



Attractive workplace for all: a contribution to the Lisbon strategy at company level

National report for the Netherlands

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Bibliography

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Lisbon strategy at national level

Reception and assessment of the Lisbon strategy

Government

Since the start of the European employment strategy in 1997 (at first implicitly, at later stage explicitly) Lisbon targets have been very prominent in the Dutch social policy. National Action Plans for Employment (NAP's) have been published annually, always in cooperation with the social partners. From 2000 onward the NAP's are aimed at achieving the overall Lisbon objective "to make the European Union in 2010 the most competitive region in the world able to maintain sustainable growth with more and better jobs and greater social cohesion". In official policy documents the government frequently refers to the Lisbon targets as guidelines for national policy development. Since then the annual reports indicate how far the Netherlands has progressed in achieving the concrete Lisbon objectives, such as the total labour participation, the participation by women and older workers. After the streamlining of the European policy coordination procedures in 2003 more emphasis in the NAP's has been placed on implementation. Moreover, following the report of the European Employment Task Force under the leadership of Mr Kok, the country-specific recommendations to the Netherlands have been highlighted. Since 2001 part of the policy to bring about the Lisbon objective also has been presented in bi-annual National Action Plans to combat poverty and social exclusion. Municipalities, social partners and NGO's are involved in the preparation of these Action Plans.

In reaction to the new approach of the Lisbon strategy, focusing on sustainable growth and employment, the Netherlands has presented a National Reform Programme 2005–2008, in which measures to be implemented at national level are included. Here again, social partners have been involved in the drafting of the program. The program was officially established by the Council of Ministers and subsequently discussed in Parliament on the 12th October 2005.

During the Dutch EU-presidency in the second half of 2004 the implementation of the Lisbon strategy was given an extra impetus. Aim of the Dutch presidency has been to make genuine progress to keep the Lisbon goals within reach. Actions during the presidency have been designed to generate building blocks of the social policy agenda over the years 2005–2010. Key issues have been:

- the improvement of adaptability of labour markets,
- the modernisation of social systems in order to give people sufficient incentives to return to and stay in work,
- extra efforts in education and training measures with respect to the development of the knowledge-based economy,
- improvement of the social and financial viability of pension systems, and
- equal treatment and integration of minorities on the labour market.

All activities have been carried out in close cooperation with EU institutions and member states, social partners at EU and national level, as well as NGO's, regional and local governments. The regular national policy development in the perspective of the Lisbon strategy, the annual reports as well as the actions in the framework of the Netherlands' EU presidency are substantially covered by the national media.

Social partners

As already indicated the social partners are very much involved in the implementation of the Lisbon strategy at national level. This is of course obvious if one takes into account the Dutch "poldermodel", the tradition of consensus based consultation between the social partners and the government. Central agreements aiming at moderate wage growth have been concluded for the past 25 years (Visser & Hemerijck 1998).

Table 1: *Development of increase in negotiated wages on level- and yearly basis since 2000*

Year	Number agreements	Level basis	Yearly basis
2000	113	3.4	3.3
2001	126	4.3	4.3
2002	111	3.5	3.7
2003	120	2.2	2.8
2004	112	0.5	1.0
2005	112	1.0	0.7
2006*	87	1.7	1.7

* estimates

Source: *SZW, June 2006*

Moderated wage increases on a voluntary basis resulted in substantial growth in employment and a fall in unemployment. In this respect tripartite consultation contributed to the safeguarding of social and economic stability. By the end of the 90s however wage moderation was severely challenged. The continuing employment growth had created shortages on the labour market in several sectors of industry. In reaction employers showed willingness to exceed the wage level as agreed in collective bargaining, which had an upward effect on the general wage level. In the years 2000 and 2001 wage rises reached a level of 4-5%. This has damaged Dutch competitiveness, especially since by that time neighbouring countries had also adopted a policy of wage moderation.

Since the post-September 11 economic recession the combination of a stagnant economy, rising unemployment and the ageing of the population and the workforce has placed the “poldermodel” under severe strain. Nevertheless, social partners have agreed to continue the policy of wage moderation which resulted in recent improvement of economic and employment growth. Despite the economic stagnation in the past years unemployment in the Netherlands has stayed considerably below the Euro zone average. Presently unemployment is at a level of 5.5% of the workforce. Following the improved economic situation of the recent years (1.5% economic growth in 2005 and 2.9% in 2006) the wage moderation policy is still in place. Wage rise in 2006 did not exceed the level of 2%, while a same percentage is expected for the current year.

