



## REPORT OF THE FINAL WORKSHOP ERGOHAIR BRUSSELS

**Date** : Thursday 4<sup>th</sup> of April 2019  
**Time** : 9.00 – 16.30  
**Location** : Hotel Pullman Brussels Centre Midi, Victor Hortaplein 1, 1060 Brussels

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### **Registration: 9.00 – 9.15**

Moderator: Stéphane Coigné, president UBK/UCB and Secretary-General Coiffure EU. UBK/UCB is the promotor of the project.

### **Welcoming: 9.15 – 9.25**

Jef Vermeulen, Vice President UBK/UCB vzw-asbl, Belgium, President Coiffure EU, Vice-President Sectoral Social Dialogue Committee (SSDC) for Personal Services.

The President of Coiffure EU, Jef Vermeulen, welcomes all participants. He refers to the successful two previous workshops in Hamburg and Paris and explicitly thanks both project partners, the University of Hamburg and AG2RLa Mondiale for their important contributions to the success of this project. Uni Europa is also thanked for their contribution to the Steering Committee and for wanting to mobilise their members.

The moderator, together with the attendees, reviews the agenda and introduces the 1<sup>st</sup> speaker.

### **01. Explanation of the project and the results: 9.25-9.40**

Miet Verhamme, Project coordinator, Advisor European Policy and Projects Coiffure EU

Mrs. Verhamme explains how this project came about. After the social partners first successfully carried out the Safehair project on skin disorders of hairdressers under the leadership of Uni Europa, it was now the turn of the employers to lead a new EU project. Through the actions of Mr. Rainer Röhr, former Secretary for Health and Safety at Coiffure EU, we came into contact with Prof. Nienhaus and his staff from the University of Hamburg. This is how the new 'Ergohair' project, which focuses on ergonomics in the hairdressing sector, was born. AG2R La Mondiale was immediately prepared to support this project.

Through this project, we wanted to increase the visibility of the Agreement on Health & Safety at European and national level and we wanted to obtain more scientifically substantiated information about MSD, knowing that this is one of the most common health conditions in the sector.



Concerning the methodology of the project, first there was a preparatory phase (mainly executed by the University of Hamburg). And 3 workshops were organised.

( 1: Hamburg 12-13 October 2017, 2: Paris 11-12 April 2018, 3: Brussels 4 April 2019). Before and after each workshop a steering group meeting was organised. For the development of the communication campaign, an external company was used.

*During the 1<sup>st</sup> workshop*, most attention went towards the scientific context and the 'personal' criteria such as: education, training, working techniques, balanced work, healthy lifestyle, movement exercises, relaxation techniques.....

*During the 2<sup>nd</sup> workshop*, attention was mainly paid towards context-related criteria such as: architecture of the hairdressing salon, work organisation, ergonomic equipment and materials, handling employees, norms, standards, etc.

*During this last workshop in Brussels*, we will mainly focus on the evaluation of the OiRA tool, the costs of absenteeism and the prevention policy with a focus on small and micro-enterprises. Of course, all the developed project results will also be presented, namely: the Medical Reference Document, the communication campaign with targeted advice and the Protocol, which will also be signed today by the social partners.

## **02. 'Hairdressing and Musculoskeletal Disorders': 9.40 – 10.00**

Marija Bubas, MD, PhD Assistant Director-General for Occupational Health. Head of Division for Occupational Health Croatian Institute of Public Health, Croatia

Mrs. Marija Bubas points out that hairdressers have an increased risk of developing musculoskeletal disorders. Mrs. Bubas points out the great importance of prevention and risk assessment.

Musculoskeletal disorders can be related to your professional and private life. With regard to the professionally related MSA, an intervention of the insurance is possible.

Risk factors that influence work-related MSA can be both 'task demand' and 'human' oriented.

Repetitive movements are a major risk in the hairdressing sector. However, the strain on the arms (frequently keeping the arms in the air), fingers, lifting, pushing and carrying heavy loads are also major risk factors. There is a difference between static and dynamic efforts and loads.

By working ergonomically, attention is paid to the working environment in order to avoid diseases. MSA results in 7 million lost days, and 710 million euros in direct costs. Specifically for the hairdressing sector there are the following health risks: MSAs, psychosocial stress, stress, illness, work disability, and chemical risks to skin and to the respiratory tract.



Prevention is more important than cure. Good organization with rotation of tasks and micro breaks are important, as well as giving instructions to customers. She emphasizes the importance of the OiRA tool and the need for an EU standard for hairdresser's furniture.

