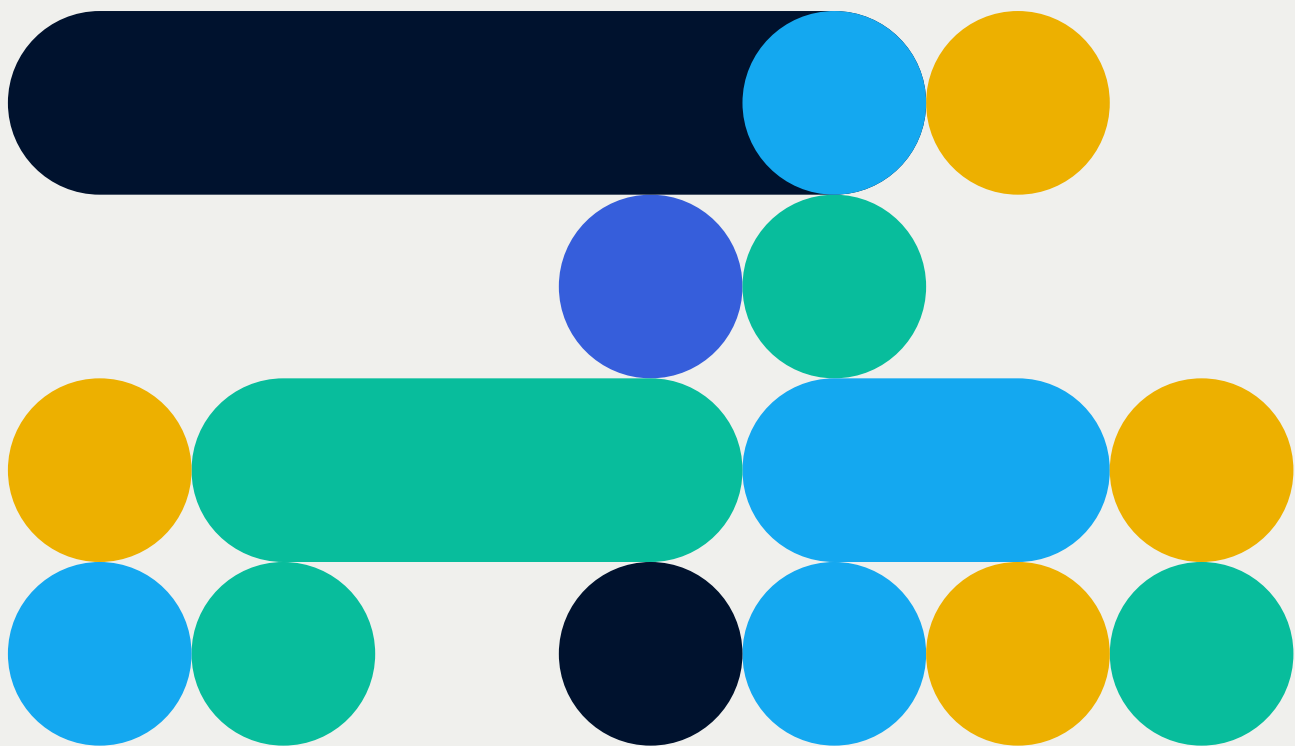




The Global Deal Flagship Report 2022: A Partnership in Action



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Foreword

The Global Deal is a multi-stakeholder partnership that promotes social dialogue and sound industrial relations as effective tools to address global labour-market challenges and support decent work and inclusive growth. The Global Deal was launched in 2016 by the Government of Sweden and developed in co-operation with the Organisation for Economic Co-operation and Development (OECD) and the International Labour Organization (ILO). The partnership aims to provide governments, businesses, trade unions and other organisations with a platform to enhance the value of social dialogue and strengthen existing co-operation structures by sharing practices.

The objectives of the Global Deal align with the United Nations 2030 Agenda for Sustainable Development, particularly Sustainable Development Goal (SDG) 8 on decent work and economic growth. They also align with SDG 17 by providing an example of the kind of global partnerships needed to accelerate change as a tool for delivering on the SDGs.

As of October 2022, the Global Deal counted 132 partners representing governments, businesses and employers' organisations, trade unions and other stakeholders, including international organisations, civil society and local and regional administrations.

The 2022 edition of the Global Deal Flagship Report, *A Partnership in Action*, is the third in a series of biennial reports focusing on how Global Deal partners are carrying out the objectives of the Global Deal through the voluntary commitments they have made. It includes a detailed assessment of how partners' social dialogue policies, practices and programmes contribute to advancing decent work and inclusive growth.

Its precursors, [Building Trust in a Changing World of Work](#) and [Social Dialogue, Skills and COVID-19](#), respectively, described the concept and current state of social dialogue at the international level.

They also outlined how governments and social partners worldwide have mobilised social dialogue to address the repercussions of the COVID-19 pandemic, including with the support of lifelong learning and skills development policies.

The opening chapter of the report provides an overview of how Global Deal partners are promoting and strengthening social dialogue and sound industrial relations through their concrete actions. The following chapters delve into five key policy challenges that currently lie at the core of global labour-market discussions and explore the contribution of social dialogue to: 1) advancing living wages in global supply chains; 2) setting up and implementing effective human rights due diligence practices that go beyond simply "ticking the boxes"; 3) mitigating the impact of the COVID-19 pandemic; 4) managing the use of non-standard forms of employment; and 5) promoting gender equality and fighting gender-based violence and harassment in the workplace. To facilitate the sharing of emerging practices, each chapter provides a series of selected case studies describing the experiences of Global Deal partners and outlining the lessons to be drawn from them.

The OECD and the ILO have long championed social dialogue, including at the cross-border level. Well-functioning social dialogue and sound industrial relations are key to addressing today's challenges in the global labour market, to contribute to decent work and quality jobs, increased productivity, greater equality and inclusive growth. By building on their mutually reinforcing objectives, as well as complementing and supporting their respective actions, the Global Deal is the expression of the shared commitment of the ILO and the OECD to bring their efforts together and mobilise the 130+ partners that constitute the Global Deal partnership.

Acknowledgements

The Global Deal Flagship Report 2022 is the joint work of the staff of the Global Deal Support Unit, hosted by the Organisation for Economic Co-operation and Development's (OECD) Directorate for Employment, Labour and Social Affairs (ELS). The report was coordinated and edited by Andrea Marinucci and Ronald Janssen under the overall guidance of Alessandro Goglio.

The report was authored by (in alphabetical order) Felix Hadwiger (independent researcher), Ronald Janssen (former member of the Global Deal Support Unit), Hannah Johnston (University of York), Aristeia Koukiadaki (University of Manchester), Andrea Marinucci (Global Deal Support Unit), and Jane Pillinger (independent researcher).

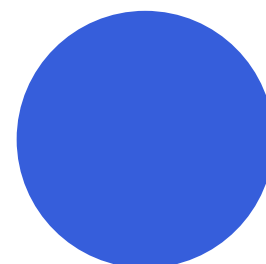
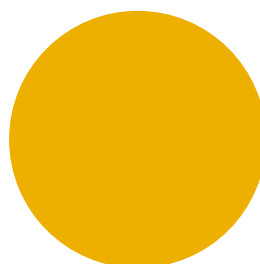
Several Global Deal partners and organisations contributed to the drafting and review of the publication. They included ACT on Living Wages, the Danish Trade Union Confederation (FH), H&M Group, IndustriALL Global Union, Industrial and Metal Workers Union (IF Metall), the International Accord Foundation, Korian, the Netherlands Trade Union Confederation (FNV), Solvay, the Spanish Government and social partners, Stellantis, the Swedish Trade Union Confederation (LO), the Swedish Workplace Programme (SWP) and UNI Global Union. Different teams from the OECD and the International Labour Organization (ILO) provided specific comments.

The report also benefitted from valuable advice and suggestions made by Global Deal partners, the Global Deal Senior Advisors and the OECD Employment, Labour and Social Affairs Committee (ELSAC). The Global Deal Bureau, comprising the Government of Sweden, the ILO and the OECD, have also provided suggestions and guidance.

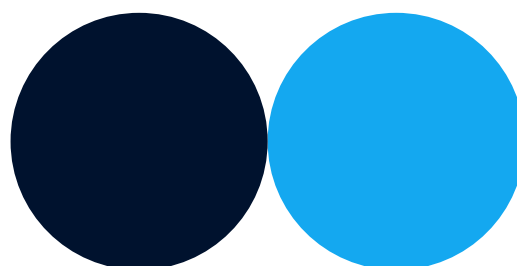
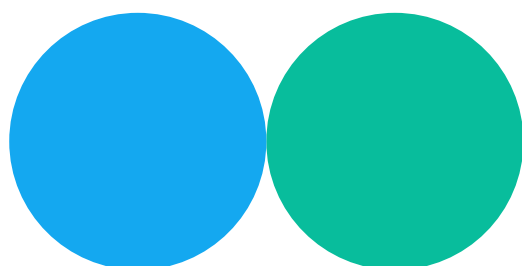
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Abbreviations and acronyms

AHC	Anti-harassment committees
AUKMW	Amalgamated Union of Kenya Metal Workers
BWI	Building and Wood Workers' International
CCOO	Comisiones Obreras
DRM	Dispute resolution mechanism
DWCP	Decent Work Country Programme
ECOSOC	Economic and Social Council
EESC	European Economic and Social Committee
EPSU	European Federation of Public Service Unions
ESEC	Economic, Social and Environmental Council
ETI	Ethical Trading Initiative
ETUC	European Trade Union Confederation
FAO	Food and Agriculture Organization
FCA	Fiat Chrysler Automobiles
FH	Danish Trade Union Confederation
FIM	International Federation of Musicians
FOA	Freedom of association
FWF	Fair Work First
GBVH	Gender-based violence and harassment
GDP	Gross domestic product
GFA	Global Framework Agreement
GIZ	Gesellschaft für Internationale Zusammenarbeit
GUFs	Global union federations
HRDD	Human rights due diligence
IDUL	Independent Democratic Union of Lesotho
ILO	International Labour Organization
ILS	International labour standards
ITC	International Trade Centre
ITF	International Transport Workers' Federation
ITUC	International Trade Union Confederation
IUF	International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tobacco and Allied Workers' Association

IWFM	Industrial Workers' Federation of Myanmar
LGBT+	Lesbian, gay, bisexual, transgender and intersex
MNE	Multinational enterprise
MoU	Memorandum of Understanding
NCP	National contact point
NGOs	Non-governmental organisations
NIR	International Council of Swedish Industry
NMCs	National monitoring committees
NUMSA	National Union of Metalworkers of South Africa
OECD	Organisation for Economic Co-operation and Development
OPC	Olof Palme International Center
OSH	Occupational safety and health
PSA	Peugeot Société Anonyme
PSI	Public Services International
QDVC	Qatari Diar Vinci Construction
RBC	Responsible business conduct
RMG	Ready-made garment
RSC	RMG Sustainability Council
SCCI	Somali Chamber of Commerce and Industry
SDG	Sustainable Development Goal
SGF	Solvay Global Forum
SGSF	Sommilito Garments Sramik Federation
SLCP	Social and Labor Convergence Program
SWP	Swedish Workplace Programme
TUC	Trades Union Congress
UGT	General Union of Workers
UN	United Nations
UNGC	United Nations Global Compact
UNGP	United Nations Guiding Principles on Business and Human Rights
UNITE	United Textile Employees
ZHCs	Zero-hour contracts

Executive summary

The 2022 edition of the Global Deal Flagship Report, *A Partnership in Action*, examines the importance of inclusive social dialogue and sound industrial relations in addressing global labour-market challenges and finding joint solutions that deliver shared benefits for businesses, workers and society at large.

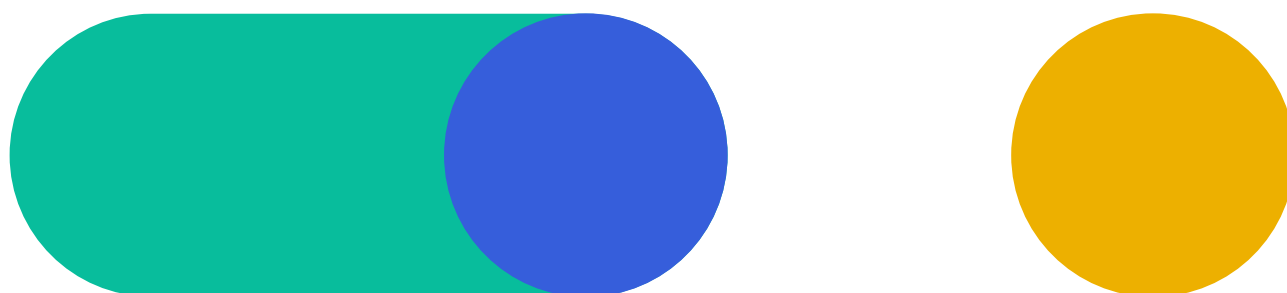
The outbreak of the COVID-19 pandemic at the beginning of 2020 has stressed labour markets and employment to an unprecedented degree. The pandemic generated significant challenges, requiring policy makers to shape swift responses to address short-term impacts during the first lockdowns and preserve the safety and health of workers, particularly those at the front line of the outbreak response. Through the crisis, governments and social partners worked together to devise mid-term solutions to promote quick recovery after the emergency while at the same time developing longer-term policy and regulatory measures to build a more inclusive, sustainable and resilient world of work. This uniquely challenging experience has firmly demonstrated that social dialogue is effective in mitigating the impact of a crisis on the economy, businesses and workers and is of great value in securing recovery from the crisis by building a more inclusive labour market.

However, the pandemic exacerbated pre-existing weaknesses and inequalities in world economies, including low wages, poor working conditions and high levels of informality, particularly in global

supply chains. In addition, while the world was still adjusting, a new supply shock emerged, triggering a cost-of-living crisis that casts new shadows on the future. The combined scars of the pandemic and emerging sources of pressure worldwide make the need to seek shared approaches and solutions to supporting productivity and innovation, while advancing decent work, all the more pressing.

The Global Deal aims to facilitate and advance co-operation between governments and social partners by providing a unique platform to enable knowledge sharing, encourage policy discussion and accelerate positive change through the implementation of voluntary commitments by partners. These are concrete actions that help to carry out the objectives of the Global Deal. As of October 2022, Global Deal partners had made 143 commitments on mobilising social dialogue as a means to achieve decent work and inclusive growth.

A Partnership in Action provides an overview of the commitments made by partners in pursuit of these objectives, and their implementation. Through the exposition of several case studies, the report posits insights into how labour-market challenges can be addressed through social dialogue and sound industrial relations and draws lessons that can serve as a source of inspiration for partners as well as other stakeholders.



Main lessons for achieving shared and effective solutions for businesses, workers and society through social dialogue

- > **An important lasting change brought by social dialogue is the capacity to strengthen the payment of living wages in global supply chains.** Reporting on the living wage strategy of the Global Deal partner and fashion company H&M Group, [Case study 1](#) highlights the importance of supporting the establishment of democratically elected worker representation at strategic suppliers and setting up joint national monitoring committees to promote respect for freedom of association and collective bargaining. Evidence from a global database of H&M suppliers suggests that factories with a workplace social dialogue programme and a trade union are associated with higher wages.
- > **Grievance and dispute prevention and resolution mechanisms strengthen the right to organise and bargain collectively and are thus an important facilitator of living wages.** This is particularly true when social partners can develop and manage grievance mechanisms themselves. [Case study 2](#) describes the work of ACT on Living Wages, a joint initiative by global trade unions and international brands and retailers in the garment and textile industry. It shows that developing a grievance mechanism from the bottom up by local employers and trade unions establishes legitimacy, leads to higher levels of trust and supports the settlement, or even the prevention, of labour disputes.
- > **Social dialogue, including at the international level through global framework agreements (GFAs), is key to supporting multinational enterprises (MNEs) in promoting and implementing effective human rights due diligence processes.** [Case study 3](#) reviews the evolution of GFAs in the last two decades and takes a closer look at the agreements recently negotiated by the Global Deal partners, Société Générale and Solvay with UNI Global Union and IndustriALL Global Union. The analysis highlights the critical role that GFAs play in setting up mechanisms for MNEs to better identify, prevent and mitigate actual and potential adverse impacts on human rights in their global supply chains. It also shows that GFAs provide a framework for strengthening the capacity and competence of local management and workers to engage in social dialogue and respect labour rights.
- > **By contributing to the creation of virtuous patterns of collective leverage, social dialogue helps avert the risk that business operations in global supply chains undermine human rights.** Concluded in response to two major industrial disasters in 2012 and 2013 in Bangladesh, the International Accord for Health and Safety in the Garment and Textile Industry is a prime example of these broader effects ([Case study 4](#)). This sectoral and legally binding agreement between trade unions, brands and retailers has set up an effective collective mechanism to raise and handle complaints about occupational health and safety. Collective leverage is achieved by covering about one-third of ready-made garment factories and 2.2 million workers in Bangladesh. In addition, those suppliers who do not comply with the decisions reached by the complaints mechanism risk being ineligible for orders by all signatory brands.
- > **High-trust labour relations and a strong framework for social dialogue help mitigate the impact of shocks.** After the 2008 financial crisis, Swedish social partners, the Industrial and Metal Workers Union (IF Metall) and its employers' counterpart, negotiated the country's first short-time work agreement for the industrial sector ([Case study 5](#)). The agreement prevented job losses and allowed employers to retain their workforces and resume production once conditions had stabilised.

In 2014, it was adopted nationally by a legislative act and has been used since to guide negotiations in Sweden. Following the outbreak of the COVID-19 crisis, it provided a sufficient basis to guide the deployment of the short-time work measures agreed upon during the early months of the pandemic. It supported labour markets through local-level social dialogue, thus preventing a large increase in unemployment. The Swedish Workplace Programme (SWP) approach, a joint initiative by IF Metall and the International Council of Swedish Industry (NIR), has also contributed to strengthening workplace co-operation structures and fostering social sustainability in global supply chains ([Case study 8](#)). In turn, this fostered high-trust labour relations at the factory level, which allowed management and workers to jointly address the impact of the crisis and shape a sustainable recovery.

- > **Social dialogue helps identify workplace challenges and prepare for new ones.** In 2019, the Global Deal partner and healthcare facilities company, Korian, established a European Works Council and a joint working group on workplace health and safety ([Case study 6](#)). Collaboration between management and workers' representatives was essential to raise awareness about health and safety challenges and provide concrete policy directions on what should be done to reduce workplace accidents. This cooperation and the mutual trust it generated has proved invaluable to coping with the outbreak of COVID-19, as it allowed social partners to jointly identify solutions and quickly upgrade health and safety measures.
- > **Well-established social dialogue practices can help build a culture of trust in new forms**

of work. When COVID-19 first appeared and lockdown measures were introduced, many firms struggled to adapt to teleworking. For Stellantis, however, previous experience with social dialogue around telework proved essential for scaling up existing arrangements in response to the pandemic, as the mutual trust between workers and management necessary for remote working arrangements was already in place ([Case study 7](#)).

- > **Social dialogue helps reshape labour-market regulation to better manage the use of non-standard forms of employment.** The tripartite agreement to reform labour law concluded by the Spanish government and social partners in December 2021, as presented in [Case study 9](#), underscores the importance of social dialogue in balancing the interests and views of different stakeholders concerning the use of flexible forms of employment, such as fixed-term contracts, agency work and zero-hour arrangements. By restricting and even abolishing forms of contracts and practices that are excessively flexible, the tripartite agreement encourages more stable employment relationships. At the same time, it supports the strategic needs of the business sector, such as the capacity to adapt labour uses to unexpected changes, by developing flexible – and at the same time – fair and balanced, measures. This includes the possibility of leaving a number of issues to be settled by collective bargaining, such as prolonging the period during which certain fixed-term contracts can be used.
- > **Social dialogue signals urgent labour-market challenges and how to address them to policy makers.** At the beginning of 2021, the Social

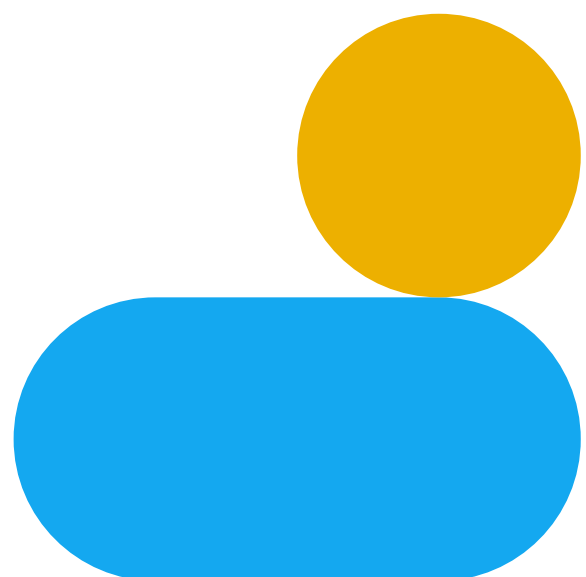
Economic Council of the Netherlands (SER) issued a joint recommendation calling upon the incoming Dutch government to address the problem of growing labour-market insecurity triggered by more than two decades of the rapid expansion of non-standard forms of employment ([Case study 10](#)). Recognising that any worker responsible for carrying out stable and recurring tasks should be granted an open-ended employment contract, the SER put forward a set of proposals to better regulate flexible work arrangements, promote open-ended contracts and build a new policy infrastructure to promote job transitions. Since January 2022, the new Government of the Netherlands has been in dialogue with social partners to implement the joint SER opinion.

