



EUROPEAN FEDERATION OF EMPLOYEE SHAREOWNERSHIP

BILBAO MONDRAGON 2002

**FOURTH EUROPEAN MEETING OF
EMPLOYEE OWNERSHIP**



21-22-23 NOVEMBER 2002

BILBAO, SPAIN, BASQUE COUNTRY

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FOURTH EUROPEAN MEETING OF EMPLOYEE OWNERSHIP

The Fourth European Meeting of Employee Ownership will be a major event, gathering some 180 people from more than twenty countries.

This event offers exceptional opportunities for the participants to share experiences, learn and improve practices and, at the same time, offers an important promotion of Employee Share Ownership aimed at the political, economic and social world.

During three days, this is the main place for meeting and interacting with employees shareholders, researchers, practitioners, consultants, representatives of organisations and unions and other persons interested to participate at the promoting and developing Employee Share Ownership.

The first two days allow to exchange experiences about the good and bad practices in Employee Ownership field.

After the ENRON affair, many discussions are going on in the US as well as in Europe about employee ownership and its American model.

On the other hand, Europe has developed some successful and original employee ownership models – particularly in Spain and in the Basque Country which developed two main successful employee ownership models:

- Legislation defining *Sociedades Anonymas Laborales* (SAL = employee owned companies) have led to the creation of some 15,000 new companies and 100,000 new jobs during the last 10 years.
- The Mondragon workers' co-operatives began fifty years ago and are now a global group with some 55,000 employees around the world.

The third day is dedicated to the reflexion upon the European strategy to promote Employee Ownership and to increase participation, with emphasis on the launching a publicity campaign in the countries where Employee Ownership has developed little or not at all, and to the development of specific European training programmes .

A strong American delegation will attend the meeting, this Fourth European Meeting being twined with the First International Conference of the Capital Ownership Group (COG) - the global think tank of employee ownership, which takes place in Washington in October 2002.

Arrival**Wednesday 20 November 2002**

Arrival of participants in Bilbao

Evening free

Presentations and round tables**Good and bad practices in employee share ownership****Thursday 21 November 2002 – Palace of Congress of Bilbao**

9.00 – 9.30

Welcome and registration

The morning is dedicated to the exchanges of experiences about Employee Share Ownership good and bad practices.

9.30 - 10.00

Opening address

Joseba Azkarraga Rodero, Minister of Justice, Employment and Social Security of the Basque Government.

Robert Oakeshott, Chair of the Meeting.

With representatives of EFES – the European Federation of Employee Share Ownership.

10.00 – 11.15

Good and bad practices : lessons of the ENRON affair (and others)

Round table with American and European experts : David Binns, Vice-President of the Foundation for Enterprise Development (USA), Eric De Keuleneer, President of the Fondation des Administrateurs (Belgium), and other experts.

Following the ENRON affair, many debates took place in Europe and United States concerning the Employee Ownership and its American model. What are the lessons learned from the ENRON affair and other similar cases? The Foundation for Enterprise Development wrote a White Book on the Enron affair and employee share ownership...

11.15 - 11.30

Coffee Break

11.30 – 12.00

Moving towards common good practices rules in Europe

Erik Poutsma, Nijmijgen Business School

In conclusion of researches in various European Union countries, we can now go to the definition of a set of rules of good practices of employee share ownership in Europe.

12.00 – 13.00

Questions and debate

Participants are invited to intervene and debate on good and bad practices of employee share ownership and on the new Communication and action plan of the European Commission.

13.00 - 14.30

Lunch**Evidences and workshops****The Sociudades Laborales model****Thursday 21 November 2002 – Palace of Congress of Bilbao**

14.30 - 17.00

Workshops

The afternoon programme is dedicated entirely to the presentation of the Spanish and Basque models of Sociudades Laborales that have led to the creation of some 15,000 new companies and 100,000 new jobs during the last 10 years.

Several workshops are proposed in parallel, and repeated. Each participant can subscribe at one or more workshops, following the rotation schedule.

Workshop 1 : Presentation of the SAL - Sociudades Laborales

What is the explanation of the succes of Employee Ownership in the creation of the

entreprises ? What are the legal fundamentals / basis ? Which are the incentives ? SAL history and future perspectives.

Workshop 2 : Federations of SAL and business centres

In every region, the employee-owned Sociudades Laborales are gathering within business federations (for instance ASLE in the Basque Country). These federations developed business centres and training centres to help their companies members in their management and development.

Workshop 3 : Evidences from enterprises

Meeting with managers and employees and other actors of employee-owned Sociudades Laborales.

Meeting with employee-entrepreneurs and testimonies from other people involved in Employee Share ownership. How do the enterprises work ? Which are the success factors ? Which are the problems encountered ?

17.00 - 18.00

Conclusion and closing

With representatives of ASLE (Basque Federation of employee-owned SAL), CONFESAL (Spanish Confederation of SAL) and EFES.

