



# The changing world of work: Beyond Digitalisation

## Employment and Social Developments in Europe 2018

### Programme

12 October 2018, Brussels

**#ESDE2018**

*In cooperation with the*



*European Economic and Social Committee*

Social Europe

# THE CHANGING WORLD OF WORK: BEYOND DIGITALISATION

## Employment and Social Developments in Europe 2018



European Economic and Social Committee

8:30 – 9:15	Registration & welcome coffee
9:15-11:20	<p><b>Welcome and Opening session: A changing world of work: beyond digitalisation</b></p> <p><i>This high-level opening session will set the scene for the conference. It will also allow presenting the key features of the 2018 edition of the Employment and Social Developments in Europe (ESDE) review, highlighting the main trends and the challenges ahead. The panellists will discuss the broad policy implications of the main ESDE findings.</i></p> <p><b>Welcome remarks</b></p> <ul style="list-style-type: none"> <li>Christa Schweng, President of the Section on Employment, Social Affairs and Citizenship, European Economic and Social Committee</li> <li>Marianne Thyssen, European Commissioner for Employment, Social Affairs, Skills and Labour Mobility</li> </ul> <p><b>Presenter:</b> Presentation of the <b>main findings of ESDE 2018:</b> Barbara Kauffmann, Director of Employment and Social Governance, DG Employment, Social Affairs and Inclusion, European Commission</p> <p><b>Panellists:</b> <b>Panel discussion</b></p> <ul style="list-style-type: none"> <li>Agnes Jongerius, Vice-chair of the Committee on Employment and Social Affairs, European Parliament</li> <li>Edeltraud Glettler, Director General for European, International and Social Policy Issues (Austrian Presidency)</li> <li>Thiébaut Weber, Confederal Secretary, European Trade Union Confederation (ETUC)</li> <li>Rebekah Smith, Deputy Director for Social Affairs, Confederation of European Business (BusinessEurope)</li> <li>Sylvie Laffarge (CELA), Europe Philanthropies Lead Microsoft EMEA [tbc]</li> </ul> <p>Q&amp;A Session with the room</p>
11:20 – 11:45	Coffee break
11:45 – 12:45	<p><b>Session 1: New forms of work, capital deepening, job destruction and job creation</b></p> <p><i>This session will examine how to reap the benefits and address the challenges of new forms of work emerging due to technological transformations, globalisation and ageing. These forms of work allow for new ways to organise labour, e.g. online provision of services, produce goods, deliver services, and consume products. The ongoing process of capital substituting for labour raises the concern that new technologies will make workers redundant, especially those on routine tasks, but more and more also those on tasks requiring higher levels of skills and human interaction. Nonetheless, the relation between capital and labour is far more complex. There is a complementarity between capital and skills: Investment in people's education and workers' skills will trigger investment by increasing workers' productivity. This will induce firms to hire more and better-skilled workers and equip them with innovative capital. The discussion will thus focus on questions such: Under which conditions will capital deepening and jobs be complementary? Which jobs will disappear and which will be created? What implications will these developments have for labour market policies?</i></p> <p><b>Presenter:</b> Brief introduction based on <b>ESDE findings</b> by Jörg Peschner and Giuseppe Piroli, Socio-economic analysts, Thematic Analysis Unit, DG Employment, Social Affairs and Inclusion</p> <p><b>Panellists:</b> <b>Panel discussion</b></p> <ul style="list-style-type: none"> <li>Ilze Zvidriņa, Chair, Employment Committee (EMCO)</li> <li>Scott Marcus, Senior Fellow, Bruegel</li> <li>Andrea Renda, Senior Research Fellow and Head of Global Governance, Regulation, Innovation and the Digital Economy, CEPS</li> <li>Laurin Sepoetro, Senior Associate, EU Public Policy, Uber</li> </ul> <p>Q&amp;A Session with the room</p>
12:45 – 14:00	Buffet lunch



