

# Employers' Associations in Greece: structure and operations

A team of researchers from the University of Crete, together with researchers from European Universities, is conducting research, funded by the EU, on the structure and operations of employers' associations in European countries. The goals of the research are to document the extent to which firms belong to employers' associations and to investigate the determining factors of this participation; to describe the governance, structure and operations of employers' associations and to record the views of employers' associations on the way collective bargaining is organized.

By participating in the survey, the **information system does not retain any kind of information that could be used to identify the individual** that completed the questionnaire. Only researchers will know the identity of the association that the individual represents. Furthermore, **the information system does not store either the IP address or browser cookies**. The email address to which the questionnaire is sent is used just for this purpose and will not be recorded in the information that is collected through the questionnaire. For any clarification regarding the questionnaire please contact **Ms Daphne Nicolitsas** (Assistant Professor, Department of Economics, University of Crete), e-mail: [nikolitsa@uoc.gr](mailto:nikolitsa@uoc.gr). For technical matters please contact **Mr Pericles Drakos** (Department of Economics, University of Crete) e-mail: [drakosp@uoc.gr](mailto:drakosp@uoc.gr).

We would like to thank you in advance for the time you will spend on supporting this effort. You can withdraw from completing the questionnaire at any point without any further obligation and you can also temporarily stop completing the questionnaire, save your input and continue later on. If you would like to receive a copy of the results of this study, please email the Principal Investigator at [nikolitsa@uoc.gr](mailto:nikolitsa@uoc.gr).



This research programme is funded by the European Commission (Grant number VS/2020/0122). Research tools, such as this questionnaire, reflect the views only of the researchers and the European Commission cannot be held responsible for any use of the information contained therein.

There are 48 questions in this survey.

**In which year was the Employers' Association established?**

Please write your answer here:

## Could you upload the file with the currently prevailing statutes of the Employers' Association?

📌 Please upload at most one file

Kindly attach the aforementioned documents along with the survey

The file shall not exceed 10MB

## How many direct members did the Employers' Association have at the following five points in time?

📌 Only numbers may be entered in these fields.

Please write your answer(s) here:

31/12/2005

31/12/2010

31/12/2015

31/12/2019

today

## What is the distribution (in percentages) of the direct members by legal form?

❗ Only numbers may be entered in these fields.

❗ The sum must equal 100.

Please write your answer(s) here:

Associations

Federations

First-Level employers' unions

Second-Level employers' unions

Firms

Natural persons

Other

## What is the distribution of the direct members of this Employers' Association by sector of economic activity?

Please choose **all** that apply:

- AGRICULTURE, FORESTRY AND FISHING
- MINING AND QUARRYING
- MANUFACTURING
- ELECTRICITY, GAS, STEAM AND AIR CONDITIONING SUPPLY
- WATER SUPPLY, SEWERAGE, WASTE MANAGEMENT AND REMEDIATION ACTIVITIES
- CONSTRUCTION
- WHOLESALE AND RETAIL TRADE, REPAIR OF MOTOR VEHICLES AND MOTORCYCLES
- TRANSPORTATION AND STORAGE
- ACCOMMODATION AND FOOD SERVICE ACTIVITIES
- INFORMATION AND COMMUNICATION
- FINANCIAL AND INSURANCE ACTIVITIES AND REAL ESTATE ACTIVITIES
- PROFESSIONAL, SCIENTIFIC AND TECHNICAL ACTIVITIES
- EDUCATION
- HUMAN HEALTH AND SOCIAL WORK ACTIVITIES
- ARTS, ENTERTAINMENT AND RECREATION AND OTHER SERVICE ACTIVITIES

Select one or more of the options that apply.

## As you have direct members from the manufacturing sector, could you indicate which industry/industries in particular these firms operate in?

Only answer this question if the following conditions are met:

Answer was at question '5 [eug1q5]' (What is the distribution of the direct members of this Employers' Association by sector of economic activity?)