Common problems are shoulder problems due to repetitive work, overstretch and high work demand. Carpal tunnel syndrome and RSI are also common.

In order to promote sustainable health, it is important to work with small steps towards improvement and greater awareness.

### **03. 'European Comparison Implementation RIE. Comparative Research in 10 European Countries (Study Commissioned by the Dutch Ministry of Economic Affairs)': 10.00-10.20**

[Veronique De Broeck Public Affairs Manager Prevent, Belgium](#)

Mrs. Veronique de Broek has participated in a comparative research on prevention in 10 European countries: Denmark, Sweden, Estonia, United Kingdom, Netherlands, Belgium, Germany, Austria, Spain and Italy. Today she presents the results of this study. The study investigated how risk analyses are carried out in small businesses such as hairdressers, bakers and butchers. This is because the risk directive applies even if there is only a single employee.

The study was carried out at the request of the Netherlands, with the aim of collecting good practices in order to be able to exchange them. A risk analysis must be carried out continuously so that it continues to improve and so that new risks can be mapped out.

There appear to be enormous differences between the different countries. In the United Kingdom the risk analysis is only mandatory for 5 employees and in Sweden for 10 employees or more. In France there is no obligation to continuously evaluate, and this is not even annual, which makes a huge difference in the reality on the shop floor.

The need for the risk analysis is covered by a framework directive, which leaves room for national Member States to decide how it should be implemented. To this end, interactive tools have also been created, such as the European-led OiRA. There are also other national examples of tools, such as those from France, the Netherlands, Austria and Germany.

A crucial question is why hairdressers do not apply a number of prevention measures. The three main reasons are: the financial cost, a lack of interest, and a lack of time.

That is why it is important that the campaigns reach people in the workplace and in schools. Education is the first step. It is important to focus on user-friendliness, simplicity, low costs and the promotion of knowledge. Online tools are excellently suited for this.

### **04. 'OiRA (New Infographic and Video Film); OSH MSDs Overview Project and HWC 2020-22 on MSDs': 10.20-10.40**



Lorenzo MUNAR, Project Manager, Prevention and Research unit, European Agency for Safety and Health at Work, Bilbao – Spain

Mr. Lorenzo Munar refers to the activities of OSHA, the new OSHA campaigns and the importance of good cooperation with the social partners. As part of the alternative action plan, the social partners of the hairdressing sector will participate in the new OSHA campaigns.

Concerning the OiRA tool, it is crucial to continue to promote the tool so that the OIRA tool reaches the end users. He gives the example of the pilot launch of the renewed OiRA for hairdressers during the Hair Games in Brussels.

The OiRA tool is evaluated every 2 years. During the next revision, MSA will receive more attention. Mr. Munar calls on the present policy makers to share as much information as possible with OSHA. OSHA is also willing to help the social partners to exchange good practices and disseminate information. Mr. Munar is in favour of a systematic approach to cooperation, especially with regards to the upcoming campaign 2020-2022.

He stresses that MSA is preventable and manageable. Good prevention through OiRA can save costs and increase awareness of potential problems. It is important that the OiRA tool is also used in hairdressing salons that have not yet been reached. OiRA is also important for schools because they reach the future generation of employees.

He sees the social partners as very important campaign partners to organise events at local, national and EU level. That is why OSHA certainly wants to involve the social partners in the identification of specific tools, such as videos, publications, promotional material...

#### **05. Question & Answer session: 10.40-11.00**

The moderator, Mr. Coigné, now gives the floor to the public to ask questions about the previous presentations.

Mrs. Stephanie Prat-Eymeric asks about the latest state of affairs regarding the standardization of hairdressing material and finds it strange not to have heard about it yet.

Mrs. Miet Verhamme explains that the subject of the hairdressing material had already been discussed during the 2nd workshop, where the context-related criteria were discussed. In order to officially initiate a standardisation procedure in Europe, at least four hairdressing salon supplier companies are required who are willing to participate in a process that may take up to three years. At the moment there are not yet 4 companies willing to participate in such a procedure. However, this may be part of the new project proposal to be submitted.

Mr. Willem Kruihof asks if the employees were also questioned about the scientific research of Mrs. De Broeck because he would have liked to have cooperated in it as well. Mrs. De Broeck clarifies that the employees were not involved during this study, as the OiRA tool is a responsibility of the employers.