Evening

Visit to the new Guggenheim Museum in Bilbao

Evidences and presentations

The Mondragon Workers' Co-operatives model

Friday 22 November 2002 - Mondragon

Full journey in Mondragon (50 kilometers from Bilbao)

8.30 – 9.30

By bus to Mondragon

9.30 – 13.30

The Mondragon Co-operatives model

The participants are organized in groups of 40 that alternate during the morning among the different activities of the programme proposed here below :

Presentation and history of Mondragon

Video presentation. The Mondragon groupe. The Mondragon workers' co-operatives began fifty years ago and are now a global group with some 55,000 employees around the world.

Visits in enterprises and workplaces

A key element of Mondragon's success is the participation of the co-operative workers at the enterprise decision-making.

Meeting with the Board of Mondragon Corporación Cooperativa

Meeting and debate with representatives of the Board of Mondragon Corporación Cooperativa.

13.30 - 15.00

Lunch

15.00 - 16.30

Round table : workers' co-operatives and employee share ownership in the light of the Mondragon model

With the participation of:

Robert Oakeshott, JOL – Job Ownership Ltd, United Kingdom

Shann Turnbull, AEOA – Australian Employee Ownership Association, Australy

David Erdal, Tullis Russell, United Kingdom

Dan Bell, COG - Capital Ownership Group, USA

Rainer Schluter, CECOP – European Confederation of Workers' Co-operatives, Social Co-operatives and Participative Enterprises

The Mondragon model represents today an important European reference, especially in the Anglo-Saxon countries. The project of an international research association to study the Mondragon model was launched. This allows to compare the resemblance between the Workers Co-operatives and the Employee Ownership, their similarities

and their differences.

16.30 – 16.45	Coffee Break
16.45 – 17.30	Questions and debate
17.30 - 18.00	Conclusion and closing With representatives of the Basque Government, Mondragon and EFES.
18.00 – 19.00	Back by bus to Bilbao
19.00	Evening free

Workshops

The strategy for promoting employee share ownership in Europe

Saturday 23 November 2002 – ASLE Training Center

9.15 – 9.30	Welcome and registration The meeting is organised at the new ASLE Training Centre offices not far from the Palace of Congress. ASLE is the Basque Federation of employee-owned companies (Agrupacion de Sociedades Laborales de Euskadi).
9.30 - 9.45	Workshops : introduction Robert Oakeshott, Chair of the meeting Marc Mathieu, Secretary General of EFES Janos Lukacs, Facilitator The Workshops are structured in order to define the priorities of EFES for the future. Four Workshops are proposed :
9.45 - 10.45	Workshops : first session Workshop 1 : How to motivate and create interest in Employee Ownership in the European countries that are lagging behind ? In several European Union countries the Employee Ownership is little known and /or developed. Showing a lack of interest in the development of Employee Ownership, these countries can affect the entire EU policy in this domain and by maintaining international obstacles, they can slow down the development of the Employee Ownership. Workshop 2 : Defining European Training Programmes for the Employee ownership. The first task that EFES undertook was to organise an International information Exchange System. The Employee Ownership needs training programmes. Diverse training programmes exist in different countries. How to define / standardise the training needs and a Call for Training Proposal ? Workshop 3 : What are the new priorities for Employee Ownership following the European Commission new 'Communication and Action Plan '? Workshop 4 : Theme decided by the participants. ...with a presentation among others by Patrick Guiol on the French project of SAGP (Société à Gestion Partagée)
10.45 – 11.00	Coffee Break
11.00 – 12.00	Workshops : second session
12.00 – 12.45	Plenary session : Reports of the workshops
12.45 – 13.00	Conclusion and closing EFES Presidency
13.00 - 14.30	Lunch

Internal meetings of EFES**Seminary of the Board of experts****Saturday 23 November 2002 – ASLE Training Center**

Participants : EFES directors and other invited experts

14.30 – 15.30 Board meeting**15.30 – 16.00 Coffee Break****General Meeting of Members****Saturday 23 November 2002 – ASLE Training Center**

Participants : EFES members and guests

**16.00 – 17.00 General Meeting : Report of the Board – New members – Accounts 2001 –
Budget 2002 – Action Programme – Election of new Directors - Miscellaneous****19.00 Evening of EFES members**

PRACTICAL INFORMATION

Venue

EUROPEAN MEETING, 21 November:

Palace of Congress of Bilbao

Address: Avenida Abandoibarra 4, 48011 Bilbao

Phone: +34 944 035 000

Fax: +34 944 035 001

Web site: web.bizkaia.net/pcongresos

EVENING TO GUGGENHEIM MUSEUM, 21 November, evening:

Guggenheim Museum

Address: Avenida Abandoibarra 2, 48001 Bilbao

Phone: +34 944 359 080

Fax: +34 944 359 040

Web site : www.guggenheim-bilbao.es

VISIT TO MONDRAGON, 22 November :

Departure by bus on 8:30 from

Hotel CONDE DUQUE

Address : Campo de Volantin 22, 48007 Bilbao

Phone: +34 944 456 000

Fax: +34 944 456 066

WORKSHOPS, 23 November, morning :