14:00 – 15:00	<b>Session 2: Inequalities of outcomes resulting from the inequality of opportunities in the new labour market</b>
	<p><i>This session will identify key factors behind the changing patterns of inequality in the new world of work. In a context of increasingly globalised markets, firms compete for skills and qualifications needed to fuel innovation. While the EU has made progress in achieving its education-related targets, the PISA study has once more shown that too many Europeans are at risk of being left behind as they lack very basic skills. While they are unable to pass the employability threshold, firms struggle to find skilled staff. The discussion will concentrate on the role of social disadvantage that makes it difficult for people to acquire the skills and qualifications relevant for work and to perform well on the labour market. The social background itself should be seen as an intertemporal multiplier of today's social achievements as it is transmitted from one generation to the next. The debate will therefore focus on policies enhancing the accumulation of skills as they will have a positive impact on future outcomes. It will then look at inequalities themselves, addressing crucial questions such as: have the drivers of economic inequalities in the labour market changed over the last decade? What are the implications for inequality of increased reliance on certain types of flexible work arrangements? What policy making can do to address these issues? It will further emphasise that well-being of non-standard workers should be assessed by taking into account not only income, but also material deprivation and wealth.</i></p>
<b>Presenter:</b>	Brief introduction based on <b>ESDE findings</b> by Jorg Peschner and Stefano Filauro, Socio-economic analysts, Thematic Analysis Unit, DG Employment, Social Affairs and Inclusion
<b>Panellists:</b>	<p><b>Panel discussion</b></p> <ul style="list-style-type: none"> <li>• Bea Cantillon, Professor and Director of the Herman Deleeck Centre for Social Policy, University of Antwerp</li> <li>• Ilias Livanos, Expert, CEDEFOP</li> <li>• Michael Förster, Senior Policy Analyst, OECD</li> <li>• Katherine Duffy, EAPN UK</li> </ul> <p><b>Q&amp;A Session with the room</b></p>
15:00 – 16:00	<b>Session 3: Access and sustainability of social protection in a changing world of work</b>
	<p><i>This session will examine ways of addressing the consequences the changing world of work could have for the EU's social protection systems. First, changes in the labour market lead to new or stronger needs for social protection, such as unemployment protection or enabling services for displaced workers or those with fragmented careers. Second, social protection systems that were designed to protect 'standard' employees may provide incomplete coverage for workers in new or non-standard forms of work, as well as workers making frequent career transitions. Third, changes in the world of work may lead to lower receipts for social protection systems, particularly where these are funded mainly from stable wage employment, i.e. employers' and workers' social contributions. The discussion will focus on these aspects and answer the following questions: How can social security systems be adapted to address these challenges? What adjustments should be made in terms of coverage and adequacy?</i></p>
<b>Presenter:</b>	Brief introduction based on <b>ESDE findings</b> by Tim Van Rie, Socio-economic analyst, Thematic Analysis Unit, DG Employment, Social Affairs and Inclusion
<b>Panellists:</b>	<p><b>Panel discussion</b></p> <ul style="list-style-type: none"> <li>• Ulrika Hall, Chair, Social Protection Committee (SPC)</li> <li>• Christina Behrendt, Head of Social Policy Unit, ILO</li> <li>• Terry Ward, Director of Studies, Applica</li> <li>• Per Eckefeldt, Head of Sector, DG Economic and Financial Affairs</li> </ul> <p><b>Q&amp;A Session with the room</b></p>
16:00 – 16:20	Coffee break

