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TNO Interim report

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One Year EUWIN. Interim Report to DGENTR.

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Management summary: EUWIN as a driving force

Workplace Innovation: a new message from the European Commission.

Workplace innovation is about non-technological change, an essential ingredient in making European companies more innovative. It is one of the main drivers for economic growth. The EU's flagship initiative 'Innovation Union', part of the Europe 2020 Strategy, sees workplace innovation as complementary to technological innovation and a prerequisite for achieving smart growth. In consequence the European Commission has recently launched EUWIN, the **EU**ropean **W**orkplace **I**nnovation Network, as a vehicle for sharing and distributing knowledge, experience and learning resources amongst enterprises and other stakeholders.

Impact on public policies for companies. The first year of EUWIN has led to some remarkable results. The Flemish prime minister has engaged himself to support workplace innovation even more in Flemish companies. Social partners in Denmark, Ireland, Norway and the UK are working together to find ways to stimulate people-centred change. The European trade union IndustriAll has discussed the issue during their working conference. The Lithuanian government and employers' confederation have asked the EUWIN-team to discuss with them how to make workplace innovation happen; similar discussions are beginning in Portugal, Scotland and Wales. By putting workplace innovation on the agenda, DGENTR has brought the topic to the minds of policy makers, social partners and companies from North to South and from West to East of Europe, in just one a year.

Impact through direct contact. DGENTR planned for three events in the first year. The enthusiasm of EUWIN's stakeholders has since led to 24 other events in Europe. The three events aimed to reach a total of 220 representatives. It turned out that all the events combined directly reached some 1300 representatives of companies, knowledge partners, social partners and policy makers. The number of indirectly contacted persons was significantly greater.

Visibility through social media. EUWIN's communication is guided through social media. The aim was to gather some 500 contacts during the first year. EUWIN reached 800 persons through LinkedIn and through the Registration System. Next to these ambassadors, some 600 other persons contacted EUWIN for more information: a total of 1494 different persons, with about 40% persons from companies. At least 560 companies from nearly all countries in Europe got connected to the message of DGENTR! Some 72 discussions, 190 tweets and numerous reactions were launched. All this communication was framed in our Fifth Element note. This note summarizes the main ideas of Workplace Innovation. A Youtube-film has been recorded that explains this message to our audiences.

And further excitement to come in 2014! Already, the three events of EUWIN are under preparation for 2014. Even more effort will be done to reach the press, greater number of companies and stakeholders, to stimulate more discussions. New videos, newsletters and instruments will be launched in the new years. A knowledge bank with presentations of workplace innovation in over 100 companies will be opened. EUWIN had the ambition to become a mass movement. Firm groundwork has been developed in 2013. Our challenge is to further bridge the success to all regions of Europe!

1 Introduction: a new message for Europe

Twelve months of the European learning network for Workplace INNOvation has brought some remarkable results. We can show that the European initiative by the European Commission has made policy makers become more confident to support their companies invest in non-technological innovation. Only by bringing the organisation and the technology together, Europe will be able to generate more innovation and create new jobs for renewed economic growth. In this Interim Report we want to show the achievements of this learning network: the examples, the quotes, the discussions, the meetings, the enthusiasm this initiative by DG Enterprise & Industry has spurred. The experience is a learning network, so the network has learnt where to improve itself to show even more results in the coming two years.

We have structured our interim report around these main ideas:

- What kind of policy impact can we show from EUWIN?
- How many companies and persons have heard our message?
- How have we achieved direct engagement with our communities?
- What does all of this mean for 2014? What should we improve?

We want to show the salient examples of our impact. For the numbers, for the contacts, for the euros: our annexes cover these important results.

2 Impact on public policies for companies

2.1 Introduction

"It may be clear that workplace innovation remains crucial to the Flemish government for the transformation of the industry and economic base of the region. Companies that are successful are those that have invested in workplace innovation.".
(Flemish prime minister, 21/11/2013)

The first year of EUWIN has led to some remarkable results. The Flemish prime minister has engaged himself to support workplace innovation even more in Flemish companies. Social partners in Denmark, Ireland, Norway and the UK are working together to find ways to stimulate people-centred change. The European trade union IndustriAll has discussed the issue during their working conference. The Lithuanian government and employers' confederation have asked the EUWIN-team to discuss with them how to make workplace innovation happen; similar discussions are beginning in Portugal, Scotland and Wales. By putting workplace innovation on the agenda, DGENTR has brought the topic to the minds of policy makers, social partners and companies from North to South and from West to East of Europe, in just one year.

In this chapter, we show how the policy by DGENTR has influenced the support from governments to companies on the issue of workplace innovation.

2.2 First steps into a new European area of innovation

Two years ago, workplace innovation was not an issue on the European policy agenda. But the European Commission has embraced the idea that non-technological factors are important for future growth among companies: patent policy, human resources development, educational attainment, R&D, design and workplace innovation. The OECD (2013)¹ has reconfirmed the huge impact of these investments for growth: such investments already mean 50% of all investments made by companies. It is clear that DGENTR has a progressive agenda for Europe.

The following actions and impact of EUWIN have been important:

- **Agenda setting at DGENTR:** we have been connected to the following activities:
 - January 2013: presentation of workplace innovation to different Directorate-Generals. Event in Brussels (DGENTR), with 30 persons from different DGs. This event was co-organised with Mieke Van Gramberen (Flanders Synergy).
 - April 2013: during Launch event of EUWIN in the European Parliament, DGENTR was well engaged in event.
 - March-October 2013: EUWIN has been connected to the Advanced Manufacturing for Cleaner Production-agenda of DGENTR. EUWIN has engaged our European networks for this. We have participated and put forward our opinions.
- **Agenda setting at other DGs and on future ESF-policies:** we have invited ESF-representants to our meetings:
 - ESF-representatives were present during Brussels Launch event.

¹ OECD (2013), Supporting Investment in Knowledge Capital, Growth and Innovation, OECD Publishing. <http://dx.doi.org/10.1787/9789264193307-en>

- They were present during the Oresund Synergy event. Belgian representatives accompanied the EUWIN-team.
- For the Linköping event, representatives were contacted, but the Swedish/Danish representatives had overlapping events.
- We have been in discussion with representatives of DGEMPL. No direct impact on policies is possible at this moment, but we are engaged in the discussion. We will continue this line for 2014.
- **Impact on European agencies / on International organisations:** we have developed contacts with 12 European and international organisations over the past year. We have engaged in several actions over the past months to directly contact these stakeholders. This is a long term activity, depending on the response of separate actors. Our goal is to continue this approach. We can show:
 - European Parliament: the launch event was hosted by the European Parliament. Ms. Carvalho de Mello and Mad. Honeyball were our hosts during the event.
 - Eurofound: has put Workplace Innovation in the core of its research programming. They have set out a tender to collect 60 case studies on Workplace Innovation. The EUWIN-consortium has won this tender. This material will now support EUWIN.
 - The OECD is now considering the topic. The Dutch ministry of economic affairs has discussed this with the OECD (*Country report on workplace innovation and intrapreneurship*). Another working group is looking how to engage Public Sector Innovation as an example of workplace innovation (*observatory public sector innovation cases*).
 - EU OSHA: has published an overview on Workplace Innovation.
 See annex 4 for list of international organizations.
- **On cooperation of European / international networks:** a great number of international networks have put workplace innovation as a central issue on their agenda. The following results may be seen:

Table 1 Impact: reach among international actors (first 12 months)

Organisation which has agreed to be Ambassador	Result 2013
CSR Europe	Presence during CSR-event April Promotion via LinkedIn of CSR-events See also: http://www.csreurope.org/eu-insight-2013-workplace-innovation
European Association of National Productivity Centres	Presence during ZILINA-event in the Slovak Republic: presentation On website (www.eanpc.eu)
European Federation of Employee Share Ownership	Agreement to support each others activities.
PEROSH (Partnership for European Research in Occupational Safety and Health: national OSH institutes)	On website: http://www.perosh.eu/newsletter-n11-october-2013/
EEN	We have undertaken several actions to be linked to EEN: <ul style="list-style-type: none"> ● Invitations for Linköping ● We have linked to EEN-linked, EEN-Twitters Issue is that EEN is a complicated set of national representations. We have not yet got good entrance.

Organisation which has agreed to be Ambassador	Result 2013
EU-OSHA	We have discussed possible cooperation during Zilina-event of ENSHP. We have presented plan for cooperation during october event in Brussels (invitation to G. Drozd).
Eurofound	We have given Eurofound a platform during all our events. We are now cooperating with Eurofound on projectbasis to deliver 60 casestudies on workplace innovation.
EODF	We have connected to the European network. They will support us in organising the Austria event in 2014.

We hope to engage more organisations in 2014, as for example: ENWHP: European Network for Workplace Health Promotion. Also, we want to become more connected to the EEN-initiative.

2.3 New national / regional direct support to companies for workplace innovation

The most astonishing result by the learning network is that national and regional policy makers have used the European Commission initiative to build confidence for new initiatives into workplace innovation. The countries have reacted in different ways:

- For some countries, the belief of the European Commission helps them to **keep workplace innovation on the agenda**:
 - We have the citation of the Flemish prime minister on his continued support for workplace innovation during the Flanders Synergy event in Belgium. (November 2013)
 - The French President François Hollande is now preparing investments into social innovation (March 2013). Technology is not the only factor driving the economy, but investments into the social fabrique of society is equally important.
 - A EUWIN-delegation discussed with the Director Enterprises of the Netherlands how to further support for workplace innovation (May 2013)
- For some countries, the learning network has helped to **direct investments to support** the development of workplace innovation in companies:
 - In Finland and Germany, EUWIN has helped to secure support for new programmes to support workplace innovation in companies.
 - In Sweden, an action has been approved to look how workplace innovation should be fitted into Horizon2020, from the Swedish perspective.
- For some countries, the learning network has lead to **curiosity** to start discussion on workplace innovation:
 - In Lithuania, workplace innovation was discussed during the SME-event and we used the occasion to make contact with employers' organisations, universities and policymakers. Follow up action is planned around the use of national and ESF resources to support workplace innovation. A note has been written for employers' association by EUWIN.

- We will use the site visit to Vulcano planned for May 2014 to organise meetings with policymakers, social partners and researchers in order to build a Portuguese coalition in support of workplace innovation.
- We also developed contacts with some 46 national agencies, 25 communes/regions and 31 ministries all over Europe (see list in annex 3).

We have discussed most of these initiatives on LinkedIn.

The following figure visualises this (recorded) impact.

