

Summary of the Workshop

“Restructuring, innovation and the future of - local - good quality workplaces”

Place & Date: **De Burcht Amsterdam, 25 November 2010**

Chair: **Norbert Kluge**; Rapporteur: **Karoline Mis**

Panel: **Bruno Cattero**; **Bob Wells (ThyssenKrupp U.K.)**; **Johnny Bernhardsson (Vattenfall)**

Composition of the workshop:

Introduction by **Bruno Cattero** (Restructuring and European Social Model)

Reports from the practice: **Bob Wells and Johnny Bernhardsson**

Introduction:

Three dimensions of restructuring and the European Social Model:

1. “Companies may leave – employees must stay”: patterns of dealing with such situation in transnational companies in Europe
2. “Anticipating change” and increase of productivity – a promising path to strengthen the position of employees and trade unions?
3. Possible supporting institutions to tackling the challenges, in particular, interest representation in company boardrooms and by EWCs

One central argument of the introductions part is that we need **rules** as incentives/constraints for a **sustainable company**:

- *because rules promote and facilitate change,*
- *and rules for a sustainable restructuring.*

Report by Bob Wells from ThyssenKrupp:

- “No doubt about this: Restructuring means job losses”: What can employee representatives do?
- Taking influence only after or rather in advance of decision making – how to manage in companies reality?
- The EWCs helps to insist on employees interest cross-border and coordinated: Which role plays the EWC between local/national and transnational interests?

Report by Johnny Bernhardsson from Vattenfall:

How to use a restructuring case to improve co-determination rights on company level?

- Implementation of HR coordinators in each country as central contact person;
- New rules for the working committee and the trust forums (which deal with special issues like Distribution & Sales, Asset Optimization & Trading, Renewable, etc.);
- Higher frequency of annual meetings of EWC and Trust Forums.