## **06. 'Costs of sick leave': 11.20-11.40**

Jan Vandeveld, Director Marketing Mensura Belgium

Mr. Vandeveld shows by means of statistics that absenteeism has increased spectacularly over the last 10 years, namely by 30% between 2008 and 2018.

Moreover, on the one hand, there is now also the problem of the ageing of the population: more specifically, for every 100 pensioners, there are only 82 newcomers, which also leads to more bottleneck occupations. On the other hand, the labour market is becoming much more flexible as a result of innovation and economic developments. According to Mr Vandeveld, these two trends are decisive for the alarming increase in absenteeism due to illness.

He makes a distinction between sickness and behaviour, and, based on this, he proposes four categories of sick leave: 'white' sick leave concerns sick people who nevertheless continue to work. The message here is to send them home and to not let them continue working. Grey' sickness absenteeism concerns peripheral cases, for example people with a slight cold. A third category is the 'black' absenteeism, namely one is absent because of an illness, while in fact one is not sick at all. Finally, there is the 'pink' absence, where people are present but not productive.

He also distinguishes between 'long' and 'short' absenteeism. He sees short absenteeism as the most disturbing, because it causes planning problems and indirect costs due to disturbing absences. Longer absences are easier to predict and cause fewer planning problems.

The calculation of the cost of sick leave is based on the Belgian situation, but the methodology can be extended to Europe. The study showed that the direct cost per employee was 1010 euro. This amount does not yet include any indirect costs, which may be even higher. Think, for example, of the increased pressure on the other employees if one person is absent. For the calculation of the indirect costs he calculates 2.5 times the direct costs, which is a low estimate.

Because behaviour can be influenced, he thinks that absenteeism can be partially prevented. He states that clear rules and good agreements are crucial. It is also important that employers enter into dialogue with their employees and show their commitment.

### **Reactions from the Audience**

Mrs. Stéphanie Prat-Eymeric states that she completely misses the social dimension, and that this is a task for the management policy of the employers.

Mr. Philippe Vigneron agrees with this and stresses that more attention should be paid to the conditions in which employees have to work and to mental pressure - for example as a result of restructuring - under which employees sometimes have to work.



Mrs. Sylvie Finné would like more information about the context of the study. Mr Vandeveldt clarifies that the study is the result of a collaboration between Mensura and SD Worx, based on company data.

Mr. Minjollet draws attention to the difficulty of working in a small company, where lack of time is often the reason why not enough attention is paid to the needs of employees.

#### **07. 'Reaching out to SME: Health and Safety Put to Practice': 11.40 - 12.00**

[Kris De Meester, First Adviser, Health and Safety and International Social Affairs Federation of Enterprises in Belgium, Chairman BusinessEurope Health and Safety Committee](#)

Mr. Kris De Meester is Chairman of the Health and Safety Committee of Business Europe. Prior to that, he worked for Unizo for 8 years, which is why he also knows small and medium-sized companies very well. Today, he will only discuss the context of small businesses. He states that small and medium sized enterprises that still survive after 2 to 3 years, do this because they are led by smart and motivated businessmen. In addition, he notes that hairdressers are very locally based. Hairdressing salons have limited cash flow and hairdressers work long hours. On the other hand, hairdressers experience a lot of personal satisfaction and have freedom and control over their lives. But in order to reach SMEs effectively, it is mainly necessary to speak their language as well. That is why Mr. De Meester is certainly not in favour of addressing hairdressers in difficult terms such as talking about a 'risk assessment'.... When communicating with hairdressers, it is extremely important to start from the hairdressers' own environment, as well as from their own work, their own expertise. It is also very important to emphasize the positive, e.g. by talking about the benefits of healthy working. He sees the limited size of SMEs as an added value because they are much more agile and can take decisions much quicker than large companies. According to Mr. De Meester, the main focus should be on setting up good workplaces, instead of emphasizing the legislation and risk assessment procedures. Because the redesign of a hairdressing salon is a key moment to make improvements, he is also in favour of financial support.

#### **08. 'Health and Safety Implementation Challenges in SME's and Micro-Enterprises': 12.00 - 12.20**

[Esther Lynch , ETUC Confederal Secretary](#)

Mrs. Lynch makes the comparison between the hairdressing sector and the care sector. In both, care is taken for other people, but the employees do not think enough about their own well-being. She thinks it is important for the EU Commission to support the hairdressers in this. She also believes that risk assessment is the wrong term, but that it is a concept that we need to define. As an alternative, she explains how body mapping works as a technique when visiting a hairdressing salon. She emphasizes the visual aspect of communication in



hairdressers. In addition, it is also crucial that there is an open climate for talking about safety and health. For Mrs. Lynch it is clear that absence from work is never a choice. In addition, we need to think about how modern society causes stress and how to deal with it.