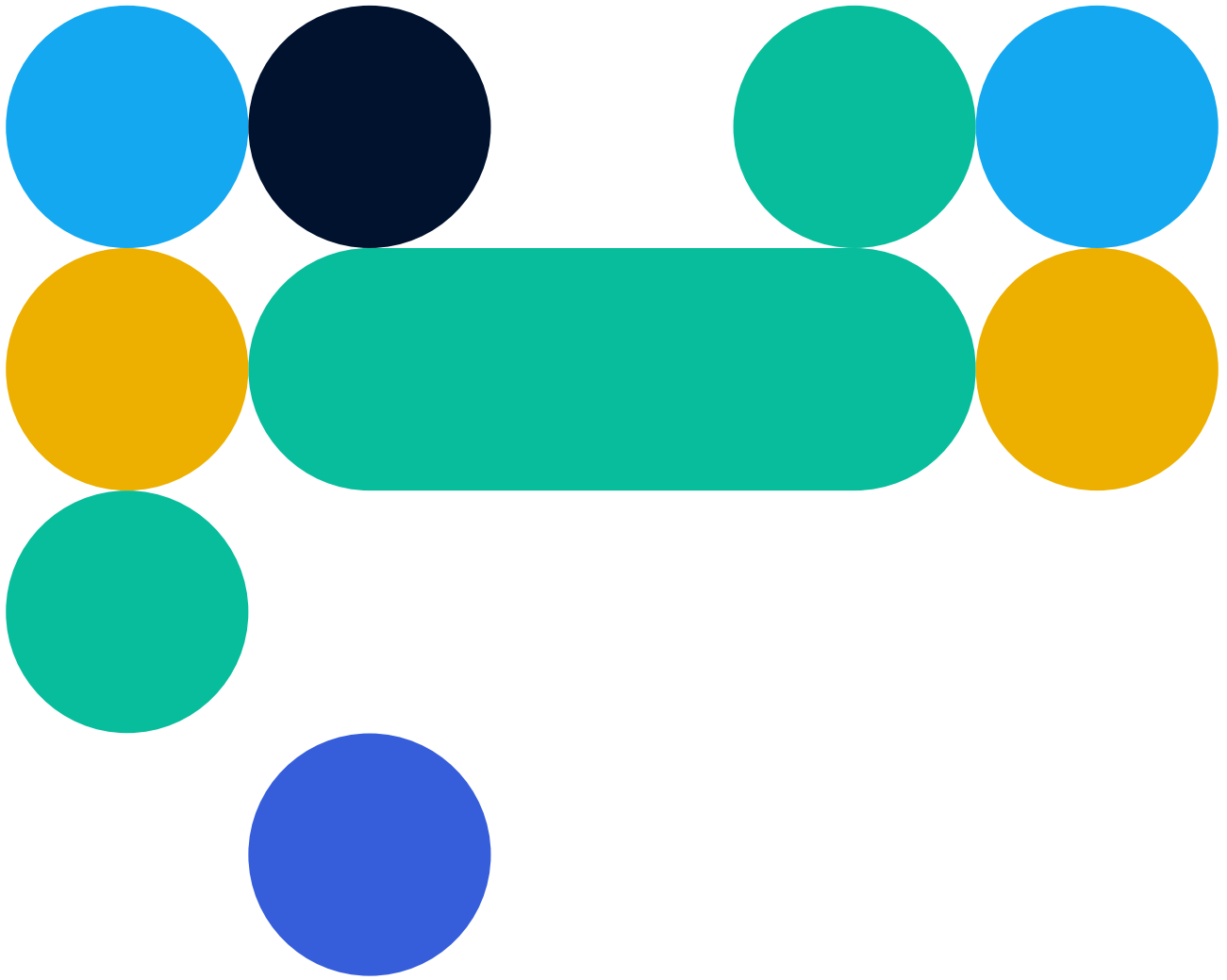
- > **Social dialogue can improve the quality of public procurement arrangements by promoting fairer work conditions that are agreeable to both workers and businesses.** The Fair Work First policy introduced by the Government of Scotland (United Kingdom) in 2018 promotes secure work by subjecting the awarding of grants and contracts from the public sector to criteria such as a no-inappropriate use of fixed-term contracts and a commitment not to resort to “fire and rehire” practices ([Case study 11](#)). In doing so, public procurement practices foster the visibility of the benefits of social dialogue, such as those stemming from negotiated flexibility. If employers and worker representatives agree on the appropriate use of zero-hour contracts or negotiate on contractual changes that avoid fire and rehire, both sides can benefit. Workers can experience more secure employment while employers can retain motivated staff and build sound relationships with them.

- > **Social dialogue is essential to strengthening gender equality and preventing gender-based violence and harassment at work.**

The examples from Bangladesh, Indonesia and Lesotho show that social dialogue raises awareness of this problem and helps workers feel more protected ([Case study 12](#)). By setting up complaint mechanisms that workers can trust, workers feel safer and more confident reporting breaches and submitting complaints. Social dialogue can strengthen enforcement, for example, by setting up workplace anti-harassment committees. It also makes it possible to negotiate reduced risk factors for harassment and violence, such as low pay, precarious contracts, production pressures leading to verbal harassment and abusive practices, and unsafe travel to and from work, especially at night.

- > **Social dialogue also delivers on gender gaps by addressing an unbalanced distribution of responsibility between parents in raising children.** By introducing 11 weeks of parental leave earmarked for both parents, a tripartite agreement reached in Denmark in September 2021, as discussed in [Case study 13](#), addresses the concern that the higher number of days women spent on maternity leave acted as a significant obstacle to gender equality.





1. Voluntary commitments to promote social dialogue for decent work and inclusive growth



Introduction

The Global Deal is a multi-stakeholder partnership that focuses on understanding, developing and harnessing the potential of social dialogue and sound industrial relations as an instrument for achieving decent work and inclusive growth. As such, it constitutes a concrete input to the United Nations 2030 Agenda for Sustainable Development and, in particular, to SDG 8 on decent work and economic growth.

Partnership in the Global Deal is open to a broad range of actors, including governments, businesses, employers' organisations, trade unions, international and civil society organisations, as well as local and regional administrations (see Annex II for the full list of Global Deal partners, as of October 2022). Partners are asked to associate themselves with the [Declaration of Support](#), which calls on stakeholders to state their approval of the Global Deal as a shared vision for promoting decent work, quality jobs and inclusive growth through enhanced social dialogue and sound industrial relations.

For **governments**, this includes recognising social dialogue and facilitating a policy and institutional environment that can enable it, including by ratifying (or making sustained efforts towards ratification of) and respecting the ILO's fundamental conventions. For **employers' organisations and businesses**, this means acting in a socially responsible way by committing to respecting fundamental principles and rights at work and promoting social dialogue within their own operations and throughout their supply chains. It also implies, as responsible social partners, a willingness to engage with relevant stakeholders locally, nationally, regionally or globally. The Declaration asks **trade unions** to fulfil their social responsibilities when they negotiate and contribute as responsible social partners to the development of the company or organisation of which they are a part. For **all partners**, this means recognising inclusive growth and sustainable development as

shared objectives and acting through the Global Deal to move together towards their realisation.

Moreover, partners are encouraged to uphold and advance the principles underlined by the Declaration of Support through their voluntary commitments, which are concrete actions that contribute to realising the objectives of the Global Deal. Commitments can cover a number of different actions, areas and levels, taking into account partners' differing capacities and the respective contexts in which they operate.

The Global Deal does not impose any new reporting requirements and bases its follow-up of commitments on the existing reporting processes used by partners. Translating commitments into concrete, tangible outcomes is central to the Global Deal's objectives. Each edition of the biennial Global Deal Flagship Report describes the commitments made and actions taken by partners to highlight areas of progress and showcase good practices that could inspire reforms or improvements based on the needs, practices, and traditions of different stakeholders.

The Global Deal is an action-oriented platform as partners undertake concrete actions to advance social dialogue by implementing their voluntary commitments. Since the establishment of the Global Deal, partners have accelerated their engagement in the partnership and increased their number of commitments (see Figure 1.1).

Figure 1.1. Number of commitments made by Global Deal partners between 2018 and 2022



Overview of the commitments received

As of October 2022, Global Deal partners have made **143 voluntary commitments** to promote social dialogue as a means of achieving decent work and inclusive growth (see Figure 1.2).

Partners comprise:



governments



businesses, business organisations and employers' organisations



trade unions



other stakeholders, including international organisations, civil society and multi-stakeholder organisations, as well as local and regional administrations.

Figure 1.2. Number of commitments made by type of partner, October 2022



The voluntary commitments have been formulated in a way that reflects the partners' own institutional context and capacity. These commitments fall into six broad categories:



1. Advocacy



2. Corporate practice



3. Knowledge development and research



4. Knowledge sharing and capacity building



5. Partnerships



6. Policy development

Advocacy commitments

Many partners have committed to promoting social dialogue through campaigns and other initiatives that raise awareness of the value of tripartite and industrial relations institutions, processes and outcomes.

For example, the **Social Economic Council (SER) of Curaçao**, a consultative and advisory body comprising representatives from employers' organisations and trade unions as well as independent experts, has taken action to promote social dialogue as a key tool for economic and social cohesion and good governance. As part of its commitment, the SER of Curaçao has pledged to enhance the visibility of the Global Deal both domestically and internationally, including within the framework of the International Association of Economic and Social Councils and Similar Institutions (AICESIS) and the United Nations Economic and Social Council (ECOSOC).

Another example of an advocacy commitment is a pledge made by the **General Union of Workers (UGT)**, a major Spanish trade union confederation that joined the Global Deal in 2022. UGT has committed to mobilising social dialogue to protect and advance workers' rights at the national and international levels. In partnership with the Global Deal partners, **European Trade Union Confederation (ETUC)** and the **International Trade Union Confederation (ITUC)**, UGT will develop campaigns and undertake advocacy actions to strengthen collective bargaining and promote its contribution to decent work.

Corporate practice commitments

A number of global companies have made pledges to promote social dialogue to ensure decent work and quality jobs, both within their own operations and throughout their supply chains. This includes measures such as promoting equality and diversity in the workplace; improving safety, wages and working conditions; and providing necessary capacity building and training to staff and management.

For example, the Swedish manufacturer, **Scania**, has pledged to implement a labour relations improvement programme to enhance trust, foster shared responsibility and promote dialogue between management and workers' representatives. The programme builds upon and supports Scania's Labour Relations Principles; it was developed in collaboration with staff and will be rolled out in 2022. Scania will also continue implementing its Skill Capture Programme, which aims to broaden the scope of diversity and inclusion in the workplace and accompany the transition to a more sustainable transportation industry, including dialogue and capacity building for staff and management.

The French mobility company, **Transdev**, has also made a corporate practice commitment. As such, it is working to protect the health and safety of its drivers, representing the large majority of the company's employees, including by offering training to help them change their driving styles and focus on safer driving techniques involving digital tools. These safety initiatives have resulted in a reduction in the frequency of accidents. The company's commitment to high-quality social dialogue is also demonstrated by the involvement of trade unions and workers' representatives in the design of programmes to strengthen the attractiveness of the profession, foster diversity and inclusion among the workforce and tackle absenteeism and turnover.

Knowledge development and research commitments

Some partners have committed to undertaking research, often with the practical goal of contributing to building the capacity of social dialogue actors and advancing decent work outcomes.

For example, the French food services and facilities management company, **Sodexo**, is undertaking research to assess its living wage gap based on reliable benchmarks for every region it operates in.

The exercise involves working with trade unions, clients and sub-contractors, host governments and other stakeholders across over 50 countries of operation. The outcomes will inform the development and implementation of a sustainable global strategy to ensure all of Sodexo's 425 000 employees, most of whom are frontline workers, receive a living wage.

Another example of commitment related to knowledge development and research is provided by **ADAPT**, a not-for-profit research organisation based in Italy. ADAPT has pledged to generate knowledge and strengthen collaboration between scholars, universities and other organisations involved in studying social dialogue and industrial relations worldwide. As such, ADAPT publishes research materials and organises seminars, conferences and other events dedicated to analysing the role of labour law in tackling challenges brought about by technology, demography and the environment. For example, ADAPT convenes an annual international conference to discuss the changing world of work.

Knowledge-sharing and capacity-building commitments

A number of partners have committed to organising conferences, promoting knowledge-sharing platforms and delivering training to foster peer learning and strengthen the capacity of world-of-work actors to engage in dialogue at different levels.

For example, the **Government of France** established a national platform for the Global Deal dedicated to the exchange of information and good practices on social dialogue at the national, European and international levels. The platform brings together businesses, trade unions, international organisations and other French-based Global Deal partners. It provides an open space for members to share their expertise and experiences with a view to inspiring others and promoting effective industrial relations practices. In addition to organising monthly meetings and workshops with members, including with the

contribution of experts from the academic world, the group engages with other communities and networks, including the national platform for the Global Deal promoted by the Government of Sweden.

The **International Trade Centre (ITC)**, a joint multilateral agency of the United Nations (UN) and the World Trade Organization supporting sustainable and inclusive trade, has also made a pledge related to knowledge sharing and capacity building. The ITC is committed to facilitating social dialogue with development partners on the good use of trade for inclusive and sustainable growth, particularly for vulnerable populations and countries, notably through the organisation of major events and the hosting and facilitating of multi-stakeholder platforms, such as Trade for Sustainable Development (T4SD) and the She Trades Initiative. In partnership with the Social and Labor Convergence Program (SLCP), ITC has developed tools and trainings to increase transparency and traceability, improve working conditions and reduce the need for duplicative audits, with a focus on the garment industry's supply chains. For example, collaboration among key actors in the garment sector resulted in the formulation of the Converged Assessment Framework (CAF), a mechanism to measure working conditions at the factory level consisting of a data collection tool, verification methodology, and guidance documents. In addition, the ITC works with SLCP partners to analyse social and labour data, including on social dialogue, and to develop training plans to support garment factories in improving working conditions.

Partnerships commitments

Several Global Deal partners have pledged to launch new partnerships and put in place instruments that promote better social dialogue for decent work and inclusive growth. These include global framework agreements (GFAs), public-private partnerships and development co-operation projects.

For example, the French banking group, **BNP Paribas**, has pledged to negotiate a new GFA with **UNI Global Union** for 2022-25. In 2018, the parties signed an agreement on seven topics relating to fundamental labour rights, laying down a global social framework that applies to all BNP Paribas' 200 000 employees in 70 countries. Building on the breakthroughs resulting from the implementation of the agreement, which, among other things, provided 14 weeks of paid maternity leave to all employees, BNP Paribas is committed to further improving the health and well-being of its employees worldwide through transnational social dialogue.

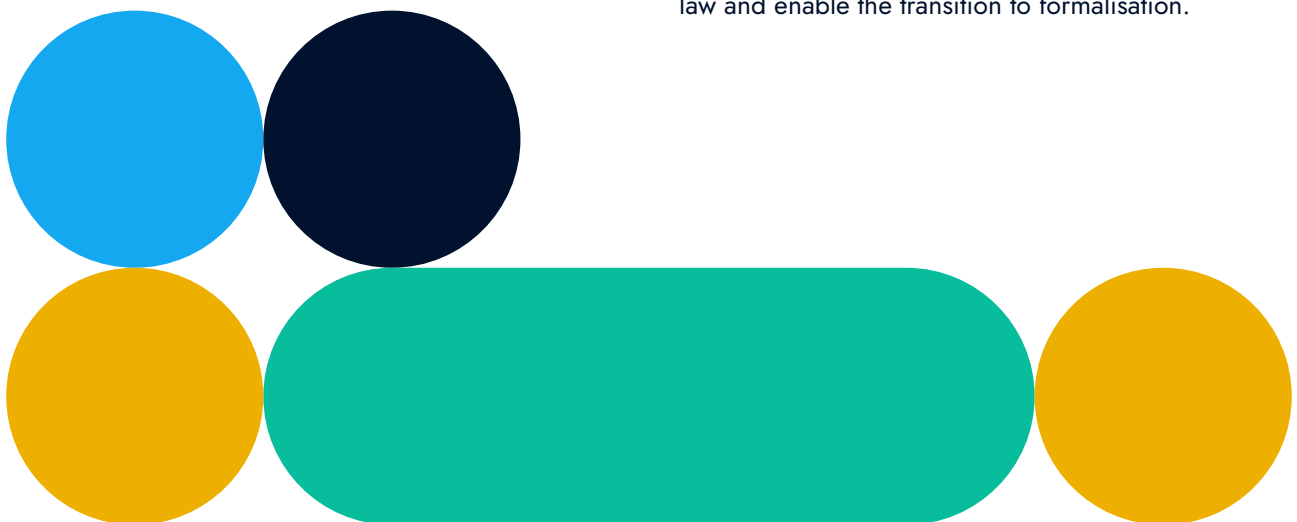
The **Government of Sweden** has also committed to promoting the value of social dialogue through developing partnerships at the international level, both bilaterally and multilaterally, including within the framework of Nordic co-operation. Through the implementation of its Drive for Democracy Initiative, the Swedish government has built a network of co-operation with countries and actors on democracy. This included organising over 100 Democracy Talks around the world to discuss, among other things, the positive contribution of freedom of association and trade unions' development towards tackling democratic deficits, and promoting citizens' engagement and good governance.

Policy development commitments

Many government partners have committed to promoting social dialogue by improving relevant policies, institutions and legislative frameworks for social dialogue, including making efforts toward ratifying relevant international labour standards.

For example, the **Government of Belgium** has committed to strengthening workplace co-operation with a view to ensuring the effective protection of workers' representatives at the level of the undertaking by pursuing the ratification of the ILO's Workers' Representatives Convention, 1971 (No. 135).

The **Government of Cambodia** has also pledged to reinforce the institutional framework for social dialogue and industrial relations through a policy development commitment. As such, Cambodia aims to promote freedom of association and improve working conditions by strengthening the implementation of the country's labour legislation, including the Law on Trade Unions, on Minimum Wage, and on Social Security Schemes. Furthermore, to reduce confrontation and build trust between workers and employers, the government aims to strengthen the effectiveness of existing dispute resolution mechanisms. Moreover, Cambodia will continue to promote and reinforce the labour inspection function of the Ministry of Labour and Vocational Training as a means to improve compliance with the labour law and enable the transition to formalisation.



Commitments and actions by type of partner

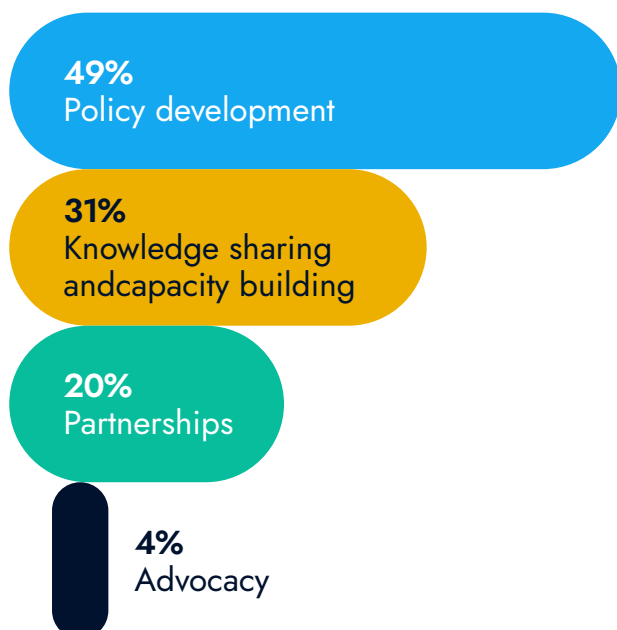
This section includes a selection of commitments classified by type of partner and information on actions undertaken to fulfil them. A full list of commitments received and actions implemented as of October 2022 can be found in [Annex I](#).

Commitments and actions by governments

Most government partners have taken action in policy development, knowledge sharing and capacity building, and partnerships; a few commitments covered advocacy (see Figure 1.3. Commitments by governments, October 2022).

Figure 1.3. Commitments by governments, October 2022

BY TYPE (%)

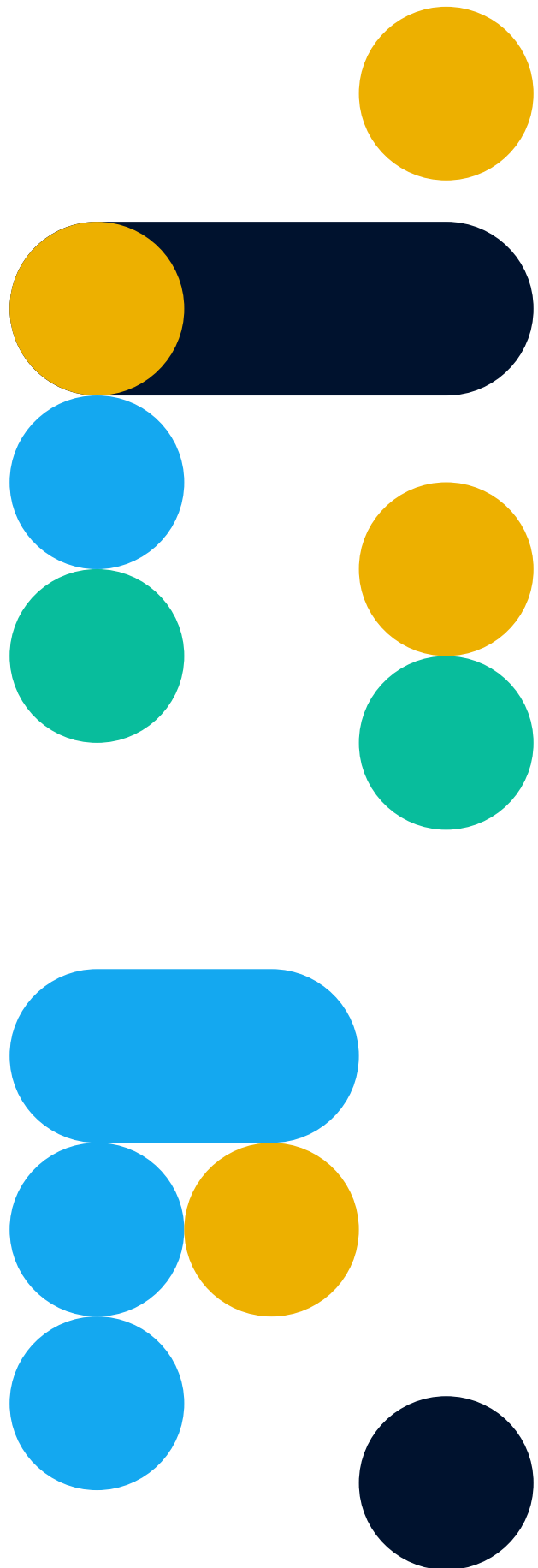


For example, the **Government of the United States** has committed to prioritising actions that strengthen workers' rights to organise and bargain collectively, especially where workers' freedom of association has been repressed or denied. At the national level, the United States will enact the White House Task Force on Worker Organizing and Empowerment recommendations, which identify ways for the government to promote worker organising and collective bargaining for federal employees and workers employed by public and private-sector employers. At the international level, in collaboration with like-minded governments, worker and philanthropic organisations, and labour stakeholders, the United States will deliver technical assistance to advance workplace democracy and support trade union rights in the global economy through the implementation of the newly established Multilateral Partnership for Organizing, Worker Empowerment, and Rights (M-POWER).