Involvement of the social partners in the monitoring of the implementation of the Lisbon strategy frequently takes place via the SER, the Social en Economic Council, which acts as the main advisory body to the government in social and economic questions. Moreover, the social partners have jointly recorded their contribution in achieving the Lisbon objectives in their own report. In this report it was stated that the social partners are prepared to contribute actively to the realisation of the Lisbon objectives by developing activities on those policy areas for which they have responsibility. In particular the social partners agreed to contribute via collective agreements to the labour participation of younger and older workers, of women and ethnic minorities, to employability and training, and to improvement of productivity (Stichting van de Arbeid 2005: 4).

In 2004 the Netherlands has organised a special tripartite EU-presidency conference to stimulate social partner cooperation in implementation of the Lisbon agenda. In particular attention was paid to the roles of social partners in workplace innovation, pension reform and the balancing of flexibility and security in labour markets. Conclusions of the conference were:

- Pension reform is inevitable and social dialogue is a necessity for pension reform.
- A balanced flexibility and security is necessary and social dialogue/social partners must develop their own arrangements together.

- Because of the changing relationships between sector- and company-level bargaining the company must be more involved in social policies (SZW 2004: 6).

Impact of the Lisbon strategy

The Dutch tradition of moderated wage increase can be considered as a significant sign of support for the Lisbon strategy. Aided by a favourable economic tide 1.2 million jobs have been created and unemployment has fallen from 7% to 3% in the period 1995–2000. In the years 2001–2005 the economic and employment situation deteriorated especially because wages in the Netherlands rose faster than productivity. As a consequence the Dutch social and economic policy was refocused on a moderated wage cost growth, an increase in labour productivity and a significant improvement in labour market participation. The Dutch government annual budget for activating labour market policy amounts 1.8% of GDP (€ 8 billion) (De Koning 2005:10).

European employment policy and the Lisbon strategy have had a special impact as far as the comprehensive approach is concerned. Since 2000 the government reinforced the policy to combat youth unemployment and long-term unemployment of adults by offering all newly registered unemployed an activity aimed at labour integration or social activation; for the young people an offer has to be made within 6 months.

Dutch investment in research and development (R&D) shows a less positive picture. The Lisbon objective is that by 2010 3% of GDP should be spent on R&D. Recent statistics indicate however that R&D spending across the EU15 has increased less than 0.1% of GDP in the years 1994–2004, reaching a 1.92% of GDP in 2004. For the Netherlands the spending over this period even has fallen by 0.19%, showing a 1.78% of GDP in 2004 (Brinkley and Lee, 2006).

An important factor for achieving economic growth is the existence of high growth enterprises. Considering the share of high growth enterprises the Netherlands is lagging behind in comparison with other countries. In the period 2000–2003 the share of high growth enterprises has been 7.5%, which means that among the companies with 50 to 1000 employees about 750 are high growth in terms of turnover. This share in the Netherlands has decreased between 1998 and 2003. Bottlenecks are difficulties in hiring qualified employees, the lack of adequate management and organisation, limited availability of systems for knowledge management and customer relationship management, and problems in the acquisition of financing (EIM 2006)¹.

¹ Bibliography: EIM Business & Policy Research (2006). *Entrepreneurship in the Netherlands. High growth enterprises; Running fast but still keeping control*, Zoetermeer.

National and company-level policies: case studies

Orientation 1: Fostering employability

Fostering employability is an essential objective in Dutch labour market policy. This refers to objectives for education in the first place.

Table 2: Objectives for education 2010

	Situation 2000		Situation 2003		Target value 2010	
	NL	EU 25	NL	EU 25	NL	EU 25
Number of premature school leavers	15.5%	17.3%	14.5%	16.1%	8%	10%
Number of people with a diploma in higher secondary education as a % of the 20-24 age group in the period 2000–2010	73%	76.4%	74.5%	76.7%	85%	85%
Percentage of adults participating in lifelong learning	15.6%	7.9%	16.5%	9.3%	20%	12.5%

Source: SZW 2005

As was stated in the recent National Reform Programme these objectives are at the moment considered to be very ambitious. In the coming period various policy measures and extra budget will be made available for supervising premature school-leavers, for individual pupil supervision in secondary education and to improve or modernise practical training rooms. Moreover the feasibility is under examination of making it obligatory for young people up to the age of 23 either to be studying or at work, or combining work and study. Also new initiatives will be taken in order to increase the flow of students on to higher education.

