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EUROPEAN
AGEING
NETWORK

EUROPEAN AGEING NETWORK

European association to foster co-operation and raise visibility of the long-term care for older persons in Europe.

2023

FOREWORD



The world we are living in is changing. We initiated these changes, we are living in this changing world, we are part of those changes and we all know that these changes shall and must move us forward not backwards.

One of the biggest successes of last decades is more and more accessible health care, health prevention including vaccination, better nutrition, healthier lifestyles, new medicines, methods, approaches, technologies and even more public spending for health care that resulted worldwide (though not equally) in a great success. We all live longer.

The life expectancy has been increasing for the last 200 years (yet not equally and with some pandemic or war related swings). Along with that progress, the life expectancy in health has been increasing not at the same pace or we could also say significantly slower than the life expectancy rate. This has one simple outcome. We are living longer but at the end of our lives with need help, support, assistance and care with our activities of daily living (ADL) and instrumental activities of daily living (IADL).

This means that at the end of our lives we need and we are going to need support, help and care. We will need this help, care and support to live our lives with dignity, to be respected as human beings thus not care recipient but a client determining the structure and content of the help/care/support. Even though to be respected, treated and looked after with dignity is one of the fundamental basic rights it's not that obvious in relatively many countries.

And to meet this goal – to live longer but a high quality lives, with dignity, respect, self-determination and individual approach – or enable this life to all the older persons – means that we must change.

EUROPEAN AGEING NETWORK is there for its members to help and support them in the time of changes, challenges, issues, problems but also new opportunities and approaches.

We are opening and discussing new topics and ways, we are issuing expert reports, discussing new digital

solutions, enhancing the quality of life of people our members provide care for.

But we are also raising the qualification and knowledge of managers in the long-term care sector and lastly we are not only through networking contributing to a better European environment for long-term care providers.

Jiri Horecky

President



We're living challenging times and as we age, we want to get old in dignity.

The focus of ageing in place is to help older people ensure they can live where they choose and get all

the help they need for as long as possible so that they can live their own life, in their own way.

The European Ageing Network groups service providers that enable ageing in place, be it in a residential setting, or in the community. The EAN members understand that older people have their own choices and preferences and that they all look for a caring place they can call home.

The challenges ahead are numerous. There is lack of carers, infrastructure is not always ready to provide attractive homes and if there were enough hands to help and if there were suitable homes, then there would be lack of money to finance it.

However, the EAN is optimistic. Innovation will bring us hybrid settings and financing instruments that allow us to respond creatively to the needs of older people and make ageing in place available and affordable.

I'm happy and proud to be in the leadership position to steer and accelerate this needed innovation within the EAN. Together, we have the will, the capacity and the knowledge to respond to the needs of our older people.

Aad Koster

Vice-President

WHY BECOME A MEMBER

The European Ageing Network (EAN) groups **more than 12.000 care providers across the European continent.** Members represent all types of organizations and individuals active for older persons and all types of ownership including for profit, not-for-profit and governmental organizations. It is their vision and mission to improve the quality of life for older persons and support them in making each day a better day by providing high quality housing, services and care.

**12.000
CARE
PROVIDERS**

The European Ageing Network (EAN) is present in 26 European countries. With EAHSa well represented in Northwestern Europe and E.D.E. in the South-East, the combination makes of the European Ageing Network a truly pan-European organization. EAN does not stand alone in pursuing its vision, values and mission. It is affiliated with the Global Ageing Network (GAN), a global network with its office in Washington D.C. EAN and GAN bring together experts from around the world, lead education initiatives and provide a place for innovative ideas in senior care. They pave the way to improve best practices in elderly care so that older people everywhere can live healthier, stronger, more independent lives.

**26
EUROPEAN
COUNTRIES**

The members of the European Ageing Network (EAN) are servicing over 1.2 million older people in Europe. Longevity is one of the biggest achievements of modern societies. The Europeans live longer than ever before and this pattern is expected to continue due to unprecedented medical advances and improved standards of living. By 2020, a quarter of the Europeans will be over 60 years of age. Combined with low birth rates, this will require significant changes to the structure of European society, which will impact on our economy, social security and health care systems, the labor market and many other domains of our lives.