The **Government of Colombia** has committed to sharing knowledge and good practices on social dialogue by organising two high-level tripartite regional events to promote the Global Deal in Latin America. Colombia's Ministry of Labour organised the second of these events in November 2021 in Cartagena. The tripartite meeting brought together senior representatives from governments, trade unions and enterprises from across the region, including labour ministers and deputies from Colombia, Costa Rica, Ecuador and Peru. It raised the profile of the Global Deal partnership as a forum to promote social dialogue and sound industrial relations in the region. In addition, Colombia has supported the Global Deal by inviting potential government and private-sector partners to join the initiative.

The **Government of Israel** joined the Global Deal together with the **General Federation of Labour in Israel (Histadrut)** and the **Manufacturers Association of Israel** and has pledged to mobilise social dialogue with the objective of upskilling the country's workforce and increasing labour force participation. In 2020, the Israeli Ministry of Labor, Social Affairs and Social Services signed a partnership with the Histadrut and the Presidium of Israeli Business Organizations to support the implementation of this commitment. The agreement established a new directorate, co-funded and jointly managed by the government and social partners. The new directorate is mandated to provide accessible and up-to-date information on a range of existing training opportunities, increase the involvement of employers in training and increase investments in the country's human capital.

As another example, the **Government of Italy** will continue to strengthen and update its national regulation on smart working, also known as agile work, including through the involvement of social partners and recognising the role of collective bargaining. Taking into account the significant expansion of telework due to the COVID-19 pandemic, in December 2021, the government and social partners signed a national tripartite agreement establishing a framework for the regulation of smart working in the private sector. It also provided for the establishment of a national smart working observatory hosted by the Ministry of Labour and Social Policies and composed of social partner representatives.



Commitments and actions by businesses, business organisations and employers' organisations

A large proportion of the commitments made by businesses, business organisations and employers' organisations deal with actions relating to corporate practice, partnerships, as well as knowledge sharing and capacity building (see Figure 1.4. Commitments by businesses, business organisations and employers' organisations, October 2022). Most of the actions occur in the context of businesses' operations and within the framework of their supply chains.

Figure 1.4. Commitments by businesses, business organisations and employers' organisations, October 2022

BY TYPE (%)



For example, the Swedish fashion company, **Lindex** has committed to further mobilising social dialogue to strengthen gender equality in ready-made garment (RMG) supply chains. The company will continue implementing its WE Women Management System Programme, first developed in 2017 in partnership with the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). Its goal is to reduce the gender gap in management positions within the RMG industry by offering women more skills development and mentorship opportunities. At the same time, WE Women aims to raise the level of awareness and knowledge among management about gender-related challenges, focusing on women's health and closing wage gaps. The programme promotes women's empowerment by creating a more enabling environment and equal opportunities for female workers in the RMG sector and contributes to sustainable business growth for suppliers. WE Women has already reached 119 000 workers, of which 70 000 are women employed in Lindex's supply chain in Bangladesh, India and Myanmar. The company has pledged to roll out the programme in all its garment suppliers by 2025.

The French investment bank and financial services company, **Société Générale**, has pledged to renew its Global Framework Agreement on Fundamental Rights with **UNI Global Union**. The agreement, first signed in 2015, covers the full range of the company's employees operating in over 60 countries. As part of its commitment, Société Générale aims to involve the global union federation as a key stakeholder in the development of the company's vigilance plan for 2022.

Europêche, the association of national organisations of fishing enterprises in the European Union, has made several commitments to promote social dialogue to improve the living and working conditions of sea fisheries. For example, it has pledged to advance standard-setting and implement awareness initiatives to increase safety on board fishing vessels, including by developing guidelines on the medical examination of

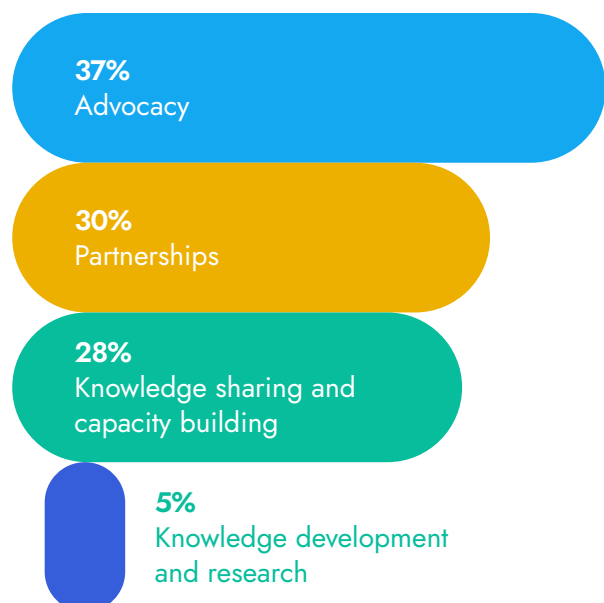
fishers tailored to the different types of occupational health risk exposure. Europêche is also working to mobilise social dialogue with the objective of developing practical guidelines for recruiting migrant fishers, in compliance with human and labour rights instruments at the EU and international levels. Through engagement with its trade union counterpart within the framework of the EU sectoral social dialogue, Europêche has undertaken action to increase the attractiveness of the fishing profession, particularly towards young workers, and level the playing field for all fishing operators, including through lobbying for the transposition of the ILO's Work in Fishing Convention, 2007 (No. 188) into EU law.

Commitments and actions by trade unions

Most trade union partners have made concrete commitments in advocacy, partnerships, knowledge sharing and capacity building. However, few commitments have focused on knowledge development and research so far (see Figure 1.5. Commitments by trade unions, October 2022).

Figure 1.5. Commitments by trade unions, October 2022

BY TYPE (%)



The Spanish trade union confederation, **Comisiones Obreras (CCOO)**, has made several commitments in advocacy and capacity building. For example, CCOO has pledged to promote actions to ensure that a new social contract based on the respect for human rights, including labour and trade union rights, and aimed at delivering decent work and social protection for all becomes a reality and benefits people and the planet. This also includes working with MNEs to identify space for effective engagement of workers and their organisations within the framework of human rights due diligence, especially in global supply chains. In addition, CCOO has committed to sharing good practices on the contribution of trade unions and social dialogue to implement the 2030 Agenda for Sustainable Development. Finally, in co-operation with other organisations, CCOO will develop tools for trade unions to promote international labour standards related to freedom of association and collective bargaining, advance decent work and accelerate the achievement of the SDGs.

Along the same lines, the French **National Union of Autonomous Trade Unions (UNSA)** has pledged to promote the value of social dialogue and its contribution to decent work and inclusive growth. For example, UNSA has committed to strengthening the capacity of its members to engage in effective dialogue and negotiation at the company level through training and policy advice, including by offering a legal service to assist its representatives on employment-related issues and the promotion of trade union rights. As part of its work, UNSA will continue to engage with employers and other national, European and international stakeholders to identify effective solutions to ensure fair wages and improve working conditions, especially for self-employed and migrant workers. In partnership with trade unions worldwide and using the entry point provided by existing social dialogue fora, including the French Economic, Social and Environmental Council (ESEC), the European Economic and Social Committee (EESC) and the ILO, UNSA will implement advocacy actions to promote the

benefits of social dialogue in the transition towards a low-carbon and more sustainable economy.

Many of the largest global union federations have joined the Global Deal and made commitments that contribute to achieving the partnership's objectives. For example, **Building and Wood Workers' International (BWI)** has pledged to work with employers and other stakeholders within the construction, building and forestry industries to promote social dialogue as a tool for promoting a sustainable recovery from the COVID-19 crisis and advancing decent work. In line with the aims of the Global Deal, BWI provides support to its trade union affiliates across over 120 countries through policy advice, knowledge sharing, capacity building, as well as research and analytical work on the role and effectiveness of social dialogue institutions. In addition, **UNI Global Union** promotes social dialogue at the transnational level by negotiating, implementing and monitoring GFAs with multinationals to secure the rights to organise and bargain collectively for all workers in the service economy. As part of this effort, the global union federation engages with companies on the application of due diligence plans that ensure the respect for human rights, including labour rights, across their operations and supply chains, as required by the *UN Guiding Principles for Business and Human Rights* and in line with the *OECD Guidelines for Multinational Enterprises*.

Furthermore, the **International Federation of Musicians (FIM)** is working to increase awareness of the benefits of social dialogue and ensure that solo self-employed musicians have access to collective bargaining rights and benefit from adequate social protection. As an example, it undertakes training activities in Africa and Latin America to help musicians' organisations with their lobbying work. Furthermore, the FIM coordinates actions at the EU level in the framework of the European Commission's proposed guidelines on collective bargaining for solo self-employed workers.

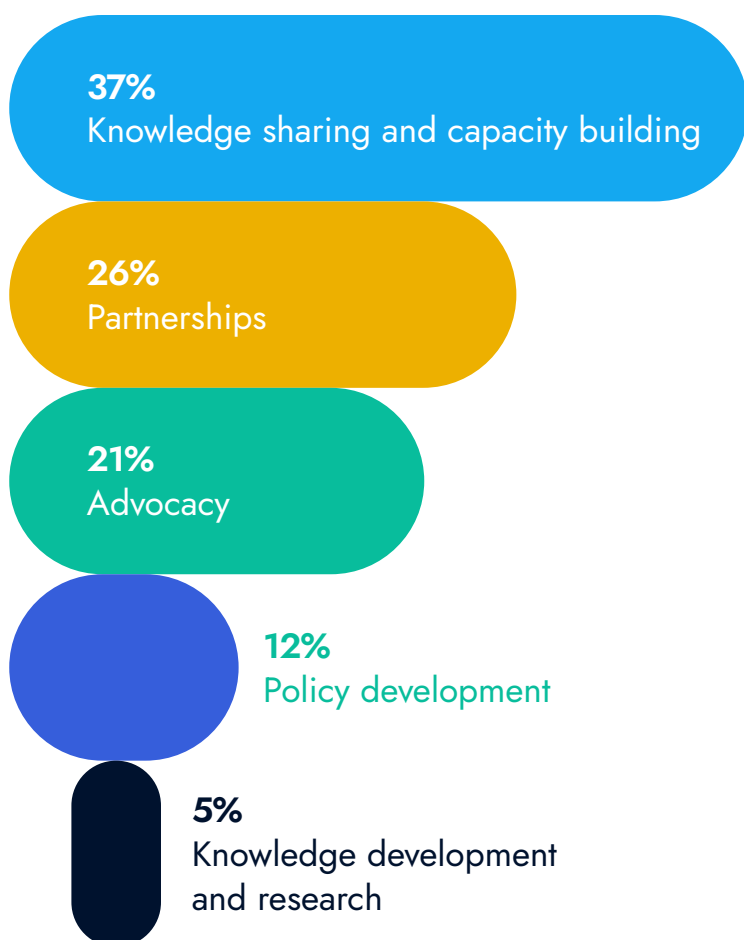
Commitments and actions by other stakeholders

The commitments made by other stakeholders, including international organisations, civil society and multi-stakeholder organisations, as well as local and regional administrations, cover actions related to knowledge sharing and capacity building, partnerships, advocacy, policy development and knowledge development and research (see Figure 1.6. Commitments by other stakeholders, October 2022).

For example, the not-for-profit organisation, **Banana Link**, works to achieve fair and sustainable banana and pineapple trades. Through the implementation of its commitment, Banana Link undertakes action to promote social dialogue within the global banana supply chains by encouraging producer companies to engage in dialogue and collective bargaining, including by signing and implementing GFAs. As part of its work, Banana Link contributes to advancing social dialogue through providing capacity building to workers' organisations, facilitating engagement with industry stakeholders and promoting advocacy actions, including within the framework of the World Banana Forum supported by the UN Food and Agriculture Organization (FAO). In addition, Banana Link has pledged to take a gendered approach in promoting social dialogue, including by shedding light on gender equality concerns within the broader context of supporting labour rights along the banana supply chains.

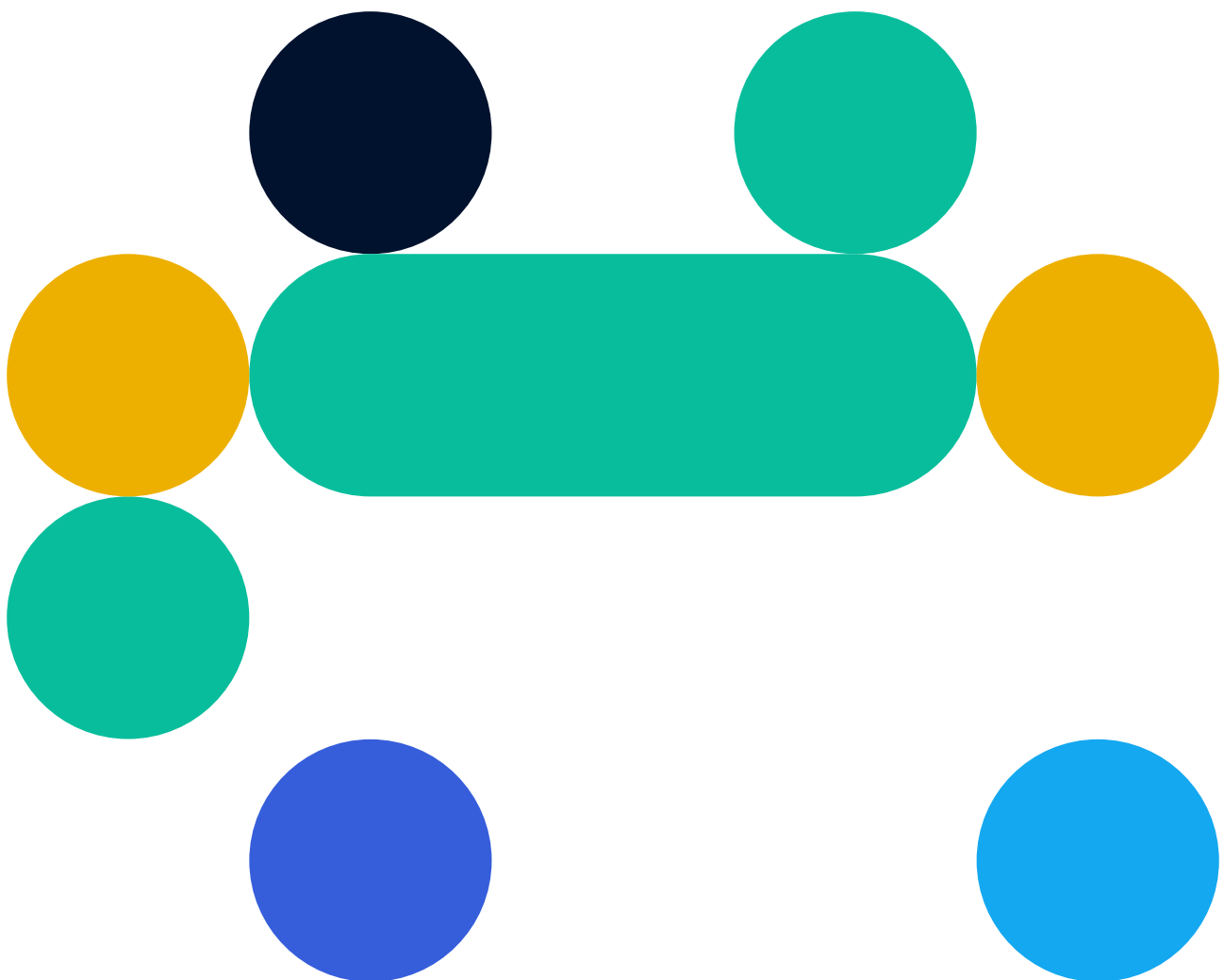
Figure 1.6. Commitments by other stakeholders, October 2022

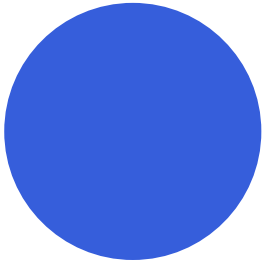
BY TYPE (%)



Established in 2019 with the support of Global Deal partners, **Swedish Trade Union Confederation (LO)**, **Unionen**, the **Swedish Commercial Employees' Union (Handels)** and **Axfood**, the **Ethical Trading Initiative (ETI) Sweden** is a multi-stakeholder initiative for the improvement of workers' rights and the development of more sustainable global supply chains. ETI Sweden has committed to working as a resource centre for its members to implement ethical trade and sustainable due diligence practices, as well as through communication and advocacy on the contribution of social dialogue to tackling key challenges in global supply chains.

The **Fair Wear Foundation**, a non-profit organisation that works to improve conditions for workers in garment factories, has pledged to integrate social dialogue considerations as part of the activities to support human rights due diligence (HRDD) implemented in partnership with its member brands. As part of this commitment, Fair Wear will collect and share good practice case studies demonstrating the positive contribution of social dialogue and effective engagement with workers' representatives to sustainable business growth within the framework of due diligence. For example, Fair Wear will disseminate and make broadly accessible guidance materials, trainings and other tools to assist its member brands with implementing Fair Wear's updated HRDD Policy, which requests that enterprises integrate social dialogue throughout all steps of due diligence.





2. Promoting living wages through social dialogue

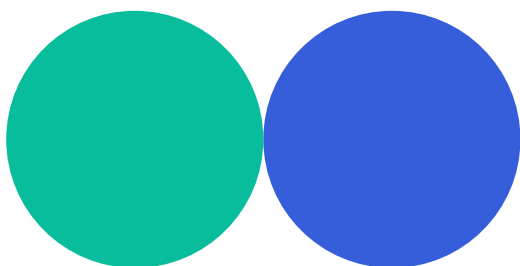


Introduction

Living wages as a human and enabling right

The international community considers living wages as a human right. As recognised by the Universal Declaration for Human Rights (United Nations, 1948^[1]), “Everyone who works has the right to just and favourable remuneration ensuring for himself and his family an existence worthy of human dignity, and supplemented, if necessary, by other means of social protection.” Based on the view that “universal and lasting peace can be established only if it is based upon social justice”, the 1919 ILO Constitution called in its preamble for an urgent improvement of conditions of labour, including “the provision of an adequate living wage” (ILO, 1919^[2]). In 1944, the ILO Declaration of Philadelphia referred to the importance of “a minimum living wage to all employed and in need of such protection”. This was reiterated in the 2008 ILO Declaration on Social Justice for a Fair Globalization and in the 2019 ILO Centenary Declaration for the Future of Work.¹

A living wage is also an enabling right as it generates important positive spill-over effects on other human rights and several of the 17 SDGs to be achieved by 2030, particularly SDG 1 on ending poverty in all its forms, SDG 5 on gender equality, SDG 8 on decent work and economic growth, and SDG 10 on reducing inequalities.



How to define a living wage?

A universally and formally accepted definition of a living wage does not currently exist. However, there is much similarity between the approaches used to describe the different elements of a living wage. According to almost all definitions, a living wage should: 1) secure a decent standard of living for the worker and their family that allows access to basic necessities, such as food, clothing, water, housing, education and healthcare; 2) include a safety margin so that unexpected events can be handled; and 3) be received as a remuneration in exchange for a standard workweek in a particular place.

Living wages and social dialogue

While the concept of a living wage may be straightforward, implementation is often challenging as stakeholders have different experiences and face diverging concerns.

Different views may arise around how the living wage should be calculated, which cost elements should be included and how exactly to include them. Moreover, in global supply chains, buyers may have the power to maintain low wages. Thus, the questions of how and within which time frames the gaps between current levels of wages and a living wage should be bridged can cause serious disagreement among stakeholders. Furthermore, businesses may also worry that paying a much higher wage will benefit their competitors or shift production to the next tier of the supply chain. Social dialogue has a key role to play in addressing challenges such as these.

Social dialogue provides for a useful reality check. Engaging in dialogue with worker representatives makes it possible to see whether calculations carried out by experts and consultants based on surveys and general information correspond to the reality experienced by workers.

In addition to exchanging mutually useful information, social dialogue involves collective bargaining. Bargaining collectively over living wages has two important benefits:

- > First, by negotiating compromises on wages, collective bargaining is setting a standard. Discussions and disagreements on whether an increase in wages represents a sufficiently important step towards a living wage can thus be managed by referring to the fact that the trade union representing workers accepted this outcome by negotiating and signing the agreement.
- > Second, social dialogue makes it possible to “reach mass” when taking the form of multi-employer bargaining, as is, for example, the case with collective agreements that cover an entire sector. Reaching mass eases business concerns about the level playing field and factories losing their competitive position. It also provides a more efficient benchmark to set wages as it avoids costly, time-consuming company-per-company, or even individual wage, negotiations.

