 40% of employees, although both are much more positive above a rationalisation of legislation (48% against 62%) and more information about the legislation (50% against over 80%).

## **4. Country-level analysis**

### **4.1. Introduction**

This section contains the country-level web-survey results for Member States where the number of responses allows for meaningful results (i.e. 10 and more responses from employee representatives and/or employers):

- Belgium (employee representatives only);
- Czech Republic (employee representatives only);
- Denmark (employee and employer representatives);
- Estonia (employee representatives only);
- Germany (employer representatives only);
- Italy (employee representatives only);
- The Netherlands (employee and employer representatives);

- Poland (employee representatives only);
- Portugal (employee representatives only);
- Spain (employee representatives only); and
- Sweden (employee and employer representatives).

## 4.2. Country-level analysis: Belgium

### 4.2.1. Sample description

The Belgian sample contains 95 responses from employee representatives and 4 responses from employers / employer representatives. Due to the very low response rate of Belgian employers / employer representatives, only the responses from Belgian employee representatives are analysed in the following.

**Table 22: Size of the undertaking (Belgium)**

Employee representatives		Size of the undertaking
0	0.0%	<10 employees
1	1.1%	<20 employees
9	9.5%	<50 employees
28	29.5%	<250 employees
57	60.0%	>250 employees

(n=95 employee representatives)

**Table 23: Sector of the undertaking (Belgium)**

Employee representatives		Sector of the undertaking
1	1.1%	Agriculture or mining
38	40.0%	Manufacturing or construction
53	55.8%	Services
3	3.2%	Public sector

(n=95 employee representatives)

**Table 24: Type of the undertaking (Belgium)**

Employee representatives		Type of the undertaking
21	22.1%	Single company
31	32.6%	Parent or holding company
43	45.3%	Subsidiary company

(n=95 employee representatives)

### 4.2.2. I&C bodies in the company

**Table 25: Number of I&C bodies in the undertaking (excl. EWCs and Health and Safety bodies) (Belgium)**

Employee representatives	Number of I&C bodies
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60	66.7%	Several
29	30.5%	One
1	1.1%	None
5	-	Don't know

(n=95 employee representatives)

**Table 26: When was the most recent I&C body set up? (Belgium)**

Employee representatives		Establishment of I&C body
65	76.5%	More than 10 years ago
12	14.1%	More than 5 years ago
8	9.4%	Less than 5 years ago
3	-	Not applicable
7	-	Don't know

(n=95 employee representatives)

**Table 27: Who took the initiative to set it up? (Belgium)**

Employee representatives		Establishment of I&C body
17	35.4%	Management
31	64.6%	Employees
16	-	Not applicable
31	-	Don't know

(n=95 employee representatives)

**Table 28: Experience with specific I&C situations (Belgium)**

Employee representatives		Experience with specific I&C situations
26	32.5%	Yes, in both collective redundancies and transfers
11	13.8%	Yes, in collective redundancies
24	30.0%	Yes, in transfers
19	23.8%	No
15	-	Don't know

(n=95 employee representatives)

#### 4.2.3. Objectives of I&C

**Table 29: Objectives of I&C (Belgium)**

Employee representatives		Relevance
<b><i>To guarantee workers' fundamental right to be informed and consulted</i></b>		
60	68.2%	Very relevant
25	28.4%	Relevant
3	3.4%	Somewhat relevant
0	0.0%	Not relevant
0	-	Not applicable / Don't know
<b><i>To increase trust and partnership between employees and management</i></b>		
28	31.8%	Very relevant



35	39.8%	Relevant
20	22.7%	Somewhat relevant
5	5.7%	Not relevant
0	-	Not applicable / Don't know
<b><i>To ensure the involvement of employees concerning workplace issues</i></b>		
42	47.7%	Very relevant
30	34.1%	Relevant
13	14.8%	Somewhat relevant
3	3.4%	Not relevant
0	-	Not applicable / Don't know
<b><i>To reduce the number of redundancies in cases of restructuring</i></b>		
51	59.3%	Very relevant
18	20.9%	Relevant
12	14.0%	Somewhat relevant
5	5.8%	Not relevant
2	-	Not applicable / Don't know
<b><i>To increase the adaptability and employability of employees</i></b>		
25	28.7%	Very relevant
30	34.5%	Relevant
21	24.1%	Somewhat relevant
11	12.6%	Not relevant
1	-	Not applicable / Don't know
<b><i>To improve the performance of the company or undertaking</i></b>		
18	20.9%	Very relevant
31	36.0%	Relevant
26	30.2%	Somewhat relevant
11	12.8%	Not relevant
2	-	Not applicable / Don't know
<b><i>To improve the quality of management decisions</i></b>		
37	42.0%	Very relevant
26	29.5%	Relevant
18	20.5%	Somewhat relevant
7	8.0%	Not relevant
0	-	Not applicable / Don't know

(n=88 employee representatives)

#### 4.2.4. Gaps, uncertainties and inconsistencies in I&C coverage

**Table 30: Gaps, uncertainties and inconsistencies in I&C coverage (Belgium)**

Employee representatives	Gaps, uncertainties and inconsistencies in I&C coverage	
<b><i>Gaps in the coverage of the legislation</i></b>		
6	10.5%	Yes, serious
20	35.1%	Yes, occasional
23	40.4%	No
8	14.0%	Uncertain
26	-	Not applicable / Don't know
<b><i>Uncertainties or inconsistencies in the legislation</i></b>		
8	14.0%	Yes, serious

18	31.6%	Yes, occasional
25	43.9%	No
6	10.5%	Uncertain
26	-	Not applicable / Don't know
<b>Practical problems in using the legislation</b>		
11	19.0%	Yes, serious
16	27.6%	Yes, occasional
25	43.1%	No
6	10.3%	Uncertain
25	-	Not applicable / Don't know

(n=83 employee representatives)

**Table 31: Measures to overcome gaps, uncertainties and inconsistencies (Belgium)**

Employee representatives		Does this justify ...?
<b>Additional legislation</b>		
27	46.6%	Yes
13	22.4%	No
18	31.0%	Possibly
25	-	Not applicable / Don't know
<b>A rationalisation of existing legislation</b>		
40	63.5%	Yes
6	9.5%	No
17	27.0%	Possibly
20	-	Not applicable / Don't know
<b>More information about the legislation</b>		
51	76.1%	Yes
6	9.0%	No
10	14.9%	Possibly
16	-	Not applicable / Don't know

(n=83 employee representatives)

#### 4.2.5. Issues treated by I&C bodies

**Table 32: Issues treated by I&C bodies (Belgium)**

Employee representatives		Issues treated by I&C bodies
<b>Economic situation of your company</b>		
22	27.5%	Informed and consulted
57	71.3%	Informed only
1	1.3%	Not involved
1	-	Not applicable / Don't know
<b>Employment situation and structure of your company, such as companies' and workers' needs for flexible forms of work</b>		
45	56.3%	Informed and consulted
33	41.3%	Informed only
2	2.5%	Not involved
1	-	Not applicable / Don't know

<b>Decisions affecting work organization, such as working time arrangements</b>		
<b>61</b>	78.2%	Informed and consulted
<b>16</b>	20.5%	Informed only
<b>1</b>	1.3%	Not involved
<b>3</b>	-	Not applicable / Don't know
<b>Decisions concerning any transfers of companies (change of employer)</b>		
<b>15</b>	24.2%	Informed and consulted
<b>35</b>	56.5%	Informed only
<b>12</b>	19.4%	Not involved
<b>19</b>	-	Not applicable / Don't know
<b>Decisions concerning any collective redundancies</b>		
<b>27</b>	49.1%	Informed and consulted
<b>20</b>	36.4%	Informed only
<b>8</b>	14.5%	Not involved
<b>26</b>	-	Not applicable / Don't know
<b>Decisions concerning the company's overall strategy</b>		
<b>13</b>	16.5%	Informed and consulted
<b>50</b>	63.3%	Informed only
<b>16</b>	20.3%	Not involved
<b>2</b>	-	Not applicable / Don't know

(n=81 employee representatives)

#### 4.2.6. Enforcement

**Table 33: Enforcement of I&C rights (Belgium)**

<b>Employee representatives</b>		<b>Enforcement of I&amp;C rights</b>
<b><i>Have you experienced claims been brought before administrative or judicial bodies for the non-respect of employee rights regarding I&amp;C in your company?</i></b>		
<b>14</b>	21.9%	Yes
<b>50</b>	78.1%	No
<b>17</b>	-	Not applicable / Don't know
<b><i>If there have been claims or disputes, were the enforcement measures seen as effective?</i></b>		
<b>9</b>	39.1%	Yes
<b>14</b>	60.9%	No
<b>57</b>	-	Not applicable / Don't know

(n=81 employee representatives (question 1); n=80 employee representatives (question 2))

#### 4.2.7. Collective redundancies and transfers of undertakings

**Table 34: Collective redundancies and transfers of undertakings (Belgium)**

<b>Employee representatives</b>	<b>Collective redundancies and transfers of undertakings</b>
<b><i>Number of employees made redundant in collective redundancies has been reduced (as compared to initial management plans)</i></b>	

22	33.3%	Strongly agree
29	43.9%	Agree
12	18.2%	Disagree
3	4.5%	Strongly disagree
15	-	Not applicable / Don't know
<b><i>Increased support provided from inside and outside the company in cases of collective redundancies</i></b>		
19	29.7%	Strongly agree
31	48.4%	Agree
11	17.2%	Disagree
3	4.7%	Strongly disagree
17	-	Not applicable / Don't know
<b><i>Better protection of employees in cases of change of employer</i></b>		
23	34.3%	Strongly agree
24	35.8%	Agree
11	16.4%	Disagree
9	13.4%	Strongly disagree
14	-	Not applicable / Don't know

(n=81 employee representatives)

#### 4.2.8. Benefits of I&C

**Table 35: Benefits of I&C (Belgium)**

Employee representatives		Benefits of I&C
<b><i>Increased awareness of the rights of employee representatives to be informed and consulted about matters that affect their working lives</i></b>		
33	42.9%	Very large
29	37.7%	Large
14	18.2%	Some
1	1.3%	None
1	-	Not applicable / Don't know
<b><i>Increased trust and partnership between management and employee representatives</i></b>		
11	14.5%	Very large
28	36.8%	Large
31	40.8%	Some
6	7.9%	None
2	-	Not applicable / Don't know
<b><i>Improved quality, frequency and timeliness of information and/or consultation with employee representatives</i></b>		
19	24.7%	Very large
27	35.1%	Large
29	37.7%	Some
2	2.6%	None
1	-	Not applicable / Don't know
<b><i>Increased involvement of employee representatives in workplace issues</i></b>		
22	28.6%	Very large
31	40.3%	Large
21	27.3%	Some

3	3.9%	None
1	-	Not applicable / Don't know
<b>Increased adaptability and employability of employees</b>		
5	6.7%	Very large
29	38.7%	Large
37	49.3%	Some
4	5.3%	None
3	-	Not applicable / Don't know
<b>Better anticipation of change</b>		
13	16.9%	Very large
25	32.5%	Large
34	44.2%	Some
5	6.5%	None
1	-	Not applicable / Don't know
<b>Better management of change</b>		
10	13.0%	Very large
22	28.6%	Large
39	50.6%	Some
6	7.8%	None
1	-	Not applicable / Don't know
<b>Improved management decisions</b>		
12	15.6%	Very large
17	22.1%	Large
37	48.1%	Some
11	14.3%	None
1	-	Not applicable / Don't know
<b>Improved company performance</b>		
8	10.8%	Very large
23	31.1%	Large
29	39.2%	Some
14	18.9%	None
4	-	Not applicable / Don't know
<b>Greater acceptance of management decisions by employees</b>		
8	10.5%	Very large
29	38.2%	Large
30	39.5%	Some
9	11.8%	None
2	-	Not applicable / Don't know
<b>Less conflict between employer and employees</b>		
16	21.1%	Very large
23	30.3%	Large
24	31.6%	Some
13	17.1%	None
2	-	Not applicable / Don't know
<b>Fewer redundancies</b>		
14	18.7%	Very large
20	26.7%	Large
27	36.0%	Some
14	18.7%	None
3	-	Not applicable / Don't know

<b>Increased company awareness of the importance of investing in its workforce</b>		
18	24.0%	Very large
20	26.7%	Large
28	37.3%	Some
9	12.0%	None
3	-	Not applicable / Don't know

(n=78 employee representatives)

#### 4.2.9. Costs of I&C

**Table 36: Existence of costs for employee representatives that are not covered by the employer (Belgium)**

Employee representatives	Does your work as an employee representative involve costs regarding I&C that are not covered by the employer (time spent producing documents, organising meetings, consulting other representatives or agencies etc.)?	
48	65.8%	Yes
25	34.2%	No
5	-	Not applicable / Don't know

(n=78 employee representatives)

**Table 37: Amount of costs for employee representatives that are not covered by the employer (Belgium)**

Employee representatives	In so far as there are costs for you as an employee representative, do you see these as ...?	
1	1.4%	Very high
18	26.1%	High
41	59.4%	Modest
9	13.0%	None
8	-	Not applicable / Don't know

(n=77 employee representatives)

**Table 38: I&C costs for employee representatives (only costs not covered by the employer) (Belgium)**

Employee representatives	I&C costs for employee representatives (only costs not covered by the employer)	
<b>Costs of familiarizing yourself with the I&amp;C legislation</b>		
4	6.3%	Very high
16	25.0%	High
44	68.8%	Low or no costs
14	-	Not applicable / Don't know
<b>Costs of working with other employee representatives</b>		
3	4.4%	Very high
18	26.5%	High
47	69.1%	Low or no costs
10	-	Not applicable / Don't know
<b>Costs of training/advising employee representatives</b>		
3	4.8%	Very high

26	41.3%	High
34	54.0%	Low or no costs
15	-	Not applicable / Don't know
<b>Costs of producing and transmitting information to employee representatives</b>		
3	4.4%	Very high
19	27.9%	High
46	67.6%	Low or no costs
10	-	Not applicable / Don't know
<b>Costs of handling legal or administrative disputes or claims related to I&amp;C practices</b>		
4	7.1%	Very high
20	35.7%	High
32	57.1%	Low or no costs
21	-	Not applicable / Don't know

(n=78 employee representatives (questions 1-4); n=77 employee representatives (question 5))

#### 4.2.10. Benefits and costs of I&C

**Table 39: Benefits and costs of I&C (Belgium)**

Employee representatives		Benefits and costs of I&C
14	24.6%	Benefits much greater than costs
18	31.6%	Benefits greater than costs
10	17.5%	Benefits and costs are similar
15	26.3%	Benefits less than costs
21	-	Not applicable / Don't know

(n=78 employee representatives)

### 4.3. Country-level analysis: Czech Republic

#### 4.3.1. Sample description

The Czech sample contains 13 responses from employee representatives and 5 responses from employers / employer representatives. Due to the very low response rate of Czech employers / employer representatives, only the responses from Czech employee representatives are analysed in the following.

**Table 40: Size of the undertaking (Czech Republic)**

Employee representatives		Size of the undertaking
0	0.0%	<10 employees
0	0.0%	<20 employees
1	7.7%	<50 employees
1	7.7%	<250 employees
11	84.6%	>250 employees

(n=13 employee representatives)

**Table 41: Sector of the undertaking (Czech Republic)**

Employee representatives		Sector of the undertaking
1	7.7%	Agriculture or mining
12	92.3%	Manufacturing or construction
0	0.0%	Services
0	0.0%	Public sector

(n= 13 employee representatives)

**Table 42: Type of the undertaking (Czech Republic)**

Employee representatives		Type of the undertaking
4	30.8%	Single company
3	23.1%	Parent or holding company
6	46.2%	Subsidiary company

(n= 13 employee representatives)

#### 4.3.2. I&C bodies in the company

**Table 43: Number of I&C bodies in the undertaking (excl. EWCs and Health and Safety bodies) (Czech Republic)**

Employee representatives		Number of I&C bodies
2	15.4%	Several
10	76.9%	One
1	7.7%	None
0	-	Don't know

(n= 13 employee representatives)

**Table 44: When was the most recent I&C body set up? (Czech Republic)**

Employee representatives		Establishment of I&C body
9	90.0%	More than 10 years ago
0	0.0%	More than 5 years ago
1	10.0%	Less than 5 years ago
2	-	Not applicable
1	-	Don't know

(n= 13 employee representatives)

**Table 45: Who took the initiative to set it up? (Czech Republic)**

Employee representatives		Establishment of I&C body
1	11.1%	Management
8	88.9%	Employees
3	-	Not applicable
1	-	Don't know

(n= 13 employee representatives)

**Table 46: Experience with specific I&C situations (Czech Republic)**



Employee representatives		Experience with specific I&C situations
4	33.3%	Yes, in both collective redundancies and transfers
3	25.0%	Yes, in collective redundancies
3	25.0%	Yes, in transfers
2	16.7%	No
1	-	Don't know

(n= 13 employee representatives)

#### 4.3.3. Objectives of I&C

Table 47: Objectives of I&C (Czech Republic)

Employee representatives		Relevance
<b><i>To guarantee workers' fundamental right to be informed and consulted</i></b>		
8	61.5%	Very relevant
3	23.1%	Relevant
1	7.7%	Somewhat relevant
1	7.7%	Not relevant
0	-	Not applicable / Don't know
<b><i>To increase trust and partnership between employees and management</i></b>		
8	61.5%	Very relevant
3	23.1%	Relevant
1	7.7%	Somewhat relevant
1	7.7%	Not relevant
0	-	Not applicable / Don't know
<b><i>To ensure the involvement of employees concerning workplace issues</i></b>		
5	38.5%	Very relevant
5	38.5%	Relevant
2	15.4%	Somewhat relevant
1	7.7%	Not relevant
0	-	Not applicable / Don't know
<b><i>To reduce the number of redundancies in cases of restructuring</i></b>		
10	76.9%	Very relevant
1	7.7%	Relevant
1	7.7%	Somewhat relevant
1	7.7%	Not relevant
0	-	Not applicable / Don't know
<b><i>To increase the adaptability and employability of employees</i></b>		
3	25.0%	Very relevant
6	50.0%	Relevant
0	0.0%	Somewhat relevant
3	25.0%	Not relevant
1	-	Not applicable / Don't know
<b><i>To improve the performance of the company or undertaking</i></b>		
4	30.8%	Very relevant
4	30.8%	Relevant
5	38.5%	Somewhat relevant
0	0.0%	Not relevant

0	-	Not applicable / Don't know
<b>To improve the quality of management decisions</b>		
5	38.5%	Very relevant
6	46.2%	Relevant
2	15.4%	Somewhat relevant
0	0.0%	Not relevant
0	-	Not applicable / Don't know

(n= 13 employee representatives)

#### 4.3.4. Gaps, uncertainties and inconsistencies in I&C coverage

**Table 48: Gaps, uncertainties and inconsistencies in I&C coverage (Czech Republic)**

Employee representatives		Gaps, uncertainties and inconsistencies in I&C coverage	
<b>Gaps in the coverage of the legislation</b>			
0	0.0%	Yes, serious	
3	27.3%	Yes, occasional	
6	54.5%	No	
2	18.2%	Uncertain	
1	-	Not applicable / Don't know	
<b>Uncertainties or inconsistencies in the legislation</b>			
0	0.0%	Yes, serious	
4	36.4%	Yes, occasional	
6	54.5%	No	
1	9.1%	Uncertain	
1	-	Not applicable / Don't know	
<b>Practical problems in using the legislation</b>			
0	0.0%	Yes, serious	
2	20.0%	Yes, occasional	
6	60.0%	No	
2	20.0%	Uncertain	
2	-	Not applicable / Don't know	

(n= 12 employee representatives)

**Table 49: Measures to overcome gaps, uncertainties and inconsistencies (Czech Republic)**

Employee representatives		Does this justify ...?	
<b>Additional legislation</b>			
1	10.0%	Yes	
3	30.0%	No	
6	60.0%	Possibly	
2	-	Not applicable / Don't know	
<b>A rationalisation of existing legislation</b>			
5	50.0%	Yes	
2	20.0%	No	
3	30.0%	Possibly	
2	-	Not applicable / Don't know	

<b>More information about the legislation</b>		
5	50.0%	Yes
2	20.0%	No
3	30.0%	Possibly
2	-	Not applicable / Don't know

(n=12 employee representatives)

#### 4.3.5. Issues treated by I&C bodies

**Table 50: Issues treated by I&C bodies (Czech Republic)**

<b>Employee representatives</b>		<b>Issues treated by I&amp;C bodies</b>	
<b><i>Economic situation of your company</i></b>			
6	54.5%	Informed and consulted	
5	45.5%	Informed only	
0	0.0%	Not involved	
0	-	Not applicable / Don't know	
<b><i>Employment situation and structure of your company, such as companies' and workers' needs for flexible forms of work</i></b>			
6	54.5%	Informed and consulted	
5	45.5%	Informed only	
0	0.0%	Not involved	
0	-	Not applicable / Don't know	
<b><i>Decisions affecting work organization, such as working time arrangements</i></b>			
6	54.5%	Informed and consulted	
5	45.5%	Informed only	
0	0.0%	Not involved	
0	-	Not applicable / Don't know	
<b><i>Decisions concerning any transfers of companies (change of employer)</i></b>			
10	90.9%	Informed and consulted	
1	9.1%	Informed only	
0	0.0%	Not involved	
0	-	Not applicable / Don't know	
<b><i>Decisions concerning any collective redundancies</i></b>			
6	60.0%	Informed and consulted	
4	40.0%	Informed only	
0	0.0%	Not involved	
1	-	Not applicable / Don't know	
<b><i>Decisions concerning the company's overall strategy</i></b>			
10	100.0%	Informed and consulted	
0	0.0%	Informed only	
0	0.0%	Not involved	
1	-	Not applicable / Don't know	

(n=11 employee representatives)

#### 4.3.6. Enforcement

**Table 51: Enforcement of I&C rights (Czech Republic)**

<b>Employee</b>	<b>Enforcement of I&amp;C rights</b>
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representatives		
<b>Have you experienced claims been brought before administrative or judicial bodies for the non-respect of employee rights regarding I&amp;C in your company?</b>		
2	18.2%	Yes
9	81.8%	No
0	-	Not applicable / Don't know
<b>If there have been claims or disputes, were the enforcement measures seen as effective?</b>		
2	18.2%	Yes
9	81.8%	No
0	-	Not applicable / Don't know

(n=11 employee representatives)

#### 4.3.7. Collective redundancies and transfers of undertakings

Table 52: Collective redundancies and transfers of undertakings (Czech Republic)

Employee representatives	Collective redundancies and transfers of undertakings	
<b>Number of employees made redundant in collective redundancies has been reduced (as compared to initial management plans)</b>		
3	30.0%	Strongly agree
2	20.0%	Agree
5	50.0%	Disagree
0	0.0%	Strongly disagree
0	-	Not applicable / Don't know
<b>Increased support provided from inside and outside the company in cases of collective redundancies</b>		
4	40.0%	Strongly agree
3	30.0%	Agree
2	20.0%	Disagree
1	10.0%	Strongly disagree
1	-	Not applicable / Don't know
<b>Better protection of employees in cases of change of employer</b>		
3	33.3%	Strongly agree
3	33.3%	Agree
3	33.3%	Disagree
0	0.0%	Strongly disagree
2	-	Not applicable / Don't know

(n=10 employee representatives (question 1); n=11 employee representatives (questions 2 and 3))

#### 4.3.8. Benefits of I&C

Table 53: Benefits of I&C (Czech Republic)