Traditionally collective agreements also contain special provisions on employability. Next table shows the development for different forms of employability over the period 2000–2005.

Table 3: Number of collective contracts with employability agreements 2000–2005

Issue	2000	2001	2002	2003	2004	2005
Training	97	96	96	98	99	98
Training leave	86	91	92	94	93	91
Recognition of acquired competences	*	7	10	10	10	10
In company training plans	25	23	27	27	29	31
Personal training plans	30	33	36	44	48	50
Personal training budgets	*	4	8	7	8	7
Job performance interviews	46	51	53	56	57	64
Incentive pay	87	86	86	85	87	66#
Total	97	98	99	100	100	99

* since 2005 extra periodical wage raise is not included.

Source: SZW 2006

During the period 2000–2005 the percentage of collective contracts with agreements on employability is almost unchanged. As far as issues like in company training plans, personal training plans, and job performance interviews are concerned there has been an increase in agreements. The percentage of collective contracts with for instance personal training plans has increased from 30 to 50%.

In April 2002 government has published its Lifelong learning policy agenda. The objective is that by 2010 at least 12.5% of the 25-64 age group will take part in learning activities. On the basis of this agenda several measures have been taken such as:

- since 2002 € 136 million has been made available annually to boost vocational education;
- in 2003 € 10 million was set aside for project grants to enhance innovation in vocational education;
- in 2002 a knowledge centre was launched to promote the recognition of Prior Learning (experience gained at the workplace). Before 2007 12.500 extra programs will be realised.
- ESF-3 funds are used to promote a dual system combining training and employment. The aim is to realise at least 15.000 dual programs before the summer of 2007.
- In 2001 eight individual learning account experiments were launched (SZW 2004/2005).

Since January 2006 all employees are entitled to participate in the Life course Arrangement. The basis of this new tax supported savings scheme is that up to 12% of the gross annual salary can be set aside (tax free) in a life-course savings scheme offering employees the chance to save for up to three years leave. The scheme can be used for wage substitution during unpaid leave (for example parental leave or educational leave) or on early retirement. Recent figures indicate that participation still stays far behind the level as originally expected.

Orientation 2: Increasing the labour market participation of underrepresented groups

The Netherlands has adapted the European labour market participation objectives to its own possibilities.

Table 4: *European and Dutch labour market objectives*

	European objectives	Dutch objectives
Older people (55-65 years)	Increasing the labour market participation of older people to 50% by 2010	Increasing the labour market participation of older people to 50% by 2010
Women	Increasing the labour market participation of women to 60% by 2010	Increasing the labour market participation of women to 65% by 2010
Young people	Halving the number of young people without a starting qualification by 2010	Youth unemployment should not be more than double the overall unemployment figure, with a fluctuation band of 10 to 15%
Ethnic minorities		Increasing the labour market participation of ethnic minorities by 0.75 percent points a year to 54% in 2005.

Source: SZW 2004.

In order to discourage the trend towards early retirement a start was made in the 1990s to convert early retirement schemes into individual pre-pension schemes. These early retirement schemes were negotiated as part of collective agreements and financed on a pay-as-you-go basis. The next step has been that government has changed the tax rules to make premiums in early retirement and pension schemes no longer tax deductible. Moreover, in 2001 government has set up a Taskforce on Older Workers and Employment. Also since 1 January 2004 people of 57.5 years and over who have had recent work experience are required to continue to apply for jobs if they are receiving an unemployment benefit (SZW 2004).