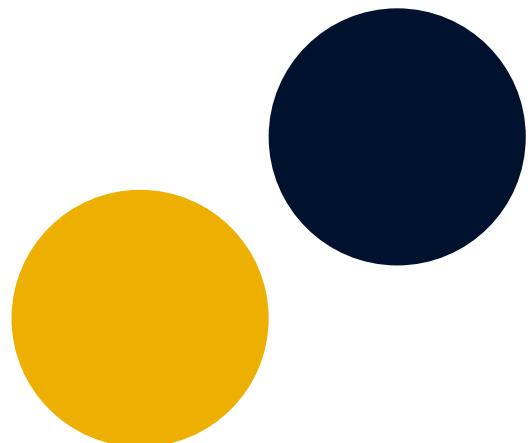
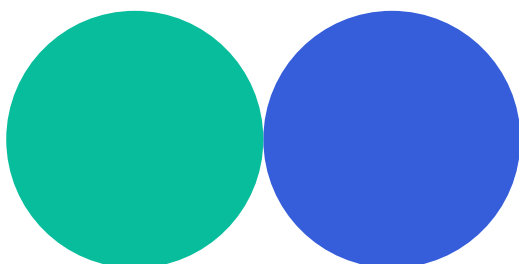
Finally, social dialogue can guard over the effective enforcement of living wages. Such enforcement is broader than simply monitoring whether wage levels set by social dialogue are implemented. It is also about the correct and timely payment of wages, the setting of sufficient and reliable working hours so that workers can effectively acquire the remuneration that secures a decent living standard, or about access to non-wage benefits, social security in particular. Social dialogue provides a platform to raise and negotiate balanced and mutually shared solutions to all of these issues.

Two case studies illustrating the impact of social dialogue on living wages

Thus, social dialogue lies at the heart of achieving living wages. The two case studies in this section illustrate the practical contribution of social dialogue and sound industrial relations to achievements in terms of living wages that can come of deploying it.

The first case study describes how H&M Group, in co-operation with global and national trade unions, has been pursuing the payment of living wages by supporting and promoting an effective and democratically elected worker representation at the strategic suppliers of its global supply chain. This is expected to result in an increased presence of trade unions, which in turn, would improve the basis for industry-wide agreements.

Industry-wide bargaining is a focus point of ACT on Living Wages, a Global Deal partner pursuing living wages in the garment industry by promoting sector-level bargaining agreements. The second case study describes how the co-operation between ACT and its trade union and brand members led to installing a more effective grievance mechanism at the industry level. ACT views such grievance mechanisms as an enabler of the right to freedom of association and as a building block for collective bargaining and living wages.



Case study 1

Promoting living wages in H&M Group's global supply chain through social dialogue



©ILO

Introduction

H&M Group, a Global Deal partner and fashion company supplied by a multitude of factories in Europe, Asia and Africa that employ around 1.5 million people, exemplifies the challenge of how to uphold the right of workers to earn a living wage.

The payment of living wages, primarily in manufacturing supply chains, has been identified as one of the company's salient human rights risks.

Since the introduction of its 2013 Fair Living Wage Strategy, H&M Group has been working to address the root causes of low wages in global supply chains by implementing a smart mix of global- and country-level actions. H&M Group has identified social dialogue as a key enabler in this process toward achieving sustainable living wages. Thus, it aims to promote and strengthen the rights to freedom of association and collective bargaining in its global supply chain. As stated in its 2016 Sustainability Report (H&M Group, 2016^[3]), it defines a living wage as "a wage which satisfies the basic needs of employees and their families while providing some discretionary income such as savings. It should be revised annually and negotiated with democratically elected worker representatives."

This case study reports on the implementation of H&M Group's strategy and its positive outcomes in empowering workers and providing them with higher wages.

H&M Group's Fair Living Wage Strategy

The Fair Living Wage Strategy launched by H&M Group in 2013 was based on four main pillars, with social dialogue playing a direct or indirect role in all of them to a different degree (Shift, 2018^[4]).

The first pillar of this approach was based explicitly on social dialogue. Through workplace dialogue and industrial relations programmes across the company's supply chain, H&M Group – in partnership with other stakeholders – aimed to promote and facilitate consultation and negotiations on wage increases and other working conditions between employers and workers' representatives, both at the factory and national levels.

Well-functioning industrial relations based on mutual understanding and high trust between workers and management were seen as crucial to improving working conditions and increasing wages (H&M Group, 2017^[5]). Good labour relations also supported stability and performance in H&M's production markets.

Together with the ILO, H&M Group developed and implemented programmes in Bangladesh, Cambodia, Ethiopia and Myanmar to support the establishment of democratically elected worker representation at strategic suppliers, therefore creating the preconditions for trade union development. The programmes, which included a wide range of factory-level training activities to strengthen the capacity of workers and managers in workplace co-operation, negotiation skills, collective bargaining and labour law, have created the basis for strengthening industrial relations in the garment and textile supply chain. As part of this strategy, a Global Framework Agreement between H&M Group, the **Swedish Industrial and Metal Workers Union (IF Metall)** and **IndustriALL Global Union** setting up joint monitoring committees was signed in 2015 (see Box 2.1).

Box 2.1. The H&M Group, IF Metall and IndustriALL Global Framework Agreement

H&M Group signed a GFA¹ (H&M Group, 2016_[6]) with IF Metall and the global trade union federation IndustriALL, with the objective of promoting well-functioning industrial relations and social dialogue as a means to improve wages and working conditions throughout the garment supply chain, including by encouraging their direct suppliers and their sub-contractors to engage in social dialogue.

The GFA is part of a coherent strategy for transforming corporate practice in global supply chains. It provides a comprehensive structure to ensure monitoring and effective implementation of the agreement. In particular, the GFA has set up national monitoring committees (NMCs) composed of national trade unions and IndustriALL and H&M Group representatives, in six priority countries. These committees act as a support in dialogue when cases cannot be solved at the supplier level. NMCs are also used to raise awareness on freedom of association and collective bargaining rights and on specific topics identified in committees' annual action plans. The GFA has also established a Joint Industrial Relations Development Committee, which comprises senior representatives of the signatory parties. The committee is responsible for overseeing the implementation of the GFA at the global level.

Note:

For the text of the GFA, see https://www.industriall-union.org/sites/default/files/uploads/documents/GFAs/HM/hm_gfa2016_eng.pdf.

The second pillar of this approach aimed to ensure that providing a living wage was part of a larger pay system, called H&M Group's Wage Management System Method, taking workers' skills, education and responsibility levels into account. This looked at whether wages were paid on time and if the principles underlying the company's wage-setting policy were communicated and discussed with workers. The method was based on extensive assessments of wage practices at the factory level through surveys and focus groups with workers and managers. It also included improvement and remediation plans to accompany individual suppliers in addressing key challenges and improving practices.

The third pillar of the strategy aimed to develop a Purchasing Practices Roadmap by 2014, including a tool to define labour as an itemised cost in purchasing prices and improve order plans to mitigate production peaks.

The fourth pillar of the strategy encompassed the engagement with governments in the company's countries of operation to contribute to creating an enabling environment for social dialogue. A level playing field can be established by ensuring employers respect the principles of international labour standards, particularly the right of freedom of association and the effective recognition of the right to collective bargaining. This is a basic prerequisite for workers and employers to establish independent organisations and engage in collective bargaining to increase wages and improve working conditions.

Finally, H&M Group also recognised the fact that most suppliers produce for a variety of brands and clients, meaning that the leverage an individual brand has on its suppliers is reduced. This underscores the fact that a living wage is an industry-wide challenge that needs to be addressed in co-operation with other stakeholders, including global and national trade unions. As such, H&M Group – together with IndustriALL and international brands

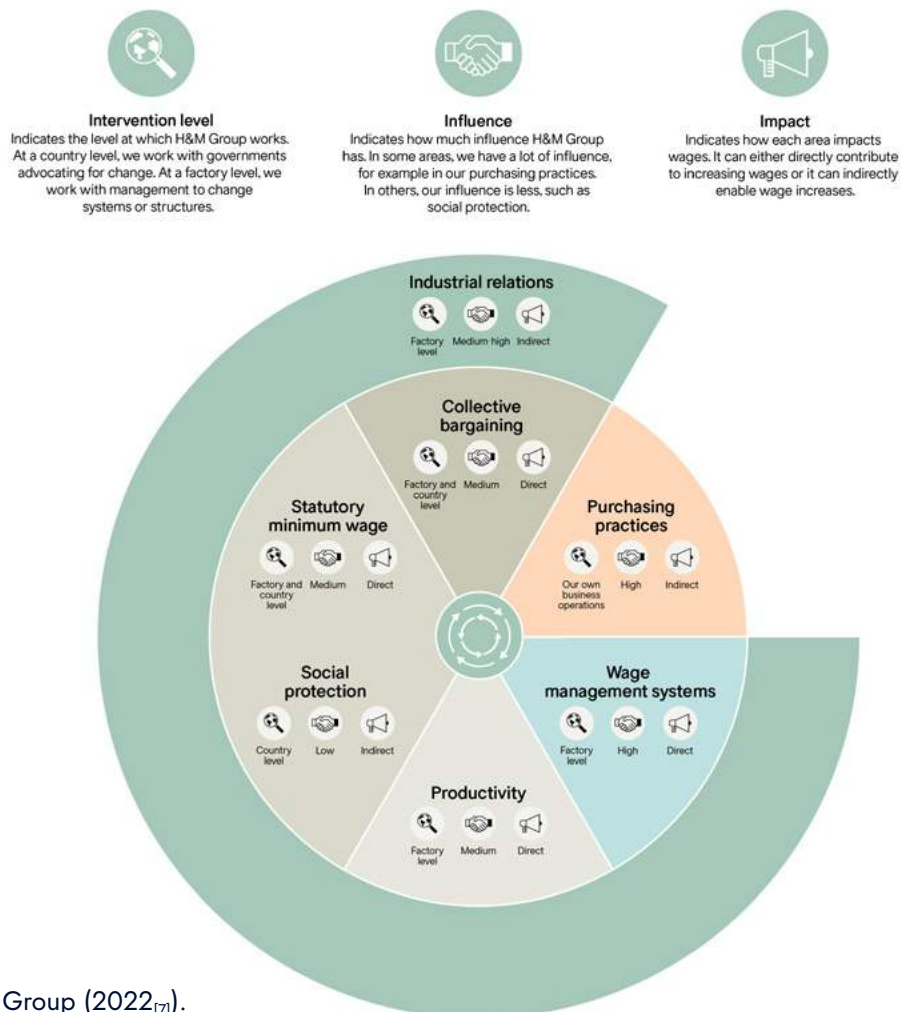
and retailers in the garment and textile industry – constituted **ACT on Living Wages**, a joint initiative to promote higher wages and better working conditions in the industry by facilitating sector-wide collective bargaining (see Case study 2).

Renewing and broadening the strategy

H&M Group continues to prioritise the promotion of fair jobs in the company’s supply chain. Over recent years, the company’s strategy to address low wages has evolved based on acquired experiences and lessons learned (H&M Group, 2022^[7]). As a

result, it now comprises six focus areas that reinforce each other and work together to push wages up: 1) strengthening industrial relations at the factory level; 2) wage management systems in suppliers’ factories; 3) programmes to support productivity gains; 4) responsible purchasing practices; 5) wage-setting mechanisms, such as collective bargaining and statutory minimum wages at the country level; and 6) social protection systems (see Figure 2.1).

Figure 2.1. Key components of H&M Group’s wage strategy



Source: H&M Group (2022^[7]).

As mentioned above, H&M Group's strategy stresses the importance of well-functioning dialogue and democratically elected worker representation in factories as an essential precondition for workers to be able to raise their collective voice and provide factory management with a representative counterpart to resolve issues

More workplace-level social dialogue is expected to result in an increased presence of trade unions across H&M Group's supply chain. The latter, in turn, would improve the basis for industry-wide agreements, which H&M considers "one of the best ways to achieve substantial and long-lasting wage increases for all workers" (H&M Group, 2022^[7]).

Wage management systems, already part of the initial strategy, are another area. Such systems are not limited to providing transparency and fairness. They also promote skill development as workers can see how investing in training can improve their wages.

Raising productivity performance has now been added explicitly to H&M Group's living wage strategy. Increasing business performance and ensuring this can be equitably shared with workers is essential to sustainable wage increases.

Implementing sound and sustainable social protection policies and systems is another element that has been added to the strategy to improve workers' livelihoods. A more comprehensive social security for garment workers may offset some of the financial difficulties that low-wage workers and their households face. As such, H&M Group has joined the ILO Call to Action in the Global Garment Industry, aimed at supporting manufacturers and workers to survive the disruption caused by the COVID-19 pandemic and establish sustainable social protection systems for a more just and resilient garment industry.²

Closing the circle, H&M Group is rewarding the suppliers that adhere best. A Sustainability Index tracks how suppliers perform in social sustainability,

with wage-related performance indicators constituting 43% of the social score (which, in turn, represents half of the total score). The question about average wage levels receives the highest weight in the index. Suppliers that score higher on the index gain access to better business opportunities, with H&M Group incentivising them to increase wages in their factories. These incentives, among others, include longer-term planning of order capacity up to three to five years in advance. Importantly, H&M Group also ring fences labour costs in negotiations with suppliers. To assess the labour cost, H&M Group uses a costing tool that includes, for example, production time, efficiency and wages of workers. Detailed costing calculation improves the visibility of labour costs and divides product costs into different costing blocks that can be treated separately during price negotiations. Wage increases, for example, through an increase in local minimum wage levels, automatically adjust the labour cost in the tool. Ring-fencing labour costs this way allows improved wages to be reflected in the prices paid to suppliers.

Results and impact

Gross numbers, as reported by H&M Group, state that 37% of its tier 1 supplier factories have trade union representation, while 27% have collective bargaining agreements in place (H&M Group, 2021^[8]). Moreover, the six NMCs established through the implementation of the GFA cover over 1 million workers.

In 2020, H&M Group provided three external experts – academics from the University of Toronto and Texas A&M University – with the opportunity to delve deeper into these numbers and measure the real effects on wages by giving them access to their suppliers' global wage database. Results from this research (H&M Group, 2022^[7]) confirm that stronger social dialogue delivers higher and better wages. In particular, their evaluation finds that real wages increase by an average of 2.8% more when suppliers participate in workplace social dialogue programmes

and factory-level wage management systems compared to suppliers not participating in these programmes. Moreover, when these actions are combined with a wage grid classifying jobs according to skill level, the wage effect is amplified with the total increase in real wages on average 5% higher than suppliers not enrolled in these programmes. Productivity improvements constitute another enabler for higher wages, as a 10-percentage-point improvement in factory productivity is associated with an average increase in wages of 4.6% (H&M Group, 2022^[7]).

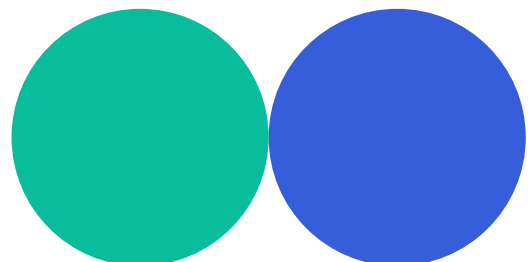
Finally and importantly, the research commissioned by H&M Group highlights a positive correlation between trade unions and collective bargaining and wages. The presence of unions at the factory level is estimated to add another average 5.5% to wages (H&M Group, 2022^[7]), an impact comparable to the estimate of the influence of increased productivity on higher wages.

“We have learned so much in our journey to advance living wages, but wage-related challenges are huge and complex tasks. One single company alone cannot achieve the kind of change that we see as necessary, and we must continue to evolve, improve our tools and programs, facilitate effective social dialogue, and collaborate closely with trade unions, organisations, governments, and other brands within and beyond the industry to find joint solutions on advancing living wages.”

Leyla Ertur, Head of Sustainability Quality Strategy and Compliance, H&M Group

Key lessons

- A key condition for H&M Group to implement its Fair Living Wage Strategy is having a well-established presence at the local level. Such a presence makes it possible to have a concrete and hands-on approach to training workers, empowering local management, advocating respect for labour rights with governments, ensuring the right of workers to organise and providing remedy when this right is breached.
- Another lesson is that more needs to be done to shift things and open the mind set to the benefits of social dialogue. It is key to work with all stakeholders, including suppliers and trade unions, increase knowledge of labour rights and labour law, and support capacity building on social dialogue.
- Social dialogue brings lasting change, as testified by the academic review of suppliers' wage data showing that workplace social dialogue, together with the presence of trade unions, has a clear and positive impact on wage levels.



Case study 2

Freedom of association, grievance mechanisms and purchasing practices – The power of integrated supply chain industrial relations



Introduction

The rights of workers and employers to organise and bargain collectively are fundamental labour rights rooted in the ILO Constitution and core labour standards and enshrined in the Charter of the United Nations and the Universal Declaration of Human Rights.³ They are an indispensable pillar of decent work. While production has moved from national to global supply chains, this basic principle of industrial relations has stayed the same.

As early as the 1970s, the ILO's *Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy* (ILO MNE Declaration) (ILO, 2017^[9]) and the *OECD Guidelines for Multinational Enterprises* (OECD, 2011^[10]) highlighted the importance of ensuring the fundamental right to freedom of association in global supply chains.

However, non-respect of freedom of association and collective bargaining rights continues to be widespread (ITUC, 2022^[11]; ILO, 2022^[12]) and is often a characteristic of today's specific model of global supply chains. With countries competing for the most price-competitive production location, low wages are a key source of concern for workers in the garment and textile industry. Intense price competition often increases the fear of employers that respecting the right of trade unions to operate and bargain collectively on higher wages will lead to increased production costs, placing them at a competitive disadvantage. At the same time, expectations on suppliers to respect fundamental rights and pay "fair wages" are increasing through a multitude of codes of conduct and initiatives.

The contradiction of competitive versus corporate social responsibility pressure has been described by the International Apparel Federation – bringing together apparel associations and companies from more than 40 countries – as sometimes creating "impossible delivery conditions" for

suppliers (Jones, 2021^[13]). Transforming these contradictory pressures into a win-win dynamic for all stakeholders and more sustainable purchasing practices requires a fundamentally different model.

The Global Deal partner, **ACT on living wages**, brings together global brands and trade unions in a joint commitment to build this different model and transform the garment, textile and footwear industry. Together with **IndustriALL Global Union** and its affiliates in priority countries, ACT signatory brands aim to achieve living wages for workers through freedom of association (FOA), collective bargaining at the industry level, and responsible purchasing practices in the sector.

Effective grievance mechanisms in line with HRDD standards are needed to ensure FOA, not just on paper but in practice. With FOA typically being subject to "symbolic" rather than de facto compliance (Judd and Kuruvilla, 2022^[14]), social auditing risks being unable to capture violations. Effective grievance mechanisms on workers' rights – especially FOA – require strong local integration through ownership of workers' and employers' organisations as the relevant stakeholders in industrial relations. Building effective mechanisms not just at the operational but industry level, and with the support of brands, further helps to maximise efficiency and make it possible for stakeholders to benefit from collaborative learning networks.

For ACT, effective grievance mechanisms at the industry level are both an enabler for FOA as a fundamental workers' right and a tool to support and strengthen sound industrial relations as a building block for collective bargaining and living wages.

The Myanmar Freedom of Association Guideline: Towards an integrated industry standard with effective access to remedy

In 2019, garments were Myanmar's leading export goods, making up almost 40% of total exports. Employing around 500 000 primarily female workers, the garment industry was key to the country's stability and development. At the same time, disputes over FOA, low wages and poor working conditions were among the main reasons for strikes and disruptions to production in the sector. They quickly escalated into conflicts and were the primary subject of complaints to the state dispute resolution mechanism, which was considered ineffective due to lacking enforcement capacity or allegations of lacking neutrality.

To help prevent and address industrial disputes as a key factor for stable and sustainable production, factories producing for ACT member brands and IndustriALL-affiliated Industrial Workers' Federation of Myanmar (IWFM) negotiated and agreed upon the Myanmar Freedom of Association Guideline (FOA Guideline) (ACT, 2019^[15]).

“Having a FOA Guideline and dispute resolution mechanism can allow for [the] organisation of workers in a trade union, which is a reliable partner for social dialogue at [the] factory level.”

Khaing Zar Aung,
President of IWFM (DIEH, 2021^[16])

With facilitation and technical support from the ILO, ACT co-ordinated the negotiation of the FOA Guideline, an agreement between employers and trade unions that reflected the interests of both parties while being in line with and drawing on

international labour standards. As such, the FAO Guideline clarified key rights and responsibilities for workers and employers in terms of FOA on the basis of both national and international law.

Notably, the FOA Guideline also spelt out that “any reference to Myanmar law reflected in this agreement is understood to mean to the extent that the law is in compliance with international labour standards (ILS). When Myanmar law is not in compliance with ILS, the parties shall be guided by ILS and the interpretation given to them by the ILO Supervisory Mechanism” (ACT, 2019^[15]).⁴

In 2019, Paul Zhubo, Spokesperson of the Employer Working Group, highlighted, “Throughout the negotiation meetings, we have been able to build trust and understanding between each other. The Guideline is a framework that every factory can use to have a clear and predictable way of engaging with trade unions.”

Paul Zhubo, Spokesperson of the Employer Working Group (ACT, 2019^[17])

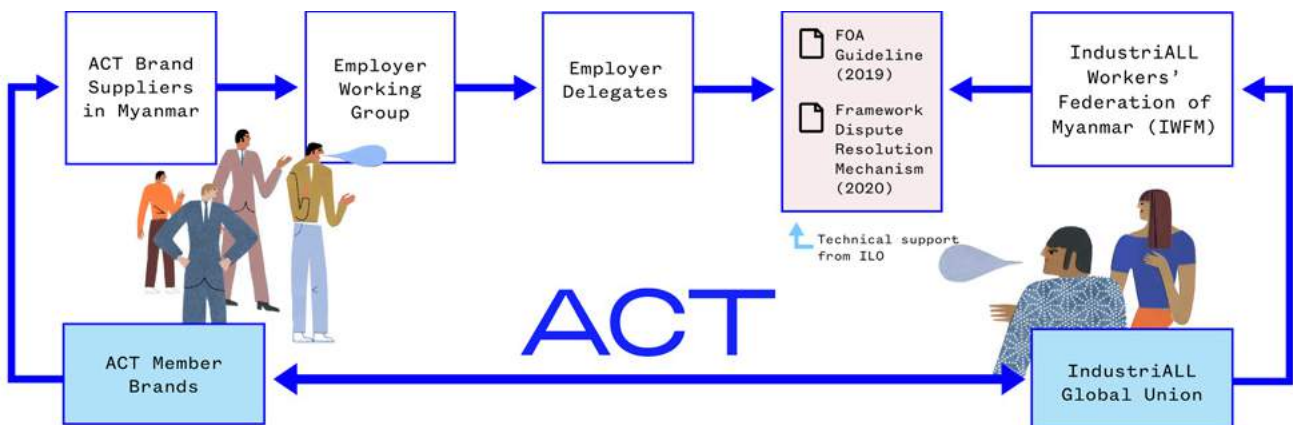
To ensure a level playing field among all their business partners, ACT member brands adopted measures to ensure compliance with the FOA Guideline and the associated dispute resolution mechanism as a business requirement. Non-compliance by a supplier ultimately resulted in the termination of the business relationship with the ACT member brands. As such, the FOA Guideline became a binding standard, accounting for an estimated 80% of the Myanmar garment export industry at the time.