# THE CHANGING WORLD OF WORK: BEYOND DIGITALISATION

## Employment and Social Developments in Europe 2018

16:20 – 17:20	<b>Session 4: Social dialogue for a changing world of work</b>
	<i>Acknowledging that the State is not the only actor in addressing the risks and opportunities brought by the changing world of work, this session will discuss how these developments challenges traditional social dialogue and the roles of social partners. Fit-for-purpose, re-organized social dialogue can play a positive role in adjusting to the changing requirements of work, including support for up and re-skilling, and managing the flexibility inherent in many non-standard forms of work. The session will focus on these aspects, recent trends as well as policymakers and social partners' responses to the changing world of work.</i>
<b>Presenter:</b>	Brief introduction based on <b>ESDE findings</b> by Sigried Caspar, Team leader, Social Dialogue Unit, DG Employment, Social Affairs and Inclusion
<b>Panellists:</b>	<p><b>Panel discussion</b></p> <ul style="list-style-type: none"> <li>• Erika Mezger, Deputy Director, Eurofound</li> <li>• Emma Argutyan, Director General, ECEG</li> <li>• Luc Triangle, General Secretary, industryAll</li> </ul> <p><b>Q&amp;A Session with the room</b></p>
17:20	<b>Closing remarks</b>
	<ul style="list-style-type: none"> <li>• Barbara Kauffmann, Director of Employment and Social Governance, DG Employment, Social Affairs and Inclusion, European Commission</li> </ul>

## PRACTICAL INFORMATION

**Venue:**

European Economic and Social Committee (EESC),  
VMA building, room VMA 3  
Rue van Maerlant 2, 1040 Brussels

**Interpreting:**

EN-FR-DE (speak and listen)

**Twitter:**

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@mariannethyssen  
@EESC\_SOC





### Welcome remarks



#### Christa **SCHWENG**

*President of the Section on Employment, Social Affairs and Citizenship, European Economic and Social Committee*

Christa Schweng is the President of the Section on Employment, Social Affairs and Citizenship (SOC) of the European Economic and Social Committee (EESC). She has been a Member of the Committee (Employers' Group, Austria) since 1998 and was President of the Labour Market Observatory of the EESC between 2013 and 2015. She is currently senior advisor to the Social Policy Department of the Austrian Federal Economic Chamber (since 1994).

Her other positions include: alternate member of the Advisory Committee on Safety and Health at Work, member of the Bureau and Governing Board of the European Agency for Safety and Health at Work (Bilbao) (since 1994) and chair of the latter's Governing Board in 2001, 2004, 2007, 2010, 2013 and 2016. She is also a member of the Social Affairs Committee of the European Association of Craft, Small and Medium-sized Enterprises (UEAPME).

Christa Schweng holds a Master of Law from the University of Vienna and speaks German, English, French and Spanish.



#### Marianne **THYSSEN**

*European Commissioner for Employment, Social Affairs, Skills and Labour Mobility*

Marianne Thyssen is Commissioner for Employment, Social Affairs, Skills and Labour Mobility. Her portfolio includes overseeing European Union policy on employment, social affairs, vocational training, skills, labour market reforms and social inclusion, including workplace equality legislation. She is also responsible for the statistical office of the European Union (Eurostat). She studied Law at the Catholic University of Leuven where she had her first job at the Law Faculty. Prior to her political career, she was working for UNIZO for more than 10 years (SME representative organisation). After that, she served as a Member of the European Parliament (1991-2014) and as Vice-Chair of the Economic and Monetary Affairs Committee. Marianne Thyssen was also the party leader of the Flemish Christian-Democratic Party (CD&V) and the First Vice-President of the EPP Group in the European Parliament. She was elected Vice-President of the European People's Party in October 2015.

### Opening session: A changing world of work: beyond digitalisation



#### Barbara **KAUFFMANN**

*Director of Employment and Social Governance, DG Employment, Social Affairs and Inclusion, European Commission*

Barbara Kauffmann holds a Ph.D. and M.A. She is Director for Employment and Social governance in DG Employment since October 2015, in charge of the European semester, social dialogue, employment and social analysis, as well as Greece and Cyprus. She joined the Commission in 1991 and worked previously in the area of economic and financial affairs, including as Head of unit dealing with selected non-EU countries (1999-2004) and EU Member States including France and Hungary (2004-2012) and then coordinated the EU multilateral (including fiscal) surveillance process. Before joining the Commission she worked at the Kiel Institute of Economics and the German Ministry of Finance on international issues.



### Agnes **JONGERIUS**

*Vice-chair of the Committee on Employment and Social Affairs, European Parliament*

Agnes Jongerius is a politician and trade unionist from the Netherlands. She has been a MEP for the Dutch Labour Party called PvdA (Partij van de Arbeid) in the S&D since July 2014.