**1.2 MILLION
SERVICED
SENIORS**

The vision of EAN is to improve the quality of life for older persons; support its members in making each day a better day for their clients by providing high quality housing, services and care; establishing good contacts with EU institutions like the relevant Directorates General of the Commission, the Council and the Parliament and its Intergroup on Ageing; becoming a key network for the providers in the ageing domain.

The purpose of EAN is to promote cooperation between national associations for directors and providers of long-term care services, institutions and organizations or persons associated with/related to the care for the older people, chronically ill and disabled people and to represent them at the European level.

ORGANIZATION

PROCESS

Both EAHSA (founded in 2010) and E.D.E. (founded in 1989) are representing the service providers providing care for older people in Europe. For many years, both associations have promoted the interests of the elderly care industry separately. Now it is time to join forces, increase effectiveness and efficiency and to foster the representation of the sector through one voice.

For practical reasons, EAHSA and E.D.E. have decided to create a new association: the European Ageing Network. EAHSA, E.D.E. and its subsequent members will become members of EAN and will have an equal number of Board members in it. The EAN is a formal association and is registered in Luxembourg. The Secretariat is located in Prague and the branch office in Brussels.

TASKS

- working in and counseling the organizations and committees active in the area of the social and health care for the older people, chronically ill and disabled people at the European level,
- counseling national associations for directors and providers of long-term care services on questions of residential and day-patient care for the older people, chronically ill and disabled people,
- promoting exchange of information concerning national developments in the area of social and health care of the older people, chronically ill and disabled people,
- organizing international conferences, training programmes and study trips,
- initiating and participating in cross-border projects, notably in the area of long-term care,
- developing standard guidelines for the professional training of directors of long-term care services and raising the qualification standards of those directors,
- improving the social status of the profession of the director of long-term care services,
- carrying out public relations work and influencing lawmaker decisions in the area of long-term care.

EUROPEAN CHARTER AND CODE OF PROFESSIONAL CONDUCT

The EAN value standards as well as standards of professional conduct for its member associations, thus providing them with a framework for effective action. One of the most important principles of the European Charter of the rights and freedoms of elderly people accommodated in homes includes the obligation that the fundamental principle of human rights will be heeded without limitation and applied to all people regardless of their age, their mental or physical state, their level of income, their social situation or their level of education. The code of professional conduct further stipulates that exemplary employment conditions must be worked out for professional care-givers and voluntary helpers.

STRUCTURE

GENERAL ASSEMBLY

The General Assembly consists of the representatives of one or more associations in a country. The body is responsible, among other things, for the approval of the budget, the setup of annual membership fees, election and dismissal of the members of the Executive Board, establishing working groups and electing their members and making decisions about bi-annual congresses.

EXECUTIVE BOARD

The Executive Board is notably responsible for lobbying and publicity work, appointing working groups, conducting all business relations, defining the Association's activities, maintaining the relationships to the member associations, signing contracts and any day-to-day business, as necessary.



EXECUTIVE BOARD



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EUROPEAN TRAINING PROGRAMME FOR MANAGERS IN LONG-TERM CARE

THE HISTORY OF THE EDE HOME MANAGER CERTIFICATE

The first training course for home directors was launched in Austria in 1986 at the Cardinal König Academy in Vienna. This and the following courses, which later also took place in other training institutes, were each held over a period of two years and organized in a block system in order to make this training possible alongside active professional practice. The objective of the training was to prepare the managers of the facilities, who were mainly from the administrative sector, in the best possible way for their new tasks and to provide them with the necessary knowledge within the framework of a further training program. The idea of a uniform European training certificate was brought to the attention of the then European umbrella organization E.D.E. by the Austrian regional associations, which were already working closely together at the time, and was adopted there with great interest. Thus the first EDE certificates were presented to the graduates already in 1989. Due to the initiative of the Austrian Federal Association and the EDE, it was achieved that in some countries this EDE certificate became the prerequisite for obtaining a management position in a nursing facility. Over the years, the contents of the courses were revised several times until the certificate was finally completely redesigned in terms of both content and structure within the framework of the Erasmus+ project and launched in 2021.