Building a bottom-up grievance mechanism supported by brands' purchasing practices

In order to address grievances concerning implementing the FOA Guideline, the employer and trade union partners in Myanmar agreed to jointly develop a Framework Dispute Resolution Mechanism (DRM) complementing the role of national institutions (ACT, 2021^[18]). With support from ACT and technical advice provided by the ILO, the parties drove the designing of the mechanism to ensure a legitimate and trusted process embedded in the national context (see Figure 2.2).

Figure 2.2. Overview of the development process for the Myanmar FOA Guideline and Framework Dispute Resolution Mechanism

Source: ACT.



The role of ACT member brands was to guarantee the effective implementation of the Framework DRM and its outcomes by making compliance a binding business requirement for all suppliers and monitoring the implementation of outcomes. At the same time, the ACT global purchasing practices commitments aim to support employers in respecting the right of workers to organise in trade unions, even if that can mean higher production costs resulting from collective bargaining. Within ACT, brand members have committed to defining wages as itemised costs in purchasing prices, and this, with the purpose of taking wages out of bidding competition. This includes the reflection of increases in negotiated wages in the labour components of costing calculations (ACT, 2018^[19]).

At the end of 2020, the Framework DRM on the FOA Guideline was piloted, followed by a technical review and an evaluation against the effectiveness criteria of the United Nations *Guiding Principles on Business and Human Rights* (UNGP) (United Nations, 2011^[20]).

Effective access to remedy in global supply chains

The Framework DRM was based on the eight effectiveness criteria of the UNGP (United Nations, 2021^[21]):⁵

1. To enable stakeholder trust, grievance mechanisms need to be **legitimate** and accountable for the fair conduct of grievance processes. The Myanmar Framework DRM has such legitimacy since it was developed not only with the involvement of affected stakeholders but *by* them through negotiation between representatives of employers and trade unions. Moreover, and in line with UN guidance (United Nations, 2021, p. 2^[21]), the risk of conflicts of interest is minimised by delegating dispute resolution to independent experts designated by the representatives of affected stakeholders in appropriate cases.

2. Grievance mechanisms also need to be **accessible**. In the case of Myanmar, the Framework DRM was published on all factory notice boards, and awareness raising in all supplier factories was planned after the pilot. While trade unions were the point of access, the mechanism was open to non-members.

3. The Myanmar DRM ensured **predictability** by establishing clear steps with time frames at each stage of the process. Upon joint agreement, the time frames could be applied in a flexible way.

4. An **equitable** grievance process implies that aggrieved parties have reasonable access to sources of information, advice and expertise necessary to engage in a fair, informed and respectful way. To support this, the Myanmar Framework DRM provided employers and trade unions with technical advisors and expertise as necessary.

5. Confidence was also built by being **transparent** and informing local parties about the Framework DRM at each stage of the process.

6. Importantly, according to the UNGP, grievance mechanisms need to be **rights-compatible** in the sense of ensuring that outcomes and remedies accord with internationally recognised human rights. In this regard, the Myanmar Framework DRM included escalation steps in case of non-implementation of remedial outcomes, including, ultimately, termination of the business relationship with the respective brands.

7. The Myanmar Framework DRM also provided a source of **continuous learning**. The negotiation process on the DRM itself was a strong source of learning and relationship building between employers and trade unions. Together with a tailor-made training programme for employer and worker representatives, which was prepared for largescale rollout, this aimed to help prevent future grievances and conflicts.

8. Finally, the Myanmar Framework DRM was **dialogue-based**. Designed as an industry-level mechanism with implementation at the factory level as the first step, the Framework DRM negotiation process itself was based on closely involving the stakeholders through dialogue.

After the piloting phase, it was planned to develop a long-term integrated mechanism in 2021 based on the learnings from the pilot. In addition, the employers and trade unions had agreed in their joint Letter of Agreement (ACT, 2019^[15]) to develop the collective bargaining mechanism and negotiation process as the next step.

With the military coup in Myanmar in February 2021, this became impossible. As a result, ACT suspended all planned operations and focused on mitigation measures, including the operation of a Fast-Track DRM (ACT, 2021^[22]). In December 2021, ACT members took the difficult decision to cease ACT's operations in Myanmar. However, the Myanmar process provides important lessons for companies and organisations aiming to support the development of sustainable and efficient supply-chain grievance mechanisms, particularly on FOA as a fundamental enabling right.

Key lessons

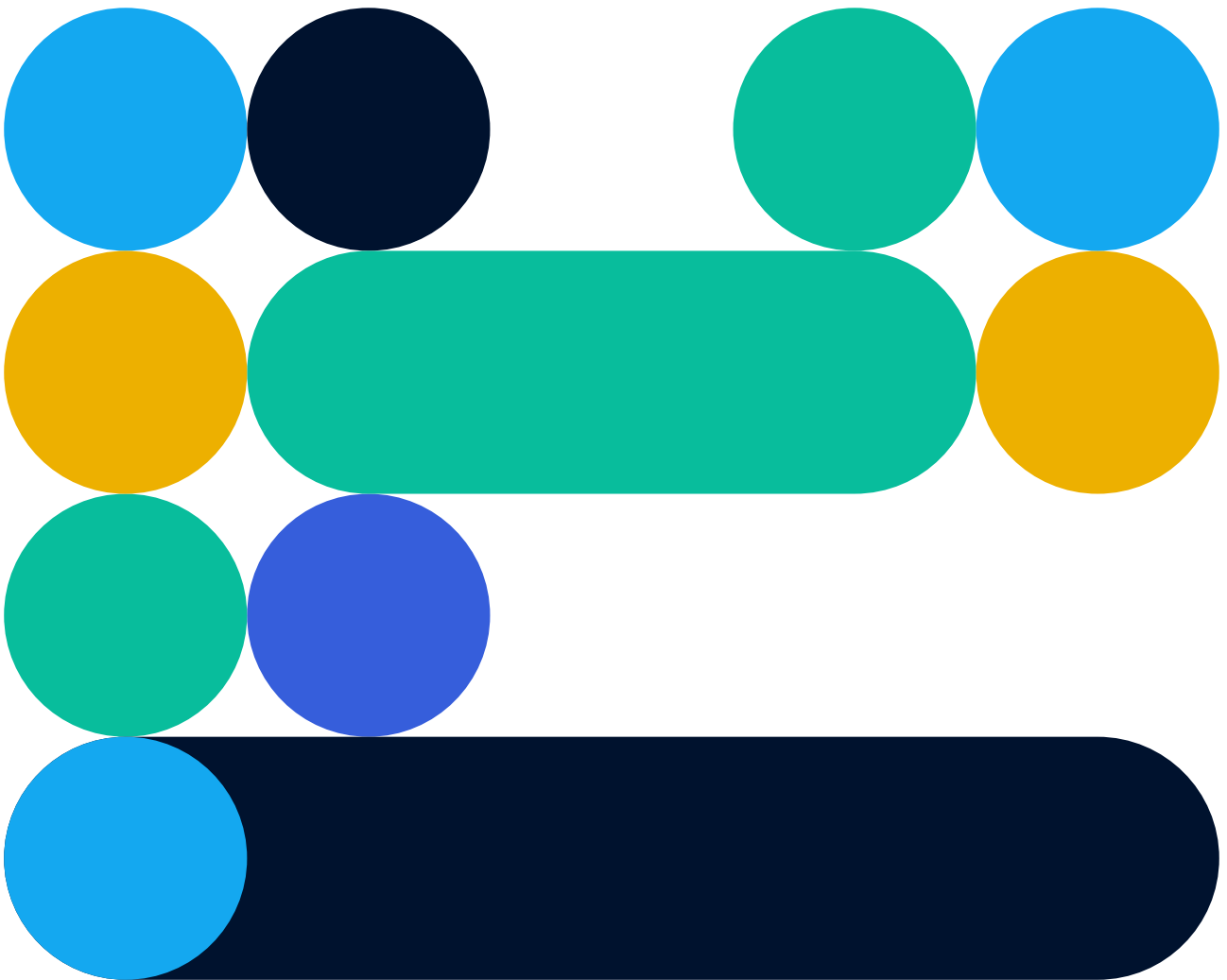
For ACT, a sustainable supply-chain grievance mechanism is an integrated process that brings all industrial relations stakeholders together. It assists brands in meeting their due diligence responsibilities and supports employers and workers on the ground in achieving sound industrial relations as an enabler of decent work, stability and inclusive growth. Specifically, the following lessons can be drawn from the ACT experience in building effective grievance mechanisms:

- > **Higher levels of trust:** An integrated mechanism developed by the industrial relations stakeholders themselves can enable higher levels of trust and deliver in areas where there have been significant shortcomings of business-only approaches in the past. Many supply-chain grievance mechanisms rely, at most, on consultation at the local level. In contrast, a locally embedded, industry-level grievance mechanism establishes legitimacy and trust. It also enables access to remedy in close contact with impacted stakeholders.
- > **Prevention of harm:** By strengthening relationships and establishing social dialogue structures, a locally embedded and globally supported grievance mechanism, as part of a comprehensive and broader industrial relations process, can help settle – and prevent – labour disputes.

- > **Reliable information:** Unlike much traditional auditing, a locally integrated grievance mechanism, if well designed, can provide reliable information for brands on what is going on in their supply chains.
- > **Maximising efficiency through collaboration:** While industry-level co-ordination is, in theory, also possible only between brands and/or multi-stakeholder initiatives providing grievance mechanisms, the ownership (not just involvement) of local employer and trade union representatives ensures collaboration between all relevant stakeholders. In addition, coordinated brand support enables the establishment of joint learning networks where brands can collaborate to maximise effect.

ACT continues to support the establishment of specific industry-level DRMs, particularly on freedom of association, collective bargaining and wage-related rights in key production countries, as well as enhancing the further development of an international DRM model that incorporates learnings and accomplishments to date. This will help ensure respect of the right to FOA, thus providing workers with representation to negotiate collectively with employers. As such, it is an important enabler of living wages in and of itself.

3. Promoting effective human rights due diligence through social dialogue



Introduction

Internationally agreed principles and standards for responsible business conduct, such as the United Nations *Guiding Principles on Business and Human Rights* (UNGP) (United Nations, 2011^[20]), the *OECD Guidelines for Multinational Enterprises* (OECD Guidelines) (OECD, 2011^[10]), and the International Labour Organization's *Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy* (ILO MNE Declaration) (ILO, 2017^[9]) call on businesses to conduct due diligence to identify, prevent, mitigate and account for how they address adverse impacts on internationally recognised human rights.

This section will explore how social dialogue and sound industrial relations can contribute to promoting and implementing effective human rights due diligence (HRDD) processes in companies and supply chains.

International instruments: Social dialogue is a key pillar of HRDD processes

From the outset, it is important to clarify that companies' human rights due diligence cannot and should not be a substitute for social dialogue. On the contrary, the fundamental rights of FOA and collective bargaining are objectives of HRDD processes themselves, and companies are obliged to respect these rights. This way, social dialogue is protected and reinforced. In turn, sound industrial relations can contribute to HRDD processes in companies, particularly for labour risks. For example, social dialogue and trade unions can function as early warning systems to identify and assess human rights risks and provide access to remediation in due diligence processes.

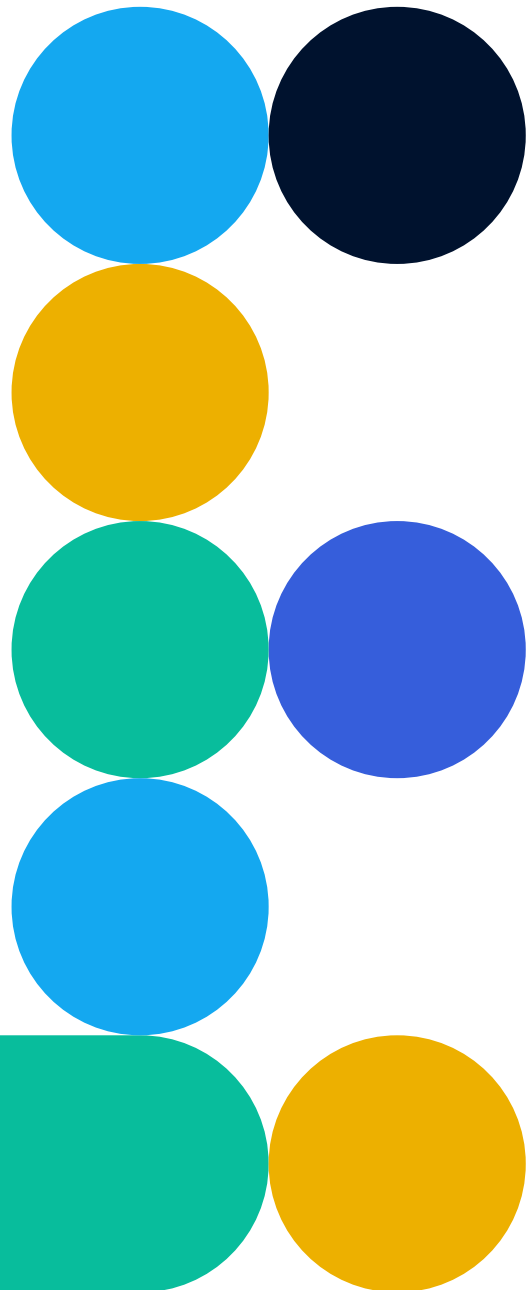
Since its amendment in 2017, the ILO MNE Declaration clarifies that while carrying out due diligence, enterprises should take into account the central role of FOA and collective bargaining, as well as industrial relations and social dialogue. It also clarifies that workers' organisations should be consulted in due diligence processes to identify, prevent, mitigate and account for adverse impacts on human rights. This is echoed by the *OECD Due Diligence Guidance for Responsible Business Conduct* (OECD, 2018^[23]), which provides practical support to enterprises in implementing the OECD Guidelines and recommends consulting and engaging with workers, workers' representatives and trade unions. Additional sectoral guidance on due diligence processes has been developed, particularly by the OECD, which takes characteristics of the sector into consideration. Social dialogue and HRDD mechanisms are complementary as both are process-oriented and require ongoing consultations, meaning they can also act in a preventive manner and not only in response to reported cases of human rights violations.

Looking forward, there is a trend toward voluntary guidelines and recommendations becoming mandatory HRDD requirements for companies (Stiftung Arbeit und Umwelt der IG BCE, 2021^[24]). Examples at the national level on mandatory human rights due diligence include the French Corporate Duty of Vigilance Law (2017), the Dutch Child Labour Due Diligence Law (2019) and the German Act on Corporate Due Diligence Obligations in Supply Chains (which comes into effect in 2023). Furthermore, at the United Nations, an open-ended working group was established to draft an international legally binding instrument on transnational corporations and other business enterprises with respect to human rights (UN Human Rights Office, 2022^[25]). Moreover, in February 2022, the European Commission proposed a Corporate Sustainability Due Diligence Directive.

Practical approaches: How can social dialogue support HRDD processes?

The central role of FOA and collective bargaining in HRDD processes is stressed by international- and national-level HRDD instruments. However, although the role of trade unions is acknowledged on the political level, even in large multinational companies, it often remains challenging to involve workers and their representatives in HRDD processes at the company level (Hadwiger et al., 2018^[26]).

One of the objectives of this section is to present a selection of good practices by Global Deal partners related to the role and value of social dialogue in HRDD processes. Specifically, these examples focus attention on emerging practices to involve workers and their organisations in HRDD processes and how such processes can be implemented. As a selection, they do not represent an exhaustive overview of how social dialogue can contribute to HRDD processes. On the other hand, they provide an interesting illustration of emerging patterns that other partners might find inspiring, alongside possible risks to avoid.



Case study 3

Operationalising human rights due diligence through global framework agreements



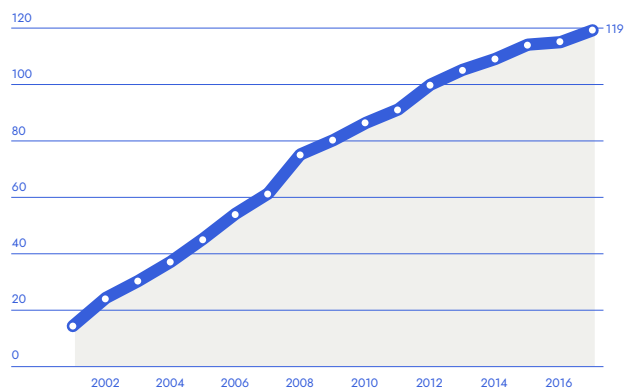
During the last two decades, global union federations (GUFs) have negotiated global framework agreements (GFAs) with more than 100 MNEs (Hadwiger, 2018_[27]) (see Figure 3.1). GFAs are based on social dialogue, and MNEs and GUFs recognise each other as partners in their negotiation, implementation and monitoring. The agreements regulate labour standards and industrial relations worldwide within the signatory companies and include references to the ILO's fundamental conventions⁶ at a minimum. In recent years, the agreements have expanded to include issues such as maternity leave, the right to disconnect, policies to end discrimination and gender-based violence (ILO, 2018_[28]). On the global level, most GFAs create joint committees of social partners to ensure implementation of the agreement and provide for dispute resolution mechanisms if grievances arise at the level of national subsidiaries or in the supply chain.

GFAs establish an ongoing relationship between MNE and GUF and create the conditions to strengthen the enabling rights of FOA and collective bargaining within the companies' operations and supply chains (Hadwiger, 2015_[29]). The mechanisms and institutions created by GFAs can supplement unilateral company-driven HRDD processes. In particular, they can identify and assess human rights risks, track the implementation and effectiveness of measures taken by companies and provide non-governmental operational-level grievance and remediation mechanisms.

Several Global Deal partners, including **BNP Paribas, Crédit Agricole, Carrefour, Danone, ENGIE, Essity, H&M Group, Société Générale, Sodexo, Solvay, Stellantis, Telenor, Total** and **VINCI** have concluded GFAs with **IndustriALL Global Union, UNI Global Union, Public Services International (PSI)**, and the **International Federation of Building and Wood Workers (BWI)**.

Figure 3.1. Number of companies identified as GFA signatories, 2001-17

Not including GFAs renewed or extended during this period



Source: Authors.

International instruments: GFAs can help companies operationalise human rights due diligence in their business decisions

International instruments and principles consider GFAs a social dialogue tool that can contribute to companies' HRDD processes. For example, Guiding Principle 30 of the UNGP (United Nations, 2011_[20]) requests that companies ensure that effective, non-state grievance mechanisms are available in their business operations. The official commentary to the UNGP includes a reference to GFAs, observing that: "[h]uman rights-related standards are increasingly reflected in commitments undertaken by industry bodies [e.g. in] GFAs between trade unions and transnational corporations, and similar undertakings [...]." The *OECD Due Diligence Guidance for Responsible Business Conduct* (OECD, 2018_[23]) recommends remediation mechanisms to enterprises to "[e]ngage with workers' representatives and trade unions to establish a process through which they can raise complaints to the enterprise, for example, through grievance mechanisms set forth in any collective agreements or through global framework agreements." This expectation for companies to

engage with worker representatives and trade unions is also reflected in the OECD's sector-specific set of recommendations to companies.⁷

The ILO's *Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy* (ILO MNE Declaration) (ILO, 2017_[9]) emphasises that all enterprises should carry out human rights due diligence through meaningful consultation with relevant stakeholders, including workers' organisations, in an ongoing process (para. 10e). GFAs are a product of negotiations between enterprises, global and national trade unions and establish permanent consultation procedures that can facilitate the meaningful involvement of potentially affected groups and other relevant stakeholders, such as GUFs and their local affiliates in the supply chain.⁸

Content analysis: GFAs increasingly include references to HRDD processes

An analysis of the latest generation of GFAs reveals a clear trend toward a more comprehensive inclusion of references to the UNGP, the ILO MNE Declaration and the *OECD Guidelines for Multinational Enterprises* (OECD, 2011_[10]) (Hadwiger, 2018_[27]). These international instruments request that companies implement HRDD processes in their business operations and global supply chains.

In addition, some GFAs refer specifically to national HRDD legislation, such as the French law relating to the duty of vigilance (Loi de Vigilance) (Government of France, 2017_[31]). For example, in November 2021, the French MNE, EDF, **IndustriALL Global Union** and **PSI** signed a two-year extension of an existing GFA. The agreement assigns a role to workers' organisations for developing a vigilance plan to identify risks and prevent human rights violations:

“Furthermore, the French law of 27 March 2017 relating to the duty of vigilance of parent companies and contracting companies requires the production and publication of a vigilance plan. This must identify any risks to, and prevent serious violations of, human rights and fundamental freedoms, and the health and safety of people and the environment. [...] The vigilance plan will be developed and set up in association with the company stakeholders, including workers' representative organisations.”

IndustriALL Global Union, PSI and EDF (2018_[32])

Other GFAs outline the HRDD plans by MNEs and clarify the role of workers' organisations. For example, in November 2019, the Spanish MNE, Siemens Gamesa, and **IndustriALL Global Union** renewed their GFA. The agreement describes the company's HRDD process in its supply chain and commits to the involvement of GUFs and trade unions in its implementation.