Please choose **all** that apply:

- Manufacture of food products
- Manufacture of beverages
- Manufacture of tobacco products
- Manufacture of wearing apparel
- Manufacture of textiles
- Manufacture of leather and related products
- manufacture of articles of straw and plaiting materials
- Manufacture of paper and paper products
- Printing and reproduction of recorded media
- Manufacture of coke and refined petroleum products
- Manufacture of chemicals and chemical products
- Manufacture of basic pharmaceutical products and pharmaceutical preparations
- Manufacture of rubber and plastic products
- Manufacture of other non-metallic mineral products
- Manufacture of basic metals
- Manufacture of fabricated metal products, except machinery and equipment
- Manufacture of computer, electronic and optical products
- Manufacture of electrical equipment
- Manufacture of machinery and equipment n.e.c.
- Manufacture of motor vehicles, trailers and semi-trailers
- Manufacture of other transport equipment
- Manufacture of furniture
- Other manufacturing
- Repair and installation of machinery and equipment

Select one or more of the options that apply.

## As you have direct members from the accommodation and food services activities sector, could you indicate which industry/industries in particular these firms operate in?

Only answer this question if the following conditions are met:

Answer was at question '5 [eug1q5]' (What is the distribution of the direct members of this Employers' Association by sector of economic activity?)

Please choose **all** that apply:

- Accommodation
- Food and beverage service activities

Select one or more of the options that apply.

## As you have direct members from the sector of professional, scientific and technical activities, could you indicate which industry/industries in particular these firms operate in?

Only answer this question if the following conditions are met:

Answer was at question '5 [eug1q5]' (What is the distribution of the direct members of this Employers' Association by sector of economic activity?)

Please choose **all** that apply:

- Legal and accounting activities
- Activities of head offices; management consultancy activities
- Architectural and engineering activities; technical testing and analysis
- Scientific research and development
- Advertising and market research
- Other professional, scientific and technical activities
- Veterinary activities

Select one or more of the options that apply.

## What is the size of your direct members' average annual mandatory financial contribution?

🗳️ Choose one of the following answers

Please choose **only one** of the following:

- Less than 20 Euro
- From 20,01 to 100 Euro
- From 100,01 to 500 Euro
- From 500,01 to 1000 Euro
- From 1000,01 to 2500 Euro
- More than 2500,01 Euro

If you don't know the level of the average annual financial contribution of your direct members, could you report the amount that corresponds to a typical direct member of your organization.

## Does the mandatory financial contribution of direct members vary by firm size or by the size of the first-level or second-level organization?

Only answer this question if the following conditions are met:

Answer was NOT at question '9 [eug1q9]' (What is the size of your direct members' average annual mandatory financial contribution?)

Please choose **only one** of the following:

- Yes
- No

As you replied that membership fees vary by member size, and for those instances in which you have firms as direct members, please fill in the annual financial contribution for firms of the following size:

Only answer this question if the following conditions are met:

Answer was 'Yes' at question '10 [eug1q10]' (Does the mandatory financial contribution of direct members vary by firm size or by the size of the first-level or second-level organization?)

Please fill in the annual membership fee.

What is the name of the current Chairman of the Association's Board of Directors?

Please write your answer here:

When was the current Chairman of the Board of Directors elected?

Please enter a date:

What is the term length (complete term, not the time remaining at this point) of the Chairman of the Board of Directors of the Association?

Please write your answer here:



Do all of the Association's members have the right to vote for the selection of the Chairman of the Board of Directors?

Please choose **only one** of the following:

Yes

No

In the last elections for the Chairman of the Board of Directors of the Association, what **percentage of the total number of your direct members** participated?

**!** Only numbers may be entered in this field.

Please write your answer here:

In your answer, please refer to the percentage in relation to the overall number of direct members, not in relation to the number of direct members who have met their financial commitments

Do all members have the right to be selected for the Board of Directors?

Please choose **only one** of the following:

Yes

No

## Is there a Director General in the Organization?

Please choose **only one** of the following:

- Yes
- No

## If you answered yes to the previous question, please name the Director General of the Organization.

Only answer this question if the following conditions are met:

Answer was 'Yes' at question '18 [eug1q17]' (Is there a Director General in the Organization?)

Please write your answer here:

## Is the Association on behalf of which you are replying best classified as a first, second or third-level Employers' Association?

🗳️ Choose one of the following answers

Please choose **only one** of the following:

- First-Level Organization
- Second-Level Organization
- Third-Level Organization
- Autonomous Organization
- Other

## If you are replying on behalf of a first-level organization, in which second-level association does this organization belong?

Only answer this question if the following conditions are met:

Answer was 'First-Level Organization' at question '20 [eug1q19]' (Is the Association on behalf of which you are replying best classified as a first, second or third-level Employers' Association?)

Please write your answer here:

This question concerns only first-level associations.