Employee representatives	Benefits of I&C
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<b><i>Increased awareness of the rights of employee representatives to be informed and consulted about matters that affect their working lives</i></b>		
3	27.3%	Very large
2	18.2%	Large
5	45.5%	Some
1	9.1%	None
0	-	Not applicable / Don't know
<b><i>Increased trust and partnership between management and employee representatives</i></b>		
3	27.3%	Very large
5	45.5%	Large
3	27.3%	Some
0	0.0%	None
0	-	Not applicable / Don't know
<b><i>Improved quality, frequency and timeliness of information and/or consultation with employee representatives</i></b>		
2	18.2%	Very large
5	45.5%	Large
4	36.4%	Some
0	0.0%	None
0	-	Not applicable / Don't know
<b><i>Increased involvement of employee representatives in workplace issues</i></b>		
3	27.3%	Very large
4	36.4%	Large
4	36.4%	Some
0	0.0%	None
0	-	Not applicable / Don't know
<b><i>Increased adaptability and employability of employees</i></b>		
1	9.1%	Very large
7	63.6%	Large
2	18.2%	Some
1	9.1%	None
0	-	Not applicable / Don't know
<b><i>Better anticipation of change</i></b>		
1	9.1%	Very large
3	27.3%	Large
5	45.5%	Some
2	18.2%	None
0	-	Not applicable / Don't know
<b><i>Better management of change</i></b>		
2	18.2%	Very large
4	36.4%	Large
4	36.4%	Some
1	9.1%	None
0	-	Not applicable / Don't know
<b><i>Improved management decisions</i></b>		
3	27.3%	Very large
2	18.2%	Large
5	45.5%	Some
1	9.1%	None

0	-	Not applicable / Don't know
<b>Improved company performance</b>		
2	18.2%	Very large
3	27.3%	Large
5	45.5%	Some
1	9.1%	None
0	-	Not applicable / Don't know
<b>Greater acceptance of management decisions by employees</b>		
0	0.0%	Very large
6	60.0%	Large
4	40.0%	Some
0	0.0%	None
1	-	Not applicable / Don't know
<b>Less conflict between employer and employees</b>		
1	9.1%	Very large
5	45.5%	Large
5	45.5%	Some
0	0.0%	None
0	-	Not applicable / Don't know
<b>Fewer redundancies</b>		
3	27.3%	Very large
3	27.3%	Large
5	45.5%	Some
0	0.0%	None
0	-	Not applicable / Don't know
<b>Increased company awareness of the importance of investing in its workforce</b>		
1	9.1%	Very large
1	9.1%	Large
8	72.7%	Some
1	9.1%	None
0	-	Not applicable / Don't know

(n=11 employee representatives)

#### 4.3.9. Costs of I&C

**Table 54: Existence of costs for employee representatives that are not covered by the employer (Czech Republic)**

Employee representatives	Does your work as an employee representative involve costs regarding I&C that are not covered by the employer (time spent producing documents, organising meetings, consulting other representatives or agencies etc.)?	
7	63.6%	Yes
4	36.4%	No
0	-	Not applicable / Don't know

(n=11 employee representatives)

**Table 55: Amount of costs for employee representatives that are not covered by the employer (Czech Republic)**

Employee representatives		In so far as there are costs for you as an employee representative, do you see these as ...?
1	10.0%	Very high
2	20.0%	High
5	50.0%	Modest
2	20.0%	None
0	-	Not applicable / Don't know

(n= 10 employee representatives)

**Table 56: I&C costs for employee representatives (only costs not covered by the employer) (Czech Republic)**

Employee representatives		I&C costs for employee representatives (only costs not covered by the employer)
<b>Costs of familiarizing yourself with the I&amp;C legislation</b>		
4	40.0%	Very high
3	30.0%	High
3	30.0%	Low or no costs
0	-	Not applicable / Don't know
<b>Costs of working with other employee representatives</b>		
0	0.0%	Very high
4	40.0%	High
6	60.0%	Low or no costs
0	-	Not applicable / Don't know
<b>Costs of training/advising employee representatives</b>		
3	30.0%	Very high
2	20.0%	High
5	50.0%	Low or no costs
0	-	Not applicable / Don't know
<b>Costs of producing and transmitting information to employee representatives</b>		
0	0.0%	Very high
3	33.3%	High
6	66.7%	Low or no costs
1	-	Not applicable / Don't know
<b>Costs of handling legal or administrative disputes or claims related to I&amp;C practices</b>		
2	25.0%	Very high
3	37.5%	High
3	37.5%	Low or no costs
2	-	Not applicable / Don't know

(n= 10 employee representatives)

#### 4.3.10. Benefits and costs of I&C

**Table 57: Benefits and costs of I&C (Czech Republic)**

Employee representatives		Benefits and costs of I&C
2	20.0%	Benefits much greater than costs
5	50.0%	Benefits greater than costs
2	20.0%	Benefits and costs are similar

<b>1</b>	10.0%	<b>Benefits less than costs</b>
<b>1</b>	-	<b>Not applicable / Don't know</b>

(n=11 employee representatives)

#### 4.4. Country-level analysis: Denmark

##### 4.4.1. Sample description

The Danish sample contains 86 responses from employee representatives and 105 responses from employers / employer representatives. The tables below provide more details on the sample of respondents from Denmark.

**Table 58: Size of the undertaking (Denmark)**

Employee representatives		Size of the undertaking	Employer representatives	
<b>0</b>	0.0%	<b>&lt;10 employees</b>	3	2.9%
<b>1</b>	1.2%	<b>&lt;20 employees</b>	5	4.8%
<b>8</b>	9.3%	<b>&lt;50 employees</b>	18	17.1%
<b>31</b>	36.0%	<b>&lt;250 employees</b>	44	41.9%
<b>46</b>	53.5%	<b>&gt;250 employees</b>	35	33.3%

(n=86 employee representatives; n=105 employer representatives)

**Table 59: Sector of the undertaking (Denmark)**

Employee representatives		Sector of the undertaking	Employer representatives	
<b>0</b>	0.0%	<b>Agriculture or mining</b>	3	2.9%
<b>6</b>	7.0%	<b>Manufacturing or construction</b>	71	67.6%
<b>79</b>	91.9%	<b>Services</b>	31	29.5%
<b>1</b>	1.2%	<b>Public sector</b>	3	2.9%

(n=86 employee representatives; n=105 employer representatives)

**Table 60: Type of the undertaking (Denmark)**

Employee representatives		Type of the undertaking	Employer representatives	
<b>49</b>	57.0%	<b>Single company</b>	43	41.0%
<b>28</b>	32.6%	<b>Parent or holding company</b>	27	25.7%
<b>9</b>	10.5%	<b>Subsidiary company</b>	35	33.3%

(n=86 employee representatives; n=105 employer representatives)

##### 4.4.2. I&C bodies in the company

**Table 61: Number of I&C bodies in the undertaking (excl. EWCs and Health and Safety bodies) (Denmark)**

Employee representatives		Number of I&C bodies	Employer representatives	
<b>37</b>	47.4%	<b>Several</b>	40	40.8%



25	29.1%	One	34	32.4%
16	18.6%	None	24	22.9%
8	-	Don't know	7	-

(n=86 employee representatives; n=105 employer representatives)

**Table 62: When was the most recent I&C body set up? (Denmark)**

Employee representatives		Establishment of I&C body	Employer representatives	
32	60.4%	More than 10 years ago	36	56.3%
8	15.1%	More than 5 years ago	14	21.9%
13	24.5%	Less than 5 years ago	14	21.9%
14	-	Not applicable	25	-
18	-	Don't know	16	-

(n=85 employee representatives; n=105 employer representatives)

**Table 63: Who took the initiative to set it up? (Denmark)**

Employee representatives		Establishment of I&C body	Employer representatives	
12	41.4%	Management	38	86.4%
17	58.6%	Employees	6	13.6%
18	-	Not applicable	30	-
37	-	Don't know	31	-

(n=84 employee representatives; n=105 employer representatives)

**Table 64: Experience with specific I&C situations (Denmark)**

Employee representatives		Experience with specific I&C situations	Employer representatives	
22	32.4%	Yes, in both collective redundancies and transfers	16	18.2%
17	25.0%	Yes, in collective redundancies	15	17.0%
2	2.9%	Yes, in transfers	10	11.4%
27	39.7%	No	47	53.4%
18	-	Don't know	17	-

(n=86 employee representatives; n=105 employer representatives)

#### 4.4.3. Objectives of I&C

**Table 65: Objectives of I&C (Denmark)**

Employee representatives		Relevance	Employer representatives	
<b>To guarantee workers' fundamental right to be informed and consulted</b>				
42	60.0%	Very relevant	20	25.0%
23	32.9%	Relevant	43	53.8%
4	5.7%	Somewhat relevant	12	15.0%
1	1.4%	Not relevant	5	6.3%
5	-	Not applicable / Don't know	6	-

<b>To increase trust and partnership between employees and management</b>				
33	47.1%	Very relevant	23	28.8%
28	40.0%	Relevant	34	42.5%
8	11.4%	Somewhat relevant	14	17.5%
1	1.4%	Not relevant	9	11.3%
5	-	Not applicable / Don't know	6	-
<b>To ensure the involvement of employees concerning workplace issues</b>				
36	51.4%	Very relevant	17	21.3%
25	35.7%	Relevant	37	46.3%
7	10.0%	Somewhat relevant	17	21.3%
2	2.9%	Not relevant	9	11.3%
5	-	Not applicable / Don't know	6	-
<b>To reduce the number of redundancies in cases of restructuring</b>				
31	44.3%	Very relevant	6	7.8%
25	35.7%	Relevant	17	22.1%
9	12.9%	Somewhat relevant	13	16.9%
5	7.1%	Not relevant	41	53.2%
5	-	Not applicable / Don't know	9	-
<b>To increase the adaptability and employability of employees</b>				
32	46.4%	Very relevant	10	12.8%
23	33.3%	Relevant	29	37.2%
8	11.6%	Somewhat relevant	22	28.2%
6	8.7%	Not relevant	17	21.8%
6	-	Not applicable / Don't know	8	-
<b>To improve the performance of the company or undertaking</b>				
24	34.8%	Very relevant	18	23.1%
28	40.6%	Relevant	27	34.6%
10	14.5%	Somewhat relevant	15	19.2%
7	10.1%	Not relevant	18	23.1%
6	-	Not applicable / Don't know	8	-
<b>To improve the quality of management decisions</b>				
29	42.0%	Very relevant	11	14.1%
29	42.0%	Relevant	31	39.7%
9	13.0%	Somewhat relevant	16	20.5%
2	2.9%	Not relevant	20	25.6%
6	-	Not applicable / Don't know	8	-

(n=75 employee representatives; n=86 employer representatives)

#### 4.4.4. Gaps, uncertainties and inconsistencies in I&C coverage

**Table 66: Gaps, uncertainties and inconsistencies in I&C coverage (Denmark)**

Employee representatives	Gaps, uncertainties and inconsistencies in I&C coverage		Employer representatives	
<b>Gaps in the coverage of the legislation</b>				
1	2.3%	Yes, serious	3	7.1%
6	13.6%	Yes, occasional	6	14.3%
26	59.1%	No	27	64.3%
11	25.0%	Uncertain	6	14.3%

27	-	Not applicable / Don't know	40	-
<b>Uncertainties or inconsistencies in the legislation</b>				
0	0.0%	Yes, serious	4	9.1%
10	23.3%	Yes, occasional	10	22.7%
19	44.2%	No	26	59.1%
14	32.6%	Uncertain	4	9.1%
28	-	Not applicable / Don't know	38	-
<b>Practical problems in using the legislation</b>				
4	9.5%	Yes, serious	5	11.4%
8	19.0%	Yes, occasional	10	22.7%
22	52.4%	No	23	52.3%
8	19.0%	Uncertain	6	13.6%
29	-	Not applicable / Don't know	38	-

(n=71 employee representatives; n=82 employer representatives)

Table 67: Measures to overcome gaps, uncertainties and inconsistencies (Denmark)

Employee representatives		Does this justify ...?	Employer representatives	
<b>Additional legislation</b>				
7	14.6%	Yes	2	3.5%
33	68.8%	No	49	86.0%
8	16.7%	Possibly	6	10.5%
23	-	Not applicable / Don't know	25	-
<b>A rationalisation of existing legislation</b>				
36	73.5%	Yes	29	51.8%
5	10.2%	No	10	17.9%
8	16.3%	Possibly	17	30.4%
22	-	Not applicable / Don't know	26	-
<b>More information about the legislation</b>				
39	75.0%	Yes	36	56.3%
6	11.5%	No	12	18.8%
7	13.5%	Possibly	16	25.0%
19	-	Not applicable / Don't know	18	-

(n=71 employee representatives; n=82 employer representatives)

#### 4.4.5. Issues treated by I&C bodies

Table 68: Issues treated by I&C bodies (Denmark)

Employee representatives		Issues treated by I&C bodies	Employer representatives	
<b>Economic situation of your company</b>				
27	42.2%	Informed and consulted	14	20.3%
33	51.6%	Informed only	52	75.4%
4	6.3%	Not involved	3	4.3%
6	-	Not applicable / Don't know	12	-
<b>Employment situation and structure of your company, such as companies' and workers' needs for flexible forms of work</b>				
37	58.7%	Informed and consulted	49	72.1%

23	36.5%	Informed only	17	25.0%
3	4.8%	Not involved	2	2.9%
7	-	Not applicable / Don't know	13	-
<b>Decisions affecting work organization, such as working time arrangements</b>				
38	59.4%	Informed and consulted	58	85.3%
17	26.6%	Informed only	6	8.8%
9	14.1%	Not involved	4	5.9%
6	-	Not applicable / Don't know	13	-
<b>Decisions concerning any transfers of companies (change of employer)</b>				
23	51.1%	Informed and consulted	6	13.3%
16	35.6%	Informed only	29	64.4%
6	13.3%	Not involved	10	22.2%
25	-	Not applicable / Don't know	36	-
<b>Decisions concerning any collective redundancies</b>				
32	59.3%	Informed and consulted	30	51.7%
17	31.5%	Informed only	26	44.8%
5	9.3%	Not involved	2	3.4%
16	-	Not applicable / Don't know	23	-
<b>Decisions concerning the company's overall strategy</b>				
23	35.4%	Informed and consulted	11	16.4%
31	47.7%	Informed only	46	68.7%
11	16.9%	Not involved	10	14.9%
5	-	Not applicable / Don't know	14	-

(n=70 employee representatives; n=81 employer representatives)

#### 4.4.6. Enforcement

Table 69: Enforcement of I&C rights (Denmark)

Employee representatives		Enforcement of I&C rights	Employer representatives	
<b>Have you experienced claims been brought before administrative or judicial bodies for the non-respect of employee rights regarding I&amp;C in your company?</b>				
13	21.0%	Yes	5	6.8%
49	79.0%	No	69	93.2%
7	-	Not applicable / Don't know	7	-
<b>If there have been claims or disputes, were the enforcement measures seen as effective?</b>				
9	47.4%	Yes	2	11.1%
10	52.6%	No	16	88.9%
46	-	Not applicable / Don't know	58	-

(n=69 employee representatives (question 1); n=65 employee representatives (question 2); n=81 employer representatives (question 1); n=76 employer representatives (question 2))

#### 4.4.7. Collective redundancies and transfers of undertakings

Table 70: Collective redundancies and transfers of undertakings (Denmark)

Employee	Collective redundancies	Employer
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representatives		and transfers of undertakings		representatives	
<b>Number of employees made redundant in collective redundancies has been reduced (as compared to initial management plans)</b>					
8	19.5%	Strongly agree	1	2.4%	
17	41.5%	Agree	7	16.7%	
13	31.7%	Disagree	25	59.5%	
3	7.3%	Strongly disagree	9	21.4%	
28	-	Not applicable / Don't know	38	-	
<b>Increased support provided from inside and outside the company in cases of collective redundancies</b>					
14	35.0%	Strongly agree	1	2.7%	
17	42.5%	Agree	20	54.1%	
7	17.5%	Disagree	14	37.8%	
2	5.0%	Strongly disagree	2	5.4%	
29	-	Not applicable / Don't know	43	-	
<b>Better protection of employees in cases of change of employer</b>					
8	32.0%	Strongly agree	4	12.1%	
12	48.0%	Agree	13	39.4%	
5	20.0%	Disagree	12	36.4%	
0	0.0%	Strongly disagree	4	12.1%	
44	-	Not applicable / Don't know	46	-	

(n=69 employee representatives; n=80 employer representatives (questions 1 and 2); n=81 employer representatives (question 3))

#### 4.4.8. Benefits of I&C

Table 71: Benefits of I&C (Denmark)

Employee representatives		Benefits of I&C		Employer representatives	
<b>Increased awareness of the rights of employee representatives to be informed and consulted about matters that affect their working lives</b>					
16	26.7%	Very large	4	6.2%	
32	53.3%	Large	27	41.5%	
11	18.3%	Some	32	49.2%	
1	1.7%	None	2	3.1%	
4	-	Not applicable / Don't know	10	-	
<b>Increased trust and partnership between management and employee representatives</b>					
12	20.0%	Very large	9	13.8%	
32	53.3%	Large	25	38.5%	
13	21.7%	Some	28	43.1%	
3	5.0%	None	3	4.6%	
4	-	Not applicable / Don't know	10	-	
<b>Improved quality, frequency and timeliness of information and/or consultation with employee representatives</b>					
10	16.9%	Very large	4	6.3%	
29	49.2%	Large	24	37.5%	
18	30.5%	Some	31	48.4%	

2	3.4%	None	5	7.8%
5	-	Not applicable / Don't know	11	-
<b>Increased involvement of employee representatives in workplace issues</b>				
14	23.3%	Very large	5	7.7%
29	48.3%	Large	28	43.1%
11	18.3%	Some	26	40.0%
6	10.0%	None	6	9.2%
4	-	Not applicable / Don't know	10	-
<b>Increased adaptability and employability of employees</b>				
7	11.9%	Very large	3	4.8%
22	37.3%	Large	17	27.4%
25	42.4%	Some	27	43.5%
5	8.5%	None	15	24.2%
5	-	Not applicable / Don't know	13	-
<b>Better anticipation of change</b>				
13	22.0%	Very large	5	7.9%
26	44.1%	Large	25	39.7%
13	22.0%	Some	24	38.1%
7	11.9%	None	9	14.3%
5	-	Not applicable / Don't know	12	-
<b>Better management of change</b>				
15	25.9%	Very large	4	6.5%
18	31.0%	Large	23	37.1%
20	34.5%	Some	22	35.5%
5	8.6%	None	13	21.0%
6	-	Not applicable / Don't know	13	-
<b>Improved management decisions</b>				
14	24.6%	Very large	2	3.2%
19	33.3%	Large	16	25.4%
14	24.6%	Some	28	44.4%
10	17.5%	None	17	27.0%
7	-	Not applicable / Don't know	12	-
<b>Improved company performance</b>				
9	16.7%	Very large	2	3.3%
19	35.2%	Large	16	26.2%
21	38.9%	Some	28	45.9%
5	9.3%	None	15	24.6%
10	-	Not applicable / Don't know	14	-
<b>Greater acceptance of management decisions by employees</b>				
16	27.6%	Very large	4	6.2%
19	32.8%	Large	35	53.8%
17	29.3%	Some	22	33.8%
6	10.3%	None	4	6.2%
6	-	Not applicable / Don't know	10	-
<b>Less conflict between employer and employees</b>				
16	30.8%	Very large	5	7.8%
25	48.1%	Large	28	43.8%
8	15.4%	Some	25	39.1%
3	5.8%	None	6	9.4%
12	-	Not applicable / Don't know	11	-

<b>Fewer redundancies</b>				
11	20.4%	Very large	1	1.7%
11	20.4%	Large	6	10.2%
19	35.2%	Some	25	42.4%
13	24.1%	None	27	45.8%
10	-	Not applicable / Don't know	16	-
<b>Increased company awareness of the importance of investing in its workforce</b>				
10	17.9%	Very large	3	4.8%
24	42.9%	Large	17	27.4%
17	30.4%	Some	28	45.2%
5	8.9%	None	14	22.6%
8	-	Not applicable / Don't know	13	-

(n=64 employee representatives; n=75 employer representatives)

#### 4.4.9. Costs of I&C

**Table 72: Existence of costs for employee representatives that are not covered by the employer (Denmark)**

Employee representatives	Does your work as an employee representative involve costs regarding I&C that are not covered by the employer (time spent producing documents, organising meetings, consulting other representatives or agencies etc.)?	
15	24.6%	Yes
46	75.4%	No
1	-	Not applicable / Don't know

(n=62 employee representatives)

**Table 73: Amount of costs for employee representatives that are not covered by the employer (Denmark)**

Employee representatives	In so far as there are costs for you as an employee representative, do you see these as ...?	
0	0.0%	Very high
4	8.5%	High
32	68.1%	Modest
11	23.4%	None
13	-	Not applicable / Don't know

(n=60 employee representatives)

**Table 74: I&C costs for employee representatives (only costs not covered by the employer) (Denmark)**

Employee representatives	I&C costs for employee representatives (only costs not covered by the employer)	
<b>Costs of familiarizing yourself with the I&amp;C legislation</b>		
1	2.3%	Very high
5	11.4%	High
38	86.4%	Low or no costs
16	-	Not applicable / Don't know
<b>Costs of working with other employee representatives</b>		



1	2.2%	Very high
6	13.3%	High
38	84.4%	Low or no costs
15	-	Not applicable / Don't know
<b>Costs of training/advising employee representatives</b>		
1	2.6%	Very high
4	10.5%	High
33	86.8%	Low or no costs
22	-	Not applicable / Don't know
<b>Costs of producing and transmitting information to employee representatives</b>		
1	2.4%	Very high
3	7.1%	High
38	90.5%	Low or no costs
18	-	Not applicable / Don't know
<b>Costs of handling legal or administrative disputes or claims related to I&amp;C practices</b>		
1	2.6%	Very high
4	10.5%	High
33	86.8%	Low or no costs
22	-	Not applicable / Don't know

(n=60 employee representatives)

**Table 75: I&C costs for employers (Denmark)**

Experience with specific I&C situations	Employer representatives	
<b>Costs of familiarizing employees' representatives with I&amp;C legislation (e.g. training)</b>		
Very high	1	1.8%
High	5	8.9%
Low or no costs	50	89.3%
Not applicable / Don't know	19	-
<b>Costs of supporting employee representatives (time off work and materials/facilities)</b>		
Very high	1	1.7%
High	14	23.3%
Low or no costs	45	75.0%
Not applicable / Don't know	15	-
<b>Costs of notifying authorities (if any)</b>		
Very high	3	5.4%
High	5	8.9%
Low or no costs	48	85.7%
Not applicable / Don't know	19	-
<b>Costs of holding I&amp;C consultations</b>		
Very high	1	2.0%
High	3	5.9%
Low or no costs	47	92.2%
Not applicable / Don't know	24	-
<b>Costs due to delays to decisions</b>		
Very high	3	6.0%
High	8	16.0%
Low or no costs	39	78.0%



<b>Not applicable / Don't know</b>	25	-
<b>Costs due to breaches of confidentiality</b>		
<b>Very high</b>	2	4.8%
<b>High</b>	3	7.1%
<b>Low or no costs</b>	37	88.1%
<b>Not applicable / Don't know</b>	33	-
<b>Costs of handling any legal or administrative disputes or claims related to I&amp;C practices</b>		
<b>Very high</b>	3	6.3%
<b>High</b>	4	8.3%
<b>Low or no costs</b>	41	85.4%
<b>Not applicable / Don't know</b>	27	-

(n=75 employer representatives)

#### 4.4.10. Benefits and costs of I&C

**Table 76: Benefits and costs of I&C (Denmark)**

Employee representatives		Benefits and costs of I&C	Employer representatives	
<b>23</b>	52.3%	<b>Benefits much greater than costs</b>	5	9.6%
<b>14</b>	31.8%	<b>Benefits greater than costs</b>	25	48.1%
<b>6</b>	13.6%	<b>Benefits and costs are similar</b>	18	34.6%
<b>1</b>	2.3%	<b>Benefits less than costs</b>	4	7.7%
<b>18</b>	-	<b>Not applicable / Don't know</b>	22	-

(n=70 employee representatives; n=81 employer representatives)

#### 4.5. Country-level analysis: Estonia

##### 4.5.1. Sample description

The Estonian sample contains 17 responses from employee representatives and 0 responses from employers / employer representatives. The responses from Estonian employee representatives are analysed in the following.