“The Group put in place a plan of due diligence based on the OECD recommendations [...]: A clear commitment to human rights to be built into the Group's business relationships, in particular its procurement process; a risk mapping, country by country, of actual and potential adverse impacts associated with the Group's operations, products or services. The mapping will be

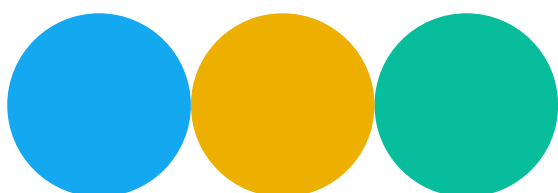
carried out in cooperation with trade unions and IndustriALL's regional representatives; preventive actions to deal with the identified risks and adverse impacts; implementation of corrective measures for suppliers involved in violation of human rights."

IndustriALL Global Union and Siemens Gamesa (2019_[33])

- > The French Corporate Duty of Vigilance Law of 27 March 2017 obliges large companies (> 5 000 workers) to establish a "vigilance plan" containing reasonable but adequate measures to identify and prevent severe impacts on human rights and fundamental freedoms, health and safety, and the environment.
- > The vigilance plan must be prepared in collaboration with the company's stakeholders and include an alert mechanism regarding the existence or materialisation of risks, established in consultation with the trade unions. — Clerc (2021_[30])

A closer look: The implementation of global framework agreements and human rights due diligence

The effective implementation of GFAs at the local level is crucial for their success.⁹ This section takes a closer look at the implementation of the GFAs signed by Société Générale–UNI Global Union and Solvay–IndustriALL and how the agreements actively contribute to operationalising a company's human rights due diligence.



Société Générale–UNI Global Union: Involving trade unions in human rights due diligence

In February 2019, the French MNE, **Société Générale**, and **UNI Global Union** renewed their GFA. It states that the "global agreement is part of the company's commitment to exercise due diligence [...]" and it explicitly addresses the role of UNI in the company's due diligence process by specifying that "UNI will be consulted on the duty of vigilance plan as part of the measures implemented to identify and prevent serious breaches in respect of human rights [...]."

In line with the provisions of the agreement, Société Générale started to consult UNI Global Union about the company's duty of vigilance plan in advance of its publication. This fostered a constructive dialogue between the union and the company on some aspects of Société Générale's due diligence process and reporting. In particular, the parties dived deeper into the data sources used to identify and assess potential impacts on human rights. To this end, UNI Global Union suggested including the International Trade Union Confederation's (ITUC) Global Rights Index¹⁰ as a tool for risk identification in global supply chains. The Global Rights Index puts a focus on the rights to FOA and collective bargaining and showed, for some countries, different results from the Verisk Maplecroft – Financial Sector Index that had been used to date by Société Générale. It was agreed that the parties would examine the differences between the two sources throughout 2022 (Société Générale, 2022_[34]).

UNI Global Union will continue to exercise its stakeholder role in the process of the 2022 duty of vigilance plan, to be published in 2023, including by providing supplementary information from its national affiliates about the human rights and workers' rights situation in some countries where the company operates. Société Générale has made a commitment to the Global Deal to respect the UNI Global Union's role as defined in the GFA.

“The new agreement improved upon the previous version in several important ways and reaffirmed Société Générale’s commitment to social dialogue, freedom of association and collective bargaining. It has provided a platform to work together on due diligence and ensure workers have a voice in the process.”

Christy Hoffman, General Secretary
of UNI Global Union

Solvay–IndustriALL: Anticipating legislative developments on human rights due diligence

In March 2022, the Belgian MNE, **Solvay**, and **IndustriALL Global Union** renewed their GFA. The agreement’s updated preamble states that the bargaining partners see the agreement as a part of the company’s response to binding HRDD regulations at the national level, such as the German Act on Corporate Due Diligence Obligations for the Prevention of Human Rights Violations in Supply Chains¹¹ (Lieferkettensorgfaltspflichtgesetz), which will come into effect in 2023, but also in anticipation of further forthcoming European regulations.

“Social dialogue is the cornerstone of our Group’s beliefs – it is precious to me and the company. During the last few years, we have created a high level of transparency, maturity and trust and this relationship and now we can look forward to the next stages of the Group’s development – because good social dialogue and being profitable go hand in hand.”

Ilham Kadri, CEO, Solvay

With regard to the supply chain, the GFA stipulates that “[i]n line with the different international standards on supply chain due diligence, such as the OECD Guidelines for Multinational Enterprises and the proposed EU Directive on Corporate Sustainability Due Diligence, and different national legislation, Solvay and the Solvay Global Forum will create a working group to analyse labour rights in Solvay suppliers.” The SGF that will host the working group on supply chains plays a crucial role in implementing the GFA. In March 2022, the SGF’s agreement was renewed, and the working group on supply chain due diligence for labour rights is planned to be set up in the final quarter of 2022.

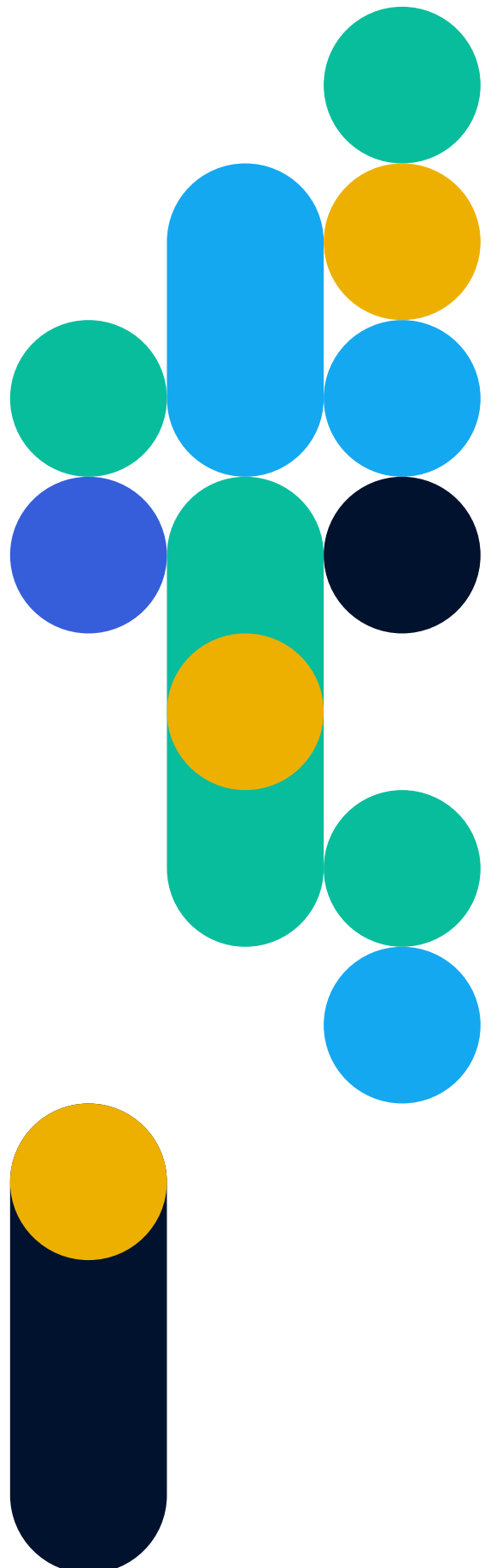
- > The Solvay Global Forum (SGF) was first established in 2017 as a voluntary body and was created with a view to maintaining and fostering a global-level, constructive social dialogue. In 2022, it was decided to make the SGF a permanent body of Solvay.
- > The SGF is composed of ten employee representatives and includes workers’ representatives from Solvay’s production sites from different regions around the world, with four members of the European Works Council, two members from the United States and one member each from Brazil, the People’s Republic of China, Korea and India.

The GFA also states that “[t]his working group will conduct a deep analysis into Solvay suppliers in at least one country per year, investigating whether core labour rights are respected at the suppliers and seeking remediation in case of non-compliance. [...] IndustriALL Global Union will provide support to this work.” The working group will conduct a risk analysis to identify potential human rights risks in Solvay’s supply chain. Due to a large number of suppliers, the challenge of monitoring compliance with the provisions of the GFA is significant (ILO, 2018^[28]). In this regard, IndustriALL Global Union’s national affiliates have unique access to information about working conditions at the supplier and subcontractor levels and will contribute to identifying potential human rights risks in Solvay’s supply chain.

In addition, the bargaining partners jointly monitor the implementation of the entire agreement via two annual monitoring missions to Solvay sites worldwide. Before the outbreak of the COVID-19 pandemic, missions were conducted to India (2019), the United States (2017) and Korea (2016). Moreover, the content of the GFA is communicated to each supplier, contractor and subcontractor and is incorporated into every purchasing contract. Solvay commits to offering the benefit of its expertise in these areas whenever needed. Contracts will be suspended if suppliers fail to remedy human rights and environmental abuses following warnings.

“Solvay has a long tradition of promoting and protecting its employees. Through the Global Framework Agreement with IndustriALL, Solvay takes responsibility for a humane future and wants to contribute to solving the challenges of the 21st century.”

Albert Kruff, Secretary of the European Works Council Solvay; Co-ordinator of the Solvay Global Forum



Key lessons

Respect for trade union rights remains one of the most challenging issues for MNEs when it comes to human rights due diligence in global supply chains. International instruments request that companies engage in a meaningful way with worker representatives and trade unions, and integrate their perspectives, so as to ensure respect for workers' rights. As a response, some MNEs and GUFs have taken the lead and started using GFAs as tools to better operationalise human rights due diligence for labour rights. The following experiences can serve as a source of inspiration for other actors:

- **Identifying, preventing and assessing risks and impacts:** The consultation processes created by GFAs can help to build an ongoing process of dialogue between unions and enterprises and can be a useful tool for identifying, assessing, preventing human rights risks, mitigating adverse impacts and tracking the effectiveness of the measures taken, particularly with regard to labour rights.
- **Monitoring supply chains:** GFAs can help companies track and follow up on developments on the ground when engaging in human rights due diligence in their global supply chains. Trade unions can provide information about suppliers and the operations of the company and monitor the effectiveness of due diligence processes. In particular, GFAs are crucial in countries with a high-risk context where workers' rights to organise and bargain collectively are not respected or where governance and the rule of law are weak.
- **Implementing grievance mechanisms and enabling access to remedies:** GFAs can be "early warning systems" and provide non-governmental operational-level grievance mechanisms, particularly for violations of the rights of freedom of association and collective bargaining. They can also allow access to compensation and remediation mechanisms in individual cases.
- **Building human rights risk-management capacity at the local level:** The successful implementation of GFAs is highly dependent on the involvement of local management and workers and co-operation between global and national trade unions. Therefore, many agreements include capacity-building measures in global supply chains that can contribute to improving human rights due diligence and create a conducive environment for trade union development.
- **Ensuring ongoing processes and continuous improvement:** GFAs are not one-off initiatives but process-oriented, long-term and forward-looking, meaning they can act in a preventive manner and not simply in response to cases of abuse. In addition, the agreements take account of the central role of freedom of association and collective bargaining, thereby ensuring through the permanent involvement of trade unions and employee representatives an ongoing HRDD process.

Case study 4

Achieving effective human rights due diligence for labour rights through the International Accord for Health and Safety in the Garment and Textile Industry



The International Accord for Health and Safety in the Garment and Textile Industry (International Accord) (International Accord, 2021^[35]) is a legally binding agreement to improve workplace safety in RMG factories. The agreement came into effect in September 2021 and runs until October 2023 (see Box 3.1). It builds on the predecessor agreement, the Accord on Fire and Building Safety in Bangladesh, widely known as the Bangladesh Accord.

The International Accord is a sector-level agreement between trade unions and enterprises. As such, it provides a concrete example of how social dialogue can foster HRDD processes for labour rights by addressing specific risks in the garment and textile supply chain. The agreement covers safety-related inspection, remediation and workplace safety programmes in RMG factories producing for the signatory brands in Bangladesh, with the commitment to expand the health and safety work to other countries. In June 2022, the International Accord covered 1 437 supplier factories employing about 2.2 million workers (International Accord, 2022^[36]). It is monitored by the International Accord Foundation and implemented through the RMG Sustainability Council (RSC), in which the union and brand signatories each hold one-third of the Board of Directors, alongside Bangladesh industry representatives.



Box 3.1. The origins and future of the International Accord

Two major industrial disasters, the Tazreen factory fire (2012) and the Rana Plaza factory collapse (2013), created the momentum for a turning point for industrial relations in Bangladesh's RMG sector. As a result, global brands came under intense public pressure, both domestically and internationally, and one of the results was the establishment of the Accord on Fire and Building Safety in Bangladesh between brands, retailers and trade unions in 2013. The International Accord (2021) succeeds the original Bangladesh Accord.

The International Accord foresees the establishment of a workplace safety programme in at least one other country beyond Bangladesh by October 2023. The agreement also provides that the signatories "will explore the expansion of scope to address human rights due diligence beyond health and safety" (International Accord, 2021, p. 7^[35]).

Background: Social dialogue in the RMG sector in Bangladesh

The garment industry plays a critical role in Bangladesh's economy. The labour-intensive RMG sector represents Bangladesh's largest export industry and contributes significantly to employment creation. It is estimated that the textile and garment sector accounts for about 20% of the country's gross domestic product (GDP) and employs about 4 million workers (Hossain and Akte, 2021^[38]). However, from the beginning, Bangladesh's garment industry has faced a number of labour challenges relating, among others, to FOA, wages and workplace safety. Trade union activities have been hampered in many ways in the sector.

In recent years, the **Government of Bangladesh** has taken different initiatives, such as labour law amendments and the formation of a Tripartite Consultative Council for the RMG sector, to improve working conditions and industrial relations. Bangladesh is a Global Deal partner and has made a voluntary commitment to building institutional capacity that facilitates social dialogue and industrial relations between government, employers and workers, with a primary focus on the RMG sector.

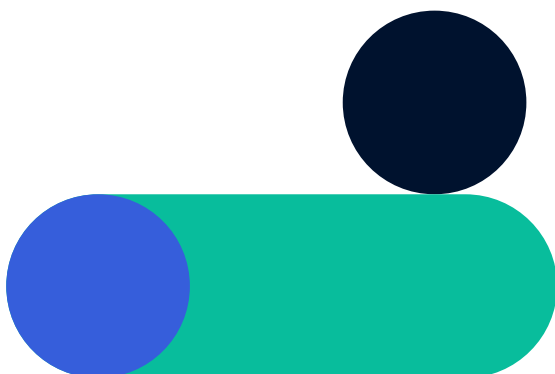
- > The OECD Due Diligence Guidance for Responsible Supply Chains in the Garment and Footwear Sector recommends that trade unions actively participate in the design of operational-level grievance mechanisms. It provides that enterprises may directly enter into agreements with trade unions “(i) to facilitate worker involvement in the design and implementation of due diligence processes [...] (iii) to raise grievances against enterprises in relation to workers’ rights. Collaboration may be legally binding or voluntary” (OECD, 2018, p. 30_[37]).
- > More generally, the sector-specific guidance clarifies that “meaningful stakeholder engagement” (OECD, 2018, p. 27_[37]) in HRDD processes for labour risks includes the engagement of trade unions and the representative organisations of the workers’ own choosing in companies that form part of the supply chain.

The International Accord’s operational-level grievance mechanism, based on social dialogue¹²

When the Bangladesh Accord was negotiated in May 2013 in response to the Rana Plaza collapse, an expert working group composed of trade unions, brands, and non-governmental organisations (NGOs) designed an operational-level grievance mechanism for the agreement. There have been some adjustments and learnings from various experiences; however, the structure of the grievance mechanism has remained the same and is now being used by the International Accord.

While the RSC in Bangladesh is implementing the obligations from the agreement, the International Accord’s Steering Committee monitors and enforces it. Signatory brands and trade unions each hold half of the committee’s seats. This gives continuity to social dialogue and ensures that the workers targeted by the operational-level grievance mechanism have a voice in its governance.

All workers of factories covered by the agreement, trade unions, civil society and impacted parties have the right to raise complaints about occupational safety and health (OSH) through the operational-level grievance mechanism. The International Accord states; “The worker complaint process and mechanism [...] will ensure that workers from factories supplying signatory companies can raise concerns about health and safety risks in a timely fashion, safely and confidentially. Signatories shall support the worker complaint process and ensure that it operates independently, with no third-party interference. Signatory companies shall require their suppliers to comply with the outcome of the worker complaint process” (International Accord, 2021, p. 5_[35]).



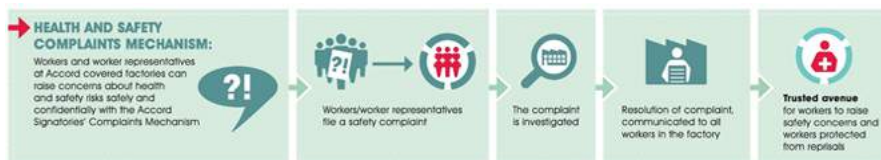
“The International Accord continues to build strong programmes to improve occupational safety and health and building and fire standards. For signatory brands, it makes clear steps towards sound supply-chain industrial relations – furthering a key provision for their due diligence.”

Christina Hajagos-Clausen, Director, Textile and Garment Industry, IndustriALL Global Union

About 1 816 OSH complaints were filed by workers and their representatives between 2014 and May 2022.¹³ Most complaints concerned the work environment and related to unsafe drinking water supply, excessive heat, workplace violence, forced overtime, denial of maternity pay and leave rights, and

sexual harassment. All complaints were investigated by qualified staff. The team processed those that were determined to fall under the International Accord’s safety and health remit. Where the matters raised in the complaints concerned groups of, or all, workers, their findings and remediation requirements were announced to all employees at the factory. If factories do not comply with the decisions found in the grievance mechanism, then brand signatories implement a notice and warning process, which may eventually lead to a termination of the business relationship if no progress is made (Figure 3.2. Different steps of the International Accord’s health and safety complaints mechanism).

Figure 3.2. Different steps of the International Accord’s health and safety complaints mechanism



Source: International Accord (2022^[39]).

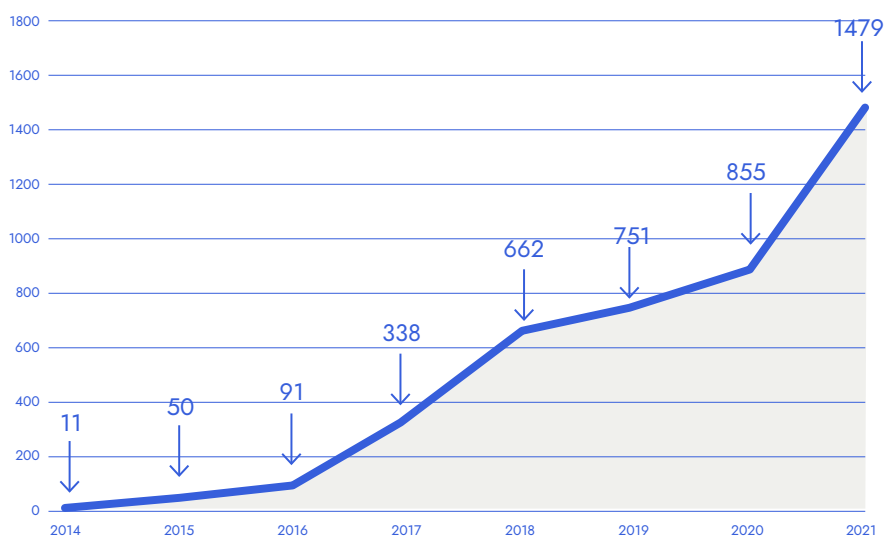
Growing trust in the effectiveness of the International Accord's complaints mechanism among workers

The number of complaints made via the International Accord's complaints mechanism has been steadily increasing, from about 11 complaints in 2014 to almost 1 500 complaints in 2021 (Figure 3.3. Total number of complaints filed through the International Accord's complaints mechanism, 2014-21). The overall number of supplier factories and workers covered under the agreement has remained fairly constant.¹⁴ Some spikes in the number of complaints can be attributed to single events, such as the outbreak of the COVID-19 pandemic, which led to the filing of over 300 complaints concerning the lack of adequate protective measures, retrenchment, non-payment of severance entitlements, and non-payment or under-payment of wages. In April 2020, the International Accord's Steering Committee decided that all complaints related to the COVID-19 health crisis (even non-OSH complaints, such as the non-payment of wages) were processed within the OSH complaints mechanism's scope.

It was observed that the number of complaints received strongly correlates with awareness-raising activities, such as all-employee meetings on health and safety and about the complaints mechanism itself. During these meetings, trainers provide information on how to identify and reduce common safety hazards, safely evacuate the factory in case of fire or other emergencies, and use the agreement's safety and health complaints mechanism. To date, about 1.9 million workers employed in RMG factories covered by the International Accord have participated in these activities.

In addition, awareness is increased among workers through bipartite health and safety committees (Safety Committees) at the factory level that are established and trained under the scope of the International Accord. The Safety Committees conduct safety checks (walk-throughs) at the factory to identify safety hazards; respond to employee complaints and suggestions about safety and health; review company accident reports to learn how such accidents can be prevented; and communicate about safety and health issues to workers.

Figure 3.3. Total number of complaints filed through the International Accord's complaints mechanism, 2014-21

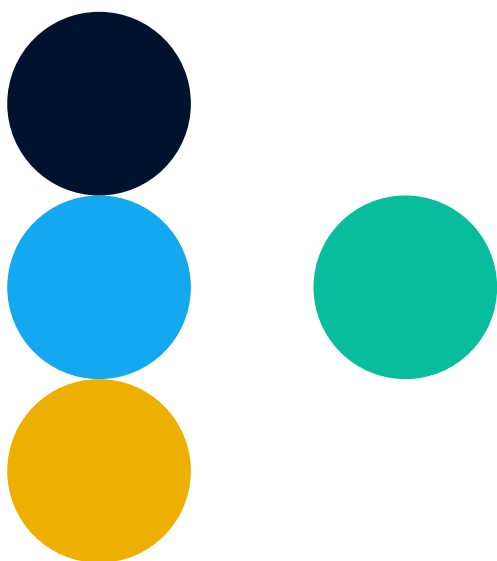


Source: Authors, based on International Accord (2022, p. 24_[40]).