## If you are replying on behalf of a second-level organization, in which third-level association does this organization belong?

Only answer this question if the following conditions are met:

Answer was 'Second-Level Organization' at question '20 [eug1q19]' (Is the Association on behalf of which you are replying best classified as a first, second or third-level Employers' Association?)

Please write your answer here:

This question concerns only second-level associations.

If you selected the option "Other" in the question referring to the hierarchical level of the Employers' Association which you represent, please report the legal/institutional nature of the Association you represent.

Only answer this question if the following conditions are met:

Answer was 'Other' at question '20 [eug1q19]' (Is the Association on behalf of which you are replying best classified as a first, second or third-level Employers' Association?)

Please write your answer here:

This question concerns only those employers' associations that selected the option "Other" in the question referring to the hierarchical level of the Employers' Association.

Has the current form of the employers' association you represent arisen from a merger of other organizations?

Please choose **only one** of the following:

- Yes
- No

## In case you replied affirmatively to the previous question, which are the organizations from which the current form of the employers' association you represent has arisen?

Only answer this question if the following conditions are met:

Answer was 'Yes' at question '24 [eug1q22]' (Has the current form of the employers' association you represent arisen from a merger of other organizations?)

**!** Comment only when you choose an answer.

Please choose all that apply and provide a comment:

Organization N.1

Organization N.2

Organization N.3

Organization N.4

This question is not applicable

Could you provide an indication of the number of *indirect* members of the Employers' Association you represent at the following five points in time?

❗ Only numbers may be entered in these fields.

Please write your answer(s) here:

31/12/2005

31/12/2010

31/12/2015

31/12/2019

Currently

What percentage of your indirect members had fulfilled their financial commitments before the last election for the current board of directors of the Association?

❗ Only numbers may be entered in this field.

❗ Your answer must be at most 100

Please write your answer here:

If you do not know the exact percentage, please give your best estimate of that percentage.

Was the employers' association you represent directly involved in the negotiations for any sectoral / occupational collective agreement (either at local or at a national level) that was in force at the following 5 points in time?

If you have replied in the affirmative, to the best of your knowledge were these agreements extended to firms in the sector that did not belong to the association?

Please choose the appropriate response for each item:

	Yes	No		Extended to other sectors	Not extended to other sectors
31/12/2005	<input type="radio"/>	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>
31/12/2010	<input type="radio"/>	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>
31/12/2015	<input type="radio"/>	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>
31/12/2019	<input type="radio"/>	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>
Currently	<input type="radio"/>	<input type="radio"/>		<input type="radio"/>	<input type="radio"/>

## Which sectoral collective agreements are the last that the employers' association you represent signed?

Only answer this question if the following conditions are met:

----- Scenario 1 -----

Answer was ' Extended to other sectors' at question '28 [eug2q1]' (Was the employers' association you represent directly involved in the negotiations for any sectoral / occupational collective agreement (either at local or at a national level) that was in force at the following 5 points in time? If you have replied in the affirmative, to the best of your knowledge were these agreements extended to firms in the sector that did not belong to the association? (31/12/2005 Label 1))

----- or Scenario 2 -----

Answer was ' Extended to other sectors' at question '28 [eug2q1]' (Was the employers' association you represent directly involved in the negotiations for any sectoral / occupational collective agreement (either at local or at a national level) that was in force at the following 5 points in time? If you have replied in the affirmative, to the best of your knowledge were these agreements extended to firms in the sector that did not belong to the association? (31/12/2010 Label 1))

----- or Scenario 3 -----

Answer was ' Extended to other sectors' at question '28 [eug2q1]' (Was the employers' association you represent directly involved in the negotiations for any sectoral / occupational collective agreement (either at local or at a national level) that was in force at the following 5 points in time? If you have replied in the affirmative, to the best of your knowledge were these agreements extended to firms in the sector that did not belong to the association? (31/12/2015 Label 1))

----- or Scenario 4 -----

Answer was ' Extended to other sectors' at question '28 [eug2q1]' (Was the employers' association you represent directly involved in the negotiations for any sectoral / occupational collective agreement (either at local or at a national level) that was in force at the following 5 points in time? If you have replied in the affirmative, to the best of your knowledge were these agreements extended to firms in the sector that did not belong to the association? (31/12/2019 Label 1))