In the Netherlands effective protection against all forms of unequal treatment is considered to be crucial. This principle is implemented in five specific laws: the Equal Treatment Act, the Equal Treatment (Men and Women) Act, the Equal Treatment (Working Hours) Act, the Equal Treatment (Temporary and Permanent Contracts) Act, and the Act on Equal

Treatment of Disabled and Chronically Ill. In order to increase women's participation on the labour market the government has promoted part-time work. An important instrument in these efforts is the Working Hours (Adjustment) Act, which came into force in July 2000. The Work and Care Act, in force since December 2001, provides a range of leave rights: maternity and birth leave, post natal leave, parental leave, short term care leave, emergency leave. A special focus has been on women who are seeking paid employment after a period spent on caring for their children. Agreements have been negotiated with relevant parties to help 50,000 re-entrants to find paid work in the 2002–2005 period. Furthermore, according to the new Childcare Act (in force since 1 January 2005) parents, employers and government together had to provide for the costs of official childcare. Employers are supposed to contribute one sixth of the childcare costs per employee. This contribution is obligatory since 1 January 2007. Moreover the Tax Department pays parents a monthly subsidy for childcare. In 2006 210,000 places for daily childcare were available while 200,000 parents were receiving childcare funding from the government. The Act moreover prescribes some quality requirements for childcare.

Important instrument in reducing youth unemployment has been the comprehensive approach, based upon European guidelines. Next table gives an overview of the extra expenditure for recently implemented policies.

Table 5: *Extra budgets for education and training (Amounts in € million)*

	2004	2005*	2006*	2007*	2008*
Reducing the number of premature school-leavers	12	38	193	268	119
Lifelong learning	-	15	24	5	5
Increase number of pupils in higher secondary education	22	23	33	33	35

* estimates.

Source: *SZW 2005*

In order to find a comprehensive solution for the high number of school drop-outs an Operation Young was set up which will run until 2007. This operation is a joint venture of seven ministries with the objective to improve government's youth policy. In addition the Youth Unemployment Taskforce was established, a targeted initiative to create more jobs for young people.

Special aspect of Dutch labour market policy is to increase the labour participation of ethnic minorities in various ways. To encourage employers to recruit ethnic minorities within their company government has entered into covenants with 110 larger companies. Moreover agreements with employments agencies and the 30 largest municipalities are assisting to achieve the objectives on labour force participation amongst ethnic minorities (SZW 2003). Next table presents an overview of the progress made in relation to nation objectives.

Table 6: *Progress in relation to national objectives 2000–2004 (net participation rates)*

	NL target	2000	2001	2002	2003	2004
General level of participation		64.5	65.4	65.6	65.1	64.2
women	65% (2010)	52.0	53.5	54.3	54.7	54.4
The elderly	40% (2007)	33.6	34.9	37.9	38.6	39.8
Minorities	54% (2005)	47.6	50.1	49.9	48.6	47.5

Source: *CBS/SZW 2005*

Orientation 3: Integration into the labour market of people at risk of exclusion

Besides ethnic minorities, also early school-leavers, low-skilled workers, long-term unemployed, and work-disabled people can be considered as people at risk of exclusion. In this section attention is paid to the last three categories.

Since 1999 labour participation of low-skilled workers has increased from 36 to 38%. The Dutch tax system includes two measures to encourage employers to hire more low-paid workers and more long-term unemployed. Moreover measures like the Entry-Level and Step-Up Jobs Decree and the Jobseekers Employment Act provide subsidized employment for these categories.

In order to encourage labour participation of disabled workers a new system for disability was introduced 1 January 2006. Key element is the aim of resumption of work. Therefore the system includes an income provision for the fully and permanently disabled and an activation scheme for the partially disabled. Already some years before another pillar of Dutch social protection, the social assistance scheme, has been changed. In January 2004 the Reformed Social Assistance Act was introduced. Key element here was that local authorities have been given more freedom and responsibility in the administration and a greater role in effectively integrating benefit recipients into the labour market.

In a period with rising unemployment the disabled people will be hit relatively hard by unemployment and will have more difficulties in finding a job. In 2004 a start was made with the modernisation of the Sheltered Employment Act. This modernisation has two objectives:

1. maintaining the Act for the target group;
2. realising a turnaround from supply-driven to demand-driven management in order to encourage the integration of disabled people in society.

In order to integrate the categories just mentioned also collective contracts include different agreements on special employment measures. The next table gives an overview of collective contracts with employment agreements.

Table 7: *Percentage of collective contracts with employment-agreements 2000–2005*

Issue	2000	2001	2002	2003	2004	2005
Training jobs	26	20	20	19	17	15
Employment plans	40	28	26	33	21	13
Jobs under the Jobseekers Employment Scheme	7	8	8	8	8	5
Entry-level/step-up jobs	14	15	14	13	14	11
Counselling	19	22	21	21	22	17
Total	66	58	55	53	52	42

Source: *SZW 2006*

In order to encourage mobility and greater adaptability of the labour market several measures have been taken to modernise social protection arrangements. According to some criticism this has increased inequality and poverty among some categories of the population (see for instance De Beer, 2002). This might confirm the earlier observation of Esping-Andersen (1996) about a trade off between employment and equity.