**Table 77: Size of the undertaking (Estonia)**

Employee representatives		Size of the undertaking
<b>0</b>	0.0%	<b>&lt;10 employees</b>
<b>4</b>	23.5%	<b>&lt;20 employees</b>
<b>1</b>	5.9%	<b>&lt;50 employees</b>
<b>3</b>	17.6%	<b>&lt;250 employees</b>
<b>9</b>	52.9%	<b>&gt;250 employees</b>

(n=17 employee representatives)

**Table 78: Sector of the undertaking (Estonia)**

Employee representatives		Sector of the undertaking
0	0.0%	Agriculture or mining
4	23.5%	Manufacturing or construction
9	52.9%	Services
4	23.5%	Public sector

(n=17 employee representatives)

**Table 79: Type of the undertaking (Estonia)**

Employee representatives		Type of the undertaking
4	23.5%	Single company
5	29.4%	Parent or holding company
8	47.1%	Subsidiary company

(n=17 employee representatives)

#### 4.5.2. I&C bodies in the company

**Table 80: Number of I&C bodies in the undertaking (excl. EWCs and Health and Safety bodies) (Estonia)**

Employee representatives		Number of I&C bodies
2	12.5%	Several
6	35.3%	One
8	47.1%	None
1	-	Don't know

(n=17 employee representatives)

**Table 81: When was the most recent I&C body set up? (Estonia)**

Employee representatives		Establishment of I&C body
3	42.9%	More than 10 years ago
2	28.6%	More than 5 years ago
2	28.6%	Less than 5 years ago
5	-	Not applicable
3	-	Don't know

(n=15 employee representatives)

**Table 82: Who took the initiative to set it up? (Estonia)**

Employee representatives		Establishment of I&C body
2	28.6%	Management
5	71.4%	Employees
5	-	Not applicable
3	-	Don't know

(n=15 employee representatives)

**Table 83: Experience with specific I&C situations (Estonia)**

Employee representatives		Experience with specific I&C situations
4	26.7%	Yes, in both collective redundancies and transfers
3	20.0%	Yes, in collective redundancies
1	6.7%	Yes, in transfers
7	46.7%	No
2	-	Don't know

(n= 15 employee representatives)

#### 4.5.3. Objectives of I&C

**Table 84: Objectives of I&C (Estonia)**

Employee representatives		Relevance
<b><i>To guarantee workers' fundamental right to be informed and consulted</i></b>		
8	53.3%	Very relevant
6	40.0%	Relevant
1	6.7%	Somewhat relevant
0	0.0%	Not relevant
0	-	Not applicable / Don't know
<b><i>To increase trust and partnership between employees and management</i></b>		
7	46.7%	Very relevant
4	26.7%	Relevant
4	26.7%	Somewhat relevant
0	0.0%	Not relevant
0	-	Not applicable / Don't know
<b><i>To ensure the involvement of employees concerning workplace issues</i></b>		
8	53.3%	Very relevant
2	13.3%	Relevant
5	33.3%	Somewhat relevant
0	0.0%	Not relevant
0	-	Not applicable / Don't know
<b><i>To reduce the number of redundancies in cases of restructuring</i></b>		
8	53.3%	Very relevant
2	13.3%	Relevant
4	26.7%	Somewhat relevant
1	6.7%	Not relevant
0	-	Not applicable / Don't know
<b><i>To increase the adaptability and employability of employees</i></b>		
6	40.0%	Very relevant
5	33.3%	Relevant
3	20.0%	Somewhat relevant
1	6.7%	Not relevant
0	-	Not applicable / Don't know
<b><i>To improve the performance of the company or undertaking</i></b>		
6	40.0%	Very relevant
4	26.7%	Relevant
4	26.7%	Somewhat relevant
1	6.7%	Not relevant

0	-	Not applicable / Don't know
<b>To improve the quality of management decisions</b>		
8	53.3%	Very relevant
4	26.7%	Relevant
3	20.0%	Somewhat relevant
0	0.0%	Not relevant
0	-	Not applicable / Don't know

(n= 15 employee representatives)

#### 4.5.4. Gaps, uncertainties and inconsistencies in I&C coverage

**Table 85: Gaps, uncertainties and inconsistencies in I&C coverage (Estonia)**

Employee representatives		Gaps, uncertainties and inconsistencies in I&C coverage	
<b>Gaps in the coverage of the legislation</b>			
2	20.0%	Yes, serious	
4	40.0%	Yes, occasional	
4	40.0%	No	
0	0.0%	Uncertain	
2	-	Not applicable / Don't know	
<b>Uncertainties or inconsistencies in the legislation</b>			
3	27.3%	Yes, serious	
4	36.4%	Yes, occasional	
3	27.3%	No	
1	9.1%	Uncertain	
1	-	Not applicable / Don't know	
<b>Practical problems in using the legislation</b>			
3	27.3%	Yes, serious	
6	54.5%	Yes, occasional	
2	18.2%	No	
0	0.0%	Uncertain	
1	-	Not applicable / Don't know	

(n= 12 employee representatives)

**Table 86: Measures to overcome gaps, uncertainties and inconsistencies (Estonia)**

Employee representatives		Does this justify ...?	
<b>Additional legislation</b>			
5	50.0%	Yes	
5	50.0%	No	
0	0.0%	Possibly	
2	-	Not applicable / Don't know	
<b>A rationalisation of existing legislation</b>			
8	80.0%	Yes	
2	20.0%	No	
0	0.0%	Possibly	
2	-	Not applicable / Don't know	
<b>More information about the legislation</b>			

9	90.0%	Yes
1	10.0%	No
0	0.0%	Possibly
2	-	Not applicable / Don't know

(n=12 employee representatives (questions 1 and 3); n=10 employee representatives (question 2))

#### 4.5.5. Issues treated by I&C bodies

**Table 87: Issues treated by I&C bodies (Estonia)**

Employee representatives		Issues treated by I&C bodies	
<b><i>Economic situation of your company</i></b>			
5	41.7%	Informed and consulted	
4	33.3%	Informed only	
3	25.0%	Not involved	
0	-	Not applicable / Don't know	
<b><i>Employment situation and structure of your company, such as companies' and workers' needs for flexible forms of work</i></b>			
6	50.0%	Informed and consulted	
2	16.7%	Informed only	
4	33.3%	Not involved	
0	-	Not applicable / Don't know	
<b><i>Decisions affecting work organization, such as working time arrangements</i></b>			
4	33.3%	Informed and consulted	
4	33.3%	Informed only	
4	33.3%	Not involved	
0	-	Not applicable / Don't know	
<b><i>Decisions concerning any transfers of companies (change of employer)</i></b>			
7	58.3%	Informed and consulted	
2	16.7%	Informed only	
3	25.0%	Not involved	
0	-	Not applicable / Don't know	
<b><i>Decisions concerning any collective redundancies</i></b>			
5	45.5%	Informed and consulted	
3	27.3%	Informed only	
3	27.3%	Not involved	
1	-	Not applicable / Don't know	
<b><i>Decisions concerning the company's overall strategy</i></b>			
3	25.0%	Informed and consulted	
5	41.7%	Informed only	
4	33.3%	Not involved	
0	-	Not applicable / Don't know	

(n=12 employee representatives)

#### 4.5.6. Enforcement

**Table 88: Enforcement of I&C rights (Estonia)**

Employee	Enforcement of I&C rights
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<b>representatives</b>		
<b><i>Have you experienced claims been brought before administrative or judicial bodies for the non-respect of employee rights regarding I&amp;C in your company?</i></b>		
<b>4</b>	36.4%	Yes
<b>7</b>	63.6%	No
<b>1</b>	-	Not applicable / Don't know
<b><i>If there have been claims or disputes, were the enforcement measures seen as effective?</i></b>		
<b>1</b>	14.3%	Yes
<b>6</b>	85.7%	No
<b>5</b>	-	Not applicable / Don't know

(n=12 employee representatives)

#### 4.5.7. Collective redundancies and transfers of undertakings

**Table 89: Collective redundancies and transfers of undertakings (Estonia)**

<b>Employee representatives</b>	<b>Collective redundancies and transfers of undertakings</b>	
<b><i>Number of employees made redundant in collective redundancies has been reduced (as compared to initial management plans)</i></b>		
<b>1</b>	16.7%	Strongly agree
<b>2</b>	33.3%	Agree
<b>3</b>	50.0%	Disagree
<b>0</b>	0.0%	Strongly disagree
<b>5</b>	-	Not applicable / Don't know
<b><i>Increased support provided from inside and outside the company in cases of collective redundancies</i></b>		
<b>0</b>	0.0%	Strongly agree
<b>3</b>	50.0%	Agree
<b>3</b>	50.0%	Disagree
<b>0</b>	0.0%	Strongly disagree
<b>5</b>	-	Not applicable / Don't know
<b><i>Better protection of employees in cases of change of employer</i></b>		
<b>0</b>	0.0%	Strongly agree
<b>2</b>	25.0%	Agree
<b>2</b>	25.0%	Disagree
<b>4</b>	50.0%	Strongly disagree
<b>4</b>	-	Not applicable / Don't know

(n=11 employee representatives (questions 1 and 2); n=12 employee representatives (question 3))

#### 4.5.8. Benefits of I&C

**Table 90: Benefits of I&C (Estonia)**

<b>Employee representatives</b>	<b>Benefits of I&amp;C</b>
<b><i>Increased awareness of the rights of employee representatives to be</i></b>	

<b><i>informed and consulted about matters that affect their working lives</i></b>		
<b>3</b>	30.0%	Very large
<b>6</b>	60.0%	Large
<b>1</b>	10.0%	Some
<b>0</b>	0.0%	None
<b>0</b>	-	Not applicable / Don't know
<b><i>Increased trust and partnership between management and employee representatives</i></b>		
<b>1</b>	10.0%	Very large
<b>2</b>	20.0%	Large
<b>6</b>	60.0%	Some
<b>1</b>	10.0%	None
<b>0</b>	-	Not applicable / Don't know
<b><i>Improved quality, frequency and timeliness of information and/or consultation with employee representatives</i></b>		
<b>3</b>	30.0%	Very large
<b>3</b>	30.0%	Large
<b>3</b>	30.0%	Some
<b>1</b>	10.0%	None
<b>0</b>	-	Not applicable / Don't know
<b><i>Increased involvement of employee representatives in workplace issues</i></b>		
<b>3</b>	30.0%	Very large
<b>3</b>	30.0%	Large
<b>2</b>	20.0%	Some
<b>2</b>	20.0%	None
<b>0</b>	-	Not applicable / Don't know
<b><i>Increased adaptability and employability of employees</i></b>		
<b>2</b>	20.0%	Very large
<b>2</b>	20.0%	Large
<b>5</b>	50.0%	Some
<b>1</b>	10.0%	None
<b>0</b>	-	Not applicable / Don't know
<b><i>Better anticipation of change</i></b>		
<b>2</b>	22.2%	Very large
<b>0</b>	0.0%	Large
<b>5</b>	55.6%	Some
<b>2</b>	22.2%	None
<b>1</b>	-	Not applicable / Don't know
<b><i>Better management of change</i></b>		
<b>1</b>	11.1%	Very large
<b>1</b>	11.1%	Large
<b>5</b>	55.6%	Some
<b>2</b>	22.2%	None
<b>1</b>	-	Not applicable / Don't know
<b><i>Improved management decisions</i></b>		
<b>1</b>	10.0%	Very large
<b>1</b>	10.0%	Large
<b>6</b>	60.0%	Some
<b>2</b>	20.0%	None
<b>0</b>	-	Not applicable / Don't know

<b>Improved company performance</b>		
1	12.5%	Very large
1	12.5%	Large
5	62.5%	Some
1	12.5%	None
2	-	Not applicable / Don't know
<b>Greater acceptance of management decisions by employees</b>		
2	20.0%	Very large
2	20.0%	Large
5	50.0%	Some
1	10.0%	None
0	-	Not applicable / Don't know
<b>Less conflict between employer and employees</b>		
1	10.0%	Very large
3	30.0%	Large
5	50.0%	Some
1	10.0%	None
0	-	Not applicable / Don't know
<b>Fewer redundancies</b>		
1	11.1%	Very large
0	0.0%	Large
8	88.9%	Some
0	0.0%	None
1	-	Not applicable / Don't know
<b>Increased company awareness of the importance of investing in its workforce</b>		
1	10.0%	Very large
2	20.0%	Large
5	50.0%	Some
2	20.0%	None
0	-	Not applicable / Don't know

(n= 10 employee representatives)

#### 4.5.9. Costs of I&C

**Table 91: Existence of costs for employee representatives that are not covered by the employer (Estonia)**

Employee representatives	Does your work as an employee representative involve costs regarding I&C that are not covered by the employer (time spent producing documents, organising meetings, consulting other representatives or agencies etc.)?	
5	62.5%	Yes
3	37.5%	No
2	-	Not applicable / Don't know

(n= 10 employee representatives)

**Table 92: Amount of costs for employee representatives that are not covered by the employer (Estonia)**

Employee	In so far as there are costs for you as an employee
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representatives		representatives, do you see these as ...?
0	0.0%	Very high
2	22.2%	High
5	55.6%	Modest
2	22.2%	None
1	-	Not applicable / Don't know

(n=10 employee representatives)

**Table 93: I&C costs for employee representatives (only costs not covered by the employer) (Estonia)**

Employee representatives		I&C costs for employee representatives (only costs not covered by the employer)
<b>Costs of familiarizing yourself with the I&amp;C legislation</b>		
0	0.0%	Very high
2	28.6%	High
5	71.4%	Low or no costs
2	-	Not applicable / Don't know
<b>Costs of working with other employee representatives</b>		
1	14.3%	Very high
1	14.3%	High
5	71.4%	Low or no costs
2	-	Not applicable / Don't know
<b>Costs of training/advising employee representatives</b>		
1	11.1%	Very high
4	44.4%	High
4	44.4%	Low or no costs
0	-	Not applicable / Don't know
<b>Costs of producing and transmitting information to employee representatives</b>		
0	0.0%	Very high
3	37.5%	High
5	62.5%	Low or no costs
1	-	Not applicable / Don't know
<b>Costs of handling legal or administrative disputes or claims related to I&amp;C practices</b>		
3	37.5%	Very high
3	37.5%	High
2	25.0%	Low or no costs
1	-	Not applicable / Don't know

(n=9 employee representatives)

#### 4.5.10. Benefits and costs of I&C

**Table 94: Benefits and costs of I&C (Estonia)**

Employee representatives		Benefits and costs of I&C
3	42.9%	Benefits much greater than costs
3	42.9%	Benefits greater than costs
0	0.0%	Benefits and costs are similar
1	14.3%	Benefits less than costs

3	-	Not applicable / Don't know
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(n= 10 employee representatives)

#### 4.6. Country-level analysis: Germany

##### 4.6.1. Sample description

The German sample contains 8 responses from employee representatives and 117 responses from employers / employer representatives. Due to the very low response rate of German employee representatives, only the responses from German employers / employer representatives are analysed in the following.

**Table 95: Size of the undertaking (Germany)**

Size of the undertaking	Employer representatives	
<10 employees	31	26.5%
<20 employees	14	12.0%
<50 employees	6	5.1%
<250 employees	6	5.1%
>250 employees	60	51.3%

(n=117 employer representatives)

**Table 96: Sector of the undertaking (Germany)**

Sector of the undertaking	Employer representatives	
Agriculture or mining	0	0.0%
Manufacturing or construction	36	30.8%
Services	28	23.9%
Public sector	53	45.3%

(n=117 employer representatives)

**Table 97: Type of the undertaking (Germany)**

Type of the undertaking	Employer representatives	
Single company	92	78.6%
Parent or holding company	19	16.2%
Subsidiary company	6	5.1%

(n=117 employer representatives)

##### 4.6.2. I&C bodies in the company

**Table 98: Number of I&C bodies in the undertaking (excl. EWCs and Health and Safety bodies) (Germany)**

Number of I&C bodies	Employer
----------------------	----------

	representatives	
Several	46	43.0%
One	28	23.9%
None	33	28.2%
Don't know	10	-

(n=117 employer representatives)

**Table 99: When was the most recent I&C body set up? (Germany)**

Establishment of I&C body	Employer representatives	
More than 10 years ago	37	58.7%
More than 5 years ago	8	12.7%
Less than 5 years ago	18	28.6%
Not applicable	37	-
Don't know	13	-

(n=113 employer representatives)

**Table 100: Who took the initiative to set it up? (Germany)**

Establishment of I&C body	Employer representatives	
Management	39	73.6%
Employees	14	26.4%
Not applicable	46	-
Don't know	12	-

(n=111 employer representatives)

**Table 101: Experience with specific I&C situations (Germany)**

Experience with specific I&C situations	Employer representatives	
Yes, in both collective redundancies and transfers	3	2.7%
Yes, in collective redundancies	1	0.9%
Yes, in transfers	18	15.9%
No	91	80.5%
Don't know	4	-

(n=117 employer representatives)

#### 4.6.3. Objectives of I&C

**Table 102: Objectives of I&C (Germany)**

Relevance	Employer representatives	
<i>To guarantee workers' fundamental right to be informed and consulted</i>		
Very relevant	33	35.5%
Relevant	34	36.6%
Somewhat relevant	19	20.4%
Not relevant	7	7.5%
Not applicable / Don't know	8	-
<i>To increase trust and partnership between employees and management</i>		

Very relevant	37	39.4%
Relevant	38	40.4%
Somewhat relevant	11	11.7%
Not relevant	8	8.5%
Not applicable / Don't know	7	-
<b><i>To ensure the involvement of employees concerning workplace issues</i></b>		
Very relevant	16	17.2%
Relevant	42	45.2%
Somewhat relevant	21	22.6%
Not relevant	14	15.1%
Not applicable / Don't know	8	-
<b><i>To reduce the number of redundancies in cases of restructuring</i></b>		
Very relevant	11	15.1%
Relevant	15	20.5%
Somewhat relevant	22	30.1%
Not relevant	25	34.2%
Not applicable / Don't know	28	-
<b><i>To increase the adaptability and employability of employees</i></b>		
Very relevant	11	12.9%
Relevant	32	37.6%
Somewhat relevant	23	27.1%
Not relevant	19	22.4%
Not applicable / Don't know	16	-
<b><i>To improve the performance of the company or undertaking</i></b>		
Very relevant	17	20.0%
Relevant	26	30.6%
Somewhat relevant	23	27.1%
Not relevant	19	22.4%
Not applicable / Don't know	16	-
<b><i>To improve the quality of management decisions</i></b>		
Very relevant	17	20.0%
Relevant	25	29.4%
Somewhat relevant	21	24.7%
Not relevant	22	25.9%
Not applicable / Don't know	16	-

(n=101 employer representatives)

#### 4.6.4. Gaps, uncertainties and inconsistencies in I&C coverage

**Table 103: Gaps, uncertainties and inconsistencies in I&C coverage (Germany)**

Gaps, uncertainties and inconsistencies in I&C coverage	Employer representatives	
<b><i>Gaps in the coverage of the legislation</i></b>		
Yes, serious	3	5.7%
Yes, occasional	9	17.0%
No	32	60.4%
Uncertain	9	17.0%
Not applicable / Don't know	41	-

<b>Uncertainties or inconsistencies in the legislation</b>		
Yes, serious	11	19.6%
Yes, occasional	11	19.6%
No	19	33.9%
Uncertain	15	26.8%
Not applicable / Don't know	38	-
<b>Practical problems in using the legislation</b>		
Yes, serious	16	23.9%
Yes, occasional	17	25.4%
No	22	32.8%
Uncertain	12	17.9%
Not applicable / Don't know	27	-

(n=94 employer representatives)

Table 104: Measures to overcome gaps, uncertainties and inconsistencies (Germany)

<b>Does this justify ...?</b>		<b>Employer representatives</b>	
<b>Additional legislation</b>			
Yes		69	85.2%
No		12	14.8%
Possibly		13	16.0%
Not applicable / Don't know		0	-
<b>A rationalisation of existing legislation</b>			
Yes		39	50.0%
No		23	29.5%
Possibly		16	20.5%
Not applicable / Don't know		16	-
<b>More information about the legislation</b>			
Yes		40	47.6%
No		20	23.8%
Possibly		24	28.6%
Not applicable / Don't know		10	-

(n=94 employer representatives)

#### 4.6.5. Issues treated by I&C bodies

Table 105: Issues treated by I&C bodies (Germany)

<b>Issues treated by I&amp;C bodies</b>		<b>Employer representatives</b>	
<b>Economic situation of your company</b>			
Informed and consulted		27	38.0%
Informed only		35	49.3%
Not involved		9	12.7%
Not applicable / Don't know		21	-
<b>Employment situation and structure of your company, such as companies' and workers' needs for flexible forms of work</b>			
Informed and consulted		53	72.6%
Informed only		12	16.4%

Not involved	8	11.0%
Not applicable / Don't know	19	-
<b>Decisions affecting work organization, such as working time arrangements</b>		
Informed and consulted	67	91.8%
Informed only	3	4.1%
Not involved	3	4.1%
Not applicable / Don't know	19	-
<b>Decisions concerning any transfers of companies (change of employer)</b>		
Informed and consulted	30	54.5%
Informed only	20	36.4%
Not involved	5	9.1%
Not applicable / Don't know	37	-
<b>Decisions concerning any collective redundancies</b>		
Informed and consulted	22	73.3%
Informed only	6	20.0%
Not involved	2	6.7%
Not applicable / Don't know	62	-
<b>Decisions concerning the company's overall strategy</b>		
Informed and consulted	25	36.2%
Informed only	37	53.6%
Not involved	7	10.1%
Not applicable / Don't know	23	-

(n=92 employer representatives)

#### 4.6.6. Enforcement

Table 106: Enforcement of I&C rights (Germany)

Enforcement of I&C rights	Employer representatives	
<i>Have you experienced claims been brought before administrative or judicial bodies for the non-respect of employee rights regarding I&amp;C in your company?</i>		
Yes	11	13.4%
No	71	86.6%
Not applicable / Don't know	9	-
<i>If there have been claims or disputes, were the enforcement measures seen as effective?</i>		
Yes	4	30.8%
No	9	69.2%
Not applicable / Don't know	59	-

(n=91 employer representatives (question 1); n=72 employer representatives (question 2))

#### 4.6.7. Collective redundancies and transfers of undertakings

Table 107: Collective redundancies and transfers of undertakings (Germany)

Collective redundancies and transfers of undertakings	Employer representatives	
<i>Number of employees made redundant in collective redundancies has been</i>		

<i>reduced (as compared to initial management plans)</i>		
Strongly agree	2	6.1%
Agree	9	27.3%
Disagree	18	54.5%
Strongly disagree	4	12.1%
Not applicable / Don't know	58	-
<i>Increased support provided from inside and outside the company in cases of collective redundancies</i>		
Strongly agree	3	9.1%
Agree	16	48.5%
Disagree	11	33.3%
Strongly disagree	3	9.1%
Not applicable / Don't know	58	-
<i>Better protection of employees in cases of change of employer</i>		
Strongly agree	7	14.0%
Agree	24	48.0%
Disagree	14	28.0%
Strongly disagree	5	10.0%
Not applicable / Don't know	41	-

(n=91 employer representatives)

#### 4.6.8. Benefits of I&C

Table 108: Benefits of I&C (Germany)