----- or Scenario 5 -----

Answer was ' Extended to other sectors' at question '28 [eug2q1]' (Was the employers' association you represent directly involved in the negotiations for any sectoral / occupational collective agreement (either at local or at a national level) that was in force at the following 5 points in time? If you have replied in the affirmative, to the best of your knowledge were these agreements extended to firms in the sector that did not belong to the association? (Currently Label 1))

	<b>Sectoral Agreement</b>	<b>Date</b>
--	---------------------------	-------------



	<b>Sectoral Agreement</b>	<b>Date</b>
<b>N.1 Sectoral Agreement</b>	<input type="text"/>	<input type="text"/>
<b>N.2 Sectoral Agreement</b>	<input type="text"/>	<input type="text"/>
<b>N.3 Sectoral Agreement</b>	<input type="text"/>	<input type="text"/>
<b>N.4 Sectoral Agreement</b>	<input type="text"/>	<input type="text"/>
<b>N.5 Sectoral Agreement</b>	<input type="text"/>	<input type="text"/>

Name the last 5 with the dates on which they are signed.

## In the period from 2005 up to the present date, which of the sectoral agreements signed by the employers' association you represent have been extended?

Only answer this question if the following conditions are met:

----- Scenario 1 -----

Answer was ' Extended to other sectors' at question '28 [eug2q1]' (Was the employers' association you represent directly involved in the negotiations for any sectoral / occupational collective agreement (either at local or at a national level) that was in force at the following 5 points in time? If you have replied in the affirmative, to the best of your knowledge were these agreements extended to firms in the sector that did not belong to the association?

(31/12/2005 Label 2))

----- or Scenario 2 -----

Answer was ' Extended to other sectors' at question '28 [eug2q1]' (Was the employers' association you represent directly involved in the negotiations for any sectoral / occupational collective agreement (either at local or at a national level) that was in force at the following 5 points in time? If you have replied in the affirmative, to the best of your knowledge were these agreements extended to firms in the sector that did not belong to the association?

(31/12/2010 Label 2))

----- or Scenario 3 -----

Answer was ' Extended to other sectors' at question '28 [eug2q1]' (Was the employers' association you represent directly involved in the negotiations for any sectoral / occupational collective agreement (either at local or at a national level) that was in force at the following 5 points in time? If you have replied in the affirmative, to the best of your knowledge were these agreements extended to firms in the sector that did not belong to the association?

(31/12/2015 Label 2))

----- or Scenario 4 -----

Answer was ' Extended to other sectors' at question '28 [eug2q1]' (Was the employers' association you represent directly involved in the negotiations for any sectoral / occupational collective agreement (either at local or at a national level) that was in force at the following 5 points in time? If you have replied in the affirmative, to the best of your knowledge were these agreements extended to firms in the sector that did not belong to the association?

(31/12/2019 Label 2))

----- or Scenario 5 -----

Answer was ' Extended to other sectors' at question '28 [eug2q1]' (Was the employers' association you represent directly involved in the negotiations for any sectoral / occupational collective agreement (either at local or at a national level) that was in force at the following 5 points in time? If you have replied in the affirmative, to the best of your knowledge were these agreements extended to firms in the sector that did not belong to the association?

(Currently Label 2))

Please write your answer here:

Name the sectoral agreements you signed with the dates on which these were signed.

## Which are the advantages of extending the agreements you sign to all the firms / professionals in a sector?

Only answer this question if the following conditions are met:

----- Scenario 1 -----

Answer was ' Extended to other sectors' at question '28 [eug2q1]' (Was the employers' association you represent directly involved in the negotiations for any sectoral / occupational collective agreement (either at local or at a national level) that was in force at the following 5 points in time? If you have replied in the affirmative, to the best of your knowledge were these agreements extended to firms in the sector that did not belong to the association? (31/12/2005 Label 2))

----- or Scenario 2 -----

Answer was ' Extended to other sectors' at question '28 [eug2q1]' (Was the employers' association you represent directly involved in the negotiations for any sectoral / occupational collective agreement (either at local or at a national level) that was in force at the following 5 points in time? If you have replied in the affirmative, to the best of your knowledge were these agreements extended to firms in the sector that did not belong to the association? (31/12/2010 Label 2))

----- or Scenario 3 -----

Answer was ' Extended to other sectors' at question '28 [eug2q1]' (Was the employers' association you represent directly involved in the negotiations for any sectoral / occupational collective agreement (either at local or at a national level) that was in force at the following 5 points in time? If you have replied in the affirmative, to the best of your knowledge were these agreements extended to firms in the sector that did not belong to the association? (31/12/2015 Label 2))