Agnes Jongerius was born on the 4th of November 1960 in De Meern. She studied in the city of Utrecht and has a degree in Social-Economic History. Afterwards, she worked for the Federation of Dutch Trade Unions (Federatie Nederlandse Vakbeweging) for 25 years, being the chair of the organisation for the last 7 years. Before becoming an MEP, she was an Associated Researcher at the Knowledge Center Institutions of the Open Society Utrecht University.

Currently as MEP, Agnes JONGERIUS is a member and vice-chairwoman of the Committee on Employment and Social Affairs (EMPL) and substitute member of the Committee of International Trade. Jongerius is mainly committed the topics of employment, social affairs, good working conditions and trade.



### Edeltraud **GLETTLER**

*Director General for European, International and Social Policy Issues of the Federal Ministry of Labour, Social Affairs and Consumer Protection, Austria*

In July 2007, Edeltraud Glettler became Director General for European, International and Social Policy Issues at the Austrian Federal Ministry of Labour, Social Affairs and Consumer Protection. She had been Director of the Division for European and International Affairs at the same Ministry since 1999.

Between 1995 and 1999, Edeltraud Glettler was the personal adviser of the Austrian Minister of Social and Employment Affairs in the field of bilateral, multilateral and EU affairs. Previously, she was Head of the Division for Gender Equality at the Austrian Trade Union Federation and member of the Women's Committee of the European Trade Union Federation in from (1992-1995). She was first a Pedagogical expert at the Austrian Federation of Training and Education Centers (1989 – 1991).

Edeltraud Glettler studied History, Social Sciences and German Philology studies (teaching degree) at the Karl-Franzens-University in Graz before a Post-graduate Study of Museum Education at the Interuniversitarian Research Institute for Distance Education (University Klagenfurt).



### Thiébaud **WEBER**

*Confederal Secretary, European Trade Union Confederation*

Thiebaud Weber is a trade unionist and former student activist in his native France. Born in Mulhouse, France, he studied history at the University of Haute-Alsace to study history. He is a member of the French trade union Confédération Française Démocratique du Travail (CFDT) and in 2007 started work as their youth delegate, then in 2014 as political advisor on issues including international and European affairs. Between 2011 and 2013 he was President of the ETUC Youth Committee. He was elected as ETUC Confederal Secretary at the Paris Congress in 2015.



### Rebekah **SMITH**

*Deputy Director for Social Affairs, Confederation of European Business (BusinessEurope)*

Rebekah Smith is Deputy Director in the Social Affairs department of BusinessEurope, supporting the Director on strategic matters. With 15 years' experience in EU affairs, she has a thorough understanding of the EU decision-making process and expertise in representing business' interests in social affairs. Her portfolio includes the management and coordination of advocacy on sustainability and corporate social responsibility, working conditions, labour law and industrial relations, cross-cuttings issues such as social/employment aspects of digitalisation. She is involved in EU level social dialogue negotiations and supervises social dialogue projects. Earlier, she was Policy and Communications Manager in a Brussels-based consultancy as well as working for the EU Representation office of a UK region. Ms Smith has a master's degree in European Studies and studied at Hull University and Osnabrueck University.



### Session 1: New forms of work, capital deepening, job destruction and job creation



#### Ilze **ZVĪDRIŅA**

*Chair, Employment Committee (EMCO)*

Ilze Zvīdriņa is the Chair of the EU Employment Committee since August 2017 and Deputy Director of the Labour Market Policy Department at the Ministry of Welfare of Latvia. She has more than 10 years of experience in public sector with having been involved in employment/labour market policies and analysis including active labour market programmes, impact evaluations, minimum wage, mobility/migration, undeclared work, VET, work based learning, labour market integration of groups at risk of social exclusion, employment protection legislation, social assistance, benefits, and others. She designed and steered crisis related active labour market policy measures during the financial, economic crisis in Latvia. She has studied at the BA School of Business and Finance and at the Institute for European Global Studies of the University of Basel.