Benefits of I&C	Employer representatives	
<i>Increased awareness of the rights of employee representatives to be informed and consulted about matters that affect their working lives</i>		
Very large	6	9.0%
Large	23	34.3%
Some	31	46.3%
None	7	10.4%
Not applicable / Don't know	15	-
<i>Increased trust and partnership between management and employee representatives</i>		
Very large	14	20.6%
Large	23	33.8%
Some	24	35.3%
None	7	10.3%
Not applicable / Don't know	14	-
<i>Improved quality, frequency and timeliness of information and/or consultation with employee representatives</i>		
Very large	7	10.6%
Large	22	33.3%
Some	29	43.9%
None	8	12.1%
Not applicable / Don't know	16	-
<i>Increased involvement of employee representatives in workplace issues</i>		
Very large	9	13.6%

Large	15	22.7%
Some	33	50.0%
None	9	13.6%
Not applicable / Don't know	16	-
<b><i>Increased adaptability and employability of employees</i></b>		
Very large	3	4.6%
Large	18	27.7%
Some	24	36.9%
None	20	30.8%
Not applicable / Don't know	17	-
<b><i>Better anticipation of change</i></b>		
Very large	3	4.6%
Large	18	27.7%
Some	27	41.5%
None	17	26.2%
Not applicable / Don't know	17	-
<b><i>Better management of change</i></b>		
Very large	6	9.4%
Large	19	29.7%
Some	19	29.7%
None	20	31.3%
Not applicable / Don't know	18	-
<b><i>Improved management decisions</i></b>		
Very large	4	6.5%
Large	9	14.5%
Some	25	40.3%
None	24	38.7%
Not applicable / Don't know	20	-
<b><i>Improved company performance</i></b>		
Very large	3	4.8%
Large	10	16.1%
Some	25	40.3%
None	24	38.7%
Not applicable / Don't know	20	-
<b><i>Greater acceptance of management decisions by employees</i></b>		
Very large	7	10.6%
Large	26	39.4%
Some	23	34.8%
None	10	15.2%
Not applicable / Don't know	16	-
<b><i>Less conflict between employer and employees</i></b>		
Very large	8	12.1%
Large	18	27.3%
Some	26	39.4%
None	14	21.2%
Not applicable / Don't know	16	-
<b><i>Fewer redundancies</i></b>		
Very large	2	3.9%
Large	4	7.8%
Some	20	39.2%



None	25	49.0%
Not applicable / Don't know	31	-
<b>Increased company awareness of the importance of investing in its workforce</b>		
Very large	4	6.3%
Large	18	28.6%
Some	27	42.9%
None	14	22.2%
Not applicable / Don't know	19	-

(n=82 employer representatives)

#### 4.6.9. Costs of I&C

Table 109: I&C costs for employers (Germany)

Experience with specific I&C situations	Employer representatives	
<b>Costs of familiarizing employees' representatives with I&amp;C legislation (e.g. training)</b>		
Very high	4	6.7%
High	24	40.0%
Low or no costs	32	53.3%
Not applicable / Don't know	20	-
<b>Costs of supporting employee representatives (time off work and materials/facilities)</b>		
Very high	7	11.5%
High	34	55.7%
Low or no costs	20	32.8%
Not applicable / Don't know	19	-
<b>Costs of notifying authorities (if any)</b>		
Very high	2	4.3%
High	5	10.6%
Low or no costs	40	85.1%
Not applicable / Don't know	33	-
<b>Costs of holding I&amp;C consultations</b>		
Very high	2	3.5%
High	24	42.1%
Low or no costs	31	54.4%
Not applicable / Don't know	23	-
<b>Costs due to delays to decisions</b>		
Very high	7	13.0%
High	20	37.0%
Low or no costs	27	50.0%
Not applicable / Don't know	26	-
<b>Costs due to breaches of confidentiality</b>		
Very high	1	2.3%
High	8	18.6%
Low or no costs	34	79.1%
Not applicable / Don't know	37	-
<b>Costs of handling any legal or administrative disputes or claims related to I&amp;C practices</b>		
Very high	4	8.7%
High	13	28.3%

<b>Low or no costs</b>	29	63.0%
<b>Not applicable / Don't know</b>	34	-

(n=80 employer representatives)

#### 4.6.10. Benefits and costs of I&C

**Table 110: Benefits and costs of I&C (Germany)**

<b>Benefits and costs of I&amp;C</b>	<b>Employer representatives</b>	
<b>Benefits much greater than costs</b>	4	7.4%
<b>Benefits greater than costs</b>	17	31.5%
<b>Benefits and costs are similar</b>	8	14.8%
<b>Benefits less than costs</b>	25	46.3%
<b>Not applicable / Don't know</b>	26	-

(n=80 employer representatives)

#### 4.7. Country-level analysis: Italy

##### 4.7.1. Sample description

The Italian sample contains 183 responses from employee representatives and 1 response from employers / employer representatives. Due to the very low response rate of Italian employers / employer representatives, only the responses from Italian employee representatives are analysed in the following.

**Table 111: Size of the undertaking (Italy)**

<b>Employee representatives</b>		<b>Size of the undertaking</b>
<b>4</b>	2.2%	<b>&lt; 10 employees</b>
<b>9</b>	4.9%	<b>&lt; 20 employees</b>
<b>36</b>	19.7%	<b>&lt; 50 employees</b>
<b>53</b>	29.0%	<b>&lt; 250 employees</b>
<b>81</b>	44.3%	<b>&gt; 250 employees</b>

(n=183 employee representatives)

**Table 112: Sector of the undertaking (Italy)**

<b>Employee representatives</b>		<b>Sector of the undertaking</b>
<b>0</b>	0.0%	<b>Agriculture or mining</b>
<b>9</b>	4.9%	<b>Manufacturing or construction</b>
<b>166</b>	90.7%	<b>Services</b>
<b>8</b>	4.4%	<b>Public sector</b>

(n=183 employee representatives)

**Table 113: Type of the undertaking (Italy)**

<b>Employee representatives</b>	<b>Type of the undertaking</b>
---------------------------------	--------------------------------

<b>72</b>	<b>39.3%</b>	<b>Single company</b>
<b>61</b>	<b>33.3%</b>	<b>Parent or holding company</b>
<b>50</b>	<b>27.3%</b>	<b>Subsidiary company</b>

(n= 183 employee representatives)

#### 4.7.2. I&C bodies in the company

**Table 114: Number of I&C bodies in the undertaking (excl. EWCs and Health and Safety bodies) (Italy)**

Employee representatives		Number of I&C bodies
<b>28</b>	<b>20.1%</b>	<b>Several</b>
<b>41</b>	<b>22.4%</b>	<b>One</b>
<b>70</b>	<b>38.3%</b>	<b>None</b>
<b>44</b>	<b>-</b>	<b>Don't know</b>

(n= 183 employee representatives)

**Table 115: When was the most recent I&C body set up? (Italy)**

Employee representatives		Establishment of I&C body
<b>18</b>	<b>29.5%</b>	<b>More than 10 years ago</b>
<b>17</b>	<b>27.9%</b>	<b>More than 5 years ago</b>
<b>26</b>	<b>42.6%</b>	<b>Less than 5 years ago</b>
<b>46</b>	<b>-</b>	<b>Not applicable</b>
<b>65</b>	<b>-</b>	<b>Don't know</b>

(n= 172 employee representatives)

**Table 116: Who took the initiative to set it up? (Italy)**

Employee representatives		Establishment of I&C body
<b>20</b>	<b>24.7%</b>	<b>Management</b>
<b>61</b>	<b>75.3%</b>	<b>Employees</b>
<b>40</b>	<b>-</b>	<b>Not applicable</b>
<b>48</b>	<b>-</b>	<b>Don't know</b>

(n= 169 employee representatives)

**Table 117: Experience with specific I&C situations (Italy)**

Employee representatives		Experience with specific I&C situations
<b>33</b>	<b>18.0%</b>	<b>Yes, in both collective redundancies and transfers</b>
<b>13</b>	<b>7.1%</b>	<b>Yes, in collective redundancies</b>
<b>117</b>	<b>63.9%</b>	<b>Yes, in transfers</b>
<b>20</b>	<b>10.9%</b>	<b>No</b>
<b>0</b>	<b>-</b>	<b>Don't know</b>

(n= 183 employee representatives)

#### 4.7.3. Objectives of I&C

Table 118: Objectives of I&C (Italy)

Employee representatives		Relevance
<b><i>To guarantee workers' fundamental right to be informed and consulted</i></b>		
63	39.9%	Very relevant
71	44.9%	Relevant
20	12.7%	Somewhat relevant
4	2.5%	Not relevant
9	-	Not applicable / Don't know
<b><i>To increase trust and partnership between employees and management</i></b>		
29	18.5%	Very relevant
51	32.5%	Relevant
56	35.7%	Somewhat relevant
21	13.4%	Not relevant
10	-	Not applicable / Don't know
<b><i>To ensure the involvement of employees concerning workplace issues</i></b>		
51	32.3%	Very relevant
62	39.2%	Relevant
34	21.5%	Somewhat relevant
11	7.0%	Not relevant
9	-	Not applicable / Don't know
<b><i>To reduce the number of redundancies in cases of restructuring</i></b>		
32	20.9%	Very relevant
43	28.1%	Relevant
48	31.4%	Somewhat relevant
30	19.6%	Not relevant
14	-	Not applicable / Don't know
<b><i>To increase the adaptability and employability of employees</i></b>		
26	16.9%	Very relevant
42	27.3%	Relevant
65	42.2%	Somewhat relevant
21	13.6%	Not relevant
13	-	Not applicable / Don't know
<b><i>To improve the performance of the company or undertaking</i></b>		
29	18.8%	Very relevant
49	31.8%	Relevant
58	37.7%	Somewhat relevant
18	11.7%	Not relevant
13	-	Not applicable / Don't know
<b><i>To improve the quality of management decisions</i></b>		
29	18.6%	Very relevant
43	27.6%	Relevant
58	37.2%	Somewhat relevant
26	16.7%	Not relevant
11	-	Not applicable / Don't know

(n=167 employee representatives)

#### 4.7.4. Gaps, uncertainties and inconsistencies in I&C coverage

**Table 119: Gaps, uncertainties and inconsistencies in I&C coverage (Italy)**

Employee representatives		Gaps, uncertainties and inconsistencies in I&C coverage	
<b>Gaps in the coverage of the legislation</b>			
35	27.1%	Yes, serious	
55	42.6%	Yes, occasional	
20	15.5%	No	
19	14.7%	Uncertain	
24	-	Not applicable / Don't know	
<b>Uncertainties or inconsistencies in the legislation</b>			
17	13.5%	Yes, serious	
56	44.4%	Yes, occasional	
25	19.8%	No	
28	22.2%	Uncertain	
27	-	Not applicable / Don't know	
<b>Practical problems in using the legislation</b>			
29	22.8%	Yes, serious	
50	39.4%	Yes, occasional	
24	18.9%	No	
24	18.9%	Uncertain	
26	-	Not applicable / Don't know	

(n= 153 employee representatives)

**Table 120: Measures to overcome gaps, uncertainties and inconsistencies (Italy)**

Employee representatives		Does this justify ...?	
<b>Additional legislation</b>			
60	46.5%	Yes	
21	16.3%	No	
48	37.2%	Possibly	
24	-	Not applicable / Don't know	
<b>A rationalisation of existing legislation</b>			
75	57.3%	Yes	
17	13.0%	No	
39	29.8%	Possibly	
22	-	Not applicable / Don't know	
<b>More information about the legislation</b>			
136	93.8%	Yes	
1	0.7%	No	
8	5.5%	Possibly	
8	-	Not applicable / Don't know	

(n= 153 employee representatives)

#### 4.7.5. Issues treated by I&C bodies

**Table 121: Issues treated by I&C bodies (Italy)**

Employee representatives		Issues treated by I&C bodies
<b><i>Economic situation of your company</i></b>		
14	12.1%	Informed and consulted
62	53.4%	Informed only
40	34.5%	Not involved
29	-	Not applicable / Don't know
<b><i>Employment situation and structure of your company, such as companies' and workers' needs for flexible forms of work</i></b>		
26	22.8%	Informed and consulted
47	41.2%	Informed only
41	36.0%	Not involved
31	-	Not applicable / Don't know
<b><i>Decisions affecting work organization, such as working time arrangements</i></b>		
47	40.2%	Informed and consulted
36	30.8%	Informed only
34	29.1%	Not involved
28	-	Not applicable / Don't know
<b><i>Decisions concerning any transfers of companies (change of employer)</i></b>		
12	11.4%	Informed and consulted
47	44.8%	Informed only
46	43.8%	Not involved
40	-	Not applicable / Don't know
<b><i>Decisions concerning any collective redundancies</i></b>		
44	45.8%	Informed and consulted
23	24.0%	Informed only
29	30.2%	Not involved
49	-	Not applicable / Don't know
<b><i>Decisions concerning the company's overall strategy</i></b>		
5	4.3%	Informed and consulted
53	46.1%	Informed only
57	49.6%	Not involved
30	-	Not applicable / Don't know

(n=145 employee representatives)

#### 4.7.6. Enforcement

Table 122: Enforcement of I&C rights (Italy)

Employee representatives		Enforcement of I&C rights
<b><i>Have you experienced claims been brought before administrative or judicial bodies for the non-respect of employee rights regarding I&amp;C in your company?</i></b>		
30	26.5%	Yes
83	73.5%	No
32	-	Not applicable / Don't know
<b><i>If there have been claims or disputes, were the enforcement measures seen as effective?</i></b>		
19	52.8%	Yes
17	47.2%	No

<b>99</b>	-	Not applicable / Don't know
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(n=145 employee representatives (question 1); n=135 employee representatives (question 2))

#### 4.7.7. Collective redundancies and transfers of undertakings

**Table 123: Collective redundancies and transfers of undertakings (Italy)**

Employee representatives		Collective redundancies and transfers of undertakings
<b><i>Number of employees made redundant in collective redundancies has been reduced (as compared to initial management plans)</i></b>		
<b>22</b>	25.0%	Strongly agree
<b>46</b>	52.3%	Agree
<b>12</b>	13.6%	Disagree
<b>8</b>	9.1%	Strongly disagree
<b>51</b>	-	Not applicable / Don't know
<b><i>Increased support provided from inside and outside the company in cases of collective redundancies</i></b>		
<b>15</b>	17.4%	Strongly agree
<b>49</b>	57.0%	Agree
<b>12</b>	14.0%	Disagree
<b>10</b>	11.6%	Strongly disagree
<b>53</b>	-	Not applicable / Don't know
<b><i>Better protection of employees in cases of change of employer</i></b>		
<b>20</b>	22.2%	Strongly agree
<b>35</b>	38.9%	Agree
<b>21</b>	23.3%	Disagree
<b>14</b>	15.6%	Strongly disagree
<b>49</b>	-	Not applicable / Don't know

(n=139 employee representatives)

#### 4.7.8. Benefits of I&C

**Table 124: Benefits of I&C (Italy)**

Employee representatives		Benefits of I&C
<b><i>Increased awareness of the rights of employee representatives to be informed and consulted about matters that affect their working lives</i></b>		
<b>42</b>	32.6%	Very large
<b>58</b>	45.0%	Large
<b>26</b>	20.2%	Some
<b>3</b>	2.3%	None
<b>9</b>	-	Not applicable / Don't know
<b><i>Increased trust and partnership between management and employee representatives</i></b>		
<b>15</b>	11.5%	Very large
<b>44</b>	33.8%	Large
<b>55</b>	42.3%	Some

16	12.3%	None
8	-	Not applicable / Don't know
<b><i>Improved quality, frequency and timeliness of information and/or consultation with employee representatives</i></b>		
26	20.2%	Very large
54	41.9%	Large
37	28.7%	Some
12	9.3%	None
9	-	Not applicable / Don't know
<b><i>Increased involvement of employee representatives in workplace issues</i></b>		
31	23.8%	Very large
50	38.5%	Large
37	28.5%	Some
12	9.2%	None
8	-	Not applicable / Don't know
<b><i>Increased adaptability and employability of employees</i></b>		
16	12.7%	Very large
36	28.6%	Large
55	43.7%	Some
19	15.1%	None
12	-	Not applicable / Don't know
<b><i>Better anticipation of change</i></b>		
16	12.8%	Very large
49	39.2%	Large
40	32.0%	Some
20	16.0%	None
13	-	Not applicable / Don't know
<b><i>Better management of change</i></b>		
17	13.7%	Very large
51	41.1%	Large
41	33.1%	Some
15	12.1%	None
14	-	Not applicable / Don't know
<b><i>Improved management decisions</i></b>		
12	10.2%	Very large
32	27.1%	Large
39	33.1%	Some
35	29.7%	None
20	-	Not applicable / Don't know
<b><i>Improved company performance</i></b>		
11	9.6%	Very large
39	33.9%	Large
39	33.9%	Some
26	22.6%	None
23	-	Not applicable / Don't know
<b><i>Greater acceptance of management decisions by employees</i></b>		
11	8.9%	Very large
35	28.5%	Large
53	43.1%	Some
24	19.5%	None



15	-	Not applicable / Don't know
<b>Less conflict between employer and employees</b>		
21	16.9%	Very large
38	30.6%	Large
43	34.7%	Some
22	17.7%	None
14	-	Not applicable / Don't know
<b>Fewer redundancies</b>		
22	20.0%	Very large
27	24.5%	Large
38	34.5%	Some
23	20.9%	None
28	-	Not applicable / Don't know
<b>Increased company awareness of the importance of investing in its workforce</b>		
29	23.4%	Very large
37	29.8%	Large
33	26.6%	Some
25	20.2%	None
14	-	Not applicable / Don't know

(n= 138 employee representatives)

#### 4.7.9. Costs of I&C

**Table 125: Existence of costs for employee representatives that are not covered by the employer (Italy)**

Employee representatives	Does your work as an employee representative involve costs regarding I&C that are not covered by the employer (time spent producing documents, organising meetings, consulting other representatives or agencies etc.)?	
64	59.8%	Yes
43	40.2%	No
25	-	Not applicable / Don't know

(n= 132 employee representatives)

**Table 126: Amount of costs for employee representatives that are not covered by the employer (Italy)**

Employee representatives	In so far as there are costs for you as an employee representatives, do you see these as ...?	
4	3.8%	Very high
35	33.0%	High
59	55.7%	Modest
8	7.5%	None
23	-	Not applicable / Don't know

(n= 129 employee representatives)

**Table 127: I&C costs for employee representatives (only costs not covered by the employer) (Italy)**

Employee	I&C costs for employee representatives
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<b>representatives (only costs not covered by the employer)</b>		
<b>Costs of familiarizing yourself with the I&amp;C legislation</b>		
4	4.4%	Very high
30	33.3%	High
56	62.2%	Low or no costs
39	-	Not applicable / Don't know
<b>Costs of working with other employee representatives</b>		
3	3.2%	Very high
33	35.1%	High
58	61.7%	Low or no costs
35	-	Not applicable / Don't know
<b>Costs of training/advising employee representatives</b>		
4	4.3%	Very high
40	42.6%	High
50	53.2%	Low or no costs
33	-	Not applicable / Don't know
<b>Costs of producing and transmitting information to employee representatives</b>		
5	5.6%	Very high
25	27.8%	High
60	66.7%	Low or no costs
38	-	Not applicable / Don't know
<b>Costs of handling legal or administrative disputes or claims related to I&amp;C practices</b>		
14	19.7%	Very high
27	38.0%	High
30	42.3%	Low or no costs
58	-	Not applicable / Don't know

(n=129 employee representatives (questions 1, 2 and 5); n=127 employee representatives (question 3); n=128 employee representatives (question 4))

#### 4.7.10. Benefits and costs of I&C

**Table 128: Benefits and costs of I&C (Italy)**

<b>Employee representatives</b>			<b>Benefits and costs of I&amp;C</b>
30	32.3%	<b>Benefits much greater than costs</b>	
33	35.5%	<b>Benefits greater than costs</b>	
19	20.4%	<b>Benefits and costs are similar</b>	
11	11.8%	<b>Benefits less than costs</b>	
38	-	<b>Not applicable / Don't know</b>	

(n=131 employee representatives)

#### 4.8. Country-level analysis: The Netherlands

##### 4.8.1. Sample description

The Dutch sample contains 16 responses from employee representatives and 11 responses from employers / employer representatives. The tables below provide more details on the sample of respondents from the Netherlands.

**Table 129: Size of the undertaking (The Netherlands)**

Employee representatives		Size of the undertaking	Employer representatives	
0	0.0%	<10 employees	1	9.1%
0	0.0%	<20 employees	0	0.0%
1	6.3%	<50 employees	0	0.0%
1	6.3%	<250 employees	0	0.0%
14	87.5%	>250 employees	10	90.9%

(n=16 employee representatives; n=11 employer representatives)

**Table 130: Sector of the undertaking (The Netherlands)**

Employee representatives		Sector of the undertaking	Employer representatives	
0	0.0%	Agriculture or mining	0	0.0%
10	62.5%	Manufacturing or construction	6	54.5%
5	31.3%	Services	5	45.5%
1	6.3%	Public sector	0	0.0%

(n=16 employee representatives; n=11 employer representatives)

**Table 131: Type of the undertaking (The Netherlands)**

Employee representatives		Type of the undertaking	Employer representatives	
3	18.8%	Single company	2	18.2%
5	31.3%	Parent or holding company	5	45.5%
8	50.0%	Subsidiary company	4	36.4%

(n=16 employee representatives; n=11 employer representatives)

#### 4.8.2. I&C bodies in the company

**Table 132: Number of I&C bodies in the undertaking (excl. EWCs and Health and Safety bodies) (The Netherlands)**

Employee representatives		Number of I&C bodies	Employer representatives	
12	75.0%	Several	10	90.9%
4	25.0%	One	1	9.1%
0	0.0%	None	0	0.0%
0	-	Don't know	0	-

(n=16 employee representatives; n=11 employer representatives)

**Table 133: When was the most recent I&C body set up? (The Netherlands)**

Employee representatives		Establishment of I&C body	Employer representatives	
11	73.3%	More than 10 years ago	5	50.0%
0	0.0%	More than 5 years ago	0	0.0%
4	26.7%	Less than 5 years ago	5	50.0%

0	0.0%	Not applicable	0	0.0%
0	-	Don't know	1	-

(n=16 employee representatives; n=11 employer representatives)

Table 134: Who took the initiative to set it up? (The Netherlands)

Employee representatives		Establishment of I&C body	Employer representatives	
5	55.6%	Management	4	57.1%
4	44.4%	Employees	3	42.9%
2	-	Not applicable	3	-
4	-	Don't know	1	-

(n=15 employee representatives; n=11 employer representatives)

Table 135: Experience with specific I&C situations (The Netherlands)

Employee representatives		Experience with specific I&C situations	Employer representatives	
8	57.1%	Yes, in both collective redundancies and transfers	9	81.8%
4	28.6%	Yes, in collective redundancies	0	0.0%
2	14.3%	Yes, in transfers	0	0.0%
0	0.0%	No	2	18.2%
2	-	Don't know	0	-

(n=16 employee representatives; n=11 employer representatives)

#### 4.8.3. Objectives of I&C

Table 136: Objectives of I&C (The Netherlands)

Employee representatives		Relevance	Employer representatives	
<b><i>To guarantee workers' fundamental right to be informed and consulted</i></b>				
14	87.5%	Very relevant	2	18.2%
1	6.3%	Relevant	6	54.5%
1	6.3%	Somewhat relevant	1	9.1%
0	0.0%	Not relevant	2	18.2%
0	-	Not applicable / Don't know	0	-
<b><i>To increase trust and partnership between employees and management</i></b>				
11	68.8%	Very relevant	3	27.3%
4	25.0%	Relevant	5	45.5%
1	6.3%	Somewhat relevant	1	9.1%
0	0.0%	Not relevant	2	18.2%
0	-	Not applicable / Don't know	0	-
<b><i>To ensure the involvement of employees concerning workplace issues</i></b>				
7	43.8%	Very relevant	1	9.1%
7	43.8%	Relevant	6	54.5%
2	12.5%	Somewhat relevant	1	9.1%
0	0.0%	Not relevant	3	27.3%
0	-	Not applicable / Don't know	0	-