----- or Scenario 4 -----

Answer was ' Extended to other sectors' at question '28 [eug2q1]' (Was the employers' association you represent directly involved in the negotiations for any sectoral / occupational collective agreement (either at local or at a national level) that was in force at the following 5 points in time? If you have replied in the affirmative, to the best of your knowledge were these agreements extended to firms in the sector that did not belong to the association? (31/12/2019 Label 2))

----- or Scenario 5 -----

Answer was ' Extended to other sectors' at question '28 [eug2q1]' (Was the employers' association you represent directly involved in the negotiations for any sectoral / occupational collective agreement (either at local or at a national level) that was in force at the following 5 points in time? If you have replied in the affirmative, to the best of your knowledge were these agreements extended to firms in the sector that did not belong to the association? (Currently Label 2))

Please choose **all** that apply:

Restrict unfair competition between firms by using the wage as way to improve the firm's

competitive position

- Limit wage inequality by introducing minimum wages within the sector
- Limit the wage disparities between men and women, in particular as far as low-wage employees are concerned
- Provide security to employees against to short-term fluctuations in the firm's productivity or against to macroeconomic fluctuations
- Reduce the occasional wage cuts, since employees cannot easily move between sectors
- Other:

Select one or more of the options that apply.

## What are the disadvantages of extending the agreements you sign to all the firms / professionals in a sector?

Only answer this question if the following conditions are met:

----- Scenario 1 -----

Answer was greater than or equal to ' Extended to other sectors' at question '28 [eug2q1]' (Was the employers' association you represent directly involved in the negotiations for any sectoral / occupational collective agreement (either at local or at a national level) that was in force at the following 5 points in time? If you have replied in the affirmative, to the best of your knowledge were these agreements extended to firms in the sector that did not belong to the association? (31/12/2005 Label 2))

----- or Scenario 2 -----

Answer was greater than or equal to ' Extended to other sectors' at question '28 [eug2q1]' (Was the employers' association you represent directly involved in the negotiations for any sectoral / occupational collective agreement (either at local or at a national level) that was in force at the following 5 points in time? If you have replied in the affirmative, to the best of your knowledge were these agreements extended to firms in the sector that did not belong to the association? (31/12/2010 Label 2))

----- or Scenario 3 -----

Answer was greater than or equal to ' Extended to other sectors' at question '28 [eug2q1]' (Was the employers' association you represent directly involved in the negotiations for any sectoral / occupational collective agreement (either at local or at a national level) that was in force at the following 5 points in time? If you have replied in the affirmative, to the best of your knowledge were these agreements extended to firms in the sector that did not belong to the association? (31/12/2015 Label 2))

----- or Scenario 4 -----

Answer was greater than or equal to ' Extended to other sectors' at question '28 [eug2q1]' (Was the employers' association you represent directly involved in the negotiations for any sectoral / occupational collective agreement (either at local or at a national level) that was in force at the following 5 points in time? If you have replied in the affirmative, to the best of your knowledge were these agreements extended to firms in the sector that did not belong to the association? (31/12/2019 Label 2))

----- or Scenario 5 -----

Answer was greater than or equal to ' Extended to other sectors' at question '28 [eug2q1]' (Was the employers' association you represent directly involved in the negotiations for any sectoral / occupational collective agreement (either at local or at a national level) that was in force at the following 5 points in time? If you have replied in the affirmative, to the best of your knowledge were these agreements extended to firms in the sector that did not belong to the association? (Currently Label 2))

Please choose **all** that apply:

Increase labour costs to all The firms in which they expand and therefore limit employment

growth

- Present the employers and employees who are not involved in negotiations with a fair accompi. This disadvantage is more important, the less representative the employer organization is
- Restrict fair competition between firms by preventing new businesses from entering the sector
- Import rigidities that limit the firms' ability of enterprises to adapt in economic fluctuations
- Other:

Select one or more of the options that apply.

**What is the average duration in months of negotiations for a sectoral agreement?**

Please write your answer here:

Please give your answer in number of months

**Is the employers' association you represent indirectly involved (through a higher-level employers' association) in the negotiations for a sectoral collective agreements?**

Please choose **all** that apply:

- Yes
- No
- That question does not apply to our organization

## Have you had experience with mediation and arbitration services in solving disputes with employees?

Please choose **only one** of the following:

Yes

No

Answer regardless of whether you or the the opposing party appealed and independently of whether the experience relates to mediation or arbitration.