ASLE Training Center

Address: Ugazko 1-5, Bilbao

Phone: +34 944 471 420

INTERNAL MEETINGS OF EFES, 23 November, afternoon :

ASLE Training Center

Address: Ugazko 1-5, Bilbao

Phone: +34 944 471 420

You find all information on Bilbao on www.bilbao.net

Contribution towards costs

295 Euro (for non EFES members)

250 Euro (for EFES members)

○ by bank transfer to account number 879-3657201-78 of EFES to Delta Lloyd Bank in Brussels, Belgium (swift key BNAGBE BB) mentioning : « Meeting + your name » ;

○ by cheque addressed to EFES, Avenue Voltaire 135, B-1030 Brussels

The participation includes the meeting, handouts and proceedings, refreshments and lunches.

Languages

English, Spanish and French.

Organization / Registration

Marc Mathieu, Secretary General

EFES – EUROPEAN FEDERATION OF EMPLOYEE SHARE OWNERSHIP

Avenue Voltaire 135, B-1030 Brussels

Phone/fax: +32 (0)2 242 64 30

E-mail: marc.mathieu@ping.be - Web site: www.efesonline.org

Accommodation

Speakers and guests:

Hotel CONDE DUQUE

Address : Campo de Volantin 22, 48007 Bilbao

Phone: +34 944 456 000

Fax: +34 944 456 066

E-mail: f.f.a@hotelcondeduque.com

mentioning your attendance to the Fourth European Meeting of Employee Ownership

Participants, you can contact:

Hotel CONDE DUQUE

Address : Campo de Volantin 22, 48007 Bilbao

Phone: +34 944 456 000

Fax: +34 944 456 066

E-mail: f.f.a@hotelcondeduque.com

Conditions : 78,46 € (single, night + breakfast)

mentioning your attendance to the Fourth European Meeting of Employee Ownership

Hotel HESPERIA ZUBIALDE

Address : C/Camino de la Ventosa 34, 48013 Bilbao

Phone: +34 944 008 100

Fax: +34 944 008 110

E-mail: hotel@hesperia-zubialde.com

Conditions : 73,83 € (single, night + breakfast)

mentioning your attendance to the Fourth European Meeting of Employee Ownership

Other information on accommodation in Bilbao on : www.bilbao.net

Logistics / Secretariat

For any help or information, contact :

In Brussels : Myriam Biot, Rue de la Mutualité 25-27, B-1190 Bruxelles. Phone : +32 2 340 67 50.

Portable : +32 475 95 30 30. Fax : +32 2 340 67 51. E-mail : myriam.biot@chello.be

in Bilbao : Javier San José Barriocanal, ASLE, Calle Ercilla 3, E-48009 Bilbao. Phone: +34 944 354

730. Fax : +34 944 354 731. E-mail : jsj@asle.es

With the support of

Basque Government - Confederación Empresarial de Sociedades Laborales - Suez - Agrupación de Sociedades Laborales de Euskadi – The Capital Ownership Group - Mondragon Corporación Cooperativa



SUEZ



REGISTRATION FORM (one form by participant please)

Please return to:

EFES, Avenue Voltaire 135, B-1030 Brussels
 Fax: +32 (0)2 242 64 30
 E-mail: marc.mathieu@ping.be

1. Participant (fill in block capital letters)

Mr/Mrs/Ms
 First name
 Last name
 Position
 Company / Organization
 Address
 Zip Code City
 Country
 Fax
 Phone
 E-mail

2. Participation dates (tick your choices)

I shall attend on these dates :

- Thursday 21 November. Meeting and workshops in Bilbao
- Thursday 21 November. Evening to Guggenheim Museum
- Friday 22 November. Visit to Mondragon
- Saturday 23 November, matin. Workshops in Bilbao
- Saturday 23 November, afternoon. Internal meetings of EFES

3. Workshops participation

I would like to take part in the following workshops on 21 November (you can tick several choices):

- Workshop 1: The SAL model
- Workshop 2: Federations and business centers
- Workshop 3: Evidences of enterprises

I would like to take part in the following workshops on 23 November (you can tick several choices):

- Workshop 1: Mobilizing latecomers countries
- Workshop 2: European training programmes
- Workshop 3: New priorities for EFES
- Workshop 4: Theme to decide ; I suggest the following theme :

4. Contribution towards costs

I pay my contribution of :

- 295 EURO for non-EFES members
- 250 EURO for EFES members

5. EFES membership

I wish to become a member of EFES and I pay my membership fee, covering years 2002 and 2003 :

- as an individual, 50 Euro
- as a company or organization, 500 Euro

6. Payment

- by bank transfer to account number 879-3657201-78 of EFES to Delta Lloyd Bank in Brussels, Belgium (swift key BNAGBE BB) mentioning : « Meeting + your name » ;
- by cheque addressed to EFES, Avenue Voltaire 135, B-1030 Brussels
- please, send me a justifying invoice

Date and signature:

..... (date)

.....(signature)