EUWIN Policy impact : 1-1-2013 – 20-12-2013

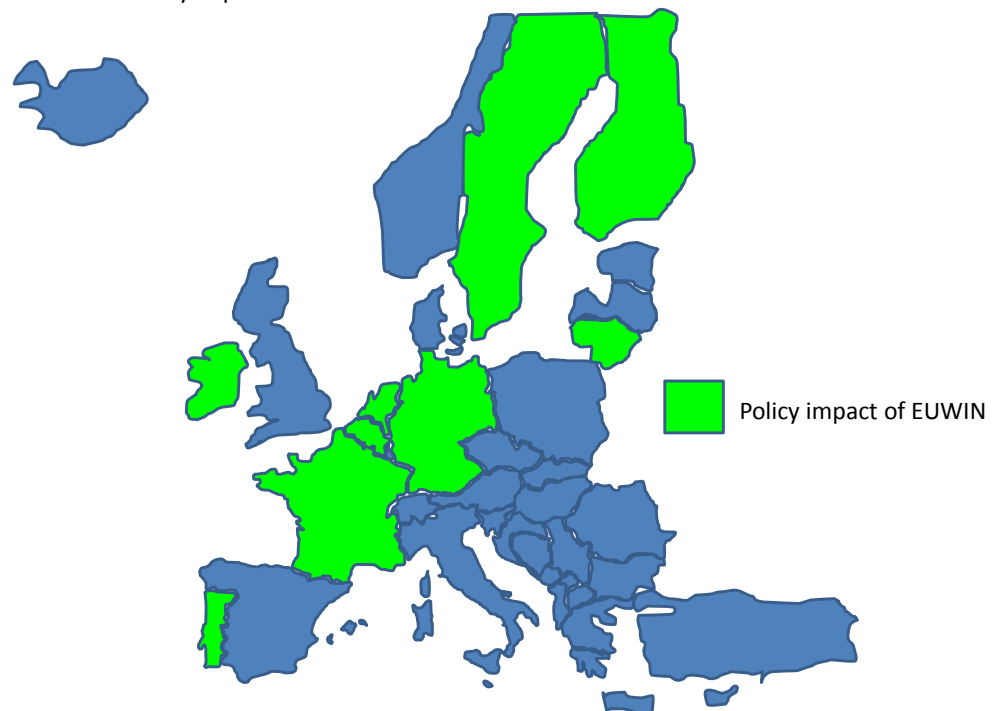


Figure 1 – Policy impact of EUWIN after one year.

This doesn't mean that we haven't undertaken action in the other countries: the green countries show a direct action to take up workplace innovation as a new action in policies.

We are also developing a Public Partner panel to guide us in these actions.

Table 2 Our Public Partner panel

EUWIN Coordinator	Members
Claudio Zettel	Saskia de Smidt (Ministry Economic Affairs – The Netherlands) has agreed to participate in this network. But need to work on this more.

2.4 An agenda for the social partners to develop a European consensus

EUWIN is the direct result of cooperation between European social partners in the European Economic and Social Council². Our network has continued to inspire the ideas of social partners and has led to first actions to come with a working programme on workplace innovation:

- A Social Partner platform has been installed. We are working to let them have more impact in the second year. SIPTU is our leading organisation.

Table 3 Our Social Partner panel

EUWIN Coordinator	Members
Peter Totterdill	SIPTU. Organisation of the Dublin Conference on workplace innovation (during Irish Presidency). Follow up is foreseen in Denmark 2014.

- The network has developed contacts with business associations, trade unions: we have 33 contacts from Employer organisations, 33 contacts from Trade unions and 10 for combined social partner organisations (see list in annex 2).
- On the content level: we know that employer organizations are in favour of the topic of workplace innovation. For trade unions: we receive mixed feelings. During an *IndustriAll* event, we heard about possible difficulties with supporting this topic. The European unions are divided on this matter. We are working with several of these unions to see what possible arguments Unions may have with workplace innovation.

2.5 Direct support from DGENTR to companies

EUWIN is not only about contacts, meetings and messages. It is also direct help to companies to implement workplace innovation. The project has delivered several instruments for companies to find their way:

- **Guide to Workplace Innovation:** this is the document on the Fifth Element which describes the key characteristics and enablers of workplace innovation including:
 - Making workplace innovation happen;
 - The outcomes of workplace innovation;
 - Case examples of workplace innovation;
 - Sustaining workplace innovation;
 - Signposts to further help and resources.
- **Ambassador toolkit:** we are still busy on the Toolkit. The Toolkit, to be launched early in 2014, will provide an online guide to supporting Ambassadors in raising awareness of workplace innovation including the business and employee benefits. The Toolkit will also signpost Ambassadors to a growing portfolio of resources including video, PowerPoint and written material. The toolkit will be as practical as possible/ showing different perspectives, eg. for manager, trade union etc.

² European Economic and Social Committee. (2011). Innovative workplaces as a source of productivity and quality jobs, Brussels (SC/034).

3 Impact through direct contact

3.1 Introduction

DGENTR planned for three events in the first year. The enthusiasm of EUWIN's stakeholders has since led to 24 other events in Europe. The three events aimed to reach a total of 220 representatives. It turned out that all the events combined directly reached some 1300 representatives of companies, knowledge partners, social partners and policy makers. The number of indirectly contacted persons was significantly greater.

In this chapter, we show how our network has 'spread like a little bonfire'.

3.2 The Workshops by EUWIN

We have in fact had four successful official workshops in 2013 (we see Oresund also as a EUWIN-event). We have worked hard to make these events as interactive as possible (see pictures), we have put companies in the lead and looked to it to have sufficient contacts with the political and social partners to guarantee follow up of our events. These workshops are oriented at mainly two audiences: companies (also SME's) investing (or wanting to invest) into workplace innovation, and policymakers, ESF coordinators and opinion formers in each Member State.

- **Companies have been in the lead:** in several events, we have been able to make companies our 'host':
 - Microsoft was our host during the London Event.
 - Companies have shared their experience:
 - Lauch event: EDF (France), ThyssenKrupp (Germany), Lindum (UK), USG (Belgium), TTL Camerlynck (Belgium), DeConi (Bulgaria), Mtorres (Spain)
 - Oresund: DNP Denmark, Alfa Laval Sweden
 - Linköping: Strategische Partnerschaft Sensorik (Germany), Infocare Oy (Finland), Normet (Finland), DGB (Germany)
 - London: EDF (France), Finext (The Netherlands), Bombardier



(Belgium), Innocent (UK), Microsoft (UK), Lindum (UK), The Met Office (UK), Red Gate Software (UK), Devon & Cornwall Police (UK)

- Number of companies and people directly engaged by events:

Table 4 Impact: reach of direct participants (first 12 months) + background material

Event	Background material
Launch event	120 persons, 25% companies. Major topic was the aim of EUWIN for all stakeholders.
Oresund Synergy	70 persons, 10% companies. Major topic was how EUWIN could help a local regional initiative on WPI.
Linköping event	60 persons, 25% companies. Major topic was how EUWIN fits within the Triple Helix approach to innovation. Companies discussed with audience what main advantages of WPI are for the companies and what they have done to develop it.
London event	>100 persons, 25% companies. Major topics were motivations to invest in WPI, methods to support WPI within companies, impact of WPI, the role of the top-manager.
Total	350 persons

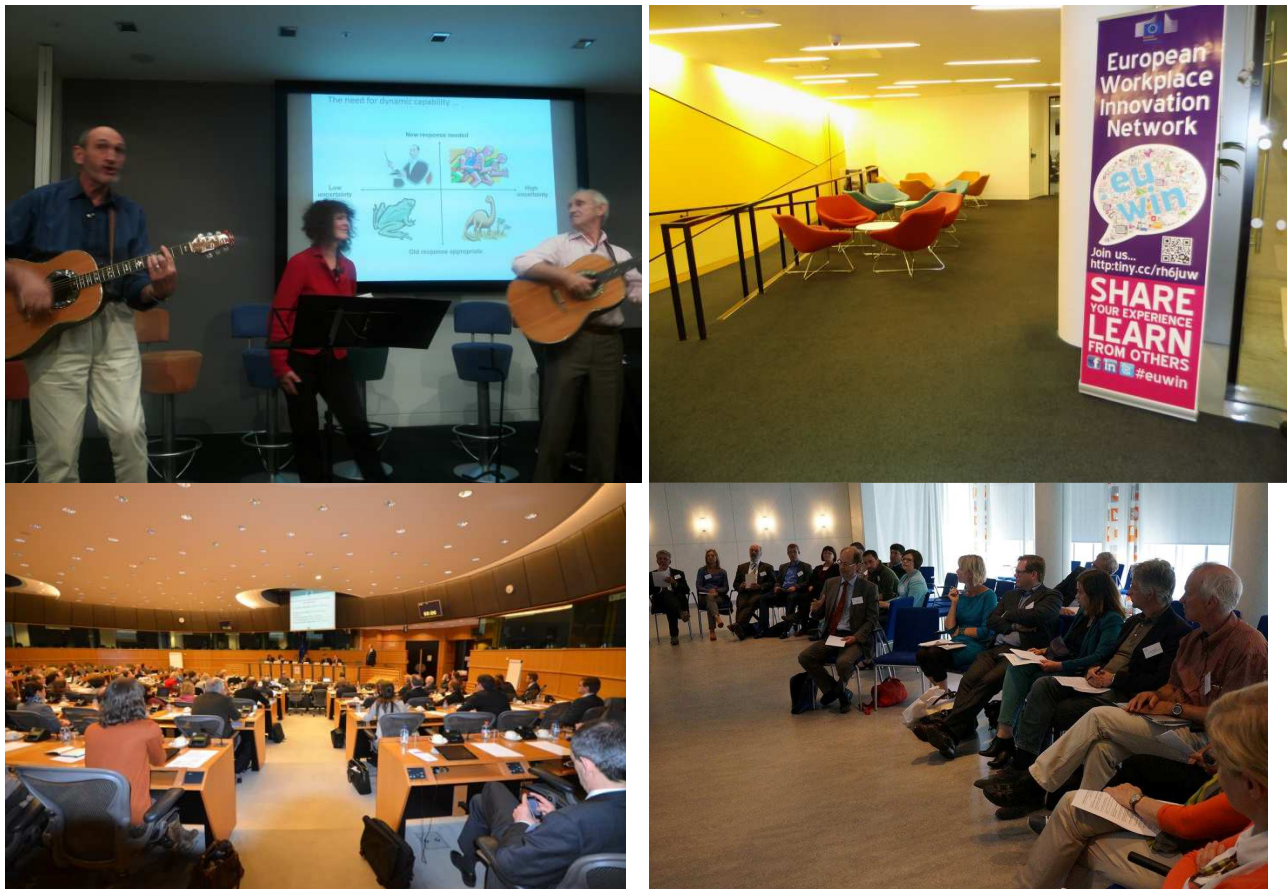


Figure 2 Pictures London event (1,2), Launch event (3), Linköping (4)

3.3 Spin-offs and feeder events

Our networks have engaged themselves to spread out the EUWIN-message throughout Europe.