As you replied in the affirmative to the previous question, please select the time period during which you had an experience with mediation/arbitration and mention in the context of which agreement the dispute arose.

Only answer this question if the following conditions are met:

Answer was 'Yes' at question '35 [eug2q10]' (Have you had experience with mediation and arbitration services in solving disputes with employees?)

**!** Comment only when you choose an answer.

Please choose all that apply and provide a comment:

01/01/2006 - 31/12/2010

01/01/2011 - 31/12/2015

01/01/2016 - 31/12/2018

01/01/2019 -31/12/2019

01/01/2020 till today

You can select more than one answer. First, however, choose the time period and then enter the sectoral agreement the experience concerned.

## How satisfied were you of the OMED's services in the following terms:

Only answer this question if the following conditions are met:

Answer was 'Yes' at question '35 [eug2q10]' (Have you had experience with mediation and arbitration services in solving disputes with employees?)

Please choose the appropriate response for each item:

	<b>Not at all</b>	<b>Very Slightly</b>	<b>Slightly</b>	<b>Moderately</b>	<b>Somewhat</b>	<b>Very</b>	<b>Extremely</b>
<b>Collective negotiations were facilitated</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Decision-making procedure was fast</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Decision was based on all available information about economic developments in the sector (firms).</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Services and decisions of the mediation/arbitration body were as objective and conclusive as possible</b>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Does the organisation take part in consultation for new legislation?

Please choose **only one** of the following:

- Yes
- No

Does the organization you represent participate in the Economic and Social Council (ESC)?

Please choose **only one** of the following:

- Yes
- No

Is the organization you represent a member of a European employers' association?

Please choose **only one** of the following:

- Yes
- No

If you answered in the affirmative to the previous question, please mention the European Employers' Associations to which the organization you belong is a member.

Only answer this question if the following conditions are met:

Answer was 'Yes' at question '40 [eug2q15]' (Is the organization you represent a member of a European employers' association?)

**i** Comment only when you choose an answer.

Please choose all that apply and provide a comment:

N.1 European employer's organization

N.2 European employer's organization

N.3 European employer's organization

N.4 European employer's organization

N.5 European employer's organization

## What kind of services do you provide to your members?

Please choose **all** that apply:

- Consultation on employee relations
- Proposals and concerns of our members are transmitted to legislative and executive authorities
- Consultation on business matters
- Education and training programmes
- Insurance schemes
- Legal advice
- Other:

Select one or more of the options that apply.

## How is the Chairman of the Employers' Association you represent selected?

❗ Choose one of the following answers

Please choose **only one** of the following:

- Direct election from the members of the employers' association by secret ballot
- Direct election from the members of the employers' association by open voting
- Indirect election through the vote of the members of the Association's Board of Directors
- Direct appointment by the members of the Board
- Other

## How do you ensure that the composition of the Board of the Employers' Association is representative of the membership of the Association?

🗨 Comment only when you choose an answer.

Please choose all that apply and provide a comment:

By sector of economic activity

By firm size

By size of the first or second-level organization that belongs to the current organization

Other:



Select one or more of the options that apply.

## What actions are taken to attract new members?

Please choose **all** that apply:

Information campaign

Reduction of the financial contribution

Approach firms in new / different sectors

Other:

Select one or more of the options that are applicable in the case of your organization.

## Do you expect new forms of work organisation (e.g. Gig economy) to have an impact on the number of the members of Employers' Associations?

**i** Comment only when you choose an answer.

Please choose all that apply and provide a comment:

Yes, they will reduce the potential number of employers' organisations

Yes, they will increase the potential number of employers' organisations

No

Once you have selected your answer, you may add a comment where necessary.

## Which are the sources of funds of the Employers' Association?

Please choose **all** that apply:

From membership fees

From the contributions and donations of members and friends

From revenues from events and activities of the organisation

From income from the organisation's real estate

From revenues from any legal source

Select one or more of the options that apply.

## Does the organization which you represent, receive funding from any of the following sources?

Please choose **all** that apply:

- European Structural and Investment Fund
- State Budget
- European Employers' Association

Select one or more of the options that apply.

**Thank you for your participation!**

Submit your survey.

Thank you for completing this survey.