#### Scott **MARCUS**

*Senior Fellow, Bruegel*

J. Scott Marcus is a Senior Fellow at Bruegel, a Brussels-based economics think tank, and also works as an independent consultant dealing with policy and regulatory policy regarding electronic communications. His work is interdisciplinary and entails economics, political science / public administration, policy analysis, and engineering.

From 2005 to 2015, he served as a Director for WIK-Consult GmbH (the consulting arm of the WIK, a German research institute in regulatory economics for network industries). From 2001 to 2005, he served as Senior Advisor for Internet Technology for the United States Federal Communications Commission (FCC), as a peer to the Chief Economist and Chief Technologist. In 2004, the FCC seconded Mr. Marcus to the European Commission (to what was then DG INFSO) under a grant from the German Marshall Fund of the United States. Prior to working for the FCC, he was the Chief Technology Officer (CTO) of Genuity, Inc. (GTE Internetworking), one of the world's largest backbone internet service providers.

J. Scott Marcus is the author of numerous papers, a book on data network design. He either led or served as first author for numerous studies for the European Parliament, the European Commission, and national governments and regulatory authorities around the world. J. Scott Marcus holds a B.A. in Political Science (Public Administration) from the City College of New York (CCNY), and an M.S. from the School of Engineering, Columbia University.



#### Andrea **RENDA**

*Senior Research Fellow and Head of Global Governance, Regulation, Innovation and the Digital Economy, CEPS*

Andrea Renda Senior Research Fellow and Head of Global Governance, Regulation, Innovation and the Digital Economy at the Centre for European Policy Studies (CEPS). From September 2017, he holds the Chair for Digital Innovation at the College of Europe in Bruges (Belgium). He is a non-resident fellow at Duke University's Kenan Institute for Ethics. An expert in technology policy and better regulation, he is a member of the ESIR (Economic and Social Impacts of Research) expert group of the

European Commission; a member of the EU Blockchain Observatory and Forum; and a Member of the EU Expert Group on Artificial Intelligence. He holds a Ph.D. degree in Law and Economics awarded by the Erasmus University of Rotterdam



#### Laurin **SEPOETRO**

*Senior Associate, EU Public Policy, Uber*

Laurin Sepoetro is Senior Associate, EU Public Policy and leads on Uber's Future of Work thinking at EU level. Before joining Uber, he worked as a policy adviser in the European Parliament and as an adviser in the Office of the Secretary General of the European Bank for Reconstruction and Development (EBRD). Laurin holds a MSc degree in Public Policy and Human Development from Maastricht University.

### Session 2: Inequalities of outcomes resulting from the inequality of opportunities in the new labour market



#### Bea **CANTILLON**

*Professor and Director of the Herman Deleeck Centre for Social Policy, University of Antwerp*

Bea Cantillon is Professor of Social Policy and Director of the Herman Deleeck Centre for Social Policy at the University of Antwerp. She has acted as a consultant to, among others, the OECD, the European Commission, and the Belgian government. Next to being the Chair of the National Administration for Family Allowances, she also served as a Belgian senator (1995-1999) and she was the president of the National Reform Commission on the Belgian Social Security for independent workers (2000-2002).

She is secretary-general of the Foundation for International Studies on Social Security and acted as the coordinator of the FP7 funded ImPRovE project. She is also a Fellow of the Royal Belgian Academy and a member of the Belgian High Council for Employment and of the Commission on Pension Reform in Belgium.

Recent book publications include *Reconciling Work and Poverty Reduction* (with F. Vandenbroucke) and *Children of Austerity* (with B. Nolan, C. Chhzn and S. Handa) both with Oxford University Press.



#### Ilias **LIVANOS**

*Expert, Cedefop*

Working in the Department for skills and the labour market, Ilias Livanos heads the Skills forecast and the European skills index projects, while he has been responsible for conceptualising the quantitative structure of the Skills Panorama. Ilias is involved in several other Cedefop projects (including Mismatch priority occupations and Skills governance). Ilias is an economist by training, with a PhD in employment research from the University of Warwick, where he worked for a number of years prior to joining Cedefop. His expertise is in labour economics, education economics, and industrial relations. Ilias has published articles

in various top-ranking journals including: *Industrial Relation*, *A Journal of Economy and Society*, *Regional Studies*, *Industrial and Economic Democracy*, *Journal of Economic Studies*, *Education Economics*, *Applied Economics Letters*, *Higher Education*, the *International Journal of Manpower*, *Personnel Review*, and the *Journal of Labour Research*.



