



Implementation of multi-sectoral guidance on third party violence in the workplace

Report of regional workshop (London)

A report prepared by GHK

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A report for CEMR, CoESS, EFEE, EPSU, ETUCE, EuroCommerce and UNI Europa
prepared by GHK

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1 Introduction

This document provides the report from the first regional workshop of the project on the Implementation of the multi-sectoral guidance on third party violence in the workplace, which was held in London on 10 May 2011.

1.1 Background of the project

On 16 July 2010, EPSU, UNIEuropa, ETUCE, HOSPEEM, CEMR, EFEE, EUROCOMMERCE, COESS, representing the social partners of the commerce, private security, local governments, education and hospital sectors have reached an agreement on multi-sectoral guidelines aimed to tackle third-party violence and harassment at work (<http://ec.europa.eu/social/main.jsp?langId=en&catId=89&newsId=896&furtherNews=yes>)..

These Guidelines have been developed following two major conferences organised with the support of the Commission in March 2008 and October 2009 at which the outcomes of a research on third-party violence were presented along with case studies and joint conclusions . Therefore, these Guidelines build on these initiatives and complement the cross-sectoral *Framework Agreement on Harassment and Violence at Work* of 26 April 2007 (http://ec.europa.eu/employment_social/dsw/public/actRetrieveText.do?id=8446).

The organisation which were party to the multi-sectoral guidelines subsequently decided to disseminate the guidelines and obtained funding from the European Commission for a project to assist with the translation of the guidance into all EU languages, for three regional seminars and a final conference to be held with the goal making the guidelines more widely known, sharing good practices in tackling third party violence in the workplace and encouraging national member organisations to think about how the guidelines will be implemented in each Member State. GHK Consulting was commissioned to assist in the moderation of these events and in the preparation of reports.

1.2 Participating countries

The first regional workshop was held in London on 10 May 2011 under the participation of 60 representatives of sectoral social partner organisations from Denmark, Estonia, Finland, Ireland, Latvia, Lithuania, the Netherlands, Sweden, Turkey and the UK (representatives from Bulgaria were also registered to attend but were unable to be present on the day). A full list of participants, the agenda of the workshop and the presentations provided are included in the Annex to this report.

1.3 Purpose of this report

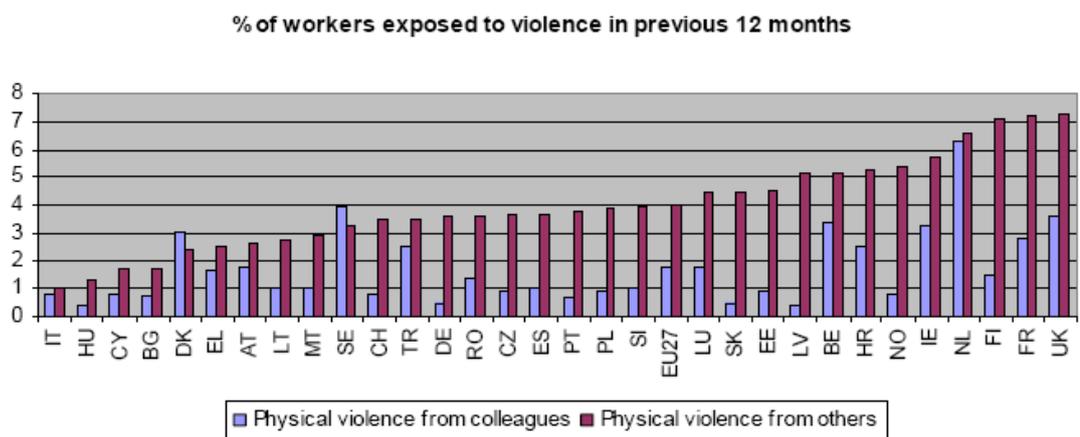
The goal of this report is to summarise the discussions of the workshop.

2 The importance of tackling third party violence in the workplace

In opening the workshop, representatives from the secretariats of the sectoral social partner organisations highlighted the importance of tackling third party violence in the workplace in their sectors.