ENROLMENT CONDITIONS FOR THE EAN CERTIFICATE 2021+

The EAN certificate 2021+ can be awarded to a person:

- who has successfully passed the training according to the EAN framework curriculum at a European VET provider accredited by the EAN and
- who demonstrates additional professional skills through two years of experience in social or health services (hospital/nursing home/care home) or one year of experience in social or health services (hospital/nursing home/care home) in management.

THE PRINCIPLE OF FLEXIBILITY

The EAN certificate 2021+ has a modular form and is very flexible to ensure it reflects the current state in social services in the various countries and their specific topics. The training programme consists of 13 modules with different contents and time spans. Each level of the programme (BASIC, ADVANCED, PROFESSIONAL) contains a minimum and maximum number of teaching units so that every VET provider can adjust the whole programme to the demand, needs and expectations as required.

EAN CERTIFICATE ACROSS EUROPE



since 1989 in Austria, Germany and Italy



since 1999 in Slovenia



since 2021 in the Czech Republic



since 2023 in France, Romania and Spain

BASIC CERTIFICATE

Awarded to students who complete the training at a VET provider accredited by the EAN with a duration of **200 teaching units** of 45 minutes each.

200
units

ADVANCED CERTIFICATE

Awarded to students who complete the training at a VET provider accredited by the EAN with a duration of **520 teaching units** of 45 minutes each.

520
units

PROFESSIONAL CERTIFICATE

Awarded to students who complete the training at a VET provider accredited by the EAN with a duration of **800 teaching units** of 45 minutes each.

800
units



13

**TRAINING
MODULES**

1. The structures of long term care and networking
2. Care concepts and the future of care
3. Professional ethics, awareness and profile
4. The legal basis for the management of care / social facilities
5. Human resources management, leadership
6. Business and financial management, fundraising
7. Strategic and organisational development
8. Quality, risk, emergency and crisis management in care, health and the social economy
9. Facility management
10. Process and project management
11. Digitalisation, technologies
12. Communication, public relations, marketing
13. Country-specific topics



WE RUN SUCCESSFUL PROJECTS



The **HELPDESK** is a 2-years project (May 2022 – April 2024) funded by the European Commission which aims to launch the building blocks for a Social Services Helpdesk. The ultimate goal of this project is to increase the use of ESF+ (European Social Fund Plus) and ERDF (the European Regional Development Fund) funding by social services and to make it easier for social service providers to access these funds.



The **PROCARE** Project is aimed at the training of Managers of Long-term Care Units, so they will be able to act as Mentors and support their Caregiving Staff in their efforts to prevent and manage Occupational Burnout.



The **UNIC** (towards User-centred funding models for long term Care) project aims to develop, test and validate a set of innovative tools to help key stakeholders to implement Personal Budgets funding model. These tools, together with a set of policy recommendations & capacity building activities, will result in a comprehensive preparatory reform mechanism to support public authorities in the deployment of a user-centred funding model – based on the concept of personal budgets – for Long Term Care. Tools developed by UNIC will be tested for 12 months in Belgium by VAPH and will then be transferred to the Austrian, Czech, Finnish and Spanish contexts.



The **ICT4Elders** project aims to promote ICT education and lifelong learning of older adults, to increase motivation through guided learning, to give elders the opportunity to progress and have a quality life via active ageing and being full members of the society, to provide elder care gives the opportunity to upskill their knowledge and competences in their work field and to assist active ageing organizations and nursing homes in providing elders and their families services of high quality.

The objectives of the **Older-EU** project are to support professionals in the evolution of their professional practices through the exchange of practices, to promote the evolution of our organizations for the production of innovative solutions, and to structure transnational interactions and initiate cooperation with other European countries.

The aim of the **AVEC** project is to create a professional educational program in full-time and e-learning form. The educational program will focus on 3 modules (international part): prevention of violence, detection and identification of violence, responding to and defending against violence.

Modification of the educational module E.D.E. - certificate for long-term care providers - the goal of the project is to increase the quality and reputation of educational activities and the international dimension of the professional education of management staff in social services on the European level to support quality care for seniors with the EU.



E-Qalin

In the context of the Leonardo da Vinci project “E-Qalin” (2004 - 2008), a practical and user-friendly quality management model was developed in special sector-specific versions for long-term residential care homes for the older people, homes and services for the impaired as well as day-patient/mobile services.