### **Lunchbreak**

#### **09. 'Medical Reference Document – a Brief Description': 14.00 – 14.15**

*Agnessa Kozak, PhD, Scientific Assistant University Medical Centre Hamburg-Eppendorf, Competence Centre for Epidemiology and Health Services Research for Healthcare Professionals (CVcare), Hamburg, Germany*

Mrs. Agnessa Kozak discusses the Medical Reference Document which will be available in 4 languages and which can be downloaded from the Ergohair website. The English version will also be available on the mini website. In 4 chapters the following topics are covered: the efforts of the EU and social partners, the musculoskeletal system, musculoskeletal disorders (costs and types), and finally the benefits of MSA prevention.

MSA is closely related to risk factors, which can be caused by occupational and work-related factors, as well as lifestyle, genetic and environmental factors, such as age, smoking (more bone damage, fractures, delayed healing). The cost-benefit analysis shows that the break-even point of investing in ergonomic measures is 3 to 5 years for employers, and 1 to 9 years for employees. Mainly through the use of ergonomic equipment the results can be significantly improved. Research showed that depending on the support and involvement of employers, the results were very different. MSA is the main cause of hairdressers quitting. Problems with the lower back, shoulders and hands are, in that order, the most important reasons to stop working. Many standard movements in the hairdresser's salon already exceed the recommended levels of physical strain. In addition, a high workload exacerbates the problem.

When it comes to prevention, it is important not only to hand out brochures, but also to focus on training, an ergonomic design of the workplace and the use of ergonomic material, as well as taking into account organisational aspects and maternity care.

Mr. Coigné once again underlines the great importance of her contribution and her commitment to the success of the project.

#### **10. Old habits die hard. 'Old habits die hard. New pathways of behavioural change': 14.15 – 14.45**



Dr. Pieter Raymaekers, Training Coordinator and Researcher at the Public Governance Institute of the KU Leuven. His current research focuses on the use of behavioural insights and nudges as a policy instrument, Belgium

Dr. Pieter Raymaekers specialises in behavioural change. Today, he will focus on behavioural change and the opportunities it offers in terms of communication. He will specifically discuss the 'Nudging' technique. Nudging stands for giving small mental nudges so that people are moving in the right direction. Nudging is increasingly being used as a policy instrument. By means of a number of experiments, he shows a clear distinction between two cognitive systems:

-system 1 is fast, intuitive and efficient, less conscious choices.

-System 2: is deeper, more conscious and requires more effort.

System 1 is often used at the wrong time, leading to cognitive 'biases', or misconceptions. Nudges also use system 1, among other things, to encourage people to take the desired action. Nudging has been used in marketing for some time, but the concept is quite new for use by governments. There are many success stories about the use of nudging, but as a policy instrument nudging it is also viewed critically. For example, there is criticism of transparency, manipulation, effectiveness, short term versus long term and cost. Before using nudging, it is therefore important to consider how far one wants to go in terms of interventions, transparency and openness. The interventions that make use of nudging must always be evaluated in terms of their effectiveness. However, a long term follow-up is often still lacking.

#### **11. 'Presentation of the Practical Communication Campaign, Based on the Workshop Results, Elaborated by UBK into a Theoretical Dissemination Strategy': 14.45-15.15**

Lien De Ruyck, Creative Strategist, Cayman - Behavioural Design Agency, Belgium

Following the presentation of Dr. Pieter Raymaekers, Mrs. Lien De Ruyck first goes deeper into the great importance of the theme of 'behavioural change'. She then refers to the Ergohair communication campaign, which also aims to encourage behavioural change. After all, this communication campaign, which focuses on the various target groups, is one of the instruments that had to be developed in the context of this project.

Based on the results obtained during the Ergohair workshops in Hamburg and Paris, the project coordinator developed a dissemination strategy. Based on this document, a concrete communication campaign for hairdressers on the shop floor was developed by the company Cayman. Cayman is a Behavioural design agency from Bruges (Belgium). Cayman starts from the knowledge of people and then tries to reach different target groups. By means of creative interventions they try to have an impact on behaviour. Their approach is not only informative, but also activating. They base themselves on nudging principles, but also on the SEO model and the Google Design Sprint. First you have to get a good insight into the target group, only then you can move on to the 'creation phase'. Then there is the measurement phase, in which



people test and adjust on the basis of the feedback received. In order to be able to develop a healthy and safe working environment, it is not only very important to spread the right information, but also to obtain a mental change.