<b>To reduce the number of redundancies in cases of restructuring</b>				
9	56.3%	Very relevant	0	0.0%
6	37.5%	Relevant	4	36.4%
1	6.3%	Somewhat relevant	2	18.2%
0	0.0%	Not relevant	5	45.5%
0	-	Not applicable / Don't know	0	-
<b>To increase the adaptability and employability of employees</b>				
10	62.5%	Very relevant	2	20.0%
5	31.3%	Relevant	4	40.0%
1	6.3%	Somewhat relevant	1	10.0%
0	0.0%	Not relevant	3	30.0%
0	-	Not applicable / Don't know	0	-
<b>To improve the performance of the company or undertaking</b>				
8	50.0%	Very relevant	3	27.3%
5	31.3%	Relevant	2	18.2%
3	18.8%	Somewhat relevant	2	18.2%
0	0.0%	Not relevant	4	36.4%
0	-	Not applicable / Don't know	0	-
<b>To improve the quality of management decisions</b>				
11	68.8%	Very relevant	0	0.0%
3	18.8%	Relevant	9	81.8%
2	12.5%	Somewhat relevant	0	0.0%
0	0.0%	Not relevant	2	18.2%
0	-	Not applicable / Don't know	0	-

(n=16 employee representatives; n=11 employer representatives)

#### 4.8.4. Gaps, uncertainties and inconsistencies in I&C coverage

**Table 137: Gaps, uncertainties and inconsistencies in I&C coverage (The Netherlands)**

Employee representatives	Gaps, uncertainties and inconsistencies in I&C coverage		Employer representatives	
<b>Gaps in the coverage of the legislation</b>				
4	26.7%	Yes, serious	0	0.0%
3	20.0%	Yes, occasional	1	11.1%
7	46.7%	No	8	88.9%
1	6.7%	Uncertain	0	0.0%
1	-	Not applicable / Don't know	2	-
<b>Uncertainties or inconsistencies in the legislation</b>				
2	13.3%	Yes, serious	0	0.0%
4	26.7%	Yes, occasional	1	12.5%
7	46.7%	No	6	75.0%
2	13.3%	Uncertain	1	12.5%
1	-	Not applicable / Don't know	2	-
<b>Practical problems in using the legislation</b>				
3	20.0%	Yes, serious	1	10.0%
4	26.7%	Yes, occasional	1	10.0%
6	40.0%	No	8	80.0%
2	13.3%	Uncertain	0	0.0%

1	-	Not applicable / Don't know	1	-
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(n=16 employee representatives; n=11 employer representatives)

**Table 138: Measures to overcome gaps, uncertainties and inconsistencies (The Netherlands)**

Employee representatives		Does this justify ...?		Employer representatives	
<b>Additional legislation</b>					
8	61.5%	Yes	1	10.0%	
1	7.7%	No	8	80.0%	
4	30.8%	Possibly	1	10.0%	
3	-	Not applicable / Don't know	1	-	
<b>A rationalisation of existing legislation</b>					
8	61.5%	Yes	5	45.5%	
1	7.7%	No	4	36.4%	
4	30.8%	Possibly	2	18.2%	
3	-	Not applicable / Don't know	0	-	
<b>More information about the legislation</b>					
9	64.3%	Yes	2	18.2%	
2	14.3%	No	7	63.6%	
3	21.4%	Possibly	2	18.2%	
2	-	Not applicable / Don't know	0	-	

(n=16 employee representatives; n=11 employer representatives)

#### 4.8.5. Issues treated by I&C bodies

**Table 139: Issues treated by I&C bodies (The Netherlands)**

Employee representatives		Issues treated by I&C bodies		Employer representatives	
<b>Economic situation of your company</b>					
4	28.6%	Informed and consulted	4	36.4%	
9	64.3%	Informed only	7	63.6%	
1	7.1%	Not involved	0	0.0%	
0	-	Not applicable / Don't know	0	-	
<b>Employment situation and structure of your company, such as companies' and workers' needs for flexible forms of work</b>					
7	50.0%	Informed and consulted	9	81.8%	
6	42.9%	Informed only	2	18.2%	
1	7.1%	Not involved	0	0.0%	
0	-	Not applicable / Don't know	0	-	
<b>Decisions affecting work organization, such as working time arrangements</b>					
11	78.6%	Informed and consulted	10	90.9%	
2	14.3%	Informed only	1	9.1%	
1	7.1%	Not involved	0	0.0%	
0	-	Not applicable / Don't know	0	-	
<b>Decisions concerning any transfers of companies (change of employer)</b>					
8	72.7%	Informed and consulted	9	81.8%	
2	18.2%	Informed only	1	9.1%	
1	9.1%	Not involved	1	9.1%	

3	-	Not applicable / Don't know	0	-
<b>Decisions concerning any collective redundancies</b>				
10	76.9%	Informed and consulted	9	81.8%
2	15.4%	Informed only	0	0.0%
1	7.7%	Not involved	2	18.2%
1	-	Not applicable / Don't know	0	-
<b>Decisions concerning the company's overall strategy</b>				
5	35.7%	Informed and consulted	4	36.4%
8	57.1%	Informed only	7	63.6%
1	7.1%	Not involved	0	0.0%
0	-	Not applicable / Don't know	0	-

(n=14 employee representatives; n=11 employer representatives)

#### 4.8.6. Enforcement

**Table 140: Enforcement of I&C rights (The Netherlands)**

Employee representatives		Enforcement of I&C rights	Employer representatives	
<b>Have you experienced claims been brought before administrative or judicial bodies for the non-respect of employee rights regarding I&amp;C in your company?</b>				
4	30.8%	Yes	4	40.0%
9	69.2%	No	6	60.0%
1	-	Not applicable / Don't know	1	-
<b>If there have been claims or disputes, were the enforcement measures seen as effective?</b>				
2	50.0%	Yes	5	100.0%
2	50.0%	No	0	0.0%
10	-	Not applicable / Don't know	6	-

(n=14 employee representatives; n=11 employer representatives)

#### 4.8.7. Collective redundancies and transfers of undertakings

**Table 141: Collective redundancies and transfers of undertakings (The Netherlands)**

Employee representatives		Collective redundancies and transfers of undertakings	Employer representatives	
<b>Number of employees made redundant in collective redundancies has been reduced (as compared to initial management plans)</b>				
5	35.7%	Strongly agree	0	0.0%
7	50.0%	Agree	4	40.0%
1	7.1%	Disagree	4	40.0%
1	7.1%	Strongly disagree	2	20.0%
0	-	Not applicable / Don't know	1	-
<b>Increased support provided from inside and outside the company in cases of collective redundancies</b>				
5	35.7%	Strongly agree	2	20.0%

8	57.1%	Agree	6	60.0%
0	0.0%	Disagree	1	10.0%
1	7.1%	Strongly disagree	1	10.0%
0	-	Not applicable / Don't know	1	-
<b>Better protection of employees in cases of change of employer</b>				
6	42.9%	Strongly agree	1	9.1%
7	50.0%	Agree	7	63.6%
1	7.1%	Disagree	2	18.2%
0	0.0%	Strongly disagree	1	9.1%
0	-	Not applicable / Don't know	0	-

(n=14 employee representatives; n=11 employer representatives)

#### 4.8.8. Benefits of I&C

**Table 142: Benefits of I&C (The Netherlands)**

Employee representatives		Benefits of I&C	Employer representatives	
<b>Increased awareness of the rights of employee representatives to be informed and consulted about matters that affect their working lives</b>				
4	30.8%	Very large	0	0.0%
7	53.8%	Large	6	66.7%
2	15.4%	Some	3	33.3%
0	0.0%	None	0	0.0%
0	-	Not applicable / Don't know	0	-
<b>Increased trust and partnership between management and employee representatives</b>				
1	7.7%	Very large	0	0.0%
9	69.2%	Large	5	55.6%
3	23.1%	Some	3	33.3%
0	0.0%	None	1	11.1%
0	-	Not applicable / Don't know	0	-
<b>Improved quality, frequency and timeliness of information and/or consultation with employee representatives</b>				
3	23.1%	Very large	0	0.0%
8	61.5%	Large	8	88.9%
2	15.4%	Some	0	0.0%
0	0.0%	None	1	11.1%
0	-	Not applicable / Don't know	0	-
<b>Increased involvement of employee representatives in workplace issues</b>				
1	7.7%	Very large	0	0.0%
10	76.9%	Large	5	55.6%
2	15.4%	Some	3	33.3%
0	0.0%	None	1	11.1%
0	-	Not applicable / Don't know	0	-
<b>Increased adaptability and employability of employees</b>				
1	7.7%	Very large	0	0.0%
7	53.8%	Large	2	22.2%
5	38.5%	Some	6	66.7%
0	0.0%	None	1	11.1%
0	-	Not applicable / Don't know	0	-



<b>Better anticipation of change</b>				
1	7.7%	Very large	0	0.0%
11	84.6%	Large	6	75.0%
1	7.7%	Some	2	25.0%
0	0.0%	None	0	0.0%
0	-	Not applicable / Don't know	1	-
<b>Better management of change</b>				
0	0.0%	Very large	0	0.0%
11	84.6%	Large	4	50.0%
2	15.4%	Some	3	37.5%
0	0.0%	None	1	12.5%
0	-	Not applicable / Don't know	1	-
<b>Improved management decisions</b>				
1	7.7%	Very large	0	0.0%
7	53.8%	Large	4	44.4%
4	30.8%	Some	4	44.4%
1	7.7%	None	1	11.1%
0	-	Not applicable / Don't know	0	-
<b>Improved company performance</b>				
0	0.0%	Very large	0	0.0%
9	75.0%	Large	4	44.4%
3	25.0%	Some	2	22.2%
0	0.0%	None	3	33.3%
1	-	Not applicable / Don't know	0	-
<b>Greater acceptance of management decisions by employees</b>				
1	7.7%	Very large	1	11.1%
9	69.2%	Large	6	66.7%
2	15.4%	Some	2	22.2%
1	7.7%	None	0	0.0%
0	-	Not applicable / Don't know	0	-
<b>Less conflict between employer and employees</b>				
2	15.4%	Very large	0	0.0%
7	53.8%	Large	7	77.8%
4	30.8%	Some	1	11.1%
0	0.0%	None	1	11.1%
0	-	Not applicable / Don't know	0	-
<b>Fewer redundancies</b>				
1	8.3%	Very large	0	0.0%
3	25.0%	Large	0	0.0%
8	66.7%	Some	5	55.6%
0	0.0%	None	4	44.4%
1	-	Not applicable / Don't know	0	-
<b>Increased company awareness of the importance of investing in its workforce</b>				
3	23.1%	Very large	0	0.0%
7	53.8%	Large	5	55.6%
2	15.4%	Some	2	22.2%
1	7.7%	None	2	22.2%
0	-	Not applicable / Don't know	0	-

(n=13 employee representatives; n=9 employer representatives)

#### 4.8.9. Costs of I&C

**Table 143: Existence of costs for employee representatives that are not covered by the employer (The Netherlands)**

Employee representatives		Does your work as an employee representative involve costs regarding I&C that are not covered by the employer (time spent producing documents, organising meetings, consulting other representatives or agencies etc.)?
2	15.4%	Yes
11	84.6%	No
0	-	Not applicable / Don't know

(n=13 employee representatives)

**Table 144: Amount of costs for employee representatives that are not covered by the employer (The Netherlands)**

Employee representatives		In so far as there are costs for you as an employee representative, do you see these as ...?
0	0.0%	Very high
5	45.5%	High
6	54.5%	Modest
0	0.0%	None
2	-	Not applicable / Don't know

(n=13 employee representatives)

**Table 145: I&C costs for employee representatives (only costs not covered by the employer) (The Netherlands)**

Employee representatives		I&C costs for employee representatives (only costs not covered by the employer)
<b>Costs of familiarizing yourself with the I&amp;C legislation</b>		
0	0.0%	Very high
2	18.2%	High
9	81.8%	Low or no costs
2	-	Not applicable / Don't know
<b>Costs of working with other employee representatives</b>		
0	0.0%	Very high
4	36.4%	High
7	63.6%	Low or no costs
2	-	Not applicable / Don't know
<b>Costs of training/advising employee representatives</b>		
0	0.0%	Very high
3	33.3%	High
6	66.7%	Low or no costs
4	-	Not applicable / Don't know
<b>Costs of producing and transmitting information to employee representatives</b>		
0	0.0%	Very high
3	27.3%	High
8	72.7%	Low or no costs
2	-	Not applicable / Don't know

<b>Costs of handling legal or administrative disputes or claims related to I&amp;C practices</b>		
<b>2</b>	22.2%	Very high
<b>3</b>	33.3%	High
<b>4</b>	44.4%	Low or no costs
<b>4</b>	-	Not applicable / Don't know

(n=13 employee representatives)

**Table 146: I&C costs for employers (The Netherlands)**

<b>Experience with specific I&amp;C situations</b>	<b>Employer representatives</b>	
<b>Costs of familiarizing employees' representatives with I&amp;C legislation (e.g. training)</b>		
Very high	0	0.0%
High	1	12.5%
Low or no costs	7	87.5%
Not applicable / Don't know	1	-
<b>Costs of supporting employee representatives (time off work and materials/facilities)</b>		
Very high	1	12.5%
High	5	62.5%
Low or no costs	2	25.0%
Not applicable / Don't know	1	-
<b>Costs of notifying authorities (if any)</b>		
Very high	0	0.0%
High	0	0.0%
Low or no costs	8	100.0%
Not applicable / Don't know	1	-
<b>Costs of holding I&amp;C consultations</b>		
Very high	0	0.0%
High	6	75.0%
Low or no costs	2	25.0%
Not applicable / Don't know	1	-
<b>Costs due to delays to decisions</b>		
Very high	0	0.0%
High	3	37.5%
Low or no costs	5	62.5%
Not applicable / Don't know	1	-
<b>Costs due to breaches of confidentiality</b>		
Very high	0	0.0%
High	0	0.0%
Low or no costs	8	100.0%
Not applicable / Don't know	1	-
<b>Costs of handling any legal or administrative disputes or claims related to I&amp;C practices</b>		
Very high	0	0.0%
High	1	12.5%
Low or no costs	7	87.5%
Not applicable / Don't know	1	-

(n=9 employer representatives)

#### 4.8.10. Benefits and costs of I&C

**Table 147: Benefits and costs of I&C (The Netherlands)**

Employee representatives		Benefits and costs of I&C	Employer representatives	
5	38.5%	Benefits much greater than costs	1	11.1%
4	30.8%	Benefits greater than costs	2	22.2%
3	23.1%	Benefits and costs are similar	2	22.2%
1	7.7%	Benefits less than costs	4	44.4%
0	-	Not applicable / Don't know	0	-

(n=13 employee representatives; n=9 employer representatives)

#### 4.9. Country-level analysis: Poland

##### 4.9.1. Sample description

The Polish sample contains 16 responses from employee representatives and 2 responses from employers / employer representatives. Due to the very low response rate of Polish employers / employer representatives, only the responses from Polish employee representatives are analysed in the following.

**Table 148: Size of the undertaking (Poland)**

Employee representatives		Size of the undertaking
0	0.0%	<10 employees
0	0.0%	<20 employees
0	0.0%	<50 employees
1	6.3%	<250 employees
15	93.8%	>250 employees

(n=16 employee representatives)

**Table 149: Sector of the undertaking (Poland)**

Employee representatives		Sector of the undertaking
0	0.0%	Agriculture or mining
13	81.3%	Manufacturing or construction
3	18.8%	Services
0	0.0%	Public sector

(n=16 employee representatives)

**Table 150: Type of the undertaking (Poland)**

Employee representatives		Type of the undertaking
5	31.3%	Single company
8	50.0%	Parent or holding company

<b>3</b>	18.8%	<b>Subsidiary company</b>
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(n= 16 employee representatives)

#### 4.9.2. I&C bodies in the company

**Table 151: Number of I&C bodies in the undertaking (excl. EWCs and Health and Safety bodies) (Poland)**

Employee representatives		Number of I&C bodies
<b>8</b>	50.0%	<b>Several</b>
<b>3</b>	18.8%	<b>One</b>
<b>5</b>	31.3%	<b>None</b>
<b>0</b>	-	<b>Don't know</b>

(n= 16 employee representatives)

**Table 152: When was the most recent I&C body set up? (Poland)**

Employee representatives		Establishment of I&C body
<b>5</b>	45.5%	<b>More than 10 years ago</b>
<b>1</b>	9.1%	<b>More than 5 years ago</b>
<b>5</b>	45.5%	<b>Less than 5 years ago</b>
<b>4</b>	-	<b>Not applicable</b>
<b>1</b>	-	<b>Don't know</b>

(n= 16 employee representatives)

**Table 153: Who took the initiative to set it up? (Poland)**

Employee representatives		Establishment of I&C body
<b>0</b>	0.0%	<b>Management</b>
<b>12</b>	100.0%	<b>Employees</b>
<b>4</b>	-	<b>Not applicable</b>
<b>0</b>	-	<b>Don't know</b>

(n= 16 employee representatives)

**Table 154: Experience with specific I&C situations (Poland)**

Employee representatives		Experience with specific I&C situations
<b>5</b>	31.3%	<b>Yes, in both collective redundancies and transfers</b>
<b>3</b>	18.8%	<b>Yes, in collective redundancies</b>
<b>8</b>	50.0%	<b>Yes, in transfers</b>
<b>0</b>	0.0%	<b>No</b>
<b>0</b>	-	<b>Don't know</b>

(n= 16 employee representatives)

#### 4.9.3. Objectives of I&C

**Table 155: Objectives of I&C (Poland)**

Employee representatives		Relevance
<b><i>To guarantee workers' fundamental right to be informed and consulted</i></b>		
13	81.3%	Very relevant
3	18.8%	Relevant
0	0.0%	Somewhat relevant
0	0.0%	Not relevant
0	-	Not applicable / Don't know
<b><i>To increase trust and partnership between employees and management</i></b>		
9	56.3%	Very relevant
7	43.8%	Relevant
0	0.0%	Somewhat relevant
0	0.0%	Not relevant
0	-	Not applicable / Don't know
<b><i>To ensure the involvement of employees concerning workplace issues</i></b>		
8	50.0%	Very relevant
4	25.0%	Relevant
4	25.0%	Somewhat relevant
0	0.0%	Not relevant
0	-	Not applicable / Don't know
<b><i>To reduce the number of redundancies in cases of restructuring</i></b>		
9	56.3%	Very relevant
6	37.5%	Relevant
1	6.3%	Somewhat relevant
0	0.0%	Not relevant
0	-	Not applicable / Don't know
<b><i>To increase the adaptability and employability of employees</i></b>		
5	33.3%	Very relevant
7	46.7%	Relevant
1	6.7%	Somewhat relevant
2	13.3%	Not relevant
1	-	Not applicable / Don't know
<b><i>To improve the performance of the company or undertaking</i></b>		
3	20.0%	Very relevant
6	40.0%	Relevant
5	33.3%	Somewhat relevant
1	6.7%	Not relevant
1	-	Not applicable / Don't know
<b><i>To improve the quality of management decisions</i></b>		
5	33.3%	Very relevant
7	46.7%	Relevant
2	13.3%	Somewhat relevant
1	6.7%	Not relevant
1	-	Not applicable / Don't know

(n=16 employee representatives)

#### 4.9.4. Gaps, uncertainties and inconsistencies in I&C coverage

**Table 156: Gaps, uncertainties and inconsistencies in I&C coverage (Poland)**

Employee representatives		Gaps, uncertainties and inconsistencies in I&C coverage	
<b>Gaps in the coverage of the legislation</b>			
3	23.1%	Yes, serious	
4	30.8%	Yes, occasional	
3	23.1%	No	
3	23.1%	Uncertain	
3	-	Not applicable / Don't know	
<b>Uncertainties or inconsistencies in the legislation</b>			
3	25.0%	Yes, serious	
3	25.0%	Yes, occasional	
5	41.7%	No	
1	8.3%	Uncertain	
4	-	Not applicable / Don't know	
<b>Practical problems in using the legislation</b>			
6	46.2%	Yes, serious	
2	15.4%	Yes, occasional	
4	30.8%	No	
1	7.7%	Uncertain	
3	-	Not applicable / Don't know	

(n= 16 employee representatives)

**Table 157: Measures to overcome gaps, uncertainties and inconsistencies (Poland)**

Employee representatives		Does this justify ...?	
<b>Additional legislation</b>			
5	35.7%	Yes	
7	50.0%	No	
2	14.3%	Possibly	
2	-	Not applicable / Don't know	
<b>A rationalisation of existing legislation</b>			
9	64.3%	Yes	
3	21.4%	No	
2	14.3%	Possibly	
2	-	Not applicable / Don't know	
<b>More information about the legislation</b>			
11	91.7%	Yes	
1	8.3%	No	
0	0.0%	Possibly	
4	-	Not applicable / Don't know	

(n= 16 employee representatives)

#### 4.9.5. Issues treated by I&C bodies

**Table 158: Issues treated by I&C bodies (Poland)**

Employee representatives		Issues treated by I&C bodies	
<b>Economic situation of your company</b>			

4	33.3%	Informed and consulted
8	66.7%	Informed only
0	0.0%	Not involved
2	-	Not applicable / Don't know
<b>Employment situation and structure of your company, such as companies' and workers' needs for flexible forms of work</b>		
6	50.0%	Informed and consulted
3	25.0%	Informed only
3	25.0%	Not involved
2	-	Not applicable / Don't know
<b>Decisions affecting work organization, such as working time arrangements</b>		
7	63.6%	Informed and consulted
2	18.2%	Informed only
2	18.2%	Not involved
3	-	Not applicable / Don't know
<b>Decisions concerning any transfers of companies (change of employer)</b>		
3	37.5%	Informed and consulted
5	62.5%	Informed only
0	0.0%	Not involved
6	-	Not applicable / Don't know
<b>Decisions concerning any collective redundancies</b>		
3	37.5%	Informed and consulted
5	62.5%	Informed only
0	0.0%	Not involved
6	-	Not applicable / Don't know
<b>Decisions concerning the company's overall strategy</b>		
2	18.2%	Informed and consulted
7	63.6%	Informed only
2	18.2%	Not involved
3	-	Not applicable / Don't know

(n= 14 employee representatives)

#### 4.9.6. Enforcement

Table 159: Enforcement of I&C rights (Poland)

Employee representatives		Enforcement of I&C rights
<b>Have you experienced claims been brought before administrative or judicial bodies for the non-respect of employee rights regarding I&amp;C in your company?</b>		
6	46.2%	Yes
7	53.8%	No
1	-	Not applicable / Don't know
<b>If there have been claims or disputes, were the enforcement measures seen as effective?</b>		
3	50.0%	Yes
3	50.0%	No
8	-	Not applicable / Don't know

(n= 14 employee representatives)



#### 4.9.7. Collective redundancies and transfers of undertakings

**Table 160: Collective redundancies and transfers of undertakings (Poland)**

Employee representatives		Collective redundancies and transfers of undertakings
<b><i>Number of employees made redundant in collective redundancies has been reduced (as compared to initial management plans)</i></b>		
2	25.0%	Strongly agree
5	62.5%	Agree
1	12.5%	Disagree
0	0.0%	Strongly disagree
6	-	Not applicable / Don't know
<b><i>Increased support provided from inside and outside the company in cases of collective redundancies</i></b>		
1	12.5%	Strongly agree
5	62.5%	Agree
2	25.0%	Disagree
0	0.0%	Strongly disagree
6	-	Not applicable / Don't know
<b><i>Better protection of employees in cases of change of employer</i></b>		
3	33.3%	Strongly agree
3	33.3%	Agree
3	33.3%	Disagree
0	0.0%	Strongly disagree
5	-	Not applicable / Don't know

(n= 14 employee representatives)