Orientation 4: Make work pay – make work attractive

Making paid employment financially attractive is an important cornerstone of Dutch policy. One indicator is the increase of income by the transfer from social security benefit to a job at minimum wage level. In order to avoid a poverty trap the introduction of a new tax system in 2001 has widened the gap between the minimum wage and social security benefit. Real wages are again much higher than the minimum wage level. In 2005 the average level of the lowest wage scales was 120.2% of the minimum wage (SZW 2006). Moreover, since 2003 the employed person's tax credit was raised annually, providing for a step-by-step increase unto 2007. Additionally extra allowances for employees aged 57 and over were increased since 2003.

Another indicator in this connection relates to the quality of work. Good working conditions are considered to be important because they improve occupational safety and health and prevent sickness, absenteeism and disablement. International comparative research into working conditions shows that the Netherlands in general has a score above average as far as different factors of quality are concerned with the exception of work pressure (Smulders 2004).

The implementation of forms of financial participation and share ownership schemes is not comparable with the situation in countries like France and the UK. In general about 10% of the Dutch companies has adopted some kind of financial participation, the majority in the form of profit sharing. The limited practice with employee ownership has to do with the lack of proper incentives. The only at the moment existing tax incentive in the Netherlands is in the Savings Account Arrangement. According to this arrangement an employee can tax free save annually the amount of €615.- to buy options or shares in his or her own company, which amount can be doubled by the employer.

Since 1999 an important component of the working conditions policy are the so called health and safety covenants, agreements between employers' organisations, trade unions, and the government. The objective of the covenants is to reduce sickness absenteeism and the influx of workers into occupational disability schemes. The sector by sector covenants are presently in a new (second) phase aiming at a minimum reduction of 20% in sickness absence. Moreover the parties involved are asked to consider concluding target-setting agreements relating to the reintegration of invalidity benefit claimants and to prevention (SZW 2003/2004).

In the beginning of 2006 the Social and Economic Council has given advice to the government on the question how to promote social innovation in the Netherlands. In this context social innovation means increasing labour productivity by modernising the organisation of work and utilising manpower. On the basis of this advice recently a Centre for Social Innovation has been established. This centre has a fund of € 2 million per year for the coming five years to invest in projects in this area.

Social innovation might include also pleasure at work. This item is since 1 May 2006 addressed by CNV, one of the larger union confederations in the Netherlands. In the framework of a pleasure at work campaign a dedicated web-site was opened showing information about related research and offering suggestions to people who are interested in the issue (<http://www.cnvplezierinhetwerk.nl>).

Profit sharing, share ownership and saving schemes

When considering forms of financial participation it is appropriate to distinguish between broad (all employee) based and narrow based schemes. Concerning employee share ownership 24% of the business units in the Netherlands have narrow based schemes and 21% broad based schemes (European figures: 15 and 16%). With respect to profit sharing 4% of the Dutch business units have a narrow based scheme and 55% a broad based scheme (in comparison European figures: 9 and 36%) (European Foundation 2001).

In the Netherlands an employee saving scheme exists for ten years now. The essence of the scheme is that a participant can save a maximum of € 613 per year with a yearly tax deduction between €210 and €319, depending on the gross income level. The scheme has been quite popular until now: about half of all Dutch employees (more than 3 million) is participating. Recently it is in discussion whether or not this saving scheme will be abolished and replaced by the new work life arrangement. In fiscal terms this new arrangement will be less favourable for the participants, at least below a gross income level of € 35.000 per year (Goudswaard & Caminada 2006).

According to the new work life arrangement scheme every employee could annually save 12% of his gross income with a maximum of twice his total annual income. The savings will be taxed at the moment of spending and can be used for all kinds of unpaid leave, such as parental or care leave, sabbatical and educational leave, or early retirement. Also employers can give an extra bonus. This is at the moment the case in 41 Collective Agreements covering about 1.9 million employees (SZW 2006). Since the new scheme has come into force only very recently (since 1 January 2006) participation in practice is still relatively limited.