The following spin-off events have been achieved:

Table 5 Spin-off meetings during the project (first 12 months)(green = employers, companies)

Date	Country	No	Event	Presentations by
April 25th	Slo	40	EANPC (Zilina)	Steven Dhondt
May, 1st	IRL	100	Workplace Innovation (Translating Policy into Practice) (Dublin)	Peter Totterdill
May, 9th	SPA		Meeting with Fundación Mas Familia: meeting with Elena Cascante. Spanish foundation focused on implementing in companies work life balance policies. Their role is to evaluate if companies are implementing workplace innovation policies mainly related in work life balance. They provide a certificate to companies that they implement these kind of policies. http://certificadoefr.org/	Carlos Lozano
May, 9th	SWI	60	ILO - Decent work programmes (Geneva)	Steven Dhondt
May, 9th	SPA	30	Meeting in Madrid with regional chamber of commerce: http://www.camaramadrid.es/asp/agenda/acto.asp?id=2577 . In this innovation breakfast where more than 30 companies participated.	Carlos Lozano
May, 10th	POR	30	Portuguese HR Forum	Manuel Ortigao
May, 13th	LIT	30	Businesses and workplace innovation in Lithuania (Vilnius)	Peter Totterdill (30)
May, 17th	LIT		Presentation of EUWIN by Ramojus Remeiris in his presentation on "Guidelines for the Lithuanian employment: 2014-2020. Problems and prospects" at the Parliament of Lithuania	Ramojus Remeiris
May, 23th	NL	95	Sociale innovatie in Zeeland uit de knop ("Special Interest Group – Sociale Innovatie" – Hogeschool Zeeland/NSIR) (Vlissingen)	Steven Dhondt
May, 23-24th	CRO	200	UNECE (Dubrovnik)	Frank Pot
May, 27-28th	SPA	50	Jornada 'L'organització del treball i els usos del temps en el context de crisi' (Barcelona)	Manuel Ortigao / Carlos Lozano
May, 29-31st	ROU		Peter Totterdill in partnership with Muzika Charitable Trust (www.muzikacharity.org.uk) presented EUWIN in Romania (Bucharest)	Peter Totterdill
June, 13th	FRA		ANACT, Quality of work conference (Lyon) http://www.anact.fr/web/dossiers/performance-durable/qvt?p_thingIdToShow=33103622)	Julien Pelletier
June, 14th	GER		Meeting representatives sfs, Offensive Mittelstand NRW (INQA) and bbb for discussion euwin and its approach	Ralf Kopp

Date	Country	No	Event	Presentations by
July, 3-5th	SPA	60	Summer School - II European School of Social Innovation (San Sebastian)	Jürgen Howaldt, Peter Totterdill, Steven Dhondt
September, 16-18	GER	50	Summer School –Industrial Policy Committee of IndustriAll (Berlin)	Fietje Vaas
October, 2-5	USA	40	Healthy, Innovative and Human- Centered Communities of Work in Boston - STS Roundtable (USA) and the Ulbo de Sitter Institute (Netherlands)	Geert Van Hootegem
October, 9-10	BE	50	EU-OSHA Seminar on "OSH Research Priorities in Europe for the years 2013-20"	Frank Pot
November, 6th	GER	8	EUWIN-workshop for German ambassadors (Dortmund) (8)	Ralf Kopp
November, 12-26	GE		UNESCO –UNEVOC Virtual Conference 12 - 26 November 2013 (Greening TVET: Qualifications needs and implementation strategies) – Presentation EUWIN	Antonius Schroeder
November, 19 th	NL	100	Dag van de Sociale Innovatie / MKB Krachtcentrale	Caroline Rijnbeek
November, 19th	BE	50	Flanders Synergy: "Impact of EUWIN"	Geert Van Hootegem, Steven Dhondt
November, 25-27	LIT	9	SME Envoy-conference (Lithuania): Innovate to Grow. How workplace innovation helps SMEs be competitive?	Ramojus Remeiris / Peter Totterdill
			Meetings with Lithuanian employers' organisations; euwin presentations at KSU and MRU, Vilnius	Peter Totterdill, Rasa Rotomskiene, Ramojus Remeiris.
November, 27	NL	54	INSCOPE-conference in Leiden (NL)	Steven Dhondt
November, 28-29	NL	40	IWOT, Knowledge partners feeder conference (Leiden) (contact: robert.vergeer@tno.nl)	Steven Dhondt
November	SP		EFR Empresa Familiarmente Responsable (organised by: Masfamilia Foundation)	Carlos Lozano
November, 21-22	FRA		International Conference Central and Eastern Europe: Work, Employment and Societies between Transition and Change in Evry, France	Vassil Kirov



Figure 3 Pictures feeder events: Lithuania (1), Slovak Republic (2), Zeeland event (3), winners of INSCOPE award (4)

3.4 Our enterprise panel

We have set up a enterprise panel to guide us for the coming years. Table 6 shows the companies that have agreed to participate in this network.

Table 6 Our enterprise panel

Coordinator	Members
Steven Dhondt	Lindum
Peter Tottterdill	Bombardier
	EDF
	ThyssenKrupp
	Finext
	Innocent
	Red Gate Software
	Devon & Cornwall Police
	The Met Office.

We are in discussion with more companies.

3.5 An active Advisory Board

EUWIN is supported by an Advisory Board. The members of the AB have supported us with their influence, but also with direct action.

Table 7 Our ambassadors

Advisory board member	Major activities
Prof.dr. Frank Pot	President, present during numerous events. Frank has represented the network in numerous events and on a great number of platforms.
Mr. Herman Kok (Lindum)	Present during Launch and London event.
Prof.dr. Irina Amaral	Present during Launch. Irina is very active on the social media for EUWIN, also she has connected her networks to EUWIN. Irina is organizing Portuguese event for EUWIN in 2014.
Mad. Hilde Haems (USG)	Present during Launch. Has decided to stop.
Mad. Lena Kurki	Present during Launch and London event. Has engaged herself to support Euwin during several other occasions. She has been helpful developing contacts in Baltics.
Mad. Kirton Darling	Not active in events. She might leave the AB because of her candidacy for the European Parliament.

We have received the question from IndustriAll to follow-up on the possible departure of Madame Kirton Darling.

3.6 Our active regional animateurs, ambassadors

Our **Regional Animateurs** have been busy recruiting **Ambassadors** and **Contacts** in every Member State within their region. The following overview of the work of the consortium members shows clear activity from nearly all partners. We have been pushing them in all these respects. We haven't included the separate actions from TNO and UKWON. Nearly all of our partners have organised separate events on EUWIN! The blue activities were promised in our tender.

Table 8 Activities by our regional animateurs etc.

Regional animateurs Consortium partners	Major activities (for social media, see further)
<ul style="list-style-type: none"> ZSI (AUS) – Central region 	<ul style="list-style-type: none"> Are busy organising the regional workshop 2014. They are receiving help from the European Organization Development Forum (EODF). Have undertaken several actions in Austria and other countries (Poland, Slovak Republic, Czech Republic) to develop network. Have established workplace innovation in newly established international course Master of Arts in Social Innovation (modules 4.1 and 10.2) with Danube University Krems (Romania).
<ul style="list-style-type: none"> ARC (BUL) – East region 	<ul style="list-style-type: none"> Are preparing large workshop in Sofia for 2014. Support from the Enterprise Europe Network – Bulgaria, for recruiting the participants (companies). Additional support will be provided by the Bulgarian Academy of Sciences (BASS): (prof. Vassil Kirov) in conceptualising the workshop and working out the programme.
<ul style="list-style-type: none"> KSU (LIT) – Baltic / PL 	<ul style="list-style-type: none"> Organised Lithuanian workshop in May (together with RMU). Communication on LinkedIn + large expansion of LinkedIn in Lit. Organised SME-event in November.
<ul style="list-style-type: none"> DLR (GE) – DE/SW/Nordic 	<ul style="list-style-type: none"> German workshop on workplace innovation in November (see list), together with sfs-Dortmund. Communication on LinkedIn large expansion of LinkedIn in Germany Organiser of Linköping workshop in May.

	<ul style="list-style-type: none"> Support from TEKES
<ul style="list-style-type: none"> KU Leuven (BE) 	<ul style="list-style-type: none"> Organiser of STS-workshop in Boston. Organiser of Øresund Synergy workshop in Denmark in April, together with Øresund Synergy.
<ul style="list-style-type: none"> Flanders Synergy (BE) 	<ul style="list-style-type: none"> Organiser of Øresund synergy workshop in Denmark in April. Co-organiser of Eurofound event in November in Belgium. Promoter of EUWIN on their yearly regional conference.
Associate partners	(Be aware that our AP do not receive funding from the network!)
<ul style="list-style-type: none"> ANACT (FR) 	<ul style="list-style-type: none"> Organiser France conference June 2013 Communication on LinkedIn + large expansion of LinkedIn in France Organiser of Linköping workshop in May.
<ul style="list-style-type: none"> TEKES (FIN) 	<ul style="list-style-type: none"> Communication on LinkedIn Organiser of Linköping workshop in May.
<ul style="list-style-type: none"> Syntens (NL) 	<ul style="list-style-type: none"> Support by Syntens has been limited. This is caused by a major reorganisation of this organisation that has reduced all help. That is why we are working with the ambassadors outside of Syntens (TSIF, INSCOPE, ...).
<ul style="list-style-type: none"> IRES-ER (Italy) 	<ul style="list-style-type: none"> Local contacts have been supplied.
<ul style="list-style-type: none"> BAS (Bulgaria) 	<ul style="list-style-type: none"> Organiser of the International Conference on Central and Eastern Europe: Work, Employment and Societies between Transition and Change (Evry, France (Université d'Evry-Val-d'Essonne): Address : UFR SSH, 2, rue du Facteur Cheval, 91 000 Évry, France ; 21-22nd November 2013)
<ul style="list-style-type: none"> BICG, Spain 	Alejandra and Carlos have engaged in several networking activities. Also, they are quite active on the social media.
<ul style="list-style-type: none"> EFQM, Belgium 	Together with Matt, we have organised the EFQM-Prize for Workplace Innovation. Ten videos have been entered.
<ul style="list-style-type: none"> CSR, Belgium 	We have participated in their april-event. We are supporting them in their Intrapreneurship event. CSR has promoted us in their activities.
<ul style="list-style-type: none"> Engage for Success, UK 	EFS were partners in the organisation of the London Conference and will continue to support dissemination in the UK through online media and events, as well as establishing contact with potential Ambassador companies.

We have developed a sizeable group of contacts (1494 persons) of which more than half of them are already connected to our Registration system (500) and to LinkedIn (537). Within both systems, we have some 870 'connected persons/ambassadors'. The 1494 and 871 persons are distributed to the following stakeholder groups:

Table 9 Impact: how have we grown among different stakeholder groups (first 12 months)

Type	Percentage total contacts	Percentage RS + LI
Companies	39%	49%
EU-agencies	4%	1%
Knowledge partners	38%	33%
Public institutions, policy makers	12%	12%
Social partners	7%	5%
Total	100% (n=1494)	100% (n=871)

Our main focus is on companies. At this moment, this group is just bigger in the Registration System and LinkedIn than the Knowledge partners (universities, RTO's). The Knowledge partners may be 'overrepresented' in the total contacts, but in the registrations systems, we see that company-people are more active. In the

following figure, we show our number of members for each of the countries in the EU.