#### 4.9.8. Benefits of I&C

**Table 161: Benefits of I & C (Poland)**

Employee representatives		Benefits of I & C
<b><i>Increased awareness of the rights of employee representatives to be informed and consulted about matters that affect their working lives</i></b>		
7	50.0%	Very large
4	28.6%	Large
3	21.4%	Some
0	0.0%	None
0	-	Not applicable / Don't know
<b><i>Increased trust and partnership between management and employee representatives</i></b>		
2	14.3%	Very large
7	50.0%	Large
2	14.3%	Some
3	21.4%	None
0	-	Not applicable / Don't know
<b><i>Improved quality, frequency and timeliness of information and/or consultation with employee representatives</i></b>		

2	14.3%	Very large
6	42.9%	Large
3	21.4%	Some
3	21.4%	None
0	-	Not applicable / Don't know
<b><i>Increased involvement of employee representatives in workplace issues</i></b>		
2	14.3%	Very large
6	42.9%	Large
5	35.7%	Some
1	7.1%	None
0	-	Not applicable / Don't know
<b><i>Increased adaptability and employability of employees</i></b>		
1	7.7%	Very large
3	23.1%	Large
5	38.5%	Some
4	30.8%	None
0	-	Not applicable / Don't know
<b><i>Better anticipation of change</i></b>		
1	7.7%	Very large
6	46.2%	Large
4	30.8%	Some
2	15.4%	None
1	-	Not applicable / Don't know
<b><i>Better management of change</i></b>		
2	14.3%	Very large
4	28.6%	Large
6	42.9%	Some
2	14.3%	None
0	-	Not applicable / Don't know
<b><i>Improved management decisions</i></b>		
2	14.3%	Very large
4	28.6%	Large
5	35.7%	Some
3	21.4%	None
0	-	Not applicable / Don't know
<b><i>Improved company performance</i></b>		
1	7.7%	Very large
4	30.8%	Large
3	23.1%	Some
5	38.5%	None
1	-	Not applicable / Don't know
<b><i>Greater acceptance of management decisions by employees</i></b>		
2	14.3%	Very large
4	28.6%	Large
5	35.7%	Some
3	21.4%	None
1	-	Not applicable / Don't know
<b><i>Less conflict between employer and employees</i></b>		
3	21.4%	Very large
6	42.9%	Large

3	21.4%	Some
2	14.3%	None
0	-	Not applicable / Don't know
<b>Fewer redundancies</b>		
2	14.3%	Very large
5	35.7%	Large
4	28.6%	Some
3	21.4%	None
0	-	Not applicable / Don't know
<b>Increased company awareness of the importance of investing in its workforce</b>		
1	7.7%	Very large
5	38.5%	Large
4	30.8%	Some
3	23.1%	None
1	-	Not applicable / Don't know

(n= 14 employee representatives)

#### 4.9.9. Costs of I&C

**Table 162: Existence of costs for employee representatives that are not covered by the employer (Poland)**

Employee representatives	Does your work as an employee representative involve costs regarding I&C that are not covered by the employer (time spent producing documents, organising meetings, consulting other representatives or agencies etc.)?	
5	41.7%	Yes
7	58.3%	No
1	-	Not applicable / Don't know

(n= 13 employee representatives)

**Table 163: Amount of costs for employee representatives that are not covered by the employer (Poland)**

Employee representatives	In so far as there are costs for you as an employee representatives, do you see these as ...?	
0	0.0%	Very high
2	18.2%	High
7	63.6%	Modest
2	18.2%	None
2	-	Not applicable / Don't know

(n= 13 employee representatives)

**Table 164: I&C costs for employee representatives (only costs not covered by the employer) (Poland)**

Employee representatives	I&C costs for employee representatives (only costs not covered by the employer)	
<b>Costs of familiarizing yourself with the I&amp;C legislation</b>		
0	0.0%	Very high
2	15.4%	High

11	84.6%	Low or no costs
0	-	Not applicable / Don't know
<b>Costs of working with other employee representatives</b>		
0	0.0%	Very high
3	25.0%	High
9	75.0%	Low or no costs
0	-	Not applicable / Don't know
<b>Costs of training/advising employee representatives</b>		
0	0.0%	Very high
3	25.0%	High
9	75.0%	Low or no costs
1	-	Not applicable / Don't know
<b>Costs of producing and transmitting information to employee representatives</b>		
0	0.0%	Very high
2	16.7%	High
10	83.3%	Low or no costs
1	-	Not applicable / Don't know
<b>Costs of handling legal or administrative disputes or claims related to I&amp;C practices</b>		
2	16.7%	Very high
3	25.0%	High
7	58.3%	Low or no costs
1	-	Not applicable / Don't know

(n=13 employee representatives (questions 1 and 3-5); n=12 employee representatives (question 2))

#### 4.9.10. Benefits and costs of I&C

**Table 165: Benefits and costs of I&C (Poland)**

Employee representatives		Benefits and costs of I&C
6	54.5%	Benefits much greater than costs
3	27.3%	Benefits greater than costs
1	9.1%	Benefits and costs are similar
1	9.1%	Benefits less than costs
2	-	Not applicable / Don't know

(n=13 employee representatives)

#### 4.10. Country-level analysis: Portugal

##### 4.10.1. Sample description

The Portuguese sample contains 21 responses from employee representatives and 4 responses from employers / employer representatives. Due to the very low response rate of Portuguese employers / employer representatives, only the responses from Portuguese employee representatives are analysed in the following.

**Table 166: Size of the undertaking (Portugal)**

Employee representatives		Size of the undertaking
3	14.3%	<10 employees
1	4.8%	<20 employees
3	14.3%	<50 employees
1	4.8%	<250 employees
13	61.9%	>250 employees

(n=21 employee representatives)

**Table 167: Sector of the undertaking (Portugal)**

Employee representatives		Sector of the undertaking
0	0.0%	Agriculture or mining
3	14.3%	Manufacturing or construction
16	76.2%	Services
2	9.5%	Public sector

(n=21 employee representatives)

**Table 168: Type of the undertaking (Portugal)**

Employee representatives		Type of the undertaking
10	47.6%	Single company
2	9.5%	Parent or holding company
9	42.9%	Subsidiary company

(n=21 employee representatives)

#### 4.10.2. I&C bodies in the company

**Table 169: Number of I&C bodies in the undertaking (excl. EWCs and Health and Safety bodies) (Portugal)**

Employee representatives		Number of I&C bodies
7	43.8%	Several
2	9.5%	One
7	33.3%	None
5	-	Don't know

(n=21 employee representatives)

**Table 170: When was the most recent I&C body set up? (Portugal)**

Employee representatives		Establishment of I&C body
4	57.1%	More than 10 years ago
2	28.6%	More than 5 years ago
1	14.3%	Less than 5 years ago
6	-	Not applicable
7	-	Don't know

(n=20 employee representatives)

Table 171: Who took the initiative to set it up? (Portugal)

Employee representatives		Establishment of I&C body
1	16.7%	Management
5	83.3%	Employees
5	-	Not applicable
8	-	Don't know

(n=19 employee representatives)

Table 172: Experience with specific I&C situations (Portugal)

Employee representatives		Experience with specific I&C situations
2	13.3%	Yes, in both collective redundancies and transfers
0	0.0%	Yes, in collective redundancies
1	6.7%	Yes, in transfers
12	80.0%	No
6	-	Don't know

(n=21 employee representatives)

#### 4.10.3. Objectives of I&C

Table 173: Objectives of I&C (Portugal)

Employee representatives		Relevance
<b><i>To guarantee workers' fundamental right to be informed and consulted</i></b>		
11	78.6%	Very relevant
3	21.4%	Relevant
0	0.0%	Somewhat relevant
0	0.0%	Not relevant
3	-	Not applicable / Don't know
<b><i>To increase trust and partnership between employees and management</i></b>		
7	50.0%	Very relevant
5	35.7%	Relevant
2	14.3%	Somewhat relevant
0	0.0%	Not relevant
3	-	Not applicable / Don't know
<b><i>To ensure the involvement of employees concerning workplace issues</i></b>		
8	57.1%	Very relevant
5	35.7%	Relevant
1	7.1%	Somewhat relevant
0	0.0%	Not relevant
3	-	Not applicable / Don't know
<b><i>To reduce the number of redundancies in cases of restructuring</i></b>		
9	64.3%	Very relevant
5	35.7%	Relevant
0	0.0%	Somewhat relevant
0	0.0%	Not relevant
3	-	Not applicable / Don't know

<b>To increase the adaptability and employability of employees</b>		
7	46.7%	Very relevant
5	33.3%	Relevant
2	13.3%	Somewhat relevant
1	6.7%	Not relevant
2	-	Not applicable / Don't know
<b>To improve the performance of the company or undertaking</b>		
8	53.3%	Very relevant
4	26.7%	Relevant
2	13.3%	Somewhat relevant
1	6.7%	Not relevant
2	-	Not applicable / Don't know
<b>To improve the quality of management decisions</b>		
8	57.1%	Very relevant
4	28.6%	Relevant
2	14.3%	Somewhat relevant
0	0.0%	Not relevant
3	-	Not applicable / Don't know

(n= 17 employee representatives)

#### 4.10.4. Gaps, uncertainties and inconsistencies in I&C coverage

**Table 174: Gaps, uncertainties and inconsistencies in I&C coverage (Portugal)**

Employee representatives		Gaps, uncertainties and inconsistencies in I&C coverage	
<b>Gaps in the coverage of the legislation</b>			
2	25.0%	Yes, serious	
3	37.5%	Yes, occasional	
3	37.5%	No	
0	0.0%	Uncertain	
7	-	Not applicable / Don't know	
<b>Uncertainties or inconsistencies in the legislation</b>			
2	22.2%	Yes, serious	
3	33.3%	Yes, occasional	
3	33.3%	No	
1	11.1%	Uncertain	
6	-	Not applicable / Don't know	
<b>Practical problems in using the legislation</b>			
4	44.4%	Yes, serious	
3	33.3%	Yes, occasional	
2	22.2%	No	
0	0.0%	Uncertain	
6	-	Not applicable / Don't know	

(n= 15 employee representatives)

**Table 175: Measures to overcome gaps, uncertainties and inconsistencies (Portugal)**

Employee	Does this justify ...?
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representatives		
<b>Additional legislation</b>		
5	41.7%	Yes
4	33.3%	No
3	25.0%	Possibly
3	-	Not applicable / Don't know
<b>A rationalisation of existing legislation</b>		
10	83.3%	Yes
2	16.7%	No
0	0.0%	Possibly
3	-	Not applicable / Don't know
<b>More information about the legislation</b>		
11	91.7%	Yes
1	8.3%	No
0	0.0%	Possibly
3	-	Not applicable / Don't know

(n=15 employee representatives)

#### 4.10.5. Issues treated by I&C bodies

**Table 176: Issues treated by I&C bodies (Portugal)**

Employee representatives		Issues treated by I&C bodies	
<b>Economic situation of your company</b>			
3	37.5%	Informed and consulted	
2	25.0%	Informed only	
3	37.5%	Not involved	
6	-	Not applicable / Don't know	
<b>Employment situation and structure of your company, such as companies' and workers' needs for flexible forms of work</b>			
4	50.0%	Informed and consulted	
1	12.5%	Informed only	
3	37.5%	Not involved	
6	-	Not applicable / Don't know	
<b>Decisions affecting work organization, such as working time arrangements</b>			
4	44.4%	Informed and consulted	
3	33.3%	Informed only	
2	22.2%	Not involved	
5	-	Not applicable / Don't know	
<b>Decisions concerning any transfers of companies (change of employer)</b>			
4	44.4%	Informed and consulted	
1	11.1%	Informed only	
4	44.4%	Not involved	
5	-	Not applicable / Don't know	
<b>Decisions concerning any collective redundancies</b>			
5	71.4%	Informed and consulted	
1	14.3%	Informed only	
1	14.3%	Not involved	
7	-	Not applicable / Don't know	



<b>Decisions concerning the company's overall strategy</b>		
<b>3</b>	33.3%	Informed and consulted
<b>2</b>	22.2%	Informed only
<b>4</b>	44.4%	Not involved
<b>5</b>	-	Not applicable / Don't know

(n=14 employee representatives)

#### 4.10.6. Enforcement

**Table 177: Enforcement of I&C rights (Portugal)**

<b>Employee representatives</b>		<b>Enforcement of I&amp;C rights</b>
<b><i>Have you experienced claims been brought before administrative or judicial bodies for the non-respect of employee rights regarding I&amp;C in your company?</i></b>		
<b>9</b>	90.0%	Yes
<b>1</b>	10.0%	No
<b>4</b>	-	Not applicable / Don't know
<b><i>If there have been claims or disputes, were the enforcement measures seen as effective?</i></b>		
<b>3</b>	33.3%	Yes
<b>6</b>	66.7%	No
<b>3</b>	-	Not applicable / Don't know

(n=14 employee representatives (question 1); n=12 employee representatives (question 2))

#### 4.10.7. Collective redundancies and transfers of undertakings

**Table 178: Collective redundancies and transfers of undertakings (Portugal)**

<b>Employee representatives</b>		<b>Collective redundancies and transfers of undertakings</b>
<b><i>Number of employees made redundant in collective redundancies has been reduced (as compared to initial management plans)</i></b>		
<b>0</b>	0.0%	Strongly agree
<b>1</b>	25.0%	Agree
<b>2</b>	50.0%	Disagree
<b>1</b>	25.0%	Strongly disagree
<b>8</b>	-	Not applicable / Don't know
<b><i>Increased support provided from inside and outside the company in cases of collective redundancies</i></b>		
<b>1</b>	20.0%	Strongly agree
<b>1</b>	20.0%	Agree
<b>3</b>	60.0%	Disagree
<b>0</b>	0.0%	Strongly disagree
<b>7</b>	-	Not applicable / Don't know
<b><i>Better protection of employees in cases of change of employer</i></b>		
<b>1</b>	20.0%	Strongly agree
<b>0</b>	0.0%	Agree

4	80.0%	Disagree
0	0.0%	Strongly disagree
7	-	Not applicable / Don't know

(n= 12 employee representatives)

#### 4.10.8. Benefits of I&C

**Table 179: Benefits of I & C (Portugal)**

Employee representatives		Benefits of I & C
<b><i>Increased awareness of the rights of employee representatives to be informed and consulted about matters that affect their working lives</i></b>		
7	70.0%	Very large
3	30.0%	Large
0	0.0%	Some
0	0.0%	None
3	-	Not applicable / Don't know
<b><i>Increased trust and partnership between management and employee representatives</i></b>		
7	70.0%	Very large
1	10.0%	Large
2	20.0%	Some
0	0.0%	None
3	-	Not applicable / Don't know
<b><i>Improved quality, frequency and timeliness of information and/or consultation with employee representatives</i></b>		
8	80.0%	Very large
2	20.0%	Large
0	0.0%	Some
0	0.0%	None
3	-	Not applicable / Don't know
<b><i>Increased involvement of employee representatives in workplace issues</i></b>		
8	80.0%	Very large
2	20.0%	Large
0	0.0%	Some
0	0.0%	None
3	-	Not applicable / Don't know
<b><i>Increased adaptability and employability of employees</i></b>		
4	44.4%	Very large
3	33.3%	Large
2	22.2%	Some
0	0.0%	None
4	-	Not applicable / Don't know
<b><i>Better anticipation of change</i></b>		
6	60.0%	Very large
3	30.0%	Large
1	10.0%	Some
0	0.0%	None
3	-	Not applicable / Don't know
<b><i>Better management of change</i></b>		

6	60.0%	Very large
3	30.0%	Large
0	0.0%	Some
1	10.0%	None
3	-	Not applicable / Don't know
<b>Improved management decisions</b>		
8	80.0%	Very large
1	10.0%	Large
0	0.0%	Some
1	10.0%	None
3	-	Not applicable / Don't know
<b>Improved company performance</b>		
6	60.0%	Very large
3	30.0%	Large
0	0.0%	Some
1	10.0%	None
3	-	Not applicable / Don't know
<b>Greater acceptance of management decisions by employees</b>		
5	50.0%	Very large
3	30.0%	Large
1	10.0%	Some
1	10.0%	None
3	-	Not applicable / Don't know
<b>Less conflict between employer and employees</b>		
5	50.0%	Very large
3	30.0%	Large
1	10.0%	Some
1	10.0%	None
3	-	Not applicable / Don't know
<b>Fewer redundancies</b>		
4	50.0%	Very large
3	37.5%	Large
1	12.5%	Some
0	0.0%	None
5	-	Not applicable / Don't know
<b>Increased company awareness of the importance of investing in its workforce</b>		
5	62.5%	Very large
2	25.0%	Large
1	12.5%	Some
0	0.0%	None
5	-	Not applicable / Don't know

(n= 13 employee representatives)

#### 4.10.9. Costs of I&C

**Table 180: Existence of costs for employee representatives that are not covered by the employer (Portugal)**

Employee representatives	Does your work as an employee representative involve costs regarding I&C that are not covered by the employer (time spent producing documents,
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organising meetings, consulting other representatives or agencies etc.)?		
5	62.5%	Yes
3	37.5%	No
4	-	Not applicable / Don't know

(n=12 employee representatives)

**Table 181: Amount of costs for employee representatives that are not covered by the employer (Portugal)**

Employee representatives		In so far as there are costs for you as an employee representatives, do you see these as ...?
1	12.5%	Very high
3	37.5%	High
3	37.5%	Modest
1	12.5%	None
3	-	Not applicable / Don't know

(n=11 employee representatives)

**Table 182: I&C costs for employee representatives (only costs not covered by the employer) (Portugal)**

Employee representatives		I&C costs for employee representatives (only costs not covered by the employer)
<b>Costs of familiarizing yourself with the I&amp;C legislation</b>		
1	14.3%	Very high
4	57.1%	High
2	28.6%	Low or no costs
4	-	Not applicable / Don't know
<b>Costs of working with other employee representatives</b>		
1	14.3%	Very high
4	57.1%	High
2	28.6%	Low or no costs
4	-	Not applicable / Don't know
<b>Costs of training/advising employee representatives</b>		
2	28.6%	Very high
3	42.9%	High
2	28.6%	Low or no costs
4	-	Not applicable / Don't know
<b>Costs of producing and transmitting information to employee representatives</b>		
1	14.3%	Very high
1	14.3%	High
5	71.4%	Low or no costs
4	-	Not applicable / Don't know
<b>Costs of handling legal or administrative disputes or claims related to I&amp;C practices</b>		
3	42.9%	Very high
1	14.3%	High
3	42.9%	Low or no costs
4	-	Not applicable / Don't know

(n=11 employee representatives)

#### 4.10.10. Benefits and costs of I&C

**Table 183: Benefits and costs of I&C (Portugal)**

Employee representatives		Benefits and costs of I&C
3	50.0%	Benefits much greater than costs
3	50.0%	Benefits greater than costs
0	0.0%	Benefits and costs are similar
0	0.0%	Benefits less than costs
6	-	Not applicable / Don't know

(n=12 employee representatives)

#### 4.11. Country-level analysis: Spain

##### 4.11.1. Sample description

The Spanish sample contains 10 responses from employee representatives and 0 responses from employers / employer representatives. The responses from Spanish employee representatives are analysed in the following.

**Table 184: Size of the undertaking (Spain)**

Employee representatives		Size of the undertaking
0	0.0%	<10 employees
0	0.0%	<20 employees
0	0.0%	<50 employees
1	10.0%	<250 employees
9	90.0%	>250 employees

(n=10 employee representatives)

**Table 185: Sector of the undertaking (Spain)**

Employee representatives		Sector of the undertaking
0	0.0%	Agriculture or mining
6	60.0%	Manufacturing or construction
4	40.0%	Services
0	0.0%	Public sector

(n=10 employee representatives)

**Table 186: Type of the undertaking (Spain)**

Employee representatives		Type of the undertaking
5	50.0%	Single company
3	30.0%	Parent or holding company
2	20.0%	Subsidiary company

(n=10 employee representatives)

#### 4.11.2. I&C bodies in the company

**Table 187: Number of I&C bodies in the undertaking (excl. EWCs and Health and Safety bodies) (Spain)**

Employee representatives		Number of I&C bodies
4	40.0%	Several
4	40.0%	One
2	20.0%	None
0	-	Don't know

(n= 10 employee representatives)

**Table 188: When was the most recent I&C body set up? (Spain)**

Employee representatives		Establishment of I&C body
4	66.7%	More than 10 years ago
0	0.0%	More than 5 years ago
2	33.3%	Less than 5 years ago
2	-	Not applicable
2	-	Don't know

(n= 10 employee representatives)

**Table 189: Who took the initiative to set it up? (Spain)**

Employee representatives		Establishment of I&C body
1	14.3%	Management
6	85.7%	Employees
2	-	Not applicable
1	-	Don't know

(n= 10 employee representatives)

**Table 190: Experience with specific I&C situations (Spain)**

Employee representatives		Experience with specific I&C situations
0	0.0%	Yes, in both collective redundancies and transfers
3	30.0%	Yes, in collective redundancies
2	20.0%	Yes, in transfers
5	50.0%	No
0	-	Don't know

(n= 10 employee representatives)

#### 4.11.3. Objectives of I&C

**Table 191: Objectives of I&C (Spain)**

Employee representatives	Relevance
	<i>To guarantee workers' fundamental right to be informed and consulted</i>

6	66.7%	Very relevant
3	33.3%	Relevant
0	0.0%	Somewhat relevant
0	0.0%	Not relevant
0	-	Not applicable / Don't know
<b><i>To increase trust and partnership between employees and management</i></b>		
4	44.4%	Very relevant
3	33.3%	Relevant
2	22.2%	Somewhat relevant
0	0.0%	Not relevant
0	-	Not applicable / Don't know
<b><i>To ensure the involvement of employees concerning workplace issues</i></b>		
4	44.4%	Very relevant
3	33.3%	Relevant
2	22.2%	Somewhat relevant
0	0.0%	Not relevant
0	-	Not applicable / Don't know
<b><i>To reduce the number of redundancies in cases of restructuring</i></b>		
3	33.3%	Very relevant
4	44.4%	Relevant
2	22.2%	Somewhat relevant
0	0.0%	Not relevant
0	-	Not applicable / Don't know
<b><i>To increase the adaptability and employability of employees</i></b>		
1	12.5%	Very relevant
4	50.0%	Relevant
2	25.0%	Somewhat relevant
1	12.5%	Not relevant
1	-	Not applicable / Don't know
<b><i>To improve the performance of the company or undertaking</i></b>		
1	11.1%	Very relevant
5	55.6%	Relevant
3	33.3%	Somewhat relevant
0	0.0%	Not relevant
0	-	Not applicable / Don't know
<b><i>To improve the quality of management decisions</i></b>		
4	44.4%	Very relevant
3	33.3%	Relevant
1	11.1%	Somewhat relevant
1	11.1%	Not relevant
0	-	Not applicable / Don't know

(n=9 employee representatives)

#### 4.11.4. Gaps, uncertainties and inconsistencies in I&C coverage

**Table 192: Gaps, uncertainties and inconsistencies in I&C coverage (Spain)**

Employee representatives	Gaps, uncertainties and inconsistencies in I&C coverage
	<b><i>Gaps in the coverage of the legislation</i></b>

0	0.0%	Yes, serious
3	50.0%	Yes, occasional
3	50.0%	No
0	0.0%	Uncertain
2	-	Not applicable / Don't know
<b>Uncertainties or inconsistencies in the legislation</b>		
0	0.0%	Yes, serious
0	0.0%	Yes, occasional
4	66.7%	No
2	33.3%	Uncertain
2	-	Not applicable / Don't know
<b>Practical problems in using the legislation</b>		
0	0.0%	Yes, serious
1	16.7%	Yes, occasional
5	83.3%	No
0	0.0%	Uncertain
2	-	Not applicable / Don't know

(n=8 employee representatives)