E-Qalin is a comprehensive, innovative and dynamic quality management system which is oriented towards practice in the following areas:

- residential care for older people,
- community care,
- services for people with disabilities,
- social work.

The EAN currently co-owns the E-Qalin GmbH company that provides services related to the quality management system in health and social care sectors.



The SAVE AGE

The SAVE AGE project is the first European initiative addressing energy efficiency issues in nursing homes as an important potential for decreasing energy consumption and costs. Besides technical improvements and changes in behavior it is also important to raise awareness and enhance the employee knowledge of energy related facts. Analyses in 100 care

homes in 10 European countries resulted in recommendations for residents, managers, and employees in nursing homes, showing them how to improve the comfort of the older people while saving energy and reducing operational costs.

ProFouND

Competitiveness and Innovation Framework Programme of the European Commission funded a thematic networking project that cooperates with the European Innovation Partnership on Active and Healthy Ageing to bring about the dissemination and implementation of best practice in falls prevention across Europe.

CEN/TC 449

Quality of care for older people in ordinary or residential care facilities. The goal of this project is to create European standards for home and residential care.

INTERLINKS

The objective of INTERLINKS (2008 - 2011) was to develop a valid system for analyzing and developing long-term care for the older people.

DAPHNE Eustacea project

The main objective of the DAPHNE Eustacea project (2008 – 2010) was to develop a European strategy for combating the abuse of the older people.

WeDO

The EAN participates in WeDO, Wellbeing and Dignity of Older people (2010 – 2012), a project aimed at developing an enduring and growing European partnership of organizations committed to promoting the wellbeing and dignity of older people and the quality long-term care.

LONG-TERM CARE

2030

Long term care in Europe is undergoing crucial changes. We are going to face and are already facing key challenges. We also have to change to be able to ensure we can provide relevant support and care to elderly in the future. The people of Europe are getting older. The number of people living with dementia is going to be doubled in the next two decades. All of Europe is generally experiencing a lack of staff in social services. New technology and thus digitalization for social services is coming which arises many questions, expectations but also ethical dilemmas. The structure of long term care providers, the approaches, the paradigms are changing. Families are fragmentized. Long term care costs are rising and the demand fails to meet the supply. In between all of those changes

and storms stand the long-term care provider.

We as the European Ageing Network (EAN) fully realize that the role of providers will and shall be crucial in those processes and changes for the providers are the experts, knowing the demands of public authorities, the needs of clients, the expectations of family members and the possibilities of the employees.

Therefore, EAN appointed a working group with a single task – to create our VISION 2030 for long term care in Europe. To open the key questions, data, and information. To show the ongoing changes. To bring recommendations to the providers.

This document has therefore more goals. We would like to

PROMOTING WELL-NUTRITION IN ELDERLY CARE

In line with the LTC 2030 Working group, EAN facilitates discussions of experts in nutrition, elderly care and cooking to formulate recommendations and identify best practices. This exercise results in practical guidelines for elderly care providers and a report / position paper to hand over to relevant stakeholders at a national and EU level. The working group operates in cooperation with the DSM.



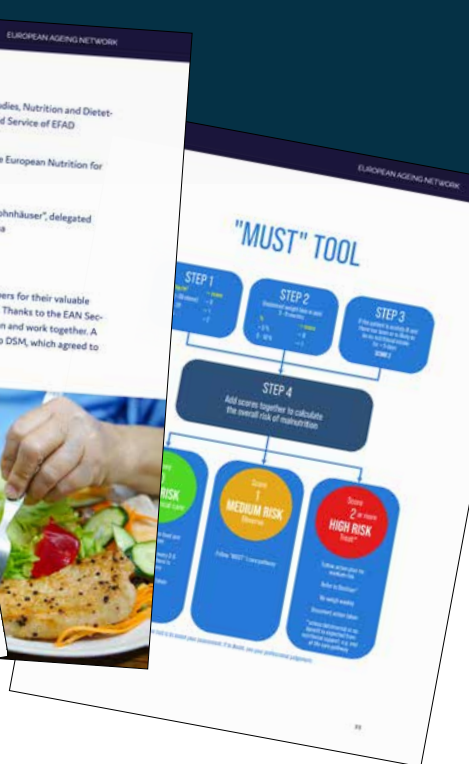
One of the main goals of the European Ageing Network (EAN) is to help enhancing the quality of long-term care. Nutrition is an important part of the quality of elderly care and good nutrition promotes generally health related quality of life. Therefore it is important to not only be aware of this fact and make nutrition an element of the complex approach to elderly but also to share good practices examples, knowledge, recommendations and innovative solutions.