EUWIN Progress report: 1-1-2013 – 24-11-2013
 Registration + LinkedIn

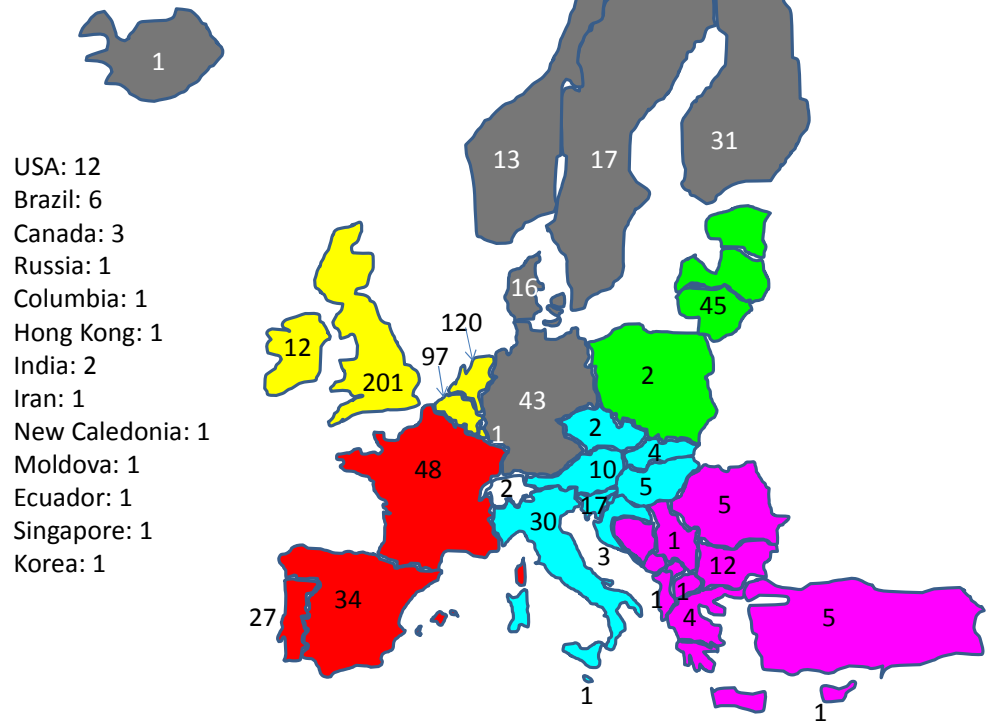


Figure 4. Number of ambassadors for EUWIN in LinkedIn and Registration system (21/11/2013)

3.7 Leading by example: EUWIN and workplace innovation prizes

EUWIN has been able to connect itself to Prizes that have been presented by other networks:

- EUWIN has been evaluator and judge of EFQM-prize (15 videos evaluated). See website EFQM.
- ERASMUS INNOVATION AWARD: EUWIN has provided INSCOPE conference for selecting and honouring winner of this award . The Dutch company DSM won the prize.

4 Visibility through social media

4.1 Introduction

EUWIN's communication is guided through social media. The aim was to gather some 500 contacts during the first year. EUWIN reached 800 persons through LinkedIn and through the Registration System. Next to these ambassadors, some 600 other persons contacted EUWIN for more information: a total of 1494 different persons, with about 40% persons from companies. At least 560 companies from nearly all countries in Europe got connected to the message of DGENTR! Some 72 discussions, 190 tweets and numerous reactions were launched. All this communication was framed in our Fifth Element note. This note summarizes the main ideas of Workplace Innovation. A Youtube-film has been recorded that explains this message to our audiences.

In this chapter, we show how we have spread the message of workplace innovation from DGENTR. In annexes 8-10, you can find more detailed numbers on the three social media we use.

4.2 Our information products

The following table shows our information products that have been produced or will be produced in 2014.

Table 10 Results multimedia, press/web, social media (first 12 months)

Category	Planned activities	Results, plans
Multimedia deliverables		
The strategy for the production of video material reflects the components of The Fifth Element. One composite film is made for each element (the "Reflection and Innovation" film was launched at the London Conference and this will be released online shortly). Short (3 – 4 minute) videos will be made about each of the individual companies appearing in these films.		
In addition we have produced a film that takes an overview of The Fifth Element. The first (an animated video) was also launched at the London Conference, and a shorter version will be released in January.		
1	<ul style="list-style-type: none"> Company visit (business cases) in Germany/Nordic 	Recordings have been made, and these will subsequently be incorporated into a themed film.
2	<ul style="list-style-type: none"> Company visits (business cases) in NL/UK/IE 	PRODRIVE has been done (video DGENTR)
3	<ul style="list-style-type: none"> Company visit France/Italy-/Portugal/Spain/Belgium 	VULCANO is planned in 2014
4	<ul style="list-style-type: none"> Company visit Central Europe; 	
5	<ul style="list-style-type: none"> Case study each in Southern-Eastern Europe (SEE), Baltics/Poland 	NEMAK-visit is planned in 2014
6	<ul style="list-style-type: none"> No 1 Themed roundtable discussions to be filmed at workshops 	London roundtable has been filmed
7	<ul style="list-style-type: none"> No 2 Themed roundtable discussions to be filmed at large workshops 	
Press/Web releases		

8	<ul style="list-style-type: none"> 50 press releases and related web content during the 36 month life of the project 	See further.
Social Media		
9	<ul style="list-style-type: none"> We have created group sites on Facebook, LinkedIn and Twitter. Content is in English 	Have been created. Number of participants at end of November 2013
10	<ul style="list-style-type: none"> Creating a Network blog site with separate discussion threads which can also cater for different languages; 	<p>We have experimented with Tumbler. Because of different outlook with Europa-site, this has been abandoned. We now have the euwin-newsletter with a blog. Discussions are on LinkedIn.</p> <p>The Knowledge Bank will also contain a forum for euwin subscribers, enabling them to comment on uploaded material and other issues.</p>
11	<ul style="list-style-type: none"> Search Engine Optimisation (SEO) methods and social media will be deployed to secure a high profile web presence for the knowledge base and Europa webpages. 	To Be Developed

4.3 Our communication impact

- **Impact via the Europa-site:** the Europa-site is now built as a repository of actions on WPI. We have regular updates of the pages. Our main method is to update this with the regional events.
- **Social media sites on Facebook, Linked In and Twitter:** our aim was to develop a network of some 1000 followers on these sites. The reactions are logged on a database.

Table 11 Impact: reach among through communication (first 12 months) (see also Annex 5)

Social medium/Newsletter	What have we done in reality?
LinkedIn	We are at one per 3 days. We have a total of 72 launched discussions and 15 promotions. These have sprouted 204 likes and 103 comments.
Facebook	We have 84 followers (not clear: the system indicates 150 views per message).
Twitter	97 followers, 190 tweets.
Newsletter	Each month, since August.
Websites	42 webpages in past 6 months. (overview can be supplied)
Knowledge bank	>100 cases translated into English. (see: http://kennisbank-en.nakijken.nl/)

- **Supporting web sites:** we have taken care to link the Europa-site and the Consortium partner-websites to the Facebook-LinkedIn websites. We have 35 webpages linking to Europa.
- **Press release, newsletter :** we had planned to use press releases in connection to events. This was not wise if we didn't fit into the press policy of the European Commission. Five press releases have been issued to known media and (where appropriate) to other EUWIN partners; these relate to the Brussels launch, the HELIX Conference and the London Conference. Our

comms team are also targeting selected management and HR publications to identify the potential for the publication of short articles and interest has been shown by one international publisher (Emerald). Further communications have focused on our newsletter. We already have a monthly update via the registration system. This tool is published in concertation with DGENTR. We still need to improve the newsletter: the timing (when to send it (e.g. each first Monday of the month, etc)); the national focus; the number of people receiving it.

- **Database of good practices:** TNO has adapted its current TNO/Inscope/Syntens Knowledgebank (<http://kennisbank-en.nakijken.nl/>) in such a way that 100+ cases are available for the whole of Europe. This repository has not yet been opened because we plan to integrate our data into the Knowledge Bank that will be provided by UKWON early in 2014. Technical work associated with this task is nearly complete and uploading of case study material will begin very soon.
- **Videos:** our initial plan was to develop 12 videos during site visits. We had proposed to change this into a different approach: one video with a generic message on WPI, and then a set of videos demonstrating the content for WPI, based on The Fifth Element. This video has been delivered in the following video:
<http://www.youtube.com/watch?v=f6s3UAGIAuY&feature=youtu.be>
- **For the analytical material:** we already presented the “Fifth Element” paper. We are reworking this. On the point of arguments: I have prepared arguments with Peter, integrating results for DGENTR. This is coming in the next week. For a full set of documents, we need to have a separate discussion with Mr. Drodz and Le-Mounier.
- **A new European scientific journal:** our Norwegian partners have taken the initiative to create the European Journal of Workplace Innovation. The launch of the first issue is planned for 2014. Most of the knowledge partners in our network have connected to this initiative.

Table 12 Our knowledge partner panel

Coordinator	Members
Geert van Hootegem	The network will organise itself around the new to be developed European Journal of Workplace Innovation. Our Norwegian partners (Agder University) will play host.

5 Further excitement to come in 2014

5.1 Introduction

Already, the three events of EUWIN are under preparation for 2014. Even more effort will be done to reach the press, greater number of companies and stakeholders, to stimulate more discussions. New videos, newsletters and instruments will be launched in the new years. A knowledge bank with presentations of workplace innovation in over 100 companies will be opened. EUWIN had the ambition to become a mass movement. Firm groundwork has been developed in 2013. 2014 is the next step in this mass movement.

We mean to continue the network development as programmed at the beginning of the project. We have already organized some activities to secure that our network can continue in 2014. We show the planned activities, communication and budget spending.

5.2 EUWIN as an operation

5.2.1 *Planning and reality in 2013*

The contract was signed on December, 18th 2012. The operational planning for the Network is based on the planning in the bid. The core idea remains that the Consortium conducts the main collection, promotion and communication tasks at the level of the six regions, as to ensure the European coverage of the network, but also to ensure the organisation of the different workshops during the project.

In Table 13, we have listed the planned meetings for 2013 and have indicated what we have or have not done. We have also listed the extra meetings.

Table 13 Planning meetings during the project (first 12 months)

Planned Date	Meeting	Real Date	Comment
31/1/2013	Kick-off	18/1/2013	Inception Report discussed
1/4/2013	Coordination with Commission	8/4/2013	In practice, we have had several meetings to organise this.
1/4/2013	Coordination with Commission	8/4/2013	Advisory Board present.
8-10/4/2013	Launch event	10/4/2013	120 persons
9/4/2013	Launch event	10/4/2013	Advisory Board present.
4/2013	Site visit	22-3/4/2013	Visit Denmark to two companies.
4/2013	Regional workshop1 – Sweden, Denmark, Finland, GE	22/4/2013 13/6/2013	Regional conference in Malmö/Copenhagen: during launch of Øresund Synergy (70 persons) Regional conference at Linköping during Triple Helix Conference (60 persons)
10/2013	Site visit	12/9/2013	Site visit to PRODRIVE, Ter Holst Lab and ASML (The Netherlands)

Planned Date	Meeting	Real Date	Comment
10/2013	Regional workshop2 – UK/NL/IE	2/12/2013	Regional workshop in London.(100 persons)
12/2013	Coordination with Commission	TBP	Interim meeting to take stock of activities in Year 1 and prepare for Year 2. Result: Interim Report 1.

5.2.2 Activities for 2014

In the following table, you can find an updated planning for 2014.