In her presentation, Dr Tina Weber (GHK), who was also responsible for the research conducted for the RESPECT project, carried out prior to the agreement of the multi-sectoral guidelines, underlined the scale of the challenge of third party violence in the European Union, with research from the European Foundation for the Improvement of Living a Working conditions (as part of the European Working Conditions Survey, last carried out in 2007) showing that between 1 and 7.2% of workers in the European Union were exposed to physical violence from service user/customers in the 12 months prior to the survey. This figure is significantly higher than the figure for workplace violence resulting from attacks from colleagues. The differences in the incidence of third party violence between countries is notable (see figure 2.1) and could be linked to “cultural” factors and perceptions regarding the “acceptability” of certain types of behaviour.

Figure 2.1 Worker exposed to violence in the workplace in past 12 months



Source: Eurofound, European Working Conditions Survey, 2007

It was, however, made clear that the social partners involved in the multi-sectoral guidelines, that third party violence in the workplace should never be considered as being acceptable. It is notable that a recent study by OSHA

(<http://osha.europa.eu/en/publications/reports/violence-harassment-TERO09010ENC>) found that the definition of third party violence differs significantly from country to country, with an official definition only being found in 10 of the 22 countries which responded to their study survey. Furthermore, different data collection methods are employed at national level, meaning that it is difficult to come by comparable data on the incidence of third party violence.

The risk of third party violence is clearly shown to be greatest in a number of specific sectors, most of which are represented in the organisations who are signatories to the multi-sectoral guidelines:

- Health care
- Social work
- Education
- Public administration
- Commerce
- Transport (not party to the agreement on the guidelines)
- Hotels and Restaurants (not party to the agreement on the guidelines)
- Private security

The incidence of third party violence experienced was also considered to be linked to the workplace environment, including to the level of training received and control exercised by individual workers over work processes, as well as the clarity of information provided on service standards to be expected by clients.

Evidence clearly shows the important impact of third party violence not only for individuals affected (in terms of their health and well-being), but also for the organisation and the economy as a whole.

Being a victim of third party violence can lead to short and indeed longer term emotional difficulties, which can also manifest themselves in physical ailments (resulting from anxiety, lack of sleep etc). The EWCS found that 35% of workers who experienced third party violence missed work in a given year (compared to 23% overall).

A survey of social partner organisations carried out by GHK in 2009 which found that third party violence was linked to low staff morale, absences from work, as well as retention and recruitment difficulties.

Despite the significance of the problem, the GHK survey, as well as the larger scale OSHA survey found that the number of countries, sectors and organisations having developed specific policies to deal with third party violence remains limited.

The OSHA survey (see figure 2.2) quotes the lack of appropriate tools and methods for assessing and managing the issue as well as the lack of scientific evidence and data as among the main reasons for not having nationwide or sector specific initiatives to deal with the issue.

Figure 2.2 OSHA findings on the reasons for not having national or sectoral initiatives to deal with third party violence

Table 17: The number of selected main reasons for not having nationwide or sector-orientated initiatives to address third-party violence (n = 22, all Focal Point answers)

Reason	Number of selected as one of the reasons
There are no appropriate tools/method for assessing and managing the issue	7
Scientific evidence is limited or lacking	6
Low of prioritisation of the issue	5
Lack of awareness	5
Specific regulation on the subject is limited or lacking	5
Extra-occupational factors are considered to be the main causes of the issue	3
Lack of tripartite agreement	2
Other	2

3 Good practices in tackling third party violence

3.1 Key elements of good practice

The research carried out for the RESPECT project highlighted the following key elements of policies and practices aimed at dealing with third party violence in the workplace:

- A clear definition
- Preventative measures including:
 - Managing expectations by providing clear information regarding the nature and level of service clients/customers/service users should expect
 - Designing “safe workplaces” through risk assessment, including
 - The provision of “tools” aimed at safeguarding employees
 - Workplace design
 - Process design and work organisation
- Training and awareness raising
- Clear monitoring report and follow-up
- Provision of support to victims
- Procedures for policy evaluation and review

In this context, it should be noted that EU and national law already define an employers' duty to protect workers against violence and harassment in the workplace, including through

- Directive 2000/43/EC of 29 June 2000 implementing the principle of equal treatment between persons irrespective of racial or ethnic origin
- Directive 2000/78/EC of 27 November 2000 establishing a general framework for equal treatment in employment and occupation
- Directive 2002/73/EC of 23 September 2002 amending Council Directive 76/207/EEC on the implementation of the principle of equal treatment for men and women as regards access to employment, vocational training and promotion, and working conditions
- **Directive 89/391/EEC on the introduction of measures to encourage improvements in the safety and health of workers at work**