The European Ageing Network's Nutrition Working Group was created to come up with guidelines for nutritional care in social services facilities for elderly people. The guidelines focus on the nutritional journey in elderly care and include key principles, procedures

and processes, good practices, examples and solutions. The guidelines promote well-nutrition and should be helpful for managers, carers, cooks and hosts in elderly care facilities, and fuel the discussions about raising appetites to benefit residents.

The working group focused on many aspects of the issue of nutrition and has based its opinions and suggestions on discussions about:

- *The issue of malnutrition in older persons in care settings: stock-taking of the issue, prevalence (especially in elderly care settings (residences, assisted living, community), policies and labelling systems in place, best practices;*
- *The different relevant aspects of*



malnutrition in older people: what makes older persons malnourished, what are the determinants, what and who are responsible for identifying solutions to malnutrition?

- *The best ways to tackle malnutrition, for older people and for elderly care providers: best practice examples, innovations, new food, hospitality, culture and usage, availability, economics, etc.;*
- *How to provide guidance on raising awareness of problems and implementing solutions at all levels.*

Available in:

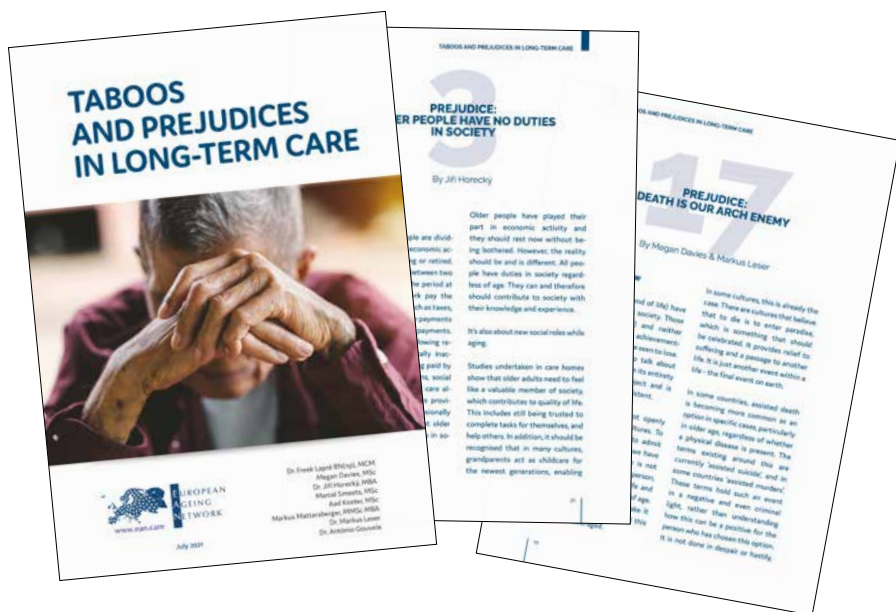
-  **ENGLISH**
-  **FRENCH**
-  **CZECH**
-  **GERMAN**
-  **SLOVENIAN**
-  **CROATIAN**
-  **SPANISH**

DOGMAS AND TABOOS IN LONG-TERM CARE

The aim of the working group is to describe main dogmas and taboos in long term care. The working group consists of LTC experts across Europe. The outcome of the work was published in July 2021.

Prejudices and taboos are everywhere in society. In an ageing population, more and more stereotyping of older people is taking place. A general term for this is ageism, used by Robert Neil Butler in 1969, to describe discrimination against the older population based on old age and the ageing process. The EAN has a sense that ageism is stuck being used in more general,

not particularly concrete terms. Therefore, the EAN has formed a working group of experts to give the EAN membership more insight about what prejudices and taboos exist about old people in the context of residential care facilities. The goal of this report is to give the EAN members tools to deal with prejudices and taboos.