Table 14 Planning meetings during the project (next 24 months)

Planned Date	Meeting	Update?	Clarification + action required
1/2014	Coordination with Commission		Meeting to prepare the workshops of Year 2. Result: Draft agenda, list of participants (including for refunding), list of speakers and proposed venue and conference facilities.
2/2014	Site visit	1/2014	Visit of NEMAK in Slovak Republic
4/2014	Regional workshop 3 – Austria, central Europe	3/2014	NC and CE have to present for two days each to organize and facilitate.
5/2014	Site visit	5/2014	Visit of VULCANO in Portugal
8/2014	Site visit		One day travel for NC and CE to report on business cases.
9/2014	Large workshop1 - Sofia	10/2014	NC and CE have to present for two days each to organize and facilitate. Advisory Board present.
11/2014	Site visit		One day travel for NC and CE to report on business cases.
12/2014	Coordination with Commission		Interim meeting to take stock of activities in Year 2 and prepare for Year 3. Result: Interim Report 2.
12/2014	Regional workshop 4 – France and region south		NC and CE have to present for two days each to organize and facilitate.
2/2015	Site visit		One day travel for NC and CE to report on business cases.
3/2015	Coordination with Commission		Meeting to prepare the workshops of Year 3. Result: Draft agenda, list of participants (including for refunding), list of speakers and proposed venue and conference facilities
4/2015	Regional workshop 5 – Poland and Baltic		NC and CE have to present for two days each to organize and facilitate.
5/2015	Site visit		One day travel for NC and CE to report on business cases.
5/2015	Site visit		One day travel for NC and CE to report

Planned Date	Meeting	Update?	Clarification + action required
			on business cases.
8/2015	Regional workshop 6 – Romania		NC and CE have to present for two days each to organize and facilitate.
10/2015	Large workshop2 -Leuven		NC and CE have to present for two days each to organize and facilitate. Advisory Board present.
11/2015	Coordination with Commission		Final meeting to draw conclusions and prepare for next steps, including potential renewal. Result: Final Report.
11/2015	Site visit		One day travel for NC and CE to report on business cases.

5.2.3 *Supporting our Eastern- and Southern European partners (Learning network)*

One of our major challenges with EUWIN is become more active in Eastern and Southern Europe. We know that workplace innovation has some solid ground in the Northern-Western European companies. Creating events for companies is quite logical for these companies. This is not a given for other parts in Europe. We need more effort for developing contacts and events in Eastern and Southern European countries. Therefore, we have taken care in this first year to let our partners from South/East to learn about organising events and the topic of WPI:

- Brussels Launch:our whole consortium was present for this event.
- Linköping event: only our French partners were able to be present to learn from our German/Finnish/Dutch/UK guidance.
- London event: our Lithuanian, Austrian and French representative were present.

5.3 Improvements and new actions for 2014

We have accomplished a great deal in 2013. But there is always room for improvement and for new actions. We see the following list:

- We need to get better connected to the European Enterprise Network.
- We still need to prepare, a practical and attractive informational package for the European Enterprise Network, to promote workplace innovation among companies, especially SMEs.
- We need to stay into contact with the Advanced Manufacturing for a Cleaner Production Agenda.
- We need to give our communication an extra boost by linking up with journalists. We have started to do this through Neil and Engage for Success but it is a slow process and hard to identify “international” media. The Emerald link may be a useful start. EFS may be able to put us in contact with an FT journalist but there are no guarantees. We should be getting more help from the Commission’s press office. One element of the communication strategy is to look more at the follow up or our events.
- We need to look at how to continue using our Advisory Board in the same engaging way in 2014.
- We need to get connected to contact-databases of CSR and EFQM.

- Even if we have been successful connecting to many companies, we need to take care of keeping them in our focus and creating even more interest from them.
- Complete our strategy for the Panels.

5.4 Budget

See annexes 1, 6 and 7.

5.5 Result monitoring for 2014

As our overview shows, we are monitoring the impact of EUWIN in all respects. We try to see how much contacts we develop, but also what kind of impact we can achieve. This helps us to discuss with our stakeholders how we should manage the network.

Our aims remain:

- to bring the topic of Workplace Innovation onto the agenda of DGENTR, European policy makers and agencies, international working networks, national policy makers.
- To continue our main communication, networking and conferences towards companies and other stakeholders.

We propose the following 'targets' for our different aims.

Table 15 Target system for EUWIN-activities

Network activity	Reach 2013	Target 2014
LinkedIn-members + registration system	800 in Linked	1000 (500 each year) (ultimately: 1500 contacts)
	400 in our systems (concentrate on systems)	Companies: 60% of the contacts
		Presence in all European countries: - 10% East - 100 minimum, doubling for the rest
Participants during events	220 in planned events	220 per year (total: 660 persons in official events)
	1000 in side events	1000 (total: 3000 persons)
Media coverage	66 discussions	66 (total: 180 discussions by 2016) New ways to journalists: reach
Best practices in Knowledge bank		100 cases
Political uptake	See figure 1.	2014: Lithuania and Portugal remain central focus for new support Endresult: Discussion in all countries of the EU on support measures for workplace innovation by 2016

These targets are connected to the planned activities of our network. Our impact should be developed through these number of actions.

We continue to report each 4 months on the progress of the network. Our list will however not be exhaustive and is meant to be developed progressively.

Annex 1- Realisation of the budget

Reimbursable expenditures – EUWIN events 2013

Our Consortium plans 160.000,00 Euros for reimbursable expenditures. This amount corresponds to the expenses directly connected with the execution of the tasks under the contract which are incurred by us. In this report, we give the costs made for the EUWIN events in 2013. For this overview, we use the costs that already have been booked in our SAP-system (for which we have an invoice), but also those costs for which we not yet have an invoice but expect to receive this. The details are in Annex 6.

EUWIN Launch Event

The total costs for the Launch Event are 7.152,- euro. In Annex 6, we give the list of these costs.

Oresund Synergy Event

The total costs for the Oresund Synergy Event are 232,- euro. This costs are for our filmer (Steve Stickley) to be present during event.

Linköping Regional Conference

The total costs for the Linköping Regional Conference are 9.828,- euro. In Annex 6, we give the list of these costs. A major cost are the conference location: we haven't yet received an invoice for this, but expect this to come. We will only charge this, when we have received the invoice.

London Regional Conference

The (provisional) total costs for the London Regional Conference are 10.233,- euro. In Annex 6, we give the list of these costs. We do not yet have a full overview of costs because we need to receive all the invoices.

In summary

The total costs for the first year are 27.885,- euro. We will send an invoice for the **23.388,- euro** for which we have received invoices.

For 2014 and 2015, we estimate to still have a budget of approximately 112.115,- euro.

Personnel expenditures consortium

Our Consortium plans 180.000,00 Euros for labour costs. Our partners have been asked to send us invoices for one third of the costs. We have only received invoices from ZSI, Flanders Synergy and Workplace Innovation. We will receive invoices later from our other partners. We calculate that we have spent **53.923 euros** for the TNO-costs and partners invoices. The overview is in annex 7.

We will send an invoice for the costs of the first year.

Annex 2 – List of contacts social partners

Company name	Company department	Company Country
ESTEP / EUROFER	Employers	Belgium
Federgon	Employers	Belgium
Fedustria	Employers	Belgium
FEVIA	Employers	Belgium
FVB	Employers	Belgium
UNIZO, Unie van Zelfstandige Ondernemers	Employers	Belgium
VBO	Employers	Belgium
Verso, Vereniging voor social profit ondernemingen vzw	Employers	Belgium
SPČR (Department of International Organisations and European Affairs of the Confederation of Industry of the Czech Republic)	Employers	Czech Republic
CO-industri	Employers	Denmark
European Employers Group	Employers	Europe
Food and Drink Federation (FDF)	Employers	Europe
International Organisation of Employers	Employers	Europe
The Federation of European Employers (FedEE)	Employers	Europe
Confederation of Finnish Industries EK	Employers	Finland
Fabrique de l'Industrie	Employers	France
Fondation Condorcet	Employers	France
Institut der deutschen Wirtschaft Köln	Employers	Germany
Stahlzentrum - Wirtschaftsvereinigung Stahl	Employers	Germany
VErdi	Employers	Germany
Irish Business and Employers Confederation (IBEC)	Employers	Ireland
Lithuanian Business Employers Confederation	Employers	Lithuania
Actiz	Employers	Netherlands
Alares	Employers	Netherlands
AWVN, employers ass.	Employers	Netherlands
FME	Employers	Netherlands
NBBU	Employers	Netherlands
TLN	Employers	Netherlands
VNO-NCW	Employers	Netherlands
Employers of Poland	Employers	Poland
International Organisation of Employers (IOE/ILO)	Employers	Spain
IVA, The Confederation of Swedish Enterprises	Employers	Sweden
Teknikföretagen. Teknikföretagen is an employers' organisation, and a force for	Employers	Sweden

Company name	Company department	Company Country
innovation		
Nationale Arbeidsraad	Social partners	Belgium
RESOC Halle-Vilvoorde	Social partners	Belgium
SERV	Social partners	Belgium
Akava	Social partners	Finland
KiT	Social partners	Finland
KT	Social partners	Finland
Productschappen VeeVlees en Eieren	Social partners	Netherlands
SER	Social partners	Netherlands
Stichting van de Arbeid	Social partners	Netherlands
Business Disability Forum	Social partners	United Kingdom
ABVV	Trade union	Belgium
ACLVB	Trade union	Belgium
ACV	Trade union	Belgium
ETUI	Trade union	Europe
European Trade Union Confederation (ETUC)	Trade union	Europe
FGTB	Trade union	Belgium
LBC-NVK	Trade union	Belgium
Liberale Vakbond - Comé vzw	Trade union	Belgium
Danish confederation of Trade unions	Trade union	Denmark
LO Trade Union	Trade union	Denmark
industriALL	Trade union	Europe
Finnish Confederation of Professionals STTK	Trade union	Finland
SAK	Trade union	Finland
STTK	Trade union	Finland
VTL	Trade union	Finland
CFDT	Trade union	France
CONFEDERATION GENERALE DU TRAVAIL CGT	Trade union	France
IG Metall	Trade union	Germany
IDEAS	Trade union	Ireland
SIPTU	Trade union	Ireland
ABVAKABO FNV	Trade union	Netherlands
CNV dienstenbond	Trade union	Netherlands
FNV	Trade union	Netherlands
FNV Bondgenoten	Trade union	Netherlands
MHP	Trade union	Netherlands
Norwegian Confederation of Trade Unions	Trade union	Norway
NSZZ Solidarność	Trade union	Poland
Ogólnopolskie Porozumienie Związków Zawodowych (OPZZ)	Trade union	Poland
The Trade Unions Forum	Trade union	Poland

Company name	Company department	Company Country
IfMetall (Swedish Metal Union)	Trade union	Sweden
SACO (the union of academics)	Trade union	Sweden
TCO, The Swedish Confederation for Professional Employees	Trade union	Sweden
GMB trade union, UK	Trade union	United Kingdom