In order to achieve this mental change for hairdressers on the shop floor, Cayman uses an emotional dimension within the campaign concept. More specifically, the used concept is: hairdressers are like top athletes. This means that all hairdressers are addressed individually and get the recognition that they are physically very active. At the same time, this concept also provides an opportunity to talk to them about possible injuries and risks. The campaign is meant to be motivating and is certainly not prescriptive or educational.

That's why the choice was made to work with a calendar and a mini website.

In contrast to a brochure that is usually read only once and then disappears into a closet or trash can, the message is repeated daily by using a calendar. Because the calendar is placed in a visible place in the hairdresser's salon, people are reminded of the message on a daily basis. Moreover, a calendar in a visible place can also be a conversation opener with colleagues and customers.

The calendar is very visual and contains tips on 9 manageable themes. It is an emotional story that encourages people to take action. Cayman has also worked out additional accompanying documents in order to carry out the campaign via other communication channels, such as magazines, events, social media, posters, mailings....

The calendar is also linked to a mini website: [ergoforhairdressers.eu](http://ergoforhairdressers.eu)

This mini website also fits in very well with the world of young hairdressers. After a short test on the mini website, the calendar can also be offered free of charge. This test makes the user think about the subject of 'ergonomics'. At no time is it the intention to present the theme as something competitive. It is only the intention that hairdressers and future hairdressers become aware of the great importance and comfort of a healthy body. That's why a feminine style was chosen. Cayman has also thought about the sustainability aspect. The calendar can be obtained both digitally and on paper. Because there is no year on the calendar, the calendar can be used again. The calendar also encourages team spirit in the hairdressing salon.

In addition to the calendar and the mini website, beverage coasters will also be made. As an example, a cardboard example is now circulating, but the coaster will be developed in a different material. These pads serve as a reminder and can also be a conversation starter with the customers.

## **12. Presentation and formal signature of the Protocol concluded between the Social Partners: 15.15-15.30**

[Dimitris Theodorakis](#) Director – Post & Logistics / Hair & Beauty / Services' Social Dialogue Coordinator



Mr. Dimitris Theodorakis presents the Declaration of Brussels. This declaration contains the commitments to promote better ergonomics in the sector, to which the two social partners will soon commit themselves by solemnly signing the declaration.

He also thanks the experts, medical teams and other interested parties.

The declaration also formalises all their efforts.

The moderator then invites Mr. Jef Vermeulen, president of Coiffure EU, and Mr. François Laurent, president of Uni Europa Hair & Beauty, to solemnly sign this declaration.

### **13. 'The Role of Social Dialogue and Implementation of EU projects': 15.45-16.05**

[Sylvie Finné, Policy Officer, European Commission, DG Employment, Social Affairs and Inclusion, Social Dialogue Unit](#)

Mrs Finné represents the European Commission. She stresses that social dialogue is very important for the European Union. She commends the project and the results achieved, and looks forward to seeing how they will be put into practice. The involvement of the various social partners, organisations and scientific institutes adds value to the project. It invites the project partners to continue in this way.

Furthermore, she emphasizes that it is important that the alternative Action Plan, to replace the agreement on Health and Safety, is best put into practice. The EU Commission is already ready to offer its support to the social partners in doing this.

### **14. Conclusions by François Laurent**

Mr. François Laurent emphasizes that he is very satisfied with the Medical Reference document and also points out the great importance of this scientific report.

Furthermore, he is of the opinion that certain speakers have overstated the voice of the employer. He explains that it is not important to talk about a cost price for employers when employees fall out ill and in this respect he also points to the employers who, according to him, should assume their responsibilities better in this respect. Moreover, he himself cannot agree that it is better not to talk about 'risk analyses' and similar topics. He rather sees this as a manoeuvre on the part of the employers to cover things up.

He also has problems with the communication campaign developed by the company Cayman because he feels that it has been elaborated too much by the project coordinator of UBK (employers).

### **Final Word**

Mr. Jef Vermeulen would like to thank everyone who contributed to the realization of the project and the final conference. He also thanks the speakers for their interesting



presentations. He also wishes to thank all the interpreters. He himself thought it was a very instructive day with many new insights. As chairman of CEU, he is also very satisfied with the results developed and the useful instruments. The instruments will now be further refined and developed. He asks everyone present to fill in the evaluation form and to submit their travel expenses as soon as possible.