Directive 89/391/EEC stipulates that the employer has a duty to carry out a risk assessment and should take all reasonable measures to prevent identified threats. Measures arising from risk assessment can relate to:

- The provision of clear information regarding the nature and level of service clients/customers/service users should expect
- The provision of “tools” aimed at safeguarding employees
- Workplace design
- Process design and work organisation

Training is identified as a vital part of the prevention of third party violence. Key elements of training packages developed include:

- Raising awareness of potential threats of abusive behaviour, harassment and violence and what is considered to be unacceptable
- Awareness raising of relevant policies and their responsibilities in implementing the policies, including customer care policies

- Information about reporting, monitoring and follow-up procedures and various roles and responsibilities in relation to these processes
- Information about support and counselling services available to victims of third party violence
- Techniques for identifying and dealing with aggressive behaviour and potentially violent situations

Finally, successful policies aimed at tackling third party violence should include clear policies and processes of reporting and follow-up, including procedures for victim support.

3.2 Examples of existing practice presented at the workshop

Six examples of existing practices were presented at the workshop, which are briefly summarised below. Further information can be obtained from the slides reproduced in the Annexes.

3.2.1 UK Commerce sector – USDAW

On behalf of USDAW, Doug Russell presented the “Freedom from Fear” campaign, started in the British retail sector in 2002. He underlined that in the retail sector, the key triggers for third party violence to occur, include the following:

- Apprehending suspected shop thieves
- Robbery of cash or valuable goods
- Sale of age-restricted goods
- Queuing at counter/checkout
- Not having advertised items in stock
- Arguments over refunds for faulty goods
- Allegations of short-change/cash-back errors

A survey carried out by G4S in 2009 demonstrated some worrying statistics in relation to public perception about the treatment of retail staff with 1 in 20 respondents arguing that it was OK to verbally abuse staff if customers are unhappy with the service. Around 150,000 respondents even felt that it was acceptable to physically abuse staff and 760,000 respondents thought it acceptable to steal from large retailers.

Although there had been guidance on third party violence from the UK Health and Safety Executive, co-ordinated action to spread awareness of the issue and encourage action to be taken was seen to be missing prior to the campaign started in 2002.

A key feature of this campaign is its “tripartite” approach, involving the trade union Usdaw, the British Retail Consortium (employers’ organisation), the National Retail Crime Prevention Strategy Group led by the Crime Prevention Minister and the police and local authorities.

The trade union’s role in the campaign was to support national initiatives, work with individual employers to improve security, to hold an annual event supporting “respect for shopworkers” and to participate in annual “Freedom from Fear” summit meetings with the government and other key stakeholders.

The campaign can be shown to have been successful as the incidence of third party violence in the retail sector has been on a significant downward trajectory. There are, however, concerns that the current economic climate will lead to a reversal in these figures. This is partly because economic difficulties often lead to an increase in shoplifting, but primarily because cuts in public budgets are leading to policy support being scaled back, which is so critical to addressing the issue.

3.2.2 Swedish local and regional government sector – SALAR

Ned Carter (SALAR) provided information about actions taken in the Swedish local and regional government sector to address third party violence particularly in the social work and social care sectors, hospitals, schools and the ambulance service.

3.2.3 Swedish education sector – Lärarförbundet

On the basis of the example of a school in Sweden which seeks to prevent violence by creating a welcoming and respectful teaching and learning environment, Anders Eklund demonstrated the importance of such “environmental” factors in prevention. This approach is also seen to increase self-esteem in children, reducing aggressive behaviour towards staff and other children.

3.2.4 Dutch hospital sector – CAOP

The issue of the work environment was also highlighted by Peter Peerdeman and Ton Heerschop, who presented policies implemented in the Dutch hospital sector using the example of the VieCuri hospital in Venlo.

Here reception and waiting areas have been designed in a way to create a calming environment. In addition, work processes have been streamlined to ensure that waiting times are kept to a minimum and patients are always aware if there are major incidents which are preventing them from being seen quickly.

Strong security and prevention policies have been developed to ensure for example that access to certain areas is restricted to authorised personnel, aggressive patients or their relatives can be dealt with quickly (if situations cannot be diffused by trained staff) through on-site security.

Policies stipulate that patients or relatives who have threatened or perpetrated actual violence against hospital staff are banned from the premises (either to be treated in non-emergency situations or to visit relatives) for a period of a year.

All incidents are reported and hospital keep close contact with the policy and local authorities to ensure that known perpetrators are known to all services.

This policy has led to a significant decline in incidents as well as significantly increased staff satisfaction.

3.2.5 Polish commerce sector - NSZZ Solidarność

Alfred Bujara from the trade union NSZZ Solidarity presented the evidence of research regarding the incidence of third party violence in the commerce sector in Poland which ranges from verbal abuse to actual physical violence, leading some workers to leave the sector.

In some cases, such violence is linked to perceived poor standards of service, such as long queues at the check-out, but can also be connected to alcohol and drug abuse by customers as well as shop lifting.

Significant awareness raising efforts are needed in Poland to convince employers and the public to take this issue seriously and this is where the trade union is particularly involved. Better training is required for staff to help them to diffuse potentially violent situations and further investment is required in security and safer workplaces.

3.2.6 Swedish commerce sector – Svenskhandel

The creation of a safe retail environment is at the heart of initiatives taken in the Swedish retail sector, which were presented by Johann Bark. As in the UK, an important feature of this approach is the co-operation between different stakeholders and the establishment of a permanent body to monitor and address these issues (HAK – the Committee for Health and Safety in Commerce, which brings together employee, business and employer organisations). The police and the national crime prevention council are supporting a programme for protection against robberies, which is administered by HAK.

The programme sets down a set of standards to be met, which – if met – can lead to a store being accredited and allowed to display a visible symbol of their accreditation. The standards include having:

- 1 A responsible person for security

- 2 Training adapted to the retail branch in security questions
- 3 Routines for security work
- 4 Lockable tills (with code and key)
- 5 Cashboxes, vacuum tube system or a system for sealed cash handling
- 6 Special secure area for the counting of cash and valuable documents
- 7 Locker for valuables (it is recommended that a deposit box is included)
- 8 Alarm possibilities
- 9 Security adapted doors and lock routines
- 10 Height markers (for identification)
- 11 Staff- and goods entrance
- 12 Carefully planned transport of cash
- 13 Routines for taking care of victims of robbery

The programme has had highly visible and positive effects in many locations, with significant reductions in robberies and associated assaults.

The strategy relies on strong local co-operations between partners including the police, shop owners and trade unions/workers.

4 Next steps in national implementation

As part of the regional workshop, national working groups began to consider a number of key questions:

- Is the translation of the agreement into your national language accurate and understandable (where appropriate)? Which adjustments are necessary?
- How should the guidance be implemented at national level?
- Has implementation already begun and if so, in what form?
- Which partners should be involved?
- How and when should national discussions on implementation take place (e.g. who should take the lead in convening meetings if necessary/virtual group to discussion implementation etc)?
- What form should implementation take (e.g. collective agreement, national guidance, good practice tools, other possibilities?)
- What are the key elements in the agreement which you consider to be most important for implementation?
- Which elements may prove more difficult than others to implement?
- Which timeline do you put on implementation?
- What practical next steps can be scheduled at this stage?

In the report back from each national group, the following key points were raised:

4.1 Denmark

- Some adjustments are required to the translation
- In the private sector (e.g. commerce) there are already guidelines on this issue and a toolkit for the prevention of third party violence.
- In the public sector, the guidelines have been fully implemented in the collective agreement of 2008 (a booklet has been produced to support this) including examples of approaches to implementation in municipalities
- Next step in DK: national council for OHS, joint discussion on the topic

4.2 Estonia

- The translation is generally OK
- Implementation has not yet begun and a different approach may be needed for different sectors
- Guidelines will be put on the website, and round tables with key stakeholders will be organised
- Start pilot project and introduce good practices, cooperate with Finland
- Importance to involve the media and communicate experiences

4.3 Finland

- There are significant problems with the translation which needs to be thoroughly revised
- There is already a lot of activity in this issue in Finland and a tripartite group has been set up

- The goal is to develop a practical educational tool and brochures to guide good practice and implementation
- Further work is required on producing reliable and comparable statistics, including for the public sector

4.4 Latvia

- The workshop has been very helpful to exchange views and good practice
- Practice in Latvia is significantly lagging behind other countries and it is difficult to engage the government with this issue
- Important to improve security system
- It may be difficult to have the same guidelines for all sectors, but some core elements can be discussed jointly while retaining sectoral specificities

4.5 Lithuania

- The translation will need to be reviewed further, with possible adjustments in each sector
- So far, nothing has been done at national level to implement the guidelines
- There is a lack of national research and surveys on this issue which needs to be addressed
- As is common to many central and eastern European countries, there are few sectoral agreements (including on this issue)
- It is therefore important to include these questions in the agenda of the tripartite social council and to endeavour to integrate these issues in collective agreements
- It is difficult to identify the employers in the education sector in Lithuania

4.6 Netherlands

- Some adjustments will be required to the translation
- Implementation has not yet begun
- Implementation will involve the Ministry of Social Affairs and the social dialogue organisations
- A possible route for implementation are the “health catalogues” included in collective agreements at sectoral level
- It is considered to be particularly important the implementation should reach the workplace level
- Implementation should start this year

4.7 Poland

- Social dialogue needs to be strengthened to implement the guidance and some variation may be needed in sectoral approaches
- More data on the issue needs to be gathered
- Essential to implement the guidelines, important to work on codes of conduct
- It is important for social partners to be involved in the implementation

4.8 Sweden

- Some amendments will be submitted to the translation
- Implementation will continue with multi sectoral meeting, common discussion to share experiences in Sweden
- In the public sector decisions have to be made on where to focus implementation (taking into account what already exists)

4.9 UK

- No formal implementation has begun, but there is much good practice to draw on in different sectors and HSE guidelines exist
- The problem is share the practices between sectors, see difficulties with the government
- Important to share experiences among sectors
- What is existing is working well
- Specific issues: see involvement of the governments, involve regulators
- Existing resources must be maintained/increased and it is important to educate the social partners in all sectors
- Important to manage expectations from the public
- May be important to involve other stakeholders including consumer groups
- Importance also to have at disposal more statistics on economic and social costs

It is important for translations to be agreed in advance of closing conference in October, so participants were asked to submit their revisions before the summer. The closing conference will be used to take stock on any actions which have taken place with regard to steps towards implementation in the meantime.

5 Forthcoming events

Further regional seminars will be held in Rome on 14 June with participants from Cyprus, Greece, Italy, Malta, Norway, Portugal, Spain, Croatia; and on 6 September in Prague with participants from Austria, Belgium, Czech Republic, France, Germany, Hungary, Luxembourg, Slovakia, Slovenia, Romania.

A closing conference will take place in Warsaw on 27 October 2011.

A report will be prepared following each event.

ANNEXES

Annex 1 Agenda of Regional Seminar London

Annex 2 List of participants

Annex 3 Presentations provided to the workshop

Annex 1 Agenda Regional Workshop London

Workshop on Implementing the Multisectoral Guidelines on Third Party Violence

9th May, London

- 09:00 – 09:30 Welcome and registration of participants
- 09:30 – 10:00 Introduction to the workshop (Ilaria Savoini, EuroCommerce, Jakob Thielmann, UniEuropa, Federica Benassi, HOSPEEM tbc)
- Background to the guidelines and main elements of the text
 - Objectives of the workshop for social partner organisations
- 10:00 – 12:30 Importance of the issue of third party violence and measures to address it (Tina Weber, GHK; Doug Russell, Usdaw, UK; Ned Carter, Swedish Association of Local Authorities and Regions; Anders Eklund, Lärarförbundet, Sweden; Peter Peerdeman and Ton Heerschop, CAOP, Netherlands; Alfred Bujara, NSZZ Solidarność, Poland; Johan Bark, Svenskhandel, Sweden tbc)
- Findings from the research
 - Presentation of existing practices
- 12:30 – 14:00 Lunch
- 14:00 – 15:15 National working groups to discuss implementation
- Translation of guidance
 - Possibilities for national implementation
 - Next steps
- 15:15 – 16:00 Report back from national groups
- 16:00 – 16:30 Conclusions and next steps
- 16:30 Close of workshop

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Annex 3 Presentations
(see separate attachment)