Annex 3 – List of contacts public authorities

Company name	Company name English	Company Country
Arbeiterkammer	Agency	Austria
Agentschap voor Overheidspersoneel	Agency	Belgium
AgO	Agency	Belgium
Collège des Courts et Tribunaux	Agency	Belgium
Iwt	Agency	Belgium
RSVZ – INASTI	Agency	Belgium
VDAB	Agency	Belgium
Voka - Kamer van Koophandel West-Vlaanderen	Agency	Belgium
Cyprus Productivity Centre	Agency	Cyprus
National Training Fund	Agency	Czech Republic
Estonian Development Fund	Agency	Estonia
Tekes	Agency	Finland
VTML	Agency	Finland
ANACT	Agency	France
Centre d'Etudes de l'Emploi	Agency	France
groupe la poste	Agency	France
Réseau de Recherche sur l'Innovation	Agency	France
BMWI	Agency	Germany
G.I.B.	Agency	Germany
PT-DLR	Agency	Germany
Centro Servizi PMI	Agency	Italy
Agency for Science, Innovation and Technology	Agency	Lithuania
Raad voor Werk en Inkomen	Agency	Netherlands
syntens	Agency	Netherlands
Confederation Lewiatan	Agency	Poland
National Chamber of Commerce	Agency	Poland
Polish Agency for Enterprise Development	Agency	Poland
IASFA	Agency	Portugal
SGI/GI	Agency	Slovak Republic
Slovak Productivity Center	Agency	Slovak Republic
Innobasque-Basque Innovation Agency	Agency	Spain
Neàpolis	Agency	Spain
Public Employment Service	Agency	Spain
ESF-Sweden	Agency	Sweden
FAS	Agency	Sweden
The National Council for Innovation and Quality in the Public Sector established by the Swedish Government to improve the efficiency and quality of public	Agency	Sweden

Company name	Company name English	Company Country
activities at national, regional and local level		
Public Health Institution of Turkey	Agency	Turkey
Acas (Advisory Conciliaiton and Arbitration Service)	Agency	United Kingdom
East and North Herts NHS Trust	Agency	United Kingdom
HSE	Agency	United Kingdom
LGE	Agency	United Kingdom
NOMS Co-Financing Organisation	Agency	United Kingdom
Scottish Fire and Rescue Service	Agency	United Kingdom
UK Commission for Employment and Skills	Agency	United Kingdom
UKCES	Agency	United Kingdom
VOSA	Agency	United Kingdom
Gemeente Keerbergen	Communes	Belgium
gemeente Puurs	Communes	Belgium
Ile-de-France Europe	Communes	Belgium
OCMW Hasselt	Communes	Belgium
POM Limburg	Communes	Belgium
Provincie Limburg	Communes	Belgium
Stad Gent	Communes	Belgium
City of Helsinki	Communes	Finland
Free Hanseatic City Bremen to the EU	Communes	Germany
Comune di Galatone, Lecce - Italy (Municipality of Galatone, Lecce - Italy)	Communes	Italy
Provincia di Pescara - Centro per L'Impiego	Communes	Italy
A&O fonds Gemeenten	Communes	Netherlands
Cultuur-Ondernemen	Communes	Netherlands
Gemeente Amsterdam	Communes	Netherlands
Kwaliteit in ontwikkeling	Communes	Netherlands
Stad Rotterdam	Communes	Netherlands
Fredrikstad kommune	Communes	Norway
barcelona city council	Communes	Spain
Consejería de Salud y Bienestar Social	Communes	Spain
Diputación Foral de Gipuzkoa	Communes	Spain
Helgalundens Kommunikationsbyrå	Communes	Sweden
Örnsköldsviks kommun	Communes	Sweden
Lincolnshire Regional Council	Communes	United Kingdom
New College Nottingham	Communes	United Kingdom
Nottingham City Council	Communes	United Kingdom
EWI	Ministry	Belgium
Federal Public Service Economy	Ministry	Belgium
FOD Sociale Zekerheid	Ministry	Belgium

Company name	Company name English	Company Country
Vlaamse overheid	Ministry	Belgium
Vlaamse overheid- Departement WSE- Afdeling Werkgelegenheidsbeleid	Ministry	Belgium
Ministry of Entrepreneurship and Crafts	Ministry	Croatia
Ministry of Social Affairs of Estonia	Ministry	Estonia
Finnish Ministry of Economic Affairs	Ministry	Finland
Ministry of Employment and the Economy of Finland	Ministry	Finland
TEM	Ministry	Finland
Ministère du Travail	Ministry	France
Taoiseach	Ministry	Ireland
Lithuanian Ministry of Economy	Ministry	Lithuania
Ministry of Economy	Ministry	Lithuania
Ministry of Economy	Ministry	Lithuania
Ministry of Economy	Ministry	Lithuania
Ministry of Science and Education	Ministry	Lithuania
Permanent Representation of Lithuania to the EU	Ministry	Lithuania
Ministeire BZK	Ministry	Netherlands
Ministry of Economic Affairs, Agriculture and Innovation	Ministry	Netherlands
Ministry of Social Affairs and Employment	Ministry	Netherlands
Ministry of Economy	Ministry	Poland
Ministry of Science and Higher Education	Ministry	Poland
Polish Ministry of Education	Ministry	Poland
Sub-Directorate General for Quality at Work, Directorate-general of labor relations and quality in the Workplace, Ministry of Enterprise and Labor, Government of Catalonia	Ministry	Spain
Ministry of Science, Industry and Technology	Ministry	Turkey
Turkish Ministry of Science, Industry and Technology Directorate General for Productivity	Ministry	Turkey
Department for work and Pensions	Ministry	United Kingdom
Department of Health	Ministry	United Kingdom
Met Office	Ministry	United Kingdom
Scottish Government	Ministry	United Kingdom

Annex 4 – List of contacts EU and International authorities

DGENTR
ESF agentschap
ESF Germany
ESF-Agentschap Vlaanderen vzw
ESF-Sweden
EU-OSHA
Eurofound
European Commission
European Parliament
International Labour Organisation
OECD
South Denmark European Office

Annex 5 – List of activities on LinkedIn

Who started?	Content	Likes	Comments	Date	Type	Country
Steven Dhondt	EANPC brings connection	5	1	april-13	Discussion	Netherlands
Peter Totterdill	Why enterprises should join EUWIN	5	1	april-13	Discussion	UK
Peter Totterdill	Social partners as knowledgeable	3	1	april-13	Discussion	UK
Peter Totterdill	EUWIN Regional Conference	1		april-13	Discussion	UK
Steven Dhondt	Launch learning network	8	6	april-13	Discussion	Netherlands
Peter Totterdill	Creating a mass movement		2	april-13	Discussion	UK
Steven Dhondt	EUWIN, the next step		1	april-13	Discussion	Netherlands
Xavier Le Mounier	De plus en plus d'enterprises			april-13	Discussion	Belgium
Steven Dhondt	Healthy, Innovative and Human			april-13	Promotion	Netherlands
Peter Totterdill	EUWIN Regional Conference	1		april-13	Promotion	Netherlands
Leila Kurki	In the context of demographic	1		juni-13	Discussion	Finland
Steven Dhondt	Irish examples of Workplace	4	1	juni-13	Discussion	Netherlands
Peter Totterdill	Workplace innovation in Romanian		3	juni-13	Discussion	UK
Steven Dhondt	ISA CALL for PAPERS	3	4	juni-13	Discussion	Netherlands
Peter Totterdill	Advocates of workplace	1	1	juni-13	Discussion	UK
Claudio Zettel	Speed dating and more	1		juni-13	Discussion	Germany
Peter Totterdill	The Fifth Element	4	5	juni-13	Discussion	UK
Peter Totterdill	Closing the gap between	1	2	juni-13	Discussion	UK
Steven Dhondt	See you in Linköping	1		juni-13	Discussion	Netherlands
Steven Dhondt	EUWIN is active all over Europe	4	5	juni-13	Discussion	Netherlands
Steven Dhondt	Social Innovation: the French			juni-13	Discussion	Netherlands
Steven Dhondt	Helix conference			juni-13	Discussion	Netherlands
Peter Totterdill	Make sure			juni-13	Discussion	UK
Steven Dhondt	Expedition Workplace Innovation		3	juli-13	Discussion	Netherlands
Peter Totterdill	What's best for employees	2	5	juli-13	Discussion	UK
Mike Butler	Using KPI's			juli-13	Discussion	UK
Steven Dhondt	Apple Inc.:		4	augustus-13	Discussion	Netherlands
Frank Pot	Workplace Innovation for	3		augustus-13	Discussion	Netherlands
Steven Dhondt	Month of Workplace Innovation			augustus-13	Promotion	Netherlands
Peter Totterdill	How do good industrial	6	1	september-13	Discussion	UK
Kenneth	Got a grant from Vinnova	7	6	september-	Discussion	Sweden

Who started?	Content	Likes	Comments	Date	Type	Country
Abrahamson				13		
Segolene Journoud	Workplace innovation and health at work	6	1	september-13	Discussion	France
Steven Dhondt	Two studies by the Business	5	4	september-13	Discussion	Netherlands
Peter Totterdill	Steven Dhondt extols	2	1	september-13	Discussion	UK
Matt Fisher	Who won the EFQM "	1	1	september-13	Discussion	Belgium
Claudio Zettel	Innovation examples as apps	1		september-13	Discussion	Germany
Steven Dhondt	Workplace Innovation and Advanced			september-13	Discussion	Netherlands
Peter Totterdill	Is government doing		1	september-13	Discussion	UK
Segolene Journoud	Impacts of lean on	1		september-13	Discussion	France
Peter Everts	New Leadership: Managing			september-13	Promotion	Netherlands
Peter Totterdill	Euwin's London Conference Programme announced	9		september-13	Discussion	UK
Xavier Le Mounier	Even in the Financial Times	1		oktober-13	Discussion	Belgium
Mike Butler	Qualitin's Latets News Letter	1		oktober-13	Promotion	UK
Steven Dhondt	The Human Capital Report 2013	2	1	oktober-13	Discussion	Netherlands
Steven Dhondt	SAVE THE DATE: Workplace	1		oktober-13	Promotion	Netherlands
Peter Totterdill	Sign up for euwin's London	4	1	oktober-13	Discussion	UK
Steven Dhondt	Advanced manufacturing	3	1	oktober-13	Discussion	Netherlands
Peter Totterdill	Register with euwin			oktober-13	Discussion	UK
Claudio Zettel	New Atlas on Demography	2	2	oktober-13	Discussion	Germany
Steven Dhondt	Invest in organizational	6	3	oktober-13	Discussion	Netherlands
Steven Dhondt	Call for papers about learning organisations			oktober-13	Promotion	Netherlands
Steven Dhondt	Flanders Synergy invites you to the POLCA			oktober-13	Promotion	Netherlands
Peter Totterdill	Euwin's FREE London Conference	5		oktober-13	Discussion	UK
Segolene Journoud	Paru le 17 /10 LesEchos	3	5	oktober-13	Discussion	France
Segolene Journoud	PWC Survey		4	oktober-13	Discussion	France
Ramojus Remeiris	Workplace and ICT	3		oktober-13	Discussion	Lithuania
William Powell	A fundamental shift	2	8	oktober-13	Discussion	Finland
Tuomo Alasoini	Two interim reports of the Finnish	5	5	oktober-13	Discussion	Finland
Steven Dhondt	Why Intuit Founder Scott			oktober-13	Discussion	Netherlands
Frank Pot	Workplace innovation and occupational safety and health (OSH)	5	1	november-13	Discussion	Netherlands
Steven Dhondt	Intrapreneurship Conference Open Day #euwinEU			november-13	Promotion	Netherlands
Lawrence M. Miller	What are the keys to successful change leadership?	1		november-13	Discussion	USA
Paul Tolchinsky	Announcing the Launch of the French Chapter of the European			november-13	Promotion	Austria

Who started?	Content	Likes	Comments	Date	Type	Country
	Organisation Design Forum					
Michel Ajzen	Why are Companies Forcing People Back to the Office?		2	november-13	Discussion	Belgium
Peter Totterdill	euwin's first video	8		november-13	Discussion	UK
Peter Totterdill	The Microsoft Model: How to keep staff happy and...	6		november-13	Discussion	UK
Tuomo Alasoini	Lengthened English summary of interim results of the Finnish MEADOW survey now available...	6		november-13	Discussion	Finland
Dirk Ameel	LinkedIn ondersteunt jobzoekers & professionele netwerking			november-13	Promotion	Belgium
Steven Dhondt	Positive Workplace Innovation (Leuven: 11 December). #euwinEU			november-13	Promotion	Netherlands
Robert Hickey	Working from Home vs. from the Office.	1	2	november-13	Discussion	Bulgaria
Bernard Mohr	Relational Coordination and Positive Workplace Innovation	3	1	november-13	Discussion	USA
Rafael Hernandez Barros	Are there more options than publishing in journals for disseminating scientific research?			november-13	Promotion	Spain
Steven Dhondt	What do the Flemish Prime Minister Kris Peeters and Rajan Suri have in common? #euwinEU			november-13	Discussion	Netherlands
Matt Fisher	What do you think about EFQM?	2		november-13	Discussion	Belgium
Frank Pot	Time for a critical look at the Netherlands' earning capacity	4	1	november-13	Discussion	Netherlands
Frank Pot	Innovación en los ambientes de trabajo in Colombia	2		november-13	Discussion	Netherlands
Peter Totterdill	The business case for workplace innovation			november-13	Discussion	Netherlands
Peter Totterdill	Join us in sharing Speedo's leadership journey on 16th January			november-13	Discussion	Netherlands
William Powell	Was amazing to be interviewed by Johann Gauthier yesterday about making work more human. 30 minute video. Would love to hear your...			november-13	Discussion	Finland

Annex 6 – Expenditures in 2013

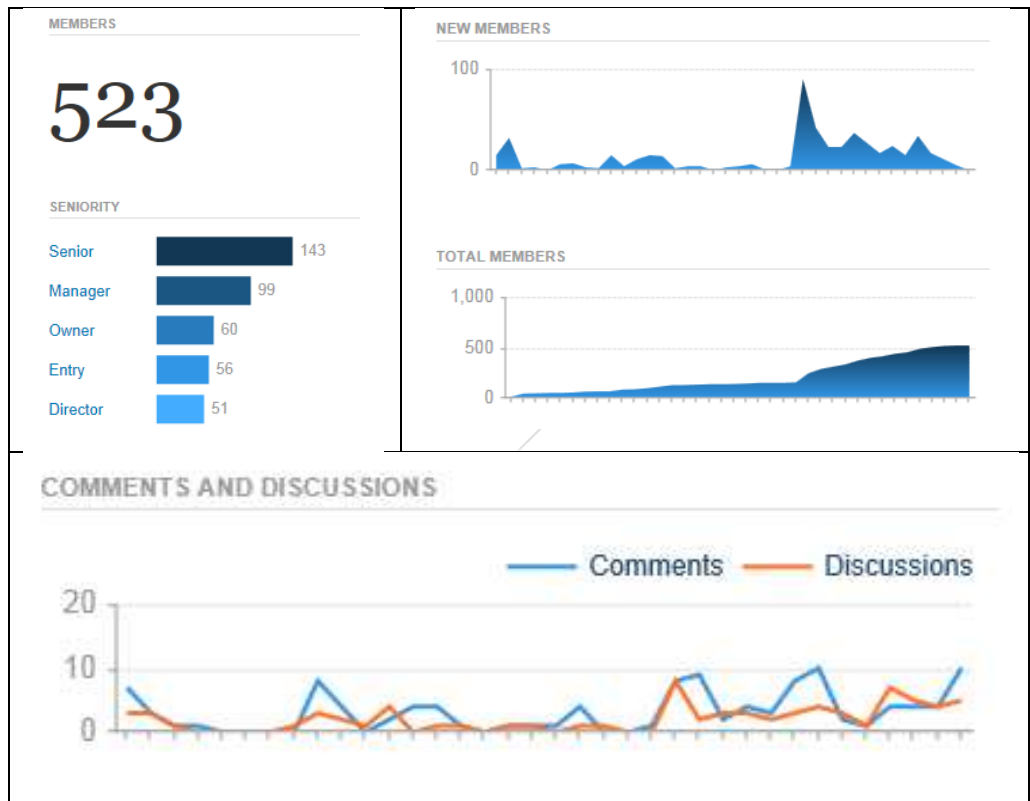
NR	Event	Project number	Type of costs	Document no.	Document date	Booking date	Description	Recipient of reimbursement	EUR
1	Launch	051.02712/01.01	Travel and subsistence	1160028555	25-3-2013	16-6-2013	anact agence reimbursement journoud	Anact Agence Comptable	€ 153
2	Launch	051.02712/01.01	Editing and printing communication materials	1160008854	20-2-2013	26-2-2013	Besseling, transportkst feb 13 Brussel	Besseling Koeriersdienst B.V.	€ 202
3	Launch	051.02712/01.01	Travel and subsistence	1160026634	6-5-2013	4-6-2013	pot decl. 6/5	F.D. Pot	€ 237
4	Launch	051.02712/01.01	Travel and subsistence	1160027614	12-5-2013	10-6-2013	irina amaral reimbursement	I.A. Saur Amaral	€ 109
5	Launch	051.02712/01.01	Travel and subsistence	1160027603	9-5-2013	10-6-2013	ires emilia romagna reimbursement telljohan	IRES Emilia Romagna	€ 80
6	Launch	051.02712/01.01	Travel and subsistence	1160029893	30-5-2013	20-6-2013	Lindum Group, Kok verg reiskst EUWIN apr 13	Lindum Group Ltd	€ 821
7	Launch	051.02712/01.01	Workshop logistics	1160019903	11-4-2013	24-4-2013	Neth-ER, vergaderzaal etc 10 apr 13	Neth-ER	€ 327
8	Launch	051.02712/01.01	Travel and subsistence	5105611284	4-3-2013	4-3-2013	Kosten van Ramojus Remeiris voor EUWIN project	Ramojus Remeiris	€ 376
9	Launch	051.02712/01.01	Travel and subsistence	1160014867	20-3-2013	28-3-2013	Thon Hotel, Torre overn 8/10 apr 13	Thon Hotel Brussel City Centre	€ 2.365
10	Launch	051.02712/01.01	Travel and subsistence	5105613055	14-3-2013	14-3-2013	Voorgesloten aan Volker Telljohann voor EUWIN-con	Volker Telljohan	€ 142
11	Launch	051.02712/01.01	Travel and subsistence	5105613055	14-3-2013	14-3-2013	Terugvlucht Volker Telljohan: betaald voor EUWIN-c	Volker Telljohan	€ 50
12	Launch	051.02712/01.01	Travel and subsistence	1160032632	23-5-2013	29-7-2013	workplace innovation limited reimbursement 10/4	Workplace Innovation Limited	€ 156
13	Launch	051.02712/01.01	Travel and subsistence	1160033090	23-5-2013	29-7-2013	workplace innovation reimbursement	Workplace Innovation Limited	€ 356
14	Launch	051.02712/01.01	Travel and subsistence	1160040942	23-5-2013	27-8-2013	workplace innovation limited reimbursement	Workplace Innovation Limited	€ 404
15	Launch	051.02712/01.01	Travel and subsistence	1160037766	10-4-2013	5-8-2013	zentrum fur soziale innovation reimbursement	Zentrum fur Soziale Innovation	€ 328
16	Launch	051.02712/01.01	Travel and subsistence	5105616960	15-4-2013	15-4-2013	Subsistance (Diner Restaurant) (also participants)	TNO	€ 647
17	Launch	051.02712/01.01	Travel and subsistence	5105616960	9-4-2013	26-6-2013	Travel costs Zoya Damianova	ARC Fund	€ 399
18	Oresund Synergy	051.02712/01.01	Travel and subsistence	5105616960	2-4-2013	2-4-2013	EUWIN: betaling Steve Stickley voor filmen bij Öre	Steve Stickley	€ 232
19	Linköping	051.02712/01.01	Travel and subsistence	5105630298	11-6-2013	11-6-2013	Ticket gekocht voor Achim Vanselow (DGB) naar	A. Vanselow	€ 162

NR	Event	Project number	Type of costs	Document no.	Document date	Booking date	Description	Recipient of reimbursement	EUR
							Link		
20	Linköping	051.02712/01.01	Travel and subsistence		11-6-2013	11-jun	Busrit heen en retour voor Achim Vanselow	A. Vanselow	€ 28
21	Linköping	051.02712/01.01	Travel and subsistence	1160039105	29-7-2013	13-8-2013	vanselow decl. for euwin	A. Vanselow	€ 325
22	Linköping	051.02712/01.01	Travel and subsistence	1160032654	23-6-2013	29-7-2013	f.pot reimbursement travel	F.D. Pot	€ 1.202
23	Linköping	051.02712/01.01	Travel and subsistence	1160051184	6-6-2013	31-10-2013	nordea reimbursement euwin	InfoCare Oy	€ 596
24	Linköping	051.02712/01.01	Travel and subsistence	5105615843	26-3-2013	26-3-2013	REgional workshop EUWIN	Prof. dr. S. Dhondt	€ 615
25	Linköping	051.02712/01.01	Travel and subsistence	5105615843	26-3-2013	26-3-2013	Vlucht naar HELIX conferentie: EUWIN regional conf	Prof. dr. S. Dhondt	€ 253
26	Linköping	051.02712/01.01	Travel and subsistence	1160042186	12-6-2013	5-9-2013	reimbursement fuchs helix june 2013 linkoping	Strategische Partnerschaf Sensorik	€ 1.327
27	Linköping	051.02712/01.01	Travel and subsistence	1160033091	1-7-2013	29-7-2013	totterdil reimbursement travel	Workplace Innovation Limited	€ 565
28	Linköping	051.02712/01.01	Travel and subsistence	5105616960	10-7-2013	10-7-2013	Hotel costs Steven Dhondt 2 nights	TNO	€ 258
29	Brussels	051.02712/01.01	Travel and subsistence		9-2013	12-12-2013	Expenses for project meeting: Brussels September 2013	UKWON/WPI Ltd	€ 440
30	London	051.02712/01.01	Travel and subsistence	5105652924	15-10-2013	15-10-2013	EUWIN-project: bestelling vlucht voor Edwin van VI	E Van Vlierberghe	€ 239
31	London	051.02712/01.01	Travel and subsistence	5105655152	28-10-2013	28-10-2013	Vliegticket voorgeschoten aan E Van Vlierberghe	E Van Vlierberghe	€ 184
32	London	051.02712/01.01	Travel and subsistence	5105657456	7-11-2013	7-11-2013	Vliegreis voor Fokke Wijnstra naar Londen workshop	Fokke Wijnstra	€ 289
33	London	051.02712/01.01	Travel and subsistence	5105651160	8-10-2013	8-10-2013	Regional workshop EUWIN te Londen. UKWON has prepaid = 3376 pounds	Participants hotel London 12 persons	€ 3.987
34	London	051.02712/01.01	Travel and subsistence	5105650639	4-10-2013	4-10-2013	Londen Regional workshop EUWIN	Prof. dr. S. Dhondt	€ 239
35	London	051.02712/01.01	Travel and subsistence			Not yet booked	Ramojus Remeiris – Victoria: 15pounds	KSI	€ 17,9
36	London	051.02712/01.01	Travel and subsistence			Not yet booked	Ramojus Remeiris – Skrendu.lt: 510.43 Lt (Airplane)	KSI	€ 145,7
37	London	051.02712/01.01	Travel and subsistence		12-12-2013	Not yet booked	Regional workshop EUWIN te Londen. Conference dinner: 854,35 pounds (only EUWIN-	UKWON/WPI Ltd	€ 1.012,5

Annex 7 – Personnel costs in 2013



Annex 8 – Statistics LinkedIn



Annex 9 – Statistics Facebook



Startdate	4-4-2013
Number of connected people (likes)	80
Messages	69
Number of persons reached	3602
Number of reactions to messages	448

	Messages	Views	Reactions
April	10	0	0
June	4	228	14
July	10	350	106
August	2	158	10
September	4	294	22
October	24	2042	94
November	11	387	38
December	4	143	35

Date of message	Title
4-4-2013	Creating a mass movement
4-4-2013	Creating a mass movement
14-4-2013	Tijdlijnfoto's
14-4-2013	Why enterprises should join EUWIN - the European Workplace Innovation Network
14-4-2013	Tijdlijnfoto's
14-4-2013	Why enterprises should join EUWIN - the European Workplace Innovation Network
18-4-2013	EUWIN Regional Conference: Innovative Practices in Work, Organisation and Regional Development, 12-1
18-4-2013	EUWIN Regional Conference: Innovative Practices in Work, Organisation and Regional Development, 12-1
25-4-2013	Employee participation is at a low ebb in the UK
25-4-2013	Employee participation is at a low ebb in the UK
4-6-2013	We've started an important discussion of the nature of workplace innovation and how it works in practice - and this will shape our planned Knowledge Bank as well as our communications strategy. Please join in!

Date of message	Title
4-6-2013	We've started an important discussion of the nature of workplace innovation and how it works in practice - and this will shape our planned Knowledge Bank as well as our communications strategy. Please join in!
30-6-2013	A great conference in Linköping - but a difficult challenge ahead!
30-6-2013	A great conference in Linköping - but a difficult challenge ahead!
1-7-2013	Tijdlijnfoto's
1-7-2013	Tijdlijnfoto's
1-7-2013	Peter facilitates an intense discussion at HELIX, but something funny is happening to his shirt . . .
1-7-2013	Tijdlijnfoto's
1-7-2013	Tijdlijnfoto's
1-7-2013	Tijdlijnfoto's
1-7-2013	Peter facilitates an intense discussion at HELIX, but something funny is happening to his shirt . . .
1-7-2013	Tijdlijnfoto's
2-7-2013	And now see even more HELIX pictures! Stunning action shots of Claudio, Frank, Jurgen, Kenneth, Tuomo and many others can be found at http://www.flickr.com/photos/98271732@N04/sets/72157634428671232/
2-7-2013	And now see even more HELIX pictures! Stunning action shots of Claudio, Frank, Jurgen, Kenneth, Tuomo and many others can be found at http://www.flickr.com/photos/98271732@N04/sets/72157634428671232/
27-8-2013	How do good industrial relations stimulate workplace innovation? #euwin
27-8-2013	How do good industrial relations stimulate workplace innovation? #euwin
17-9-2013	What can public policymakers do to promote and resource new ways of working?
17-9-2013	Steven Dhondt extols the virtues of workplace innovation on Dutch radio
17-9-2013	What can public policymakers do to promote and resource new ways of working?
17-9-2013	Steven Dhondt extols the virtues of workplace innovation on Dutch radio
1-10-2013	Toyota's legacy goes well beyond the lean - FT.com
1-10-2013	Toyota's legacy goes well beyond the lean - FT.com
2-10-2013	Workplace innovation in advanced manufacturing? Give your views during the public hearing of the Task Force for Advanced Manufacturing for Clean Production! http://ec.europa.eu/enterprise/policies/industrial-competitiveness/amt/index_en.htm
2-10-2013	Workplace innovation in advanced manufacturing? Give your views during the public hearing of the Task Force for Advanced Manufacturing for Clean Production! http://ec.europa.eu/enterprise/policies/industrial-competitiveness/amt/index_en.htm
7-10-2013	Interesting article in the Economist about the workplace & generations. What can companies do to win this game? http://www.economist.com/news/business/21586831-businesses-are-worrying-about-how-manage-different-age-groups-widely-different
7-10-2013	Interesting article in the Economist about the workplace & generations. What can companies do to win this game? http://www.economist.com/news/business/21586831-businesses-are-worrying-about-how-manage-different-age-groups-widely-different
8-10-2013	Two interim reports of the Finnish MEADOW survey now published. See: http://www.tekes.fi/en/programmes-and-services/tekes-edistaa-yhteistyota-ohjelmien-avulla/liideri/
8-10-2013	Sign up for euwin's London Conference with Bombardier, Devon & Cornwall Police, EdF, Innocent,...
8-10-2013	Two interim reports of the Finnish MEADOW survey now published. See: http://www.tekes.fi/en/programmes-and-services/tekes-edistaa-yhteistyota-ohjelmien-avulla/liideri/

Date of message	Title
	ohjelmien-avulla/liideri/
8-10-2013	Sign up for euwin's London Conference with Bombardier, Devon & Cornwall Police, EdF, Innocent,...
11-10-2013	While manufacturing leaders lament the lack of a skilled workforce, many - if not most - neglect to maximize the contributions of their current employees. http://www.industryweek.com/corporate-culture/manufacturers-agenda-solving-manufacturings-lesser-known-workforce-challenge?NL=IW-04&Issue=IW-04_20131010_IW-04_771&YM_RID=mark.nicklas@ec.europa.eu&YM_MID=1426678&sfvc4enews=42
11-10-2013	While manufacturing leaders lament the lack of a skilled workforce, many - if not most - neglect to maximize the contributions of their current employees. http://www.industryweek.com/corporate-culture/manufacturers-agenda-solving-manufacturings-lesser-known-workforce-challenge?NL=IW-04&Issue=IW-04_20131010_IW-04_771&YM_RID=mark.nicklas@ec.europa.eu&YM_MID=1426678&sfvc4enews=42
14-10-2013	Article in Le Monde (in French) - lean management, not only fordism?
14-10-2013	Article in Le Monde (in French) - lean management, not only fordism?
16-10-2013	EUWIN was present during the ADMA for Clean Production-workshop.
16-10-2013	Eurofound will present the first findings of its third European Company Survey on 26 November in Brussels. EUWIN will be there - make sure you as well! http://us1.campaign-archive2.com/?u=46441f70124bed066f0803c16&id=1754c4a968&e=978fb86476
16-10-2013	EUWIN was present during the ADMA for Clean Production-workshop.
16-10-2013	Eurofound will present the first findings of its third European Company Survey on 26 November in Brussels. EUWIN will be there - make sure you as well! http://us1.campaign-archive2.com/?u=46441f70124bed066f0803c16&id=1754c4a968&e=978fb86476
18-10-2013	Euwin's FREE London Conference: A unique opportunity to discover workplace innovation in...
18-10-2013	Euwin's FREE London Conference: A unique opportunity to discover workplace innovation in...
30-10-2013	Don't miss your chance to be in London for the next regional workshop on workplace innovation! http://ec.europa.eu/enterprise/policies/innovation/policy/workplace-innovation/activities/index_en.htm
30-10-2013	Look at the video about the Expedition Workplace Innovation in The Netherlands http://youtu.be/JFiQ7C8sArk
30-10-2013	Don't miss your chance to be in London for the next regional workshop on workplace innovation! http://ec.europa.eu/enterprise/policies/innovation/policy/workplace-innovation/activities/index_en.htm
30-10-2013	Look at the video about the Expedition Workplace Innovation in The Netherlands http://youtu.be/JFiQ7C8sArk
7-11-2013	euwin's first video
7-11-2013	Another reason to join us in London on 2nd December
7-11-2013	CSR Intrapreneurship Conference Open Day
25-11-2013	Naamloos album
25-11-2013	Naamloos album
25-11-2013	Naamloos album
25-11-2013	2013 SME Assembly in Lithuania - Some impressions
25-11-2013	EUWIN in Vilnius during the SME Assembly 2013! If you're there today join the discussion with Peter Totterdill and Ramojus Reimeris

Date of message	Title
	http://ec.europa.eu/enterprise/policies/sme/small-business-act/2013-sme-assembly/index_en.htm
26-11-2013	Eurofound published this morning first findings of the third European Company Survey: a lot of very interesting and useful results and information! http://www.youtube.com/watch?v=A8TDF_9anGQ
27-11-2013	Who will win the ERASMUS INNOVATION AWARD? Today, the INSCOPE Conference will take place in The Netherlands. Three companies are in the running for the Award: Machinefabriek Boessenkool, Philips and DSM! Prof. Volberda, Prof. Dhondt and the Ministry of Economic Affairs will present the award.
29-11-2013	EUWIN hit today 500 followers on LinkedIn! Join the discussion: http://www.linkedin.com/groups/EUWIN-European-Workplace-Innovation-Network-4941126?trk=groups_guest_item_detail-h-dsc&goback=.gde_4941126_member_5811108375110393860
2-12-2013	London euwin workshop is about to start!
4-12-2013	An amazing two days in London
15-12-2013	The London event of EUWIN was a landmark in the first year of EUWIN. More than 800 persons have registered to EUWIN, more than 1300 persons participated in our events throughout Europe. We are planning new exciting events for 2014. Stay connected for more information: http://tiny.cc/rh6juw
15-12-2013	Deconi, the innovative Bulgarian marketing company, has helped customers achieve important awards. Deconi presented during the EUWIN Launch event her workplace innovation approach in the Bulgarian society. We will gladly learn more from Deconi in 2014. For more information on Deconi, see: http://www.deconi.bg/

Annex 10 – Statistics on Twitter

Country	Number
UK	23
Netherlands	23
Europe	10
Belgium	10
Spain	5
France	4
Finland	4
Turkye	3
Italy	3
US	2
Scotland	2
Germany	2
Portugal	1
Norway	1
Lithuania	1
Ierland	1
Greece	1
?	1

ovate / 'pɹɒtɪ / - 1
n. 2 (business) a company
or industry; '2 (A-1) a form of
employee rep. 2 (business) a
product for employees (2) a
business plan (state per-
manence).

Workplace Innovation
@euwinEU

EUWIN is an exciting new movement that brings together enterprises,
employee representatives, policymakers and researchers around
workplace innovation.

Europe - ec.europa.eu/enterprise/pol...

198
TWEETS

146
FOLLOWING

98
FOLLOWERS

Edit profile