DIGITALISATION & ICT IN THE ELDERLY CARE SECTOR

The working group will focus on challenges, opportunities and best practices in the domain of digitalisation and ICT, as well as the cost-effectiveness and appropriate investment strategies.



CONGRESSES & CONFERENCES

2024: 4th EAN Congress

Greece

2022: 3rd EAN Congress

Vienna, Austria

Care 4.0 – Change in Competences

2021: 2nd EAN Congress

Alicante, Spain

Workforce in Long term care in Europe

2019: ANSDIPP Congress (EAN as a supporting partner)

Matera, Italy

Evolution of Personal Care Models and Health and Social Care Integration in the Third Millenium

2018: 1st joint EAHSA - E.D.E. Congress

Prague, Czech Republic

Is there a future of long-term care in Europe?

2017: 15th E.D.E. Congress, Torun, Poland

Care home director today and tomorrow. Pressure, concessions, compromises and solutions

2016: 6th EAHSA Conference, Lyon, France

THINK EUROPEAN – ACT LOCALLY: New business models and success stories in the provision of care, housing and services for the elderly.

2015: 14th E.D.E. Congress, Montreux, Switzerland

From managing to networking.

Building partner networks in long-term care.

2014: 5th EAHSA Conference, Netherlands

Innovation in ageing services: pathways to the future

2013: 13th E.D.E. Congress, Tallinn, Estonia

Let's network our care! Technology in care - opportunities and limits.

2012: 4th EAHSA Conference, Malta

Active ageing - the challenge for providers.

2011: 12th E.D.E. Congress, Prague, Czech Republic

The big taboos in long-term care

2010: 3rd EAHSA Conference, Stockholm, Sweden

2009: 11th E.D.E. Congress, Luxembourg, Luxembourg

Time out!

2008: 2nd EAHSA Conference, Vienna, Austria

Creating and Sustaining Quality European Aged Care.

2007: 10th E.D.E. Congress, Berlin, Germany

Overcoming borders, shaping the future.

2006: 1st EAHSA Conference, Brussels, Belgium

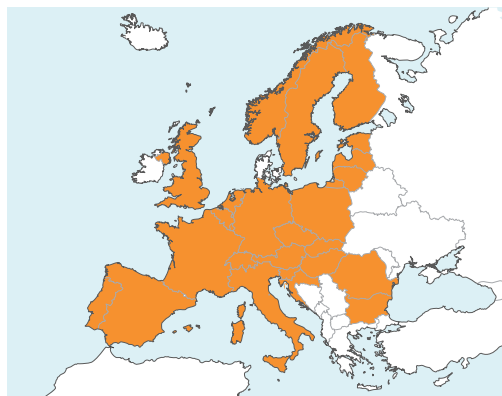
Informal discussions



The EAN considers it one of its main tasks to supply its members and interested care service providers with extensive information on developments and trends in the care sector. Congresses and conferences are the most important forums in this respect.

WE ARE ACROSS EUROPE

Austria	Lithuania
Belgium	Malta
Bulgaria	Netherlands
Croatia	Norway
Czech Republic	Poland
Estonia	Portugal
Finland	Romania
France	Slovenia
Germany	Slovakia
Greece	Spain
Hungary	Sweden
Italy	Switzerland
Latvia	United Kingdom



The EAN brings together the following members - umbrella associations, institutions or organizations dealing with or related to the care for older people, academic institutions and individual professionals (except for employees of care providers, umbrella associations and academic institutions). The EAN may also name honorary members. Membership is voluntary.

Any national association which represents a federation or association for directors and providers of long-term care services, whether vested with legal capacity or not, may become a regular member. Any institution providing long-term care or organization or individual associated with long term care may become a regular member. Only regular members are entitled to vote in the General Assembly.

Honorary members are recommended by the Executive Board and elected by the General Assembly. Honorary members are exempted from paying membership fees.

Membership is granted by the decision of the Executive Board in response to a written application. The application should contain information on how many members (directors or providers) of long-term care services the applicant represents (umbrella associations) or the preceding year turnover (care providers) and the aims pursued by the applicant on the national level.

Members have the right to participate in events of the EAN to the extent laid out in the statutes and to receive counseling and support in accordance with the objectives of the Association.