Exploring the expansion of human rights due diligence for labour risks beyond safety and health

In addition to the above-mentioned 1 816 OSH complaints filed between 2014 and May 2022, 2 941 non-OSH complaints were recorded during the same period. Many of these complaints relate to forced resignation and outstanding payments. These complaints cannot be treated under the scope of the existing agreement as the International Accord is limited to addressing occupational safety and health. It is stipulated in the agreement that non-OSH complaints are forwarded to the International Accord's brands and labour signatories and the factory management. In some cases, it can be challenging in practice to differentiate between OSH and non-OSH complaints.

To expand the scope of the International Accord, it was agreed to explore the opportunities for human rights due diligence for labour rights beyond health and safety. The Steering Committee of the International Accord will create a working group on this issue with the understanding that participation in any such expansion will not be mandatory for the signatory brands (International Accord, 2021, p. 7^[35]). In 2022, the International Accord's secretariat set up such a working group.¹⁵



Key lessons

The International Accord's operational-level grievance mechanism is based on social dialogue. It contributes to achieving effective human rights due diligence by identifying risks and remediating them thanks to engagement between trade unions and signatory companies. Overall, the increasing number of complaints made via the mechanism illustrates growing trust among workers that their complaints will be treated promptly, safely, and, if justified, remediated.

The following experiences from the International Accord can serve as an inspiration for actors in other countries and sectors:

- ▶ **Increasing leverage:** The International Accord gives brands and retailers the opportunity to create collective leverage to prevent and mitigate adverse human rights impacts on their suppliers. Creating collective leverage through industry-wide participation is particularly important for smaller brands. Together, the signatories of the International Accord cover about one-third of the RMG factories in Bangladesh, employing about 2.2 million workers. This creates a sizeable amount of leverage in the sector.
- ▶ **Raising awareness:** The International Accord and its complaints mechanism are widely known among workers in the RMG sector in Bangladesh. This is illustrated by the increased use of the agreement's complaints mechanism. Since 2013, awareness of the complaints mechanism was raised through all-employee meetings for 1.9 million workers on safe evacuation and safety hazards in RMG factories and the creation and training of more than 1 000 Health and Safety Committees.
- ▶ **Creating accessibility:** It is easy to file a complaint under the operational-level complaints mechanism of the International Accord, and as a general rule, anyone can do so. This includes workers, Safety Committee members, trade unions, NGOs and

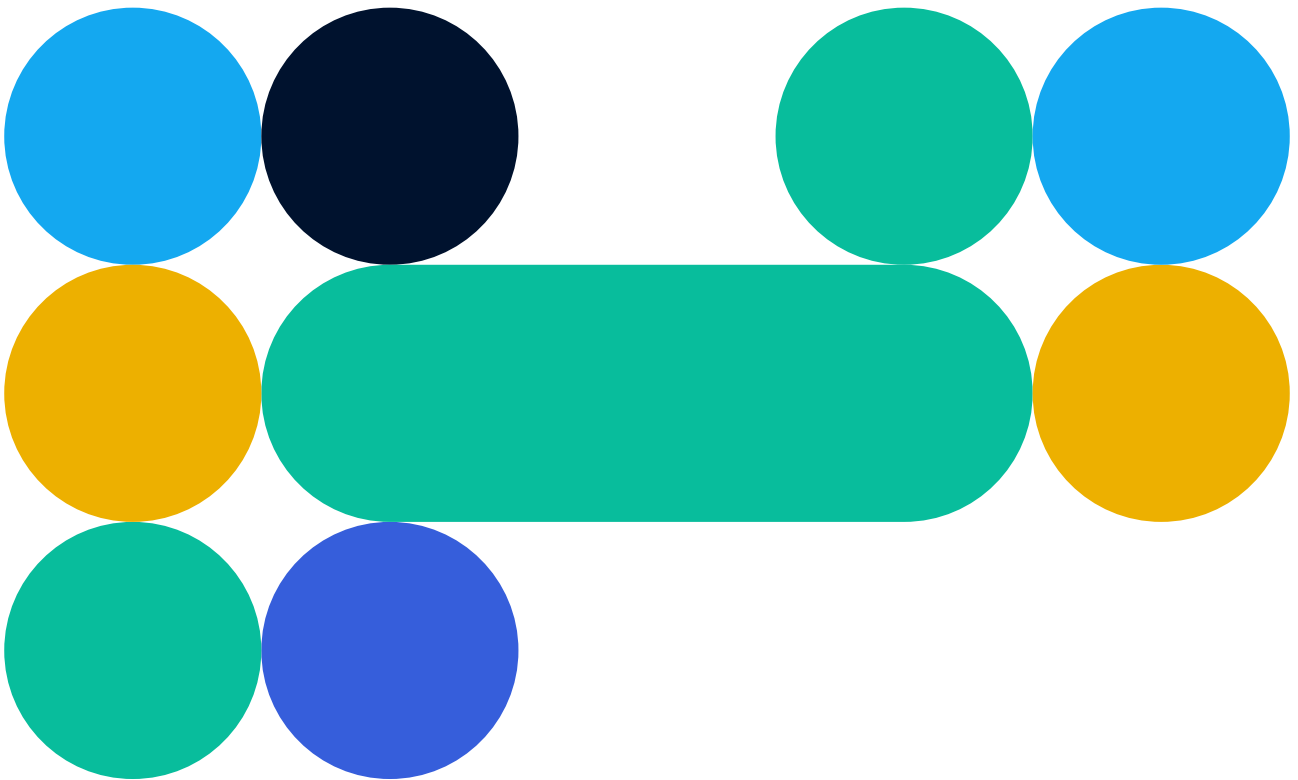
brands. It is possible to file a complaint through a phone call (the caller may be called back to reduce phone costs), email, post or in person. In addition, complaints can be filed in the local language and complainants are informed that their anonymity will be protected if they do not want to be identified.

- > **Increasing transparency:** If a complaint has been lodged at the factory, brands supplying from the factory and labour unions are informed about the investigation. The results of health and safety complaints affecting groups of, or all, workers are communicated through announcements in the factories. The involvement of the local Safety Committees ensures that this is a continuous and sustainable process that helps to avoid the duplication of complaints in the same factory.
- > **Ensuring enforcement:** The International Accord is a legally binding agreement. Signatory brands require their suppliers to follow the decisions of the International Accord's complaints mechanism, and remediation is binding. If supplying factories do not comply with the decisions, they risk becoming ineligible for orders by all signatory brands. As a result of the binding nature of the agreement, trust in the complaints mechanism has grown over the years.
- > **Securing sustainable funding is key:** The signatory companies and brands assume responsibility for funding the activities of the International Accord. Each company contributes an equitable share of the funding with a maximum contribution of USD 350 000 per year. Moreover, the International Accord's Steering Committee can seek contributions from governmental and other donors to contribute to costs.

- > The United Nations Guiding Principles on Business and Human Rights (UNGPR) (United Nations, 2011^[20]) recall that a grievance mechanism can only serve its purpose if the people it is intended to serve know about it, trust it and can use it.
- > Guiding Principle 31 elaborates on this point and sets eight criteria for the effectiveness of operational-level non-judicial grievance mechanisms. Grievance mechanisms should be legitimate, accessible, predictable, equitable, transparent, rights-compatible, a source of continuous learning, and based on engagement and dialogue. These criteria provide a benchmark for designing, revising or assessing a non-judicial grievance mechanism to help ensure that it is effective in practice.



4. Negotiating to mitigate the impact of COVID-19



Introduction

The fallout from the COVID-19 pandemic at the beginning of 2020 profoundly shocked labour markets and presented significant challenges to workers, businesses and governments (Global Deal, 2020_[41]) (ILO, 2022_[42]). One immediate priority was the need to manage the short-term impact of COVID-19 in order to prevent the shutdown of major parts of the economy from amplifying itself into an even deeper economic crisis. Another challenge was to preserve the safety and health of workers through immediate actions to make workplaces as safe as possible (ILO, 2020_[43]). This was key for continuing essential activities during the different waves of the pandemic and the reopening of businesses and economic recovery after the lockdowns. A third challenge was managing the organisation of work in line with the consequences of the pandemic, among others, by shifting hours to be worked from lockdown periods, when labour was idle, to post-lockdown periods, when pent-up demand was expected to be unleashed.

Social dialogue has proven crucial to all three challenges (Global Deal, 2020_[41]) (ILO, 2020_[44]). When COVID-19 hit the economy and was about to unleash a wave of job restructuring, social partners, together with governments, swiftly negotiated the implementation of short-time work schemes. These avoided a significant increase in unemployment by keeping workers in their jobs (OECD, 2020_[45]). Social dialogue not only played a key role in negotiating many agreements and protocols that provided better workplace protection against the virus. It also contributed to the effective enforcement of these agreements and protocols by requiring that further social dialogue occur when implementing these measures. In Italy, for example, the code of conduct on protecting staff against infection that was the subject of a national-level agreement in March 2020 stipulated that businesses needed to set up special committees with worker representatives to monitor adherence to this code (Planet Labor, 2020_[46]). The protocol

triggered a dialogue process that generated sectoral-level collective agreements containing measures on occupational safety and health (ILO, 2020_[43]). Furthermore, social dialogue has shown its capacity to shape more adaptable work arrangements in response to the pandemic. When implementing short-time work, social dialogue was used to negotiate agreements on access to training, more flexible working time and leave arrangements or (temporary) wage moderation to sustain jobs (Global Deal, 2020_[41]) (ILO, 2020_[43]).

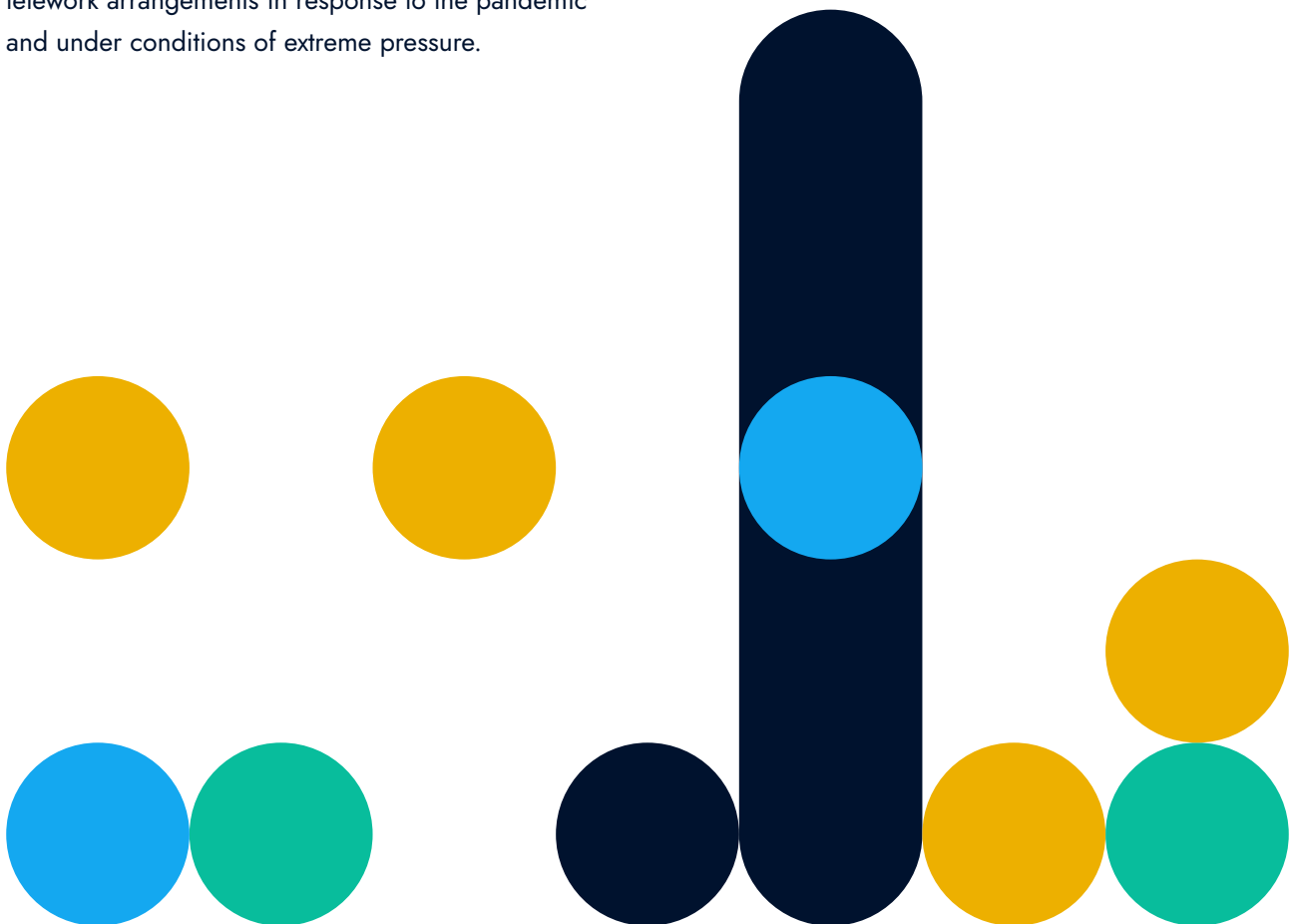
The case studies in this section illustrate the role of social dialogue in managing the outbreak of the pandemic in each of the three domains mentioned above.

The first case study in this chapter reports how social partners in Sweden had developed a mechanism to deal with sudden major shocks to employment in response to the 2008 financial crisis. This collective agreement was considered so successful that it eventually led to legislative change, with the government subsidising the deployment of short-time work. Hence, when COVID-19 struck, the short-time work system was already in place, which allowed for the prompt negotiation of remedial actions in workplaces directly. As a result, unemployment in industry in Sweden did not increase during the pandemic. Thereafter, employers were able to smoothly resume production operations as soon as demand conditions started to improve. This was thanks to the fact that they did not need to go through lengthy and potentially costly rehiring processes and upskilling of new workers.

The second case study concerns Korian, a French company specialising in elder care services, which had established a European Works Council, together with a joint working group on workplace health and safety in 2019, i.e. a few months before the outbreak of the COVID-19 pandemic. This meant that Korian management and trade unions could use social dialogue as a tool to cope with the health and safety challenges presented by the pandemic. Moreover, it proved instrumental in detecting emerging risk factors, raising awareness of new health and safety needs and identifying joint solutions to counter them.

Turning to the issue of adapting the organisation of work to the COVID-19 pandemic, the third case study describes how well-established social dialogue practices to address telework at Stellantis helped to instil a positive corporate culture of trust in this form of work arrangement. This background of experience proved key when workers and management had to negotiate the scale-up and upgrade of existing telework arrangements in response to the pandemic and under conditions of extreme pressure.

The fourth case study describes the work of the Swedish Workplace Programme (SWP), a joint initiative by Swedish companies and trade unions that work together to identify innovative ways to strengthen industrial relations in emerging economies. Implemented by the Global Deal partner Swedish Industrial and Metal Workers' Union (IF Metall) and the International Council of Swedish Industry (NIR), the SWP promotes the value of high-trust relations at the factory level as a tool to shape sustainable workplaces and mitigate the impact of shocks.



Case study 5
Social dialogue, short-time work
and COVID-19 in Sweden



COVID-19 has caused significant disruptions throughout the world economy. This has been particularly true for the millions of workers who were temporarily laid off when many countries issued stay-at-home orders, global supply chains slowed, and production dwindled. Although the pandemic was unprecedented in many ways, COVID-19 was not the first time companies and workers faced the challenge of mass lay-offs. A decade before, in 2008, the global financial crisis had a similar impact.

In response to the 2008 financial crisis, the Swedish social partners developed a mechanism to deal with short-term shocks to employment. The Swedish government adopted this model called “short-time work” (see Box 4.1) as a country-wide policy; it proved to be hugely beneficial in helping businesses and workers to cope with the challenges later raised by the pandemic.

Box 4.1. What is short-time work?

Short-time work refers to a reduction in an employee’s hours of work. This may be due to various reasons. Such provisions are often negotiated as part of a collective agreement. During periods of short-time work, an employee’s wage is typically reduced to reflect the reduction in working hours. Yet wage reductions happen at a much lower rate than working hours. For example, the current legislation in Sweden permits a 7.5% reduction in an employee’s wages for a corresponding 60% reduction in the employee’s working time.

Source: Swedish Agency for Economic and Regional Growth (2022^[47])

First experiences with short-time work: The 2008 financial crisis

When economic and labour-market shocks occur, like those caused by COVID-19 or the 2008 financial crisis, there are clear short-term implications: demand decreases, which can result in worker lay-offs and closed businesses. Policy makers and social partners often respond to such shocks by working to minimise the scope of disruption for citizens, workers, businesses and the economy. They also strive to create the conditions necessary for a rapid and full recovery. The presence of strong social dialogue actors and institutions is vital to promoting a sustainable, inclusive and employment-rich recovery and contributes to generating positive long-term impacts on social cohesion, particularly in times of crisis (ILO, 2022^[42]).

The Global Deal partner **Industrial and Metal Workers Union (IF Metall)** is a Swedish trade union representing workers in a range of industries, including glass, metalworking, oil refineries, recycling companies and more. Following the 2008 financial crisis, the union found that many of its members – some 60 000 blue-collar workers – had experienced unemployment as a result of the economic instability. Concerned, the union approached the government about the challenges it was facing but received little response. IF Metall thus turned its attention to the process of collective bargaining and aimed to negotiate a collective agreement directly with its employers’ counterpart.

Together, the trade union and employers were able to develop policies and procedures to prevent job loss and promote workforce continuity and worker retention. IF Metall and the employers’ organisation reached an agreement in 2012, the first agreement on short-time work in Sweden. It laid the groundwork for the developments in the decade to come, including implementing country-wide short-time work legislation.

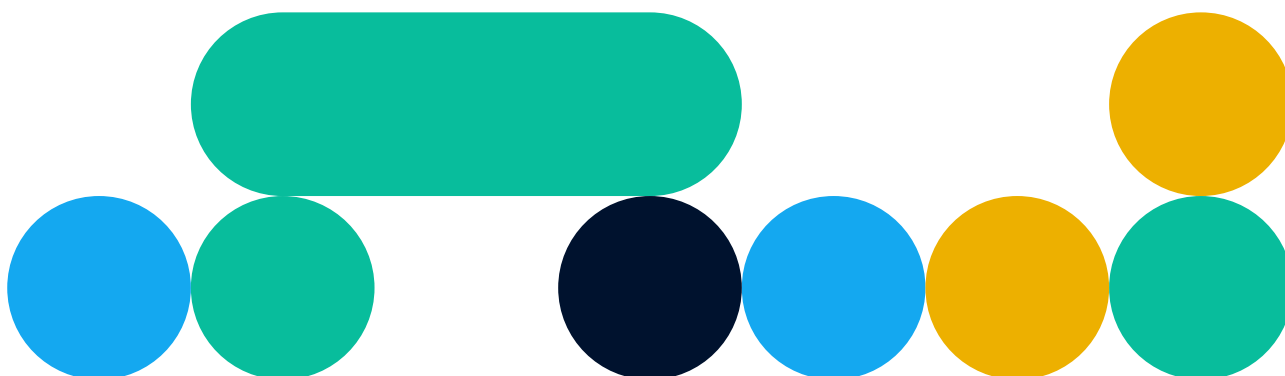
The introduction of short-time work arrangements

When short-time work agreements were first proposed, union members were somewhat wary of the policy. Yet, as explained by Mats Svensson, the former International Secretary of IF Metall, data evidence their success, ultimately making workers strong proponents of this type of agreement. Following the financial crisis, he explains, the short-time working agreement saved between approximately 15 000 and 20 000 jobs, despite the late implementation of the policy. Svensson adds, “Instead of people being made redundant or dismissed, they could still have their employment. It decreased costs for companies a little bit, and the workers would still be there when the company recovered” (Waern, 2022^[48]).

In the 2012 collective agreement negotiated between IF Metall and the employers’ organisation, employers remained responsible for paying workers’ wages. Although employers paid more wages than the labour time they received, doing so allowed companies to retain their workforce – many of whom had been trained for the jobs they occupied. Tommy Thunberg Bertolone was a key negotiator when the short-time agreements were first worked out and continues to work for the union. As a trade unionist, Tommy Thunberg Bertolone serves as a member of the expert team advising the government on the national expansion of short-time agreements. He

notes the importance of skills in getting employers on board with the plan, explaining that employers could resume operations smoothly with their existing workforce from the moment the economy started recovering. This meant they did not have to begin from scratch with training and upskilling new hires – which is often costly and time-consuming. Indeed, the costs associated with temporary setbacks in production can be minimised if businesses can immediately resume production when demand for goods and services rebounds (OECD, 2022^[49]). Svensson also notes the positive impact of worker retention on morale; when workers are laid off or made redundant, they may be reluctant to return because they feel less valued in the workplace.

Ultimately the agreement negotiated between IF Metall and the employers proved important not only for the workers and individual employers involved but for the industry and economy more generally. Indeed, Sweden is heavily dependent on the export industry, with nearly 50% of the country’s GDP derived from exports. As the economy grows and technologies evolve, skills are increasingly specialised, and skilled workers are in high demand. As Cyrene Waern, the International Secretary for Sweden’s Trade Union Confederation (LO), states, highly skilled workers can be challenging to find. “This,” she explains, “is one reason why in industry they are very careful to retain skilled workers” (Waern, 2022^[48]).