Orientation 5: Towards a balanced flexibility

The Netherlands has a special position as far as part-time work is concerned. Some 20% of men and 73% of women work fewer hours than the normal working week. Important factor in the promotion of part-time work was the introduction of three laws to encourage part-time work and to improve the situation of part-time workers:

- the Equal Treatment Act (Full-time and Part-time Workers) of 1996, stipulating that part-timers should not be treated less favourably than full-time workers;
- the revised Working Hours Act of 1996, which provides more opportunities for employers and employees to come to an agreement on working hours;
- the Working Hours (Adjustment) Act of 2000 which gives employees and civil servants the right to increase or reduce their working hours, irrespective of their reasons for doing so (SZW 2004).

Over the last decade also flexible work has become an important part of Dutch social policy. In consultation with the social partners legislation was issued with the intention to find a balance between flexibility for employers and security for employees. On the basis of consensus between employers' organisations and unions the Flexibility and Security Act could come into force on 1 January 1999. Aim of the Act is to create a balance between flexibility and security, between the employers' ability to manage their companies flexibly on one hand and job and income security for employees on the other. The Act limits the number of times an employer can have a consecutive temporary contract with the same employee. In 2002 of all employees 11.7% were working in jobs on flexible contracts. Of those 25% were working through temporary employment agencies, almost one third were on-call workers and 43% were working on a temporary basis (SZW 2004). The Dutch practice reflects the concept of flexicurity, the combination of both flexibility and security. According to comparative research the Netherlands show the highest rate of flexicurity (Wilthagen 2004).

Orientation 6: Business creation and entrepreneurship

The share of entrepreneurs in the Dutch working population is 11%, more or less comparable with most Member States. In recent years there has been a slight increase (1.5%) of the number of enterprises (EIM, 2005). Dutch policy is to improve the business climate and to increase the number of entrepreneurs. Key factor here is the removal of obstacles, because as was calculated some years ago, administrative costs of compliance with regulations in the social sphere were over € 2.8 billion (at 2002 prices). Therefore reduction of the administrative burden is high on the political agenda (SZW 2004). According to the CPB (Netherlands Bureau for Economic Policy Analysis) reduction of the administrative burden by one quarter will in the long-term lead to an increase of labour productivity by 1.7% and an increase in GDP of 1.5% (SZW 2004).

By the end of 2003 the State Secretary of Economic Affairs has presented a policy document 'Action for entrepreneurs'. This document includes 43 concrete actions aimed at the removal of 25 obstacles experienced by Dutch entrepreneurs as most oppressive. Moreover, on July 5th 2004 the Minister of Education and the State Secretary for Economic Affairs have submitted their Action Plan on Entrepreneurship and Education to Parliament. Focus of the plan is on entrepreneurial skills in education programs and the creation of education centres for starting entrepreneurs.

Important for the development of national economy is the question of transfer of companies, especially SME's. In the Netherlands about 18,000 business transfers take place every year. Over the past fifteen years 40% of business transfers has been family transfer, 20% has been a management buy-out, and 25% has been a management buy-in. Available figures indicate that business transfers in general show positive results in innovation and growth. In line with EU recommendations support measures have been developed, such as awareness campaigns, counselling (by Foundation Entrepreneurial Soundboard and the Chambers of Commerce), and the creation of a transfer market (Enterprise Exchange) (EIM, 2005).

Another factor important for achieving economic growth is the existence of high growth enterprises. Considering the share of high growth enterprises the Netherlands is lagging behind in comparison with other countries. In the period 2000–2003 the share of high growth enterprises was 7.5%, which means that among the companies with 50 to 1000 employees about 750 are high growth in terms of turnover. Moreover, the share in the Netherlands has decreased between 1998 and 2003. Bottlenecks are difficulties in hiring of qualified employees, the lack of adequate management and organisation, limited availability of systems for knowledge management and customer relationship management, problems in the acquisition of financing (EIM 2006).

Box 1: *Characteristics of the 100 fastest-growing companies*

- 58% are in the financial and business services sector.
- The 100 fastest-growing companies in the Netherlands account for 11% of all employment creation in the country.
- The top 100 make a significant contribution to productivity, increasing by 14% a year.
- The average age of the top 100 companies is approximately 20 years.

Source: *EIM (2002)*

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