#### Michael **FÖRSTER**

*Senior Policy Analyst, OECD*

Michael Förster is a senior policy analyst at the OECD Directorate for Employment, Labour and Social Affairs where he has been involved in successive OECD work on inequality, income distribution and poverty. He is co-author of "Growing Unequal? Income Distribution and Poverty Trends in the OECD Area" (2008) and lead author of the follow-up reports, "Divided we Stand: Why Inequality keeps rising" (2011), "In It Together – Why Less Inequality Benefits All" (2015) and "A Broken social Elevator? How to Promote Social Mobility" (2018). Mr. Förster is member of several scientific advisory boards of international research projects,

and a member of the French national observatory of poverty and social exclusion (ONPES). He is author of various articles and book contributions, most recently to the Elsevier Handbook of Income Distribution.



#### Katherine **DUFFY**

*EAPN UK*

Dr Katherine Duffy is an anti-poverty activist and academic who combines policy work with the European Anti-poverty Network (EAPN) with social action.

Previously UK evaluator for the EU Poverty 3 programme (1991-4), director of the Council of Europe initiative on Human Dignity and Social Exclusion (1995-7); chair of the Social Inclusion Group, the main policy group in EAPN Europe (2006-10) and chair of the Social Policy Taskforce of UK NGOs working on European Social Policy (2003-10), which had consultative status with

UK DWP (Department for Work and Pensions). Katherine leads on the European Minimum Income Network for UK EAPN and is co-ordinator for the UK Minimum Income Campaign. In advance of a visit to the UK in November Katherine has submitted findings from UK EMIN to the UN rapporteur on extreme poverty and human rights. Katherine has recently authored the EAPN paper on new ways of work: <https://www.eapn.eu/wp-content/uploads/2018/04/EAPN-2018-Future-of-Work-EAPN-analysis.pdf>



### Session 3: Access and sustainability of social protection in a changing world of work



#### Ulrika **HALL**

*Chair, Social Protection Committee (SPC)*

Ulrika Hall is Chair of the Social Protection Committee (SPC) since February 2017 and has been a member of the committee since 2014. She is also Senior Advisor in the Division for EU and International Affairs on the Ministry of Health and Social Affairs, Sweden. She joined the Government Offices of Sweden in 1999 and has worked in the field of EU and international affairs throughout her career. In the area of Health and Social Affairs she has in addition to the SPC also been a member of the Nordic Committee of Senior Officials of Health and Social Affairs, Nordic Council of Ministers, and in the European Committee for Social cohesion, Human dignity and Equality, Council of Europe. She holds a Master of Political Science.



#### Christina **BEHRENDT**

*Head of Social Policy Unit, ILO*

Christina Behrendt is Head of the Social Policy Unit in the Social Protection Department in the Social Protection Department of the International Labour Office (ILO) in Geneva (Switzerland); her earlier work experience includes assignments as regional social security specialist at the ILO Regional Office for Arab States in Beirut (Lebanon), as consultant at the International Social Security Association (ISSA), and as lecturer and research fellow at the University of Konstanz. She has worked and published on various aspects of social security in both developed and developing country contexts. Having studied in Konstanz and Edinburgh, she earned her Master degree in Politics and Public Administration and her PhD in Social Policy from the University of Konstanz (Germany).



#### Terry **WARD**

*Director of Studies, Applica*

Terry Ward is Director of Studies at Applica in Brussels and Director of Alphametrics in the UK. Before jointly setting up the two companies, he was a Senior Research Officer in the Department of Applied Economics at the University of Cambridge for many years, working on a wide range of economic policy issues and a Specialist Advisor to the Treasury Committee of the UK House of Commons on public expenditure and budgetary policy. Over the past 30 years, he has assisted the European Commission to produce a large number of reports and studies on economic and social questions, including the Employment in Europe Report between 1989

and 1997, the Social Protection in Europe Report biennially between 1993 and 1999 and all 7 Economic, Social and Territorial Cohesion Reports published since 1996, the last one in 2017. Between 2005 and 2016, he directed the work on the Social Situation Monitor and was author or co-author of many Research Notes. Since 2014, he has directed the work of the MISSOC Secretariat.