**Table 193: Measures to overcome gaps, uncertainties and inconsistencies (Spain)**

Employee representatives		Does this justify ...?
<b>Additional legislation</b>		
4	100.0%	Yes
0	0.0%	No
0	0.0%	Possibly
4	-	Not applicable / Don't know
<b>A rationalisation of existing legislation</b>		
4	80.0%	Yes
0	0.0%	No
1	20.0%	Possibly
3	-	Not applicable / Don't know
<b>More information about the legislation</b>		
4	66.7%	Yes
1	16.7%	No
1	16.7%	Possibly
2	-	Not applicable / Don't know

(n=8 employee representatives)

#### 4.11.5. Issues treated by I&C bodies

**Table 194: Issues treated by I&C bodies (Spain)**

Employee representatives		Issues treated by I&C bodies
<b>Economic situation of your company</b>		
1	14.3%	Informed and consulted
6	85.7%	Informed only
0	0.0%	Not involved



0	-	Not applicable / Don't know
<b>Employment situation and structure of your company, such as companies' and workers' needs for flexible forms of work</b>		
4	57.1%	Informed and consulted
2	28.6%	Informed only
1	14.3%	Not involved
0	-	Not applicable / Don't know
<b>Decisions affecting work organization, such as working time arrangements</b>		
5	71.4%	Informed and consulted
1	14.3%	Informed only
1	14.3%	Not involved
0	-	Not applicable / Don't know
<b>Decisions concerning any transfers of companies (change of employer)</b>		
2	33.3%	Informed and consulted
3	50.0%	Informed only
1	16.7%	Not involved
1	-	Not applicable / Don't know
<b>Decisions concerning any collective redundancies</b>		
4	66.7%	Informed and consulted
2	33.3%	Informed only
0	0.0%	Not involved
1	-	Not applicable / Don't know
<b>Decisions concerning the company's overall strategy</b>		
1	14.3%	Informed and consulted
5	71.4%	Informed only
1	14.3%	Not involved
0	-	Not applicable / Don't know

(n=7 employee representatives)

#### 4.11.6. Enforcement

**Table 195: Enforcement of I&C rights (Spain)**

Employee representatives		Enforcement of I&C rights
<b>Have you experienced claims been brought before administrative or judicial bodies for the non-respect of employee rights regarding I&amp;C in your company?</b>		
2	28.6%	Yes
5	71.4%	No
0	-	Not applicable / Don't know
<b>If there have been claims or disputes, were the enforcement measures seen as effective?</b>		
1	50.0%	Yes
1	50.0%	No
5	-	Not applicable / Don't know

(n=7 employee representatives)

#### 4.11.7. Collective redundancies and transfers of undertakings

**Table 196: Collective redundancies and transfers of undertakings (Spain)**

Employee representatives		Collective redundancies and transfers of undertakings
<b><i>Number of employees made redundant in collective redundancies has been reduced (as compared to initial management plans)</i></b>		
1	16.7%	Strongly agree
4	66.7%	Agree
1	16.7%	Disagree
0	0.0%	Strongly disagree
1	-	Not applicable / Don't know
<b><i>Increased support provided from inside and outside the company in cases of collective redundancies</i></b>		
2	40.0%	Strongly agree
3	60.0%	Agree
0	0.0%	Disagree
0	0.0%	Strongly disagree
2	-	Not applicable / Don't know
<b><i>Better protection of employees in cases of change of employer</i></b>		
2	40.0%	Strongly agree
1	20.0%	Agree
1	20.0%	Disagree
1	20.0%	Strongly disagree
2	-	Not applicable / Don't know

(n=7 employee representatives)

#### 4.11.8. Benefits of I&C

Table 197: Benefits of I & C (Spain)

Employee representatives		Benefits of I & C
<b><i>Increased awareness of the rights of employee representatives to be informed and consulted about matters that affect their working lives</i></b>		
4	57.1%	Very large
3	42.9%	Large
0	0.0%	Some
0	0.0%	None
0	-	Not applicable / Don't know
<b><i>Increased trust and partnership between management and employee representatives</i></b>		
2	28.6%	Very large
4	57.1%	Large
1	14.3%	Some
0	0.0%	None
0	-	Not applicable / Don't know
<b><i>Improved quality, frequency and timeliness of information and/or consultation with employee representatives</i></b>		
3	42.9%	Very large
3	42.9%	Large
1	14.3%	Some
0	0.0%	None

0	-	Not applicable / Don't know
<b><i>Increased involvement of employee representatives in workplace issues</i></b>		
2	28.6%	Very large
4	57.1%	Large
0	0.0%	Some
1	14.3%	None
0	-	Not applicable / Don't know
<b><i>Increased adaptability and employability of employees</i></b>		
2	28.6%	Very large
3	42.9%	Large
1	14.3%	Some
1	14.3%	None
0	-	Not applicable / Don't know
<b><i>Better anticipation of change</i></b>		
3	42.9%	Very large
2	28.6%	Large
2	28.6%	Some
0	0.0%	None
0	-	Not applicable / Don't know
<b><i>Better management of change</i></b>		
3	42.9%	Very large
3	42.9%	Large
1	14.3%	Some
0	0.0%	None
0	-	Not applicable / Don't know
<b><i>Improved management decisions</i></b>		
3	42.9%	Very large
2	28.6%	Large
2	28.6%	Some
0	0.0%	None
0	-	Not applicable / Don't know
<b><i>Improved company performance</i></b>		
1	14.3%	Very large
3	42.9%	Large
2	28.6%	Some
1	14.3%	None
0	-	Not applicable / Don't know
<b><i>Greater acceptance of management decisions by employees</i></b>		
4	57.1%	Very large
2	28.6%	Large
1	14.3%	Some
0	0.0%	None
0	-	Not applicable / Don't know
<b><i>Less conflict between employer and employees</i></b>		
4	57.1%	Very large
2	28.6%	Large
1	14.3%	Some
0	0.0%	None
0	-	Not applicable / Don't know
<b><i>Fewer redundancies</i></b>		

2	28.6%	Very large
3	42.9%	Large
1	14.3%	Some
1	14.3%	None
0	-	Not applicable / Don't know
<b>Increased company awareness of the importance of investing in its workforce</b>		
3	42.9%	Very large
3	42.9%	Large
0	0.0%	Some
1	14.3%	None
0	-	Not applicable / Don't know

(n=7 employee representatives)

#### 4.11.9. Costs of I&C

**Table 198: Existence of costs for employee representatives that are not covered by the employer (Spain)**

Employee representatives	Does your work as an employee representative involve costs regarding I&C that are not covered by the employer (time spent producing documents, organising meetings, consulting other representatives or agencies etc.)?	
3	42.9%	Yes
4	57.1%	No
0	-	Not applicable / Don't know

(n=7 employee representatives)

**Table 199: Amount of costs for employee representatives that are not covered by the employer (Spain)**

Employee representatives	In so far as there are costs for you as an employee representative, do you see these as ...?	
1	14.3%	Very high
0	0.0%	High
4	57.1%	Modest
2	28.6%	None
0	-	Not applicable / Don't know

(n=7 employee representatives)

**Table 200: I&C costs for employee representatives (only costs not covered by the employer) (Spain)**

Employee representatives	I&C costs for employee representatives (only costs not covered by the employer)	
<b>Costs of familiarizing yourself with the I&amp;C legislation</b>		
0	0.0%	Very high
2	33.3%	High
4	66.7%	Low or no costs
1	-	Not applicable / Don't know
<b>Costs of working with other employee representatives</b>		
1	16.7%	Very high

1	16.7%	High
4	66.7%	Low or no costs
1	-	Not applicable / Don't know
<b>Costs of training/advising employee representatives</b>		
0	0.0%	Very high
1	16.7%	High
5	83.3%	Low or no costs
1	-	Not applicable / Don't know
<b>Costs of producing and transmitting information to employee representatives</b>		
0	0.0%	Very high
2	33.3%	High
4	66.7%	Low or no costs
1	-	Not applicable / Don't know
<b>Costs of handling legal or administrative disputes or claims related to I&amp;C practices</b>		
0	0.0%	Very high
2	40.0%	High
3	60.0%	Low or no costs
2	-	Not applicable / Don't know

(n=7 employee representatives)

#### 4.11.10. Benefits and costs of I&C

**Table 201: Benefits and costs of I&C (Spain)**

Employee representatives		Benefits and costs of I&C
4	66.7%	Benefits much greater than costs
2	33.3%	Benefits greater than costs
0	0.0%	Benefits and costs are similar
0	0.0%	Benefits less than costs
0	-	Not applicable / Don't know

(n=7 employee representatives)

#### 4.12. Country-level analysis: Sweden

##### 4.12.1. Sample description

The Swedish sample contains 18 responses from employee representatives and 103 responses from employers / employer representatives. The tables below provide more details on the sample of respondents from the Sweden.

**Table 202: Size of the undertaking (Sweden)**

Employee representatives		Size of the undertaking	Employer representatives	
0	0.0%	<10 employees	6	5.8%
2	11.1%	<20 employees	9	8.7%
1	5.6%	<50 employees	10	9.7%
3	16.7%	<250 employees	28	27.2%
12	66.7%	>250 employees	50	48.5%

(n=18 employee representatives; n=103 employer representatives)

**Table 203: Sector of the undertaking (Sweden)**

Employee representatives		Sector of the undertaking	Employer representatives	
1	5.6%	Agriculture or mining	0	0.0%
8	44.4%	Manufacturing or construction	2	1.9%
6	33.3%	Services	7	6.8%
3	16.7%	Public sector	94	91.3%

(n=18 employee representatives; n=103 employer representatives)

**Table 204: Type of the undertaking (Sweden)**

Employee representatives		Type of the undertaking	Employer representatives	
8	44.4%	Single company	86	83.5%
7	38.9%	Parent or holding company	11	10.7%
3	16.7%	Subsidiary company	6	5.8%

(n=18 employee representatives; n=103 employer representatives)

#### 4.12.2. I&C bodies in the company

**Table 205: Number of I&C bodies in the undertaking (excl. EWCs and Health and Safety bodies) (Sweden)**

Employee representatives		Number of I&C bodies	Employer representatives	
10	58.8%	Several	56	60.9%
5	27.8%	One	25	24.3%
2	11.1%	None	11	10.7%
1	-	Don't know	11	-

(n=18 employee representatives; n=103 employer representatives)

**Table 206: When was the most recent I&C body set up? (Sweden)**

Employee representatives		Establishment of I&C body	Employer representatives	
10	66.7%	More than 10 years ago	26	37.1%
3	20.0%	More than 5 years ago	12	17.1%
2	13.3%	Less than 5 years ago	32	45.7%
1	-	Not applicable	15	-
2	-	Don't know	17	-

(n=18 employee representatives; n=102 employer representatives)

**Table 207: Who took the initiative to set it up? (Sweden)**

Employee representatives		Establishment of I&C body	Employer representatives	
3	20.0%	Management	66	98.5%
10	66.7%	Employees	1	1.5%

2	-	<b>Not applicable</b>	15	-
3	-	<b>Don't know</b>	21	-

(n=18 employee representatives; n=103 employer representatives)

Table 208: Experience with specific I&C situations (Sweden)

Employee representatives		Experience with specific I&C situations	Employer representatives	
8	44.4%	<b>Yes, in both collective redundancies and transfers</b>	23	22.3%
3	16.7%	<b>Yes, in collective redundancies</b>	8	7.8%
1	5.6%	<b>Yes, in transfers</b>	27	26.2%
6	33.3%	<b>No</b>	45	43.7%
0	-	<b>Don't know</b>	0	-

(n=18 employee representatives; n=103 employer representatives)

#### 4.12.3. Objectives of I&C

Table 209: Objectives of I&C (Sweden)

Employee representatives		Relevance	Employer representatives	
<b><i>To guarantee workers' fundamental right to be informed and consulted</i></b>				
11	61.1%	Very relevant	50	56.8%
6	33.3%	Relevant	25	28.4%
0	0.0%	Somewhat relevant	9	10.2%
1	5.6%	Not relevant	4	4.5%
0	-	Not applicable / Don't know	5	-
<b><i>To increase trust and partnership between employees and management</i></b>				
12	66.7%	Very relevant	39	44.8%
3	16.7%	Relevant	32	36.8%
1	5.6%	Somewhat relevant	12	13.8%
2	11.1%	Not relevant	4	4.6%
0	-	Not applicable / Don't know	6	-
<b><i>To ensure the involvement of employees concerning workplace issues</i></b>				
14	77.8%	Very relevant	46	52.3%
1	5.6%	Relevant	29	33.0%
2	11.1%	Somewhat relevant	9	10.2%
1	5.6%	Not relevant	4	4.5%
0	-	Not applicable / Don't know	5	-
<b><i>To reduce the number of redundancies in cases of restructuring</i></b>				
10	55.6%	Very relevant	12	15.6%
6	33.3%	Relevant	19	24.7%
1	5.6%	Somewhat relevant	25	32.5%
1	5.6%	Not relevant	21	27.3%
0	-	Not applicable / Don't know	16	-
<b><i>To increase the adaptability and employability of employees</i></b>				
9	50.0%	Very relevant	19	23.2%
5	27.8%	Relevant	26	31.7%

3	16.7%	Somewhat relevant	24	29.3%
1	5.6%	Not relevant	13	15.9%
0	-	Not applicable / Don't know	11	-
<b>To improve the performance of the company or undertaking</b>				
7	38.9%	Very relevant	21	26.6%
9	50.0%	Relevant	26	32.9%
1	5.6%	Somewhat relevant	14	17.7%
1	5.6%	Not relevant	18	22.8%
0	-	Not applicable / Don't know	14	-
<b>To improve the quality of management decisions</b>				
12	70.6%	Very relevant	24	28.6%
3	17.6%	Relevant	37	44.0%
1	5.9%	Somewhat relevant	14	16.7%
1	5.9%	Not relevant	9	10.7%
1	-	Not applicable / Don't know	9	-

(n=18 employee representatives; n=93 employer representatives)

#### 4.12.4. Gaps, uncertainties and inconsistencies in I&C coverage

**Table 210: Gaps, uncertainties and inconsistencies in I&C coverage (Sweden)**

Employee representatives		Gaps, uncertainties and inconsistencies in I&C coverage	Employer representatives	
<b>Gaps in the coverage of the legislation</b>				
1	9.1%	Yes, serious	0	0.0%
3	27.3%	Yes, occasional	6	11.8%
4	36.4%	No	36	70.6%
3	27.3%	Uncertain	9	17.6%
6	-	Not applicable / Don't know	39	-
<b>Uncertainties or inconsistencies in the legislation</b>				
0	0.0%	Yes, serious	2	3.8%
6	54.5%	Yes, occasional	18	34.6%
3	27.3%	No	24	46.2%
2	18.2%	Uncertain	8	15.4%
6	-	Not applicable / Don't know	38	-
<b>Practical problems in using the legislation</b>				
1	8.3%	Yes, serious	2	3.7%
6	50.0%	Yes, occasional	18	33.3%
3	25.0%	No	24	44.4%
2	16.7%	Uncertain	10	18.5%
5	-	Not applicable / Don't know	36	-

(n=17 employee representatives; n=90 employer representatives)

**Table 211: Measures to overcome gaps, uncertainties and inconsistencies (Sweden)**

Employee representatives		Does this justify ...?	Employer representatives	
<b>Additional legislation</b>				
5	33.3%	Yes	1	2.2%



4	26.7%	No	33	71.7%
6	40.0%	Possibly	12	26.1%
2	-	Not applicable / Don't know	44	-
<b>A rationalisation of existing legislation</b>				
3	21.4%	Yes	16	31.4%
5	35.7%	No	20	39.2%
6	42.9%	Possibly	15	29.4%
3	-	Not applicable / Don't know	39	-
<b>More information about the legislation</b>				
13	76.5%	Yes	28	48.3%
1	5.9%	No	19	32.8%
3	17.6%	Possibly	11	19.0%
0	-	Not applicable / Don't know	32	-

(n=17 employee representatives; n=90 employer representatives)

#### 4.12.5. Issues treated by I&C bodies

Table 212: Issues treated by I&C bodies (Sweden)

Employee representatives		Issues treated by I&C bodies	Employer representatives	
<b>Economic situation of your company</b>				
6	35.3%	Informed and consulted	43	54.4%
10	58.8%	Informed only	35	44.3%
1	5.9%	Not involved	1	1.3%
0	-	Not applicable / Don't know	10	-
<b>Employment situation and structure of your company, such as companies' and workers' needs for flexible forms of work</b>				
14	82.4%	Informed and consulted	73	92.4%
2	11.8%	Informed only	6	7.6%
1	5.9%	Not involved	0	0.0%
0	-	Not applicable / Don't know	10	-
<b>Decisions affecting work organization, such as working time arrangements</b>				
15	88.2%	Informed and consulted	70	90.9%
0	0.0%	Informed only	7	9.1%
2	11.8%	Not involved	0	0.0%
0	-	Not applicable / Don't know	12	-
<b>Decisions concerning any transfers of companies (change of employer)</b>				
10	76.9%	Informed and consulted	46	78.0%
0	0.0%	Informed only	12	20.3%
3	23.1%	Not involved	1	1.7%
4	-	Not applicable / Don't know	30	-
<b>Decisions concerning any collective redundancies</b>				
13	86.7%	Informed and consulted	53	81.5%
1	6.7%	Informed only	9	13.8%
1	6.7%	Not involved	3	4.6%
2	-	Not applicable / Don't know	24	-
<b>Decisions concerning the company's overall strategy</b>				
7	41.2%	Informed and consulted	49	62.0%
9	52.9%	Informed only	28	35.4%

1	5.9%	Not involved	2	2.5%
0	-	Not applicable / Don't know	10	-

(n=17 employee representatives; n=89 employer representatives)

#### 4.12.6. Enforcement

**Table 213: Enforcement of I&C rights (Sweden)**

Employee representatives		Enforcement of I&C rights	Employer representatives	
<b><i>Have you experienced claims been brought before administrative or judicial bodies for the non-respect of employee rights regarding I&amp;C in your company?</i></b>				
3	23.1%	Yes	12	16.2%
10	76.9%	No	62	83.8%
4	-	Not applicable / Don't know	15	-
<b><i>If there have been claims or disputes, were the enforcement measures seen as effective?</i></b>				
4	80.0%	Yes	13	81.3%
1	20.0%	No	3	18.8%
12	-	Not applicable / Don't know	72	-

(n=17 employee representatives; n=89 employer representatives (question 1); n=88 employer representatives (question 2))

#### 4.12.7. Collective redundancies and transfers of undertakings

**Table 214: Collective redundancies and transfers of undertakings (Sweden)**

Employee representatives		Collective redundancies and transfers of undertakings	Employer representatives	
<b><i>Number of employees made redundant in collective redundancies has been reduced (as compared to initial management plans)</i></b>				
5	45.5%	Strongly agree	3	8.3%
5	45.5%	Agree	16	44.4%
1	9.1%	Disagree	14	38.9%
0	0.0%	Strongly disagree	3	8.3%
6	-	Not applicable / Don't know	52	-
<b><i>Increased support provided from inside and outside the company in cases of collective redundancies</i></b>				
3	30.0%	Strongly agree	3	8.8%
5	50.0%	Agree	20	58.8%
2	20.0%	Disagree	10	29.4%
0	0.0%	Strongly disagree	1	2.9%
7	-	Not applicable / Don't know	55	-
<b><i>Better protection of employees in cases of change of employer</i></b>				
7	58.3%	Strongly agree	12	30.0%
4	33.3%	Agree	18	45.0%
1	8.3%	Disagree	10	25.0%
0	0.0%	Strongly disagree	0	0.0%

5	-	Not applicable / Don't know	48	-
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(n=17 employee representatives; n=88 employer representatives (questions 1 and 3); n=89 employer representatives (question 2))

#### 4.12.8. Benefits of I&C

**Table 215: Benefits of I&C (Sweden)**

Employee representatives		Benefits of I&C	Employer representatives	
<b><i>Increased awareness of the rights of employee representatives to be informed and consulted about matters that affect their working lives</i></b>				
8	53.3%	Very large	18	23.7%
4	26.7%	Large	28	36.8%
3	20.0%	Some	27	35.5%
0	0.0%	None	3	3.9%
1	-	Not applicable / Don't know	11	-
<b><i>Increased trust and partnership between management and employee representatives</i></b>				
5	33.3%	Very large	12	15.6%
7	46.7%	Large	38	49.4%
3	20.0%	Some	20	26.0%
0	0.0%	None	7	9.1%
1	-	Not applicable / Don't know	10	-
<b><i>Improved quality, frequency and timeliness of information and/or consultation with employee representatives</i></b>				
6	40.0%	Very large	12	16.0%
4	26.7%	Large	39	52.0%
3	20.0%	Some	18	24.0%
2	13.3%	None	6	8.0%
1	-	Not applicable / Don't know	12	-
<b><i>Increased involvement of employee representatives in workplace issues</i></b>				
6	40.0%	Very large	15	19.5%
5	33.3%	Large	37	48.1%
4	26.7%	Some	20	26.0%
0	0.0%	None	5	6.5%
1	-	Not applicable / Don't know	10	-
<b><i>Increased adaptability and employability of employees</i></b>				
5	35.7%	Very large	10	13.9%
7	50.0%	Large	18	25.0%
1	7.1%	Some	26	36.1%
1	7.1%	None	18	25.0%
2	-	Not applicable / Don't know	15	-
<b><i>Better anticipation of change</i></b>				
8	57.1%	Very large	12	15.8%
2	14.3%	Large	33	43.4%
3	21.4%	Some	21	27.6%
1	7.1%	None	10	13.2%
2	-	Not applicable / Don't know	11	-
<b><i>Better management of change</i></b>				
7	46.7%	Very large	17	22.1%

4	26.7%	Large	35	45.5%
4	26.7%	Some	19	24.7%
0	0.0%	None	6	7.8%
1	-	Not applicable / Don't know	10	-
<b>Improved management decisions</b>				
5	33.3%	Very large	13	17.1%
4	26.7%	Large	30	39.5%
5	33.3%	Some	27	35.5%
1	6.7%	None	6	7.9%
1	-	Not applicable / Don't know	11	-
<b>Improved company performance</b>				
3	20.0%	Very large	8	11.1%
6	40.0%	Large	19	26.4%
6	40.0%	Some	30	41.7%
0	0.0%	None	15	20.8%
1	-	Not applicable / Don't know	15	-
<b>Greater acceptance of management decisions by employees</b>				
1	6.7%	Very large	11	14.3%
8	53.3%	Large	35	45.5%
5	33.3%	Some	22	28.6%
1	6.7%	None	9	11.7%
1	-	Not applicable / Don't know	10	-
<b>Less conflict between employer and employees</b>				
6	40.0%	Very large	15	20.3%
5	33.3%	Large	32	43.2%
4	26.7%	Some	18	24.3%
0	0.0%	None	9	12.2%
1	-	Not applicable / Don't know	13	-
<b>Fewer redundancies</b>				
4	28.6%	Very large	5	8.9%
4	28.6%	Large	4	7.1%
5	35.7%	Some	24	42.9%
1	7.1%	None	23	41.1%
2	-	Not applicable / Don't know	31	-
<b>Increased company awareness of the importance of investing in its workforce</b>				
5	33.3%	Very large	9	12.2%
5	33.3%	Large	22	29.7%
4	26.7%	Some	33	44.6%
1	6.7%	None	10	13.5%
1	-	Not applicable / Don't know	13	-

(n=16 employee representatives; n=87 employer representatives)

#### 4.12.9. Costs of I&C

**Table 216: Existence of costs for employee representatives that are not covered by the employer (Sweden)**

<b>Employee representatives</b>	<b>Does your work as an employee representative involve costs regarding I&amp;C that are not covered by the employer (time spent producing documents, organising meetings, consulting other representatives)</b>
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or agencies etc.)?		
4	25.0%	Yes
12	75.0%	No
0	-	Not applicable / Don't know

(n=16 employee representatives)