**For members of the Project Steering Group: meeting for evaluation and feedback 16.30-17.00**

**List of attendance**

<b><u>Name</u></b>	<b><u>Organisation</u></b>	<b><u>Country</u></b>
Philippe Vigneron	ABVV/FGTB	Belgium
Joost Engelaar	ABVV/FGTB	Belgium
Jacques Minjollet	AG2 Reunica Prevoyance/ AG2R La Mondiale Institutions de la Coiffure	France
Herbert Gassert	BGW	Germany
Katrin Zellner	BGW	Germany
Kris De Meester	BusinessEurope	Belgium
Gianni Manzetti	Camera Italiana dell' Acconciatura	Italy
Katrien Vanhuele	Cayman	Belgium
Maria Angeles Romero	CCOO de Construcción y Servicios	Spain
Jesus Fernandez Béjar	CCOO de Construcción y Servicios	Spain

Willem Kruithof	CNV Vakmensen Nederland	The Netherlands
Marija Bubas	Croatian Institute of Public Health	Croatia
Adonis Kyriakou	Cyprus Registration Board of Hairdressers &	Cyprus
Chris Soteriou	Cyprus Registration Board of Hairdressers &	Cyprus
Evgenios Pantelidis	Cyprus Registration Board of Hairdressers &	Cyprus
Stavros Dimitriou	Cyprus Registration Board of Hairdressers &	Cyprus
Evriliki Chrysostomou	Cyprus Registration Board of Hairdressers &	Cyprus
Lone Nordentoft Frost	Danske Friseur & Kosmetikerforbund	Denmark
Marcela Pezo	Employers' Association of crafts, cooperative small entrepreneurs	Croatia
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Esther Lynch	ETUC/ICTU	Ireland
Sylvie Finné	EU Commission, DG Employment, Social Affairs Inclusion, Social Dialogue	Belgium
Lorenzo MUNAR	EU- OSHA	Spain
Janne Ottersen Fraas	Fagforbundet	Norway
Mari Carmen Donate	FeSMC-UGT	Spain
Stéphanie Prat-Eymeric	FGTA-FO	France
Rainer Röhr	Formal secretary Health & Safety, Coiffure EU	Germany
Staffan Westman	FRISÖRFÖRETAGARNA	Sweden
Ramon Vella	Hair & Beauty Federation	Malta

Clayton Balzan	Hair & Beauty Federation	Malta
Ewa Bjorkman	Handels	Sweden
Maria Sotiropolou	Hellenic Departmental Federation of Barberi Hairdressing Salon-Owners	Greece
Thomas Velentzas	Hellenic Departmental Federation of Barberi Hairdressing Salon-Owners	Greece
Pieter Raymaeker	Institute for Public Administration	Belgium
Jurgita Trainate	KIGSA	Lithuania
Mark Coray	NHF UK	United Kingdom
Pajuniemi Tarja	PAM	Finland
Veroniek de Broeck	Public Affairs Manager Prevent	Belgium
Ana Knezevic	Trade Union of Small Business	Croatia
Stéphane Coigné	UBK-UCB/ Coiffure EU	Belgium
Luka Tjampens	UBK-UCB/ Coiffure EU	Belgium
Miet Verhamme	UBK-UCB/ Coiffure EU	Belgium
Jef Vermeulen	UBK-UCB/ Coiffure EU	Belgium
Mitch Mues	UBK-UCB/ Coiffure EU	Belgium
Philippe Dejaegere	UBK-UCB/ Coiffure EU	Belgium
Sofie Leyten	UBK-UCB/ Coiffure EU	Belgium
Olaf Kleinmüller	UKE	Germany
Claudia Wohlert	UKE	Germany



Prof. Dr. Albert Nienhaus	UKE	Germany
Agnessa Kozak	UKE	Germany
Dimitris Theodorakis	UNI Europa Hair & Beauty	Belgium
François Laurent	UNI Europa Hair & Beauty	Belgium
Claude Mouginot	Union Nationale des Entreprises de Coiffure	France
Danny Van Assche	Unizo	Belgium
Filip Horemans	Unizo	Belgium
Regina Richter	ver.di	Germany
Rudolf Reisbeck	Zentralverband des Deutschen Friseurhandw	Germany