MEMBERSHIP FEES

Basic membership fee per care provider or care related organization:

Budget <€ 50 Mio/year	750 EUR
Budget >€ 50 Mio/year	1.500 EUR
Umbrella associations	300 EUR fix plus 2,75 EUR per membership organization
Academic institutions	500 EUR
Individual professionals <i>Except for employees of care providers, umbrella associations and academic institutions</i>	190 EUR

OUR MEMBERS



AUSTRIA

- Lebenswelt Heim - Bundesverband
- SeneCura Kliniken- und HeimebetriebsgmbH.



BELGIUM

- L'Association des Directeurs de Maison de Repos
- Brussels Confederation of Construction
- OCMW Visies – VVOS



BULGARIA

- Association of the Providers of Social Services



CROATIA

- Udruga ravnateljica u djelatnosti socijalne skrbi hrvatske



CZECH REPUBLIC

- Asociace poskytovatelů sociálních služeb České republiky
- RoSa Management s.r.o.
- SeneCura CZ



ESTONIA

- Balti Sotsiaalteenuste Kvaliteedi Liit MTÜ
- Eesti Sotsiaalsustutuste Juhtide Nõukoda



FINLAND

- Vanhustyön johtajat ja asiantuntijat ry



FRANCE

- Association des Directeurs au Service des Personnes Agées
- Fédération Nationale des Associations de Directeurs d'Établissements et Services pour Personnes Agées
- Fédération Nationale Avenir et Qualité de Vie des Personnes Agées
- Adef Residences
- SYNERPA
- Atelier AA - Human Architecture
- TIME4
- KORIAN
- VYV 3



GERMANY

- Wohlfahrtswerk für Baden-Württemberg
- Sodexo
- Orpea Deutschland GmbH
- Brüsseler Kreis e.V.
- myneva Group GmbH
- SAMSIC GERMANY HOLDING GmbH
- Evangelische Heimstiftung GmbH



GREECE

- METROPOLITAN COLLEGE
- PEMFI



HUNGARY

- SZIME – Szociális Igazgatók és Szakemberek Magyarországi Egyesülete
- Viktor Nagy



ITALY

- ANSDIPP - Associazione dei Manager del Sociale e del Socio-sanitario
- BFA/ADSA - Berufsgemeinschaft der Führungskräfte in der Altenbetreuung in Südtirol/ Associazione dirigenti servizi agli anziani dell'Alto Adige
- Istituto Regionale Rittmeyer per i Ciechi



LATVIA

- Latvijas sociālās aprūpes un rehabilitācijas institūciju direktoru asociācija - SARIDA



LITHUANIA

- Asociacija Rupešinga Globa
- International Social Academy
- Baltic Asset Management



MALTA

- Villa Anna Teresa
- Miriana Fenech Adami



NETHERLANDS

- AadKosterConsult
- ActiZ
- DVA Dementia Village® Associates
- QOLity BV



NORWAY

- Sintef Technology and Society, Dpt. Medical Technology



POLAND

- Ogólnopolskie Stowarzyszenie Organizatorów i Menadżerów Pomocy Społecznej i Ochrony Zdrowia
- Koalicja "Na pomoc niesamodzielnym"



PORTUGAL

- ALI
- Residencias Montepio



ROMANIA

- A.D.I.V. - Association of Institution Directors for the Elderly
- Federatia Furnizorilor de Ingrijire pe Termen Lung



SLOVAKIA

- Asociacia poskytovateľov sociálnych služieb SR



SLOVENIA

- Skupnost socialnih zavodov Slovenije
- Caretronic



SPAIN

- ACRA - Associació Catalana de Recursos Assistencials
- LARES



SWEDEN

- Micasa Fastigheter i Stockholm AB



SWITZERLAND

- Spectren AG/Almacasa



UNITED KINGDOM

- St Monica Trust
- National Care Forum

BE PART OF THE NETWORK

As professionals we seek to improve the quality of care and supervision. Common training standards, reciprocal visits and observation, congresses and symposia all foster professionalism among care home directors and a greater understanding of the various forms of care and assistance. Creating humane living and working conditions in our homes is the vision we are all striving for in the EAN.

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MEMBER OF:



MEMORANDUM OF UNDERSTANDING: