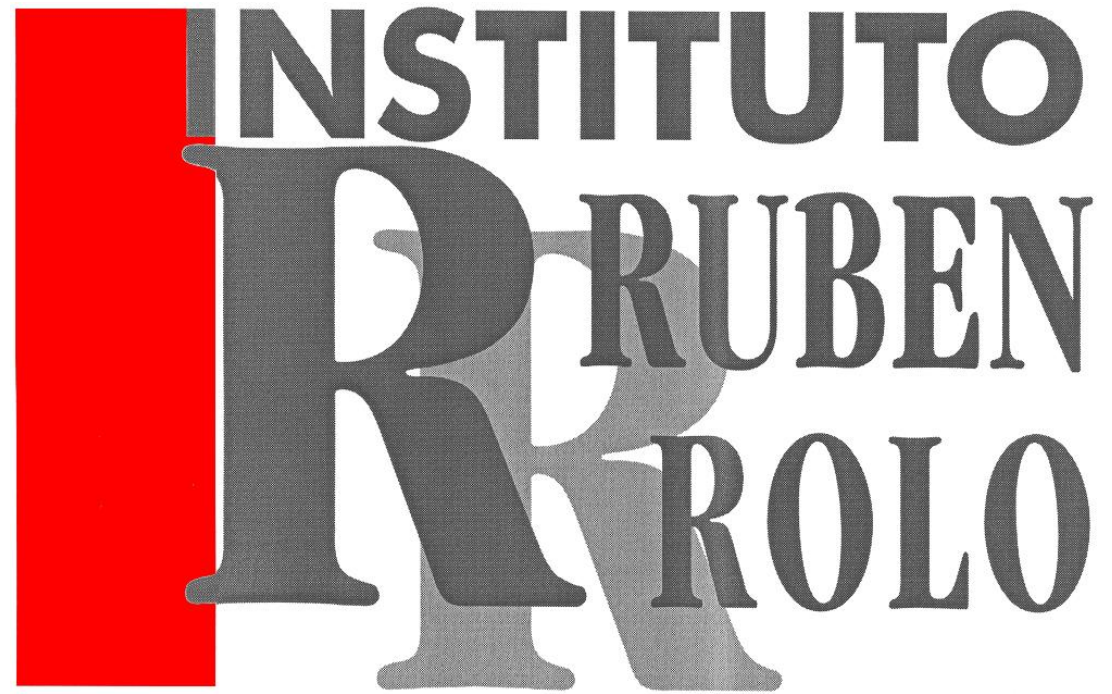


MAKING
COLLECTIVE
BARGAINING IN
EUROPE MORE
DYNAMIC

REINHARD NAUMANN AND EDUARDO
CHAGAS, INSTITUTO RUBE ROLO



Friedrich Ebert Foundation Portugal, Instituto Ruben Rolo / IRR, União Geral de Trabalhadores / UGT (2020-2021)

FES Kick-off Workshop with trade

unionists and researchers:

E. Chagas, J.E. Dølvik, P. Marginson,
S. Monte, T. Müller, R. Naumann,
A. Paukrtová, V. Silva, L. Studnicna,
C. Trindade, J. Visser

FES & UGT, Regulating Mobile Work and Telework:

T. Müller, J. Visser et al.

FES & IRR, Collective Bargaining, the Future of Work and of Trade Unionism in Europe:

S. Spiegelare,
J. W. Goudriaan et al.

2020

2021

**FES & IRR, CB and Young
workers, Digital economy,
Immigrants, Health and safety:**
T. Jarc, P. Vilecu, I. Barthès, L. Voet et al.

**FES & UGT, The Challenges to
Collective Bargaining in Europe:**
S. Monte, E. Lynch, I. Barthès, O. Roethig,
Th. Schulten, M. Keune, R. Pond, T. Müller
et al.

The approach

- ❑ Across Europe collective bargaining is facing difficult times. This project aims at drawing a picture of the current situation and identifying possible ways of addressing the challenges ahead.
- ❑ The project focuses on the trade unions' role (recruitment, organisation, strategies and practices on collective bargaining), while not losing sight of the impact of other factors like the actions of employers, government policies and legislation.

Trends and Challenges

- ❑ **Collective bargaining decreasing** both in terms of coverage and scope. Exceptions are in countries with a well-established industrial relations system, with embedded social dialogue.
- ❑ **Employers have been retreating** from sectoral bargaining and governments' support has also been decreasing.
- ❑ **Trade unions are losing members** and are less present in workplaces.
- ❑ **COVID-19** has brought a devastating impact, but may have resulted in opportunities for trade union participation (telework).

Possible answers

- ❑ **Raise awareness of the public, employers and government officials about the added value of collective bargaining:** flexible self-regulation by social partners who are at the forefront of structural change. The aim is to avoid collective bargaining being weakened by third parties. Strengthen favourability principle, introduce collective bargaining clauses in public procurement.
- ❑ **Increase workers' awareness and information** (CB = engine for wage increases) **and strengthen trade union power at the workplace** (recruit members, elect shop stewards). Particular attention to sectors with low levels of unionisation. Identify new topics for collective bargaining (digitalisation, decarbonisation, etc.) and re-emphasise others, which, although not new, are sometimes neglected (equality and work-life balance).

Case study I: Overcoming divisions in Cleaning and Private Security in Portugal

- ❑ Deeply divided unions create common platforms for renegotiation of CAs.
- ❑ Actors: STAD/CGTP-IN + SITESE, SINDEL, SINDETELCO and FETESE from UGT.
- ❑ Method: Union cooperation combined with workers' mobilization and contacts with employers, the Ministry of Labour
- ❑ Result: Substantially improved collective agreements
- ❑ UNI supported the process

Case study II: Powerful campaign for the “End of cheap labour” in the Czech Republic

- ❑ How to create a broad movement in a markedly unfavourable terrain where many employers refuse to engage in negotiations?
- ❑ Launched by CMKOS (2015), centred in annual meeting with 1,500 activists and significant media coverage.
- ❑ Timing: When the national budget is discussed and collective bargaining starts.
- ❑ Focus on specific sectors (nurses, miners, teachers, etc.) allows unions on the ground to use the campaign for their specific actions.
- ❑ “End of cheap labour” has inspired the ETUC Pay Rise Campaign.

Ideas and proposals I

Integrated strategy, combining negotiation and organising really makes a difference. Stronger unions have more bargaining power, and through the negotiation process they can boost the organisation.

Promote content (beyond wages), control (bargaining power, implementation) and coverage (inclusiveness).

For the benefit of the working class, **respect and cooperation amongst unions** are urgently needed.

Combine traditional issues with new workers' priorities (work-life balance, reduced working time).

Covid 19: Initiative for the improvement of wages, security, safety and respect of **essential workers**, response to **new challenges regarding telework** etc. (working time control, autonomy etc.).

Create **tools for participation**, control and feedback; negotiate flexible agreements, build coalitions for political initiatives.

Ideas and proposals II

- ❑ Find appropriate collective bargaining responses to the most important **current challenges**:
 - **winning young workers** for trade union work and collective bargaining,
 - adapting collective bargaining policy to the demands of the **digital transformation and climate crisis**,
 - **organising migrants** and representing them in collective bargaining policy
 - demanding and enforcing appropriate regulations for the current problems of **safety and health at work**.
 - in the context of the pandemic, **regulate telework** through collective bargaining, including at EU level, if possible.
- ❑ **Social dialogue** at national and EU level is important and can open up new areas of action for collective bargaining policy and trade union work, but its success depends crucially on the trade unions' **ability to assert themselves vis-à-vis employers and political decision-makers**. Without the pressure generated by trade unions via CB and other channels, they cannot achieve progress in social dialogue.
- ❑ This also calls for a higher engagement of trade unions in formulating **proactive proposals** at all levels where they can intervene: sectoral, national and European.

Obrigado

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