**Table 217: Amount of costs for employee representatives that are not covered by the employer (Sweden)**

Employee representatives		In so far as there are costs for you as an employee representative, do you see these as ...?
0	0.0%	Very high
1	16.7%	High
5	83.3%	Modest
0	0.0%	None
7	-	Not applicable / Don't know

(n=13 employee representatives)

**Table 218: I&C costs for employee representatives (only costs not covered by the employer) (Sweden)**

Employee representatives		I&C costs for employee representatives (only costs not covered by the employer)
<b>Costs of familiarizing yourself with the I&amp;C legislation</b>		
1	11.1%	Very high
2	22.2%	High
6	66.7%	Low or no costs
7	-	Not applicable / Don't know
<b>Costs of working with other employee representatives</b>		
1	11.1%	Very high
4	44.4%	High
4	44.4%	Low or no costs
7	-	Not applicable / Don't know
<b>Costs of training/advising employee representatives</b>		
1	11.1%	Very high
4	44.4%	High
4	44.4%	Low or no costs
7	-	Not applicable / Don't know
<b>Costs of producing and transmitting information to employee representatives</b>		
1	11.1%	Very high
2	22.2%	High
6	66.7%	Low or no costs
7	-	Not applicable / Don't know
<b>Costs of handling legal or administrative disputes or claims related to I&amp;C practices</b>		
2	22.2%	Very high
3	33.3%	High
4	44.4%	Low or no costs
7	-	Not applicable / Don't know

(n=16 employee representatives)

**Table 219: I&C costs for employers (Sweden)**

Experience with specific I&C situations		Employer representatives	
<b>Costs of familiarizing employees' representatives with I&amp;C legislation (e.g. training)</b>			
Very high		2	2.7%
High		21	28.8%
Low or no costs		50	68.5%
Not applicable / Don't know		14	-
<b>Costs of supporting employee representatives (time off work and materials/facilities)</b>			
Very high		7	9.6%
High		28	38.4%
Low or no costs		38	52.1%
Not applicable / Don't know		14	-
<b>Costs of notifying authorities (if any)</b>			
Very high		0	0.0%
High		6	14.6%
Low or no costs		35	85.4%
Not applicable / Don't know		46	-
<b>Costs of holding I&amp;C consultations</b>			
Very high		3	4.1%
High		31	42.5%
Low or no costs		39	53.4%
Not applicable / Don't know		14	-
<b>Costs due to delays to decisions</b>			
Very high		3	4.3%
High		16	22.9%
Low or no costs		51	72.9%
Not applicable / Don't know		17	-
<b>Costs due to breaches of confidentiality</b>			
Very high		1	1.8%
High		2	3.6%
Low or no costs		53	94.6%
Not applicable / Don't know		31	-
<b>Costs of handling any legal or administrative disputes or claims related to I&amp;C practices</b>			
Very high		1	1.6%
High		9	14.8%
Low or no costs		51	83.6%
Not applicable / Don't know		26	-

(n=87 employer representatives)

#### 4.12.10. Benefits and costs of I&C

Table 220: Benefits and costs of I&C (Sweden)

Employee representatives		Benefits and costs of I&C	Employer representatives	
8	53.3%	Benefits much greater than costs	20	27.8%
5	33.3%	Benefits greater than costs	27	37.5%
2	13.3%	Benefits and costs are	14	19.4%

		<b>similar</b>		
<b>0</b>	0.0%	<b>Benefits less than costs</b>	11	15.3%
<b>1</b>	-	<b>Not applicable / Don't know</b>	15	-

(n=16 employee representatives; n=87 employer representatives)

## 5. **Appendix 1: Web-survey questionnaire for company-level employee representatives**

### **Collecting information on experiences concerning Information and Consultation practices within companies**

#### **Background**

As part of its programme of 'smart regulation', the **European Commission** is progressively reviewing EU legislation across all its policy areas, and is currently conducting pilot studies in order to see how best to do this. In this pilot phase, the European Commission (Directorate General for Employment, Social Affairs and Inclusion) has asked Deloitte Consulting to evaluate the operation and effects of three EU Directives concerning the **Information and Consultation of employees at company level**.

This work involves a number of practical case studies, as well as interviews with the social partners and national authorities throughout the EU Member States and EEA countries. Additionally, in order to gather as many views as possible from employers and employee representatives at company or establishment level, a short **questionnaire** has been developed. We have asked the European social partner representatives to make the questionnaire available through their national affiliates.

#### **Questionnaire**

The questionnaire should take no more than 15-20 minutes to complete, and its results will be particularly useful in providing practical information about current experience. It is in a multiple choice format in which you are asked to tick the box which corresponds to your view. If you wish to make further comments, space is provided for you to do so.

You may not be familiar with the details of these EU Directives since they will have been incorporated into your national laws. They cover specific issues concerning collective dismissals and the transfers of companies (change of employer), as well the most recent Directive, effective from 2005, which provides for permanent and general arrangements for consulting and informing employees within companies. Summary details of the Directives, with links to their full texts, are provided below.

Please note that all responses will remain strictly confidential. We would very much appreciate it if you could complete this web-survey by 15<sup>th</sup> December 2011.

Should you have any questions or comments, please do not hesitate to contact us at:

- lkapff@deloitte.com (Lionel Kapff) or +32 475 79 24 76
- jjlennon@deloitte.com (Jean-Jacques Lennon) or +32 477 70 01 74

#### **The three European Directives on Information & Consultation of employees**

**Directive 2002/14/EC** establishes a general framework for informing and consulting employees in the European Union. It provides for a permanent and general right to I&C on economic and employment issues



as well as on decisions relative to substantial changes in contractual relations or work organisation. It aims to strengthen social dialogue within enterprises to improve daily life in companies and ensure employee involvement upstream of decision-making, with a view to better anticipation of problems.

**Directive 98/59/EC** relates to collective redundancies and provides that an employer who envisages collective redundancies must provide workers' representatives with specified detailed information concerning the projected redundancies and consult with them in good time as well as notify public authorities of the projected redundancies. The consultations must, at the minimum, cover means of avoiding collective redundancies or reducing the number of workers affected, and of mitigating their consequences.

**Directive 2001/23/EC** relating to the safeguarding of employees' rights in the event of a transfer of undertakings (i.e. where the employer changes) which provides, among other substantive rights, for information and consultation of employees by the transferor and/or the transferee on the employment and work organization related effects of the transfer (through its article 7).

Further information on the above Directives, including their texts in all EU languages, can be found at: <http://ec.europa.eu/social/>

**Confidentiality guarantee**

In line with common evaluation practices, and according to the Belgian law of 11 December 1998 implementing Directive 95/46/EC on Privacy Protection in relation to the Processing of Personal Data, the content of your completed questionnaire will remain strictly confidential and the questionnaire will not be disclosed by Deloitte to third parties. During the survey, individual answers to the questionnaires are hosted on the server of the web-survey provider. Final results will be presented in aggregate form only.

**Interviewee**

Interviewee	<input type="checkbox"/> Employees' representative  <input type="checkbox"/> Employer / Employers' representative [automatic redirection to correct survey]
Interviewee position (employee representative at local level, employee representative at group level, etc.)	Please indicate ... [Open field]

**Undertaking**

Number of employees in undertaking	<input type="checkbox"/> <10 employees <input type="checkbox"/> <20 employees <input type="checkbox"/> <50 employees <input type="checkbox"/> <250 employees <input type="checkbox"/> >250 employees
Sector of undertaking	<input type="checkbox"/> Agriculture or mining

	<input type="checkbox"/> Manufacturing or construction <input type="checkbox"/> Services <input type="checkbox"/> Public sector
Type of undertaking	<input type="checkbox"/> Single company <input type="checkbox"/> Parent or holding company <input type="checkbox"/> Subsidiary company
Country where you work	[List of EU/EEA Member States + Other]

**Information & Consultation (hereafter I&C) bodies in your company**

How many I&C bodies are there in your undertaking (excluding European Work Councils and Health and Safety bodies)?	<input type="checkbox"/> Several	<input type="checkbox"/> One	<input type="checkbox"/> None	<input type="checkbox"/> Don't know	
When was the most recent I&C body set up?	<input type="checkbox"/> More than 10 years ago	<input type="checkbox"/> More than five years ago	<input type="checkbox"/> Less than 5 years ago	<input type="checkbox"/> Not applicable	<input type="checkbox"/> Don't know
Who took the initiative to set it up?	<input type="checkbox"/> Management	<input type="checkbox"/> Employees	<input type="checkbox"/> Not applicable	<input type="checkbox"/> Don't know	
Was there a particular reason for doing so? [Open field]					
Have you had any experience in recent years of taking account of I&C legislation concerning collective redundancies or transfers of companies (change of employer)?					
<input type="checkbox"/> Yes, in both collective redundancies and transfers of companies (change of employer)	<input type="checkbox"/> Yes, in collective redundancies	<input type="checkbox"/> Yes, in transfers of companies (change of employer)	<input type="checkbox"/> No	<input type="checkbox"/> Don't know	

**The objectives of I&C**

How relevant do you see I&C legislation in terms of achieving the following objectives?	Very relevant	Relevant	Somewhat relevant	Not relevant	Not applicable / Don't know
To guarantee workers' fundamental right to be informed and consulted	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
To increase trust and partnership between employees and management	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
To ensure the involvement of employees concerning workplace issues	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
To reduce the number of redundancies in	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>

cases of restructuring					
To increase the adaptability and employability of employees	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
To improve the performance of the company or undertaking	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
To improve the quality of management decisions	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>

**Gaps, uncertainties and inconsistencies in I&C coverage**

EU legislation is incorporated into national legislation. In some countries this has meant significant changes, but in others it has not because similar legislation did already exist. In some of the latter, national legislation goes even beyond the EU requirements, e.g. co-determination.

To what extent have you experienced problems in terms of:

	Yes, serious	Yes, occasional	No	Uncertain	Not applicable / Don't know
Gaps in the coverage of the legislation	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
Uncertainties or inconsistencies in the legislation	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
Practical problems in using the legislation	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
Please provide any examples that illustrate your views.	[Open field]				
Do you think your experience justifies:					
	Yes	No	Possibly	Not applicable / Don't know	
Additional legislation	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	
A rationalisation of existing legislation	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	
More information about the legislation	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	

**Issues treated by I&C bodies**

What issues do the I&C bodies treat in your company, and are they simply informed or also consulted on these?				
	Informed and consulted	Informed only	Not involved	Not applicable / Don't know
Economic situation of your company?	(1) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
Employment situation and structure of your company, such as companies' and workers' needs for flexible forms of work?	(1) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
Decisions affecting work organization, such as working	(1) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>

time arrangements?				
Decisions concerning any transfers of companies (change of employer)?	(1) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
Decisions concerning any collective redundancies?	(1) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
Decisions concerning the company's overall strategy?	(1) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>

**Enforcement of I&C legislation**

Have you experienced claims been brought before administrative or judicial bodies for the non-respect of employee rights regarding I&C in your company?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Not applicable / Don't know
If there have been claims or disputes, were the enforcement measures seen as effective?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Not applicable / Don't know

**Collective redundancy and transfer of company situations (only if applicable)**

To what extent do you agree with the following statements concerning the effectiveness of I&C arrangements in cases of collective redundancies or changes of employer?					
	<b>Strongly agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly disagree</b>	<b>Not applicable / Don't know</b>
Number of employees made redundant in collective redundancies has been reduced (as compared to initial management plans)	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
Increased support provided from inside and outside the company in cases of collective redundancies	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
Better protection of employees in cases of change of employer	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>

**Benefits of I&C**

Please assess the benefits of I&C legislation in the following terms:					
	<b>Very large</b>	<b>Large</b>	<b>Some</b>	<b>None</b>	<b>Not applicable / Don't know</b>
Increased awareness of the rights of employee representatives to be informed and consulted about matters that affect their working lives	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
Increased trust and partnership between	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>

management and employee representatives					
Improved quality, frequency and timeliness of information and/or consultation with employee representatives	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
Increased involvement of employee representatives in workplace issues	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
Increased adaptability and employability of employees	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
Better anticipation of change	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
Better management of change	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
Improved management decisions	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
Improved company performance	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
Greater acceptance of management decisions by employees	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
Less conflict between employer and employees	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
Fewer redundancies	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
Increased company awareness of the importance of investing in its workforce	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
Other benefits – please indicate	[Open field]				
Have any calculation of the benefits of I&C in your undertaking ever been undertaken? If so, please specify how you did it, and indicate any results.	[Open field]				

**Costs of I&C**

Does your work as an employee representative involve costs regarding I&C that are <b>not</b> covered by the employer (time spent producing documents, organising meetings, consulting other representatives or agencies etc.)?				
<input type="checkbox"/> Yes <input type="checkbox"/> No				
In so far as there are costs for you as an employee representatives, do you see these as:				
<input type="checkbox"/> Very high <input type="checkbox"/> High <input type="checkbox"/> Modest <input type="checkbox"/> None <input type="checkbox"/> Not applicable / Don't know				
Please assess the importance of the following potential costs ( <i>only costs that are not covered by the employer</i> ).				
	<b>Very high</b>	<b>High</b>	<b>Low or no costs</b>	<b>Not applicable / Don't know</b>
Costs of familiarizing yourself with the I&C legislation	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>
Costs of working with other employee representatives	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>

Costs of training/advising employee representatives	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>
Costs of producing and transmitting information to employee representatives	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>
Costs of handling legal or administrative disputes or claims related to I&C practices	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>
Have you ever made any calculation of the cost of I&C that are <b>not</b> covered by employers? If so, can you indicate the results?	[Open field]			

**Benefits and costs of I&C**

Please assess the benefits of I&C arrangements relative to your costs.				
<b>Benefits much greater than costs</b>	<b>Benefits greater than costs</b>	<b>Benefits and costs are similar</b>	<b>Benefits less than costs</b>	<b>Not applicable / Don't know</b>
(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>

**Other comments?**

Do you have any particular comments regarding the I&C arrangements in your company/undertaking?

[Open field]

## 6. **Appendix 2: Web-survey questionnaire for company-level representatives of employers and employer**

### **Collecting information on experiences concerning Information and Consultation practices within companies**

#### **Background**

As part of its programme of ‘smart regulation’, the **European Commission** is progressively reviewing EU legislation across all its policy areas, and is currently conducting pilot studies in order to see how best to do this. In this pilot phase, the European Commission (Directorate General for Employment, Social Affairs and Inclusion) has asked Deloitte Consulting to evaluate the operation and effects of three EU Directives concerning the **Information and Consultation of employees at company level**.

This work involves a number of practical case studies, as well as interviews with the social partners and national authorities throughout the EU Member States and EEA countries. Additionally, in order to gather as many views as possible from employers and employee representatives at company or establishment level, a short **questionnaire** has been developed. We have asked the European social partner representatives to make the questionnaire available through their national affiliates.

#### **Questionnaire**

The questionnaire should take no more than 15-20 minutes to complete, and its results will be particularly useful in providing practical information about current experience. It is in a multiple choice format in which you are asked to tick the box which corresponds to your view. If you wish to make further comments, space is provided for you to do so.

You may not be familiar with the details of these EU Directives since they will have been incorporated into your national laws. They cover specific issues concerning collective dismissals and the transfers of companies (change of employer), as well the most recent Directive, effective from 2005, which provides for permanent and general arrangements for consulting and informing employees within companies. Summary details of the Directives, with links to their full texts, are provided below.

Please note that all responses will remain strictly confidential. We would very much appreciate it if you could complete this web-survey by 15<sup>th</sup> December 2011.

Should you have any questions or comments, please do not hesitate to contact us at:

- lkapff@deloitte.com (Lionel Kapff) or +32 475 79 24 76
- jjlennon@deloitte.com (Jean-Jacques Lennon) or +32 477 70 01 74

#### **The three European Directives on Information & Consultation of employees**

**Directive 2002/14/EC** establishes a general framework for informing and consulting employees in the European Union. It provides for a permanent and general right to I&C on economic and employment issues as well as on decisions relative to substantial changes in contractual relations or work organisation. It aims to strengthen social dialogue within enterprises to improve daily life in companies and ensure employee involvement upstream of decision-making, with a view to better anticipation of problems.

**Directive 98/59/EC** relates to collective redundancies and provides that an employer who envisages collective redundancies must provide workers' representatives with specified detailed information concerning the projected redundancies and consult with them in good time as well as notify public authorities of the projected redundancies. The consultations must, at the minimum, cover means of avoiding collective redundancies or reducing the number of workers affected, and of mitigating their consequences.

**Directive 2001/23/EC** relating to the safeguarding of employees' rights in the event of a transfer of undertakings (i.e. where the employer changes) which provides, among other substantive rights, for information and consultation of employees by the transferor and/or the transferee on the employment and work organization related effects of the transfer (through its article 7).

Further information on the above Directives, including their texts in all EU languages, can be found at: <http://ec.europa.eu/social/>

**Confidentiality guarantee**

In line with common evaluation practices, and according to the Belgian law of 11 December 1998 implementing Directive 95/46/EC on Privacy Protection in relation to the Processing of Personal Data, the content of your completed questionnaire will remain strictly confidential and the questionnaire will not be disclosed by Deloitte to third parties. During the survey, individual answers to the questionnaires are hosted on the server of the web-survey provider. Final results will be presented in aggregate form only.

**Interviewee**

Interviewee	<input type="checkbox"/> Employer / Employers' representative <input type="checkbox"/> Employees' representative [automatic redirection to correct survey]
Interviewee position (CEO, HR manager, etc.)	Please indicate ... [Open field]

**Undertaking**

Number of employees in undertaking	<input type="checkbox"/> <10 employees <input type="checkbox"/> <20 employees <input type="checkbox"/> <50 employees <input type="checkbox"/> <250 employees <input type="checkbox"/> >250 employees
------------------------------------	--



Sector of undertaking	<input type="checkbox"/> Agriculture or mining <input type="checkbox"/> Manufacturing or construction <input type="checkbox"/> Services <input type="checkbox"/> Public sector
Type of undertaking	<input type="checkbox"/> Single company <input type="checkbox"/> Parent or holding company <input type="checkbox"/> Subsidiary company
Country where you work	[List of EU/EEA Member States + Other]

**Information & Consultation (hereafter I&C) bodies in your company**

How many I&C bodies are there in your undertaking (excluding European Work Councils and Health and Safety bodies)?	<input type="checkbox"/> Several	<input type="checkbox"/> One	<input type="checkbox"/> None	<input type="checkbox"/> Don't know	
When was the most recent I&C body set up?	<input type="checkbox"/> More than 10 years ago	<input type="checkbox"/> More than five years ago	<input type="checkbox"/> Less than 5 years ago	<input type="checkbox"/> Not applicable	<input type="checkbox"/> Don't know
Who took the initiative to set it up?	<input type="checkbox"/> Management	<input type="checkbox"/> Employees	<input type="checkbox"/> Not applicable	<input type="checkbox"/> Don't know	
Was there a particular reason for doing so? [Open field]					
Have you had any experience in recent years of taking account of I&C legislation concerning collective redundancies or transfers of companies (change of employer)?					
<input type="checkbox"/> Yes, in both collective redundancies and transfers of companies (change of employer)	<input type="checkbox"/> Yes, in collective redundancies	<input type="checkbox"/> Yes, in transfers of companies (change of employer)	<input type="checkbox"/> No	<input type="checkbox"/> Don't know	

**The objectives of I&C**

How relevant do you see I&C legislation in terms of achieving the following objectives?	Very relevant	Relevant	Somewhat relevant	Not relevant	Not applicable / Don't know
To guarantee workers' fundamental right to be informed and consulted	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
To increase trust and partnership between employees and management	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
To ensure the involvement of employees concerning workplace issues	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>

To reduce the number of redundancies in cases of restructuring	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
To increase the adaptability and employability of employees	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
To improve the performance of the company or undertaking	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
To improve the quality of management decisions	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>

**Gaps, uncertainties and inconsistencies in I&C coverage**

EU legislation is incorporated into national legislation. In some countries this has meant significant changes, but in others it has not because similar legislation did already exist. In some of the latter, national legislation goes even beyond the EU requirements, e.g. co-determination.

To what extent have you experienced problems in terms of:

	Yes, serious	Yes, occasional	No	Uncertain	Not applicable / Don't know
Gaps in the coverage of the legislation	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
Uncertainties or inconsistencies in the legislation	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
Practical problems in using the legislation	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
Please provide any examples that illustrate you views.	[Open field]				
Do you think your experience justifies:	Yes	No	Possibly	Not applicable / Don't know	
Additional legislation	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	
A rationalisation of existing legislation	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	
More information about the legislation	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	

**Issues treated by I&C bodies**

What issues do the I&C bodies treat in your company, and are they simply informed or also consulted on these?				
	Informed and consulted	Informed only	Not involved	Not applicable / Don't know
Economic situation of your company?	(1) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
Employment situation and structure of your company, such as companies' and workers' needs for flexible forms of work?	(1) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
Decisions affecting work	(1) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>

organization, such as working time arrangements?				
Decisions concerning any transfers of companies (change of employer)?	(1) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
Decisions concerning any collective redundancies?	(1) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
Decisions concerning the company's overall strategy?	(1) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>

**Enforcement of I&C legislation**

Have you experienced claims been brought before administrative or judicial bodies for the non-respect of employee rights regarding I&C in your company?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Not applicable / Don't know
If there have been claims or disputes, were the enforcement measures seen as effective?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Not applicable / Don't know

**Collective redundancy and transfer of company situations (only if applicable)**

To what extent do you agree with the following statements concerning the effectiveness of I&C arrangements in cases of collective redundancies or changes of employer?					
	<b>Strongly agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly disagree</b>	<b>Not applicable / Don't know</b>
Number of employees made redundant in collective redundancies has been reduced (as compared to initial management plans)	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
Increased support provided from inside and outside the company in cases of collective redundancies	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
Better protection of employees in cases of change of employer	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>

**Benefits of I&C**

Please assess the benefits of I&C legislation in the following terms:					
	<b>Very large</b>	<b>Large</b>	<b>Some</b>	<b>None</b>	<b>Not applicable / Don't know</b>
Increased awareness of the rights of employee representatives to be informed and consulted about matters that affect their working lives	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>

Increased trust and partnership between management and employee representatives	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
Improved quality, frequency and timeliness of information and/or consultation with employee representatives	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
Increased involvement of employee representatives in workplace issues	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
Increased adaptability and employability of employees	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
Better anticipation of change	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
Better management of change	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
Improved management decisions	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
Improved company performance	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
Greater acceptance of management decisions by employees	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
Less conflict between employer and employees	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
Fewer redundancies	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
Increased company awareness of the importance of investing in its workforce	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>
Other benefits – please indicate	[Open field]				
Have any calculation of the benefits of I&C in your undertaking ever been undertaken? If so, please specify how you did it, and indicate any results.	[Open field]				

### **Costs of I&C**

Please rate the following annual I&C costs for employers based on your experience in your undertaking.				
	Very high	High	Low or no costs	Not applicable / Don't know
Costs of familiarizing employees' representatives with I&C legislation (e.g. training).	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>
Costs of supporting employee representatives (time off work and materials/facilities)	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>
Costs of notifying authorities (if any)	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>
Costs of holding I&C consultations	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>
Costs due to delays to decisions	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>
Costs due to breaches of confidentiality	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>
Costs of handling any legal or administrative	(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>

disputes or claims related to I&C practices

Have you ever made any calculation of the  
cost of I&C for employers? If so, can you [Open field]  
indicate the results?

**Benefits and costs of I&C**

Please assess the benefits of I&C arrangements relative to your costs.

Benefits much greater than costs	Benefits greater than costs	Benefits and costs are similar	Benefits less than costs	Not applicable / Don't know
(1) <input type="checkbox"/>	(2) <input type="checkbox"/>	(3) <input type="checkbox"/>	(4) <input type="checkbox"/>	(5) <input type="checkbox"/>

**Other comments?**

Do you have any particular comments regarding the I&C arrangements in your company/undertaking?

[Open field]