



**MINUTES
WORKING GROUP MEETING
26/11/2018**

Chair: Simon Dubbins (UNI Europa Graphical) & Fons Bakkes (Intergraf)

1. Opening of the meeting

The draft agenda and the minutes of the plenary meeting of 17/09/2018 were approved.

2. Plenary review, follow-up discussion and next steps

a) Employee engagement example case studies

As a follow up to the discussions on employee engagement held during the last meeting, Mike Hopkins (MH) presented (see **annex**) some case studies of companies which adapted their management style and observed significant positive changes in terms of staff turnover, safety records, absenteeism, and/or volumes produced/sold.

MH then recalled the key steps of the process: assess the organisation using the 10 indicators for measuring employee engagement; analyse results; define an action plan; regularly check performance.

Social partners agreed to further discuss employee engagement in the steering group and decide on a potential concrete follow-up (e.g desk research; guide with case studies; toolkit).

b) Economic situation

Participants shared information on:

- The state of the industry: they reported similar trends across countries in terms of sales: increasing volumes for packaging; decreasing for magazines and newspapers; stable for books;
- The rising energy costs (trend for investing in co-generation units) and rising paper prices notably due to old papers being exported to China for recycling;
- Some other concerns like:
 - the discussions on potential new laws on unaddressed advertising (from "opt-out" to "opt-in" stickers for letterboxes and sanctions in case not respected) which are ongoing in some Member States (FR; BE; NL). Beatrice Klose

mentioned the existence of interesting studies on the impact of unaddressed advertising (more read than online advertising; increase buying; is read several times) which could be used at national level for lobbying. Social partners agreed to tackle this point at the next meeting of the Committee;

- the increasing use of digital support instead of educational books (FR);
- the concentration of companies (NL; FR);

c) Discussion and presentation

The figures presented by Laetitia Reynaud (see [annex](#)) confirmed the input from the participants in terms of production costs (pulp; inks; energy).

3. State of play and perspectives of the European Industrial policy

Grzegorz Drozd presented (see [annex](#)) an overview of the EU industry and the challenges it faces in terms of globalisation, sustainability or digitization and their impact on the future of work (hence the importance of the European Pillar of Social Rights).

With the objective to make Europe's industry stronger, the European Commission adopted a [Communication on a renewed EU industrial policy strategy](#) which focused on 6 areas: the single market; the digital age; building on Europe's leadership in a low-carbon and circular economy; investing in the industry of the future; supporting industrial innovation on the ground; reaping the benefits of open and rules-based trade and upholding fair competition for our industry. Next step is the formulation of a vision for the industry in 2030.

Grzegorz recalled the coming [2019](#) EU Industry Days (main conference to discuss new emerging industrial, societal and environmental trends) and the Industry Week (60 local events shaped around the 3 following themes: Industry & sustainability; Industry & globalisation; Innovation & digitalisation).

4. Discussion on training for youth – different perspectives and actions

Participants discussed some of the challenges faced when aiming to train youth: cost of printing equipment; difficulty for companies to free-up staff for training (in particular for SMEs); and the image of apprenticeship. Social partners agreed to further look into best practices in this area.

5. Presentation on Dutch solution for attracting young workers to the industry

Marcel Lamain presented (see [annex](#)) how GOC, an institute for professional education, economic and organization research and career guidance in the creative sector in the NL, tries to address the bottlenecks faced by the graphical industry in recruiting graphic-technical professionals. The problem arises from two opposite trends: a decreasing availability of staff (decreasing employment opportunities; declining interest in jobs in the industry; declining number of youngsters educated) versus a planned increase of demand (ageing workforce).

GOC started a project to recruit apprentices for a dual educational program (4 days a week work, 1 day training/education a week) to meet the shortages of skilled employees in the sector. Following poor results using standard recruitment tools, they adjusted the

campaign in September and tried social media channels in cooperation with an advertising company (choice job names; videos...). Initial results are promising.

6. Discussion of further next steps

Social partners have submitted a proposal for a project under the COSME programme and they are awaiting a reply from the European Commission.

Several topics were discussed today and will be explored further during the steering group meeting in February (employee engagement; training for youth).

Meetings dates for 2019 are: 7 February (steering group); 1 April (Plenary) and 21 November (working group).

Annexes

- Point 2a – Employee engagement
- Point 2c – Economic situation
- Point 3 – European Industrial policy
- Point 5 – attracting young workers

Annex: List of participants 26/11/2018

<p><u>Employers</u></p> <p>Mr Fons BAKKES (NL) Ms Beatrice KLOSE (EU) Ms Laetitia REYNAUD (EU) Ms Alison GRACE (EU) Ms Teresa BORBA (PT)</p> <p>5 employer representatives (5 women, 3 men) (3 EU, 2 EU-15)</p>	<p><u>Workers</u></p> <p>Mr Simon DUBBINS (UK) Mr Nicola KONSTANTINOU (EU) Mr Manuel FERNANDES (PT) Mr Pier VERDERIO (IT) Mr Hans Joachim SCHULZE (DE) Ms Joaquina RODRIGUEZ (ES) Ms Riitta KOSKINEN (FI) Mr Kenneth JOHANSSON (SE) Mr Manuel FERNANDEZ (ES) Mr Darije HANZALEK (HR) Mr Marc JARNOUX (FR) Mr Pascal LEFEBVRE (FR) Ms Ann VERHELDS (BE)</p> <p>13 worker representatives (3 women, 10 men) (1 EU, 11 EU-15, 1 EU-13)</p>
<p><u>Other participants</u></p> <p>Mike HOPKINS (Hilltop Consulting) Marcel LAMAIN (GOC)</p>	
<p><u>European Commission</u></p> <p>Ms Isabelle LAURENT (EMPL.A.2) Mr Grzegorz DRODZ (GROW.F1)</p>	