#### Per **ECKEFELDT**

*Head of Sector, DG Economic and Financial Affairs*

Per Eckefeldt is currently Head of Sector in the Unit 'Sustainability of public finances' in the Fiscal Policy and Policy Mix Directorate of the Directorate General for Economic and Financial Affairs (DG ECFIN) at the European Commission in Brussels.

Per has held several different positions in the European Commission. He has worked with macro-economic and budgetary forecasts and analysis, as well as with fiscal policy and the development of the EU fiscal framework, the Stability and Growth Pact. Recently, he has worked on issues related to the economic and budgetary impact of an ageing population, among others carrying out long-

term economic and budgetary projections for the EU Member States (Ageing Report and Fiscal Sustainability Report). He holds a degree in Economics from Lund University, Sweden.

### Session 4: Social dialogue for a changing world of work



#### Erika **MEZGER**

*Deputy Director, Eurofound*

Dr. Erika Mezger is Deputy Director of Eurofound since July 2009. A graduate in public administration from the University of Konstanz, Germany, where she obtained a PhD in 1989, Ms Mezger has had a long association with both trade unionism and research into employment and social issues. She began her career at the Hans Böckler Foundation in Düsseldorf in 1987, where she was initially responsible for conducting research into gender issues and social policy.

In parallel with her career, she has gained international experience while studying in the US, in 1991 under the German Marshall Fund 'Young Leaders' Programme in Washington D.C. and New York, and in 1998 as a Fulbright Scholar. Since 2012, she is a Policy Fellow at the Institute of Labor Economics (IZA, Bonn). Prior to taking up her appointment at Eurofound, Ms Mezger was Head of the Research Promotion Department at the Hans Böckler Foundation in Düsseldorf.



#### Emma **ARGUTYAN**

*Director General, ECEG*

Emma Argutyán is the Director General of the European Chemical Employers Group, ECEG, since April 2014. Her responsibilities include representing the employers' interests (in the fields of H&S, social and industrial policies) towards the European institutions as well as the social partner, industriAll European Trade Union.

Emma holds a MA degree in European Studies from the University of Maastricht.



#### Luc **TRIANGLE**

*General Secretary, industriAll*

Luc Triangle is the Secretary General of industriAll European Trade Union. He was elected at the 2nd Congress of industriAll Europe held in Madrid in June 2016. Luc has over three decades of trade union sectoral experience at regional, national and European level.

In 2011, he was elected Secretary General of the European Federation for Textile, Clothing and Leather. Following the merger of the three European federations representing the metal, chemical, energy, mining, textile, clothing and footwear sectors in 2012, Luc was elected Deputy Secretary General, a position he held until 2016.

His origins are in the Belgian trade union movement (ACV-CSC Metea), where he was in charge of international and European activities for more than 15 years. He is currently a member of several roundtables and expert groups set up by the European Commission, such as The High Level Industrial Roundtable 'Industry 2030'.

### Moderator



#### Tamsin **ROSE**

Tamsin Rose is a facilitator and trainer with more than 25 years of experience of European policies and programmes. A political science graduate with experience in communications and journalism, Tamsin has lived in Belgium, France and Russia. After reporting for Radio Maximum, Moscow she worked in the Press section of the EU Delegation in Moscow. Tamsin managed a multi-million Euro programme that twinned cities in Europe with their counterparts in the former Soviet countries. From 2002 until 2005 she was the Secretary-General of the European Public Health alliance. An independent consultant since 2006, Tamsin has worked for foundations, NGOs and EU institutions on a range of projects from strengthening human rights to scaling up e-health activities. A strong advocate, she has a particular interest in helping organisations to achieve positive change. Tamsin is a senior fellow at Friends of Europe.



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