The expansion of short-time work agreements

The success of the 2012 collective bargaining agreement created a base of support for short-time work agreements from trade unions and employers alike. As a result, by 2014, the political climate was favourable for cultivating state support for the programme. Short-time work agreements were introduced labour-market-wide in Sweden via the Act (2013:948) on Short-time Working. Now overseen by the Swedish Agency for Economic and Regional Growth (Eurofound, 2021^[50]), the Act is based on the agreement on short-time work negotiated by social partners in 2012, with some changes to policies and rates. The most significant difference is that, unlike the 2012 agreement, the Act provided that the Swedish government would commit to subsidising the wages of workers placed on short-time work. Unsurprisingly, this also helped to garner greater support among employers.

In its administration of the programme, the Swedish Agency for Economic and Regional Growth advises that employers and trade unions should negotiate the terms of short-time work agreements. While a collective agreement covers the majority of Swedish workers, workplace-level negotiations are required if and when short-time work is implemented. Even if working conditions remain standardised based on a national contract, local agreements on short-time work allow social partners to negotiate specifics to reflect their unique needs. This can include differences in the degree to which working time is reduced or application of short-time work to specific types of jobs.

Additionally, the legislation introduced a provision whereby workers and firms in non-unionised workplaces could also gain access to short-time work agreements. In these instances, all employees who participate in short-time work must sign an agreement indicating their willingness to participate, and, in order to receive government support, the agreement must cover 70% of employees at the

operating unit (Swedish Agency for Economic and Regional Growth, 2022^[51]). While non-unionised workers may have more limited rights and protections than their counterparts, short-time work agreements are now widely accessible, and social dialogue is a precondition for their implementation.

Short-time work during the COVID-19 pandemic

When the COVID-19 pandemic arrived, the Swedish government issued emergency provisions and funding, and short-term work agreements were activated *en masse*. In the first six months alone, IF Metall was involved in negotiating 3 000 local short-time work agreements affecting 90 000 workers – or 40% of all of the trade union’s members.

While the experiences of workers on these agreements varied depending on their actual jobs, Tommy Thunberg Bertolone cites the experience of full-time steelworkers. The short-time work agreements were introduced in March of 2020. “By August and September 2020, they were back to full-time work again. [...] These were people who could have been unemployed, but unemployment basically did not increase. If you compare this to unemployment rates in 2008, this is a big difference” (Waern, 2022^[48]). He and Svensson explained that overall industrial workers have been very happy; they may have lost some money, but they kept their jobs.

These agreements have proven most useful in industry; however, the experiences of workers in other sectors have been more mixed. Hotel and restaurant unions, Waern explains, had higher levels of redundancy among their members as businesses closed their doors; this was particularly true for small hotels and restaurants. Even during non-pandemic times, hospitality and service sector work tend to have higher levels of turnover; when the pandemic hit, this meant that employers were more willing to let their staff go – viewing their workforce as more easily

replaceable. However, as the economy has begun to open doors again, some restaurants are having difficulty finding staff, suggesting that they might have benefited from greater use of short-time work agreements. Meanwhile, nursing staff faced other issues, like higher demands for their services and high exposure to the virus, causing these unions to focus more on health and safety issues. In jobs like theirs, short-time work agreements were rarely, if ever, used.

The Swedish government is now engaged in discussions about how short-time work agreements will be used in the future. The government's expert group on short-time work will help to establish rules and protocols about how such agreements will be used in post-pandemic times. This will likely include rules on duration, return to work protocols and policies specifying when such agreements can be used. These rules are expected for December 2022; at that point, unions and employers may need to renegotiate their current agreements to ensure they are consistent with the law.

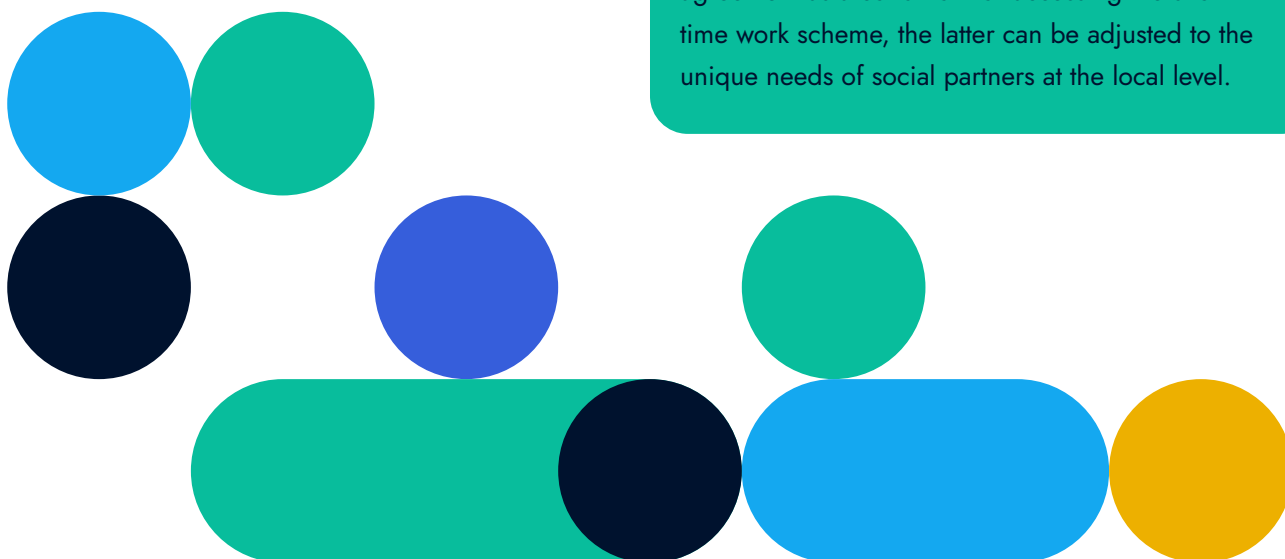
Key lessons

Social dialogue can be used to manage labour-market crises and disruptions. In the case of Sweden, social partners successfully mobilised short-time work agreements to meet the challenge head-on and avoid mass lay-offs when COVID-19 hit.

High levels of trust between social partners and social dialogue can yield rapid responses in times of turmoil. Sweden has high levels of trade union membership and collective bargaining coverage. Similarly, employer organisations are commonplace. In this context, social dialogue is regarded as a key mechanism for regulating work and stakeholder trust in industrial relations institutions and processes (Global Deal, 2017^[52]). Thus, social dialogue is viewed as an avenue to find solutions even when disruptions are unprecedented.

Social dialogue can inspire legislative change. The short-time work agreement negotiated by IF Metall and the employers' organisation after the 2008 financial crisis was viewed so favourably that its core principles were ultimately adopted by Sweden, with the government subsidising wages during the use of short-time work.

Social dialogue can provide for more flexible implementation. By requiring a collective agreement as a condition for accessing the short-time work scheme, the latter can be adjusted to the unique needs of social partners at the local level.



Case study 6

Social dialogue to promote occupational health and safety – Korian and its European Works Council



Introduction

Korian was founded in 2003 in France as a firm that provides a range of elder care services.

Korian is now one of Europe's largest private care providers, with operations in seven countries.

These include Belgium, France, Germany, Italy, the Netherlands, Spain and the United Kingdom.

The company joined the Global Deal in 2020.

Amidst changing demographics and an ageing European population, elder care is a growing sector where demand for services is increasing. Indeed, in the countries where Korian operates, between 19% and 23% of the population is considered elderly (OECD, 2022^[53]). To meet this need, the firm offers three types of services. Nursing homes are at the core of the business. These are complemented by a series of clinics in France, Italy and Spain. Community-based home care help is the third service the company offers. The company operates more than 1 100 facilities and employs more than 60 000 workers. The vast majority – some 50 000 workers – are located in France and Germany. Like the care sector more broadly (see Box 4.2), the workforce is highly feminised; 82% of the company's employees are women.

Box 4.2. Care work and gender

Across the world, women continue to do the vast majority of unpaid care work. Indeed, a 2019 report by the ILO found that women complete approximately 75% of all unpaid care work irrespective of country; and increasingly, this unpaid work is often in addition to employment that women hold outside of the home (Charmes, 2019^[54]). This gendered history of care work is also reflected in the labour market, where women are disproportionately employed in the care sector. Care work has historically been undervalued, yielding low wages and sometimes precarious work conditions. Pay inequalities persist, with women in the healthcare sector earning 24% less than their male peers (ILO, 2022^[55]).

The creation of Korian's European Works Council

In 2019, just before joining the Global Deal as a partner, **Korian** established a European Works Council (Box 4.3). The European Federation of Public Service Unions (EPSU), an affiliate of Global Deal partner **PSI**, initiated its creation in line with a decision to establish more such councils as tools to support trade union activities in the region.

Box 4.3. What is a works council?

Works Councils are bodies that represent employees of a company. Historically part of the social dialogue infrastructure in countries like Austria and Germany, works councils can help to facilitate information sharing and dialogue between workers and management.

In 1994, an EU directive was passed that supported the creation of European Works Councils (European Union, 1994^[56]). In this case, workers from multiple countries employed by the same employer could form a European Works Council, provided that the company employed at least 100 workers throughout Europe. The directive was recast in 2009 with the goal of "ensuring effectiveness of employees' transnational information and consultation rights" and facilitating the creation of more works councils

When workers at the company indicated their intention to form a works council, Korian responded positively and receptively. Across the seven countries where it operates, Korian already had significant experience engaging in social dialogue with trade unions and worker representatives. The founding of the European Works Council in 2019 was, however, the first-time social dialogue was implemented in a transnational context.

The works council consists of members from ten trade unions representing workers in the company's various countries of operation. These trade unions worked together with Korian to establish the agreement setting up the works council. EPSU actively participated in these negotiations and remains a key observer on different issues.

The partners brokered a European Works Council Agreement that exceeded the requirements of the European Directive on Works Councils. Notably, the partners agreed to establish two joint working groups comprised of management and works council representatives: one on social issues, which primarily seeks to address absenteeism and enhance employee retention, and another on health and safety.

Health and safety and reducing occupational accidents were major concerns for the social partners, as injury presents a cost borne by all parties. Risks include occupational infections that can occur due to exposure to viruses or accidental penetration with used needles, the risk of violence and harassment directed at caregivers by patients, and – very commonly – ergonomic risks (WHO and ILO, 2022_[57]). Indeed, musculoskeletal injuries happen often, as caregiving can be a very physical job. This is particularly true in environments where clients have mobility constraints – which is often the case with the elderly as patients often need to be lifted and moved with the assistance of a caregiver. “Musculoskeletal disorders are a serious problem [...] especially among nurses. The leading problems are back injuries and shoulder pain, which can seriously cripple the employee’s ability to function efficiently” (European Commission, 2011_[58]). For workers, too, such injuries are often accompanied by pain and discomfort – impacting their work and quality of life more broadly.

By working together, the social partners sought to change Korian’s culture and work habits. Their common goal was to ensure that employees were not only taking care of patients but could also take care of themselves.

Since its inception, the company has viewed the social dialogue with the works council as a success. In light of the company’s move to establish itself as a European company, management and workers recently signed an agreement to create a European Company Works Council that will replace the current works council. This transition will take place late in 2022 and provides for more frequent consultation, training worker delegates, and increasing the number of worker representatives – who will be appointed by trade unions – to 20.

(Korian, 2022_[59])

The Protocol on Health and Safety

In 2019, a Health and Safety at Work Charter was signed by Korian’s Executive Committee. More recently, in November 2021, the social partners worked together to establish a Protocol on Health and Safety that was jointly adopted by management representatives and the European Works Council. The content of the protocol builds upon the Health and Safety at Work Charter. Moreover, experience acquired by social dialogue on health and safety at work allowed social partners to be better prepared to handle the challenges raised by the outbreak of COVID-19 (see Box 4.4).

Box 4.4. How social dialogue helped ease the challenges of the pandemic

Korian and the European Works Council's established social dialogue predated the outbreak of COVID19. This left these partners well positioned to deal with some of the challenges presented by the pandemic. For example, one protocol item is "to ensure that health and safety equipment is available". This had included tools like a work chair and shoes – and when the pandemic arrived, interpretation expanded to include personal protective equipment, such as facemasks and hand sanitiser. Expanding provisions to address the challenges of COVID was possible due, in large part, to regular meetings between the social partners, as these provided a new forum where emergent risks could be identified, and management and worker representatives could build mutual trust.

The protocol, negotiated between management and the European Works Council, includes 25 measures for improving health and safety at work. Differences between the respective countries where Korian operates caused the parties to adopt broad language that could be operationalised differently at the country level. As explained by Korian's Social Relations and Engagement VP, Mathilde Tabary, this allows facilities in different countries to better accommodate differences in occupational health and safety regulation, social protection legislation, and even managerial cultures. Each of the 25 measures is accompanied by examples of concrete steps to improve the culture of health and safety at work. They include measures such as awareness-raising campaigns, steps to identify risks at work, and commitments to improve ergonomics and reduce workplace risks through training. Progress is monitored regularly by representatives from Korian and the European Works Council who serve on the Health and Safety Working Group. Together they work to establish concrete practices and goals for

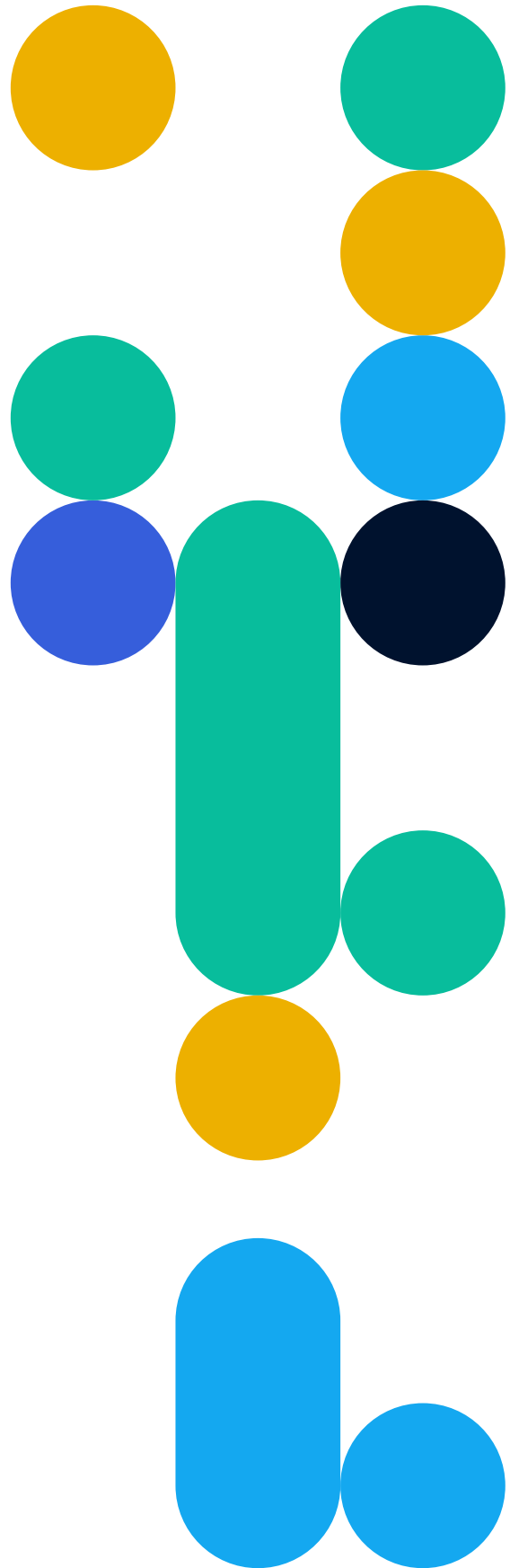
each of the 25 protocol areas and to assess their overall progress. Among the many benefits of this collaboration is that when good practices from one country or region are identified, they can be duplicated or suggested for implementation elsewhere.

The Protocol on Health and Safety was signed too recently to know how transformative it has been in mitigating health and safety risks at work. However, Ms Tabary confirms that the document's signing coincides with a reduction in workplace accidents. The company and its relationship with workers, meanwhile, has also benefited from the greater transparency that social dialogue has offered. She explains it is "a formalisation of the health and safety policy [that] gives more concrete directions on what should be done to reduce accidents within the company. It [was created] because union, [worker representatives] and management think this is something we must improve so that the sector can be more attractive [and] so that we have [higher employee retention]. In the end, it is a human resources and even a business issue" (Tabary, 2022_[60]).

Jakob Embacher, EPSU's staff person supporting the formation of European Works Councils, explains that the works council and its activities have also been a constructive way for workers to co-ordinate across borders and to promote information sharing between the company and its employees. Works Councils, he is clear to point out, should be used to enhance social dialogue and not in place of trade unions and collective bargaining; but engaging in workplace co-operation can be a way for companies to "position themselves [within the labour market] as having better relations with their employees" (Tabary, 2022_[60]). It can indeed lead to concrete improvements at work, too. Ms Tabary confirms the importance of positive social relations between workers and management, "Given the deep staff scarcity issues in the care sector, we can make a difference with constructive social dialogue."

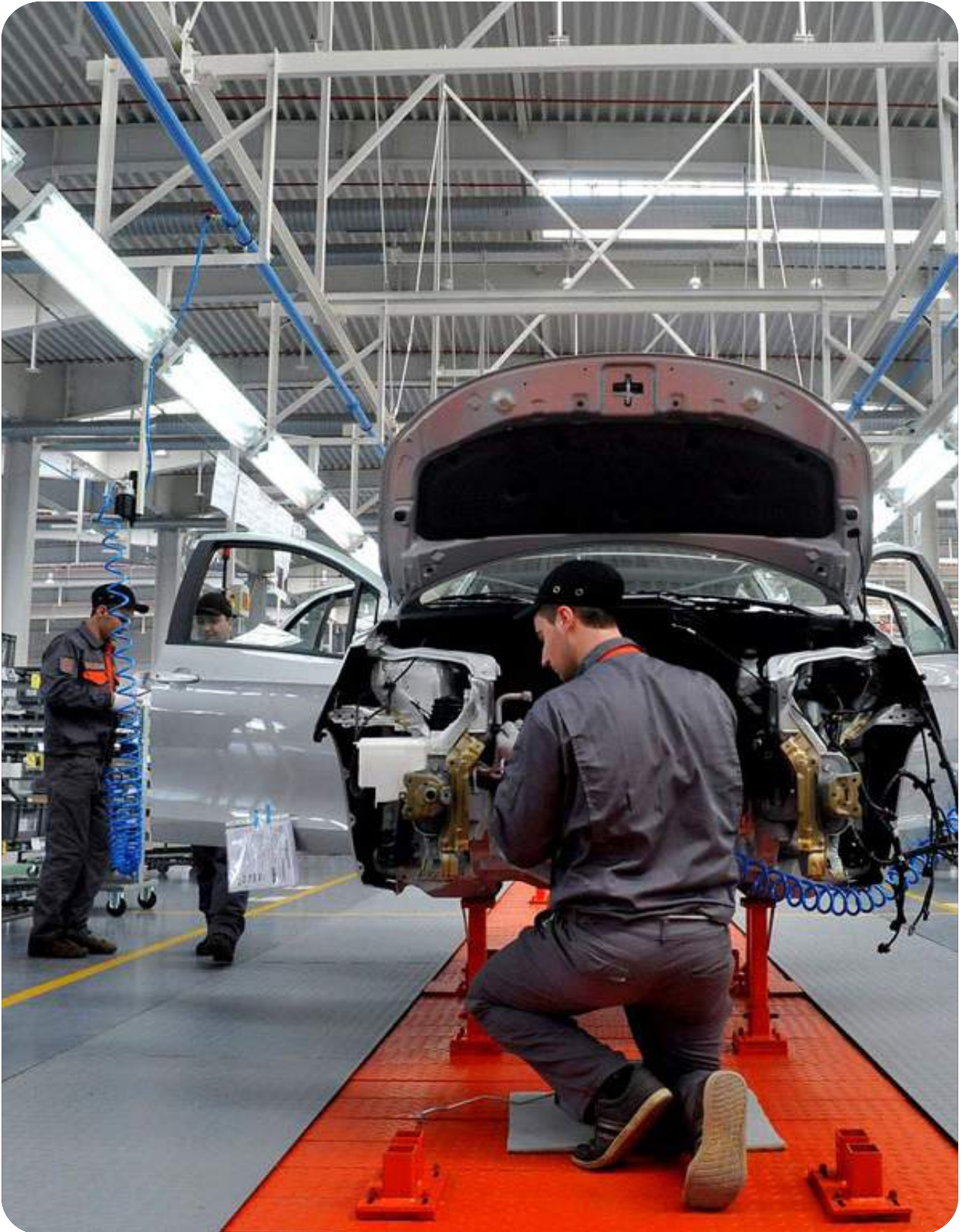
Key lessons

- **Social dialogue leads to a better understanding of workplace problems.** For Korian and the European Works Council, social dialogue offered a mechanism to better understand health and safety issues and offered opportunities for the social partners to create or identify solutions together.
- **Identifying issues of mutual importance through social dialogue builds trust.** In this case, a key issue of mutual importance was occupational health and safety, as all bore the costs of workplace injury. Some of these costs, like temporary injury, could be relatively short-term problems; however, over a longer timescale, minor issues could easily be transformed into systemic problems and lead to poor retention or high absenteeism rates.
- **Social dialogue makes it possible to adapt commitments to broad principles to times of disruption or unforeseen circumstances.** In this case, commitments to health and safety were adjusted to the challenges that emerged with COVID-19.
- **Regional commitments can be operationalised differently depending on the local context.** In the case of Korian, a broad set of commitments to issues of mutual importance were operationalised differently at the country level.
- **Small changes can make a big difference.** While some of the concrete steps outlined in the Protocol on Health and Safety are extensive and require significant co-ordination, others are small, everyday changes, like installing handrails, for example. Whether they are big or small interventions, all have made a positive difference.



Case study 7

Social dialogue on remote work at Stellantis



When COVID-19 first appeared and lockdown measures were introduced in 2020, many firms struggled to adapt to teleworking. For Global Deal partner **Stellantis**, however, COVID-19 provided the impetus to expand the firm's telework policy, in existence since 2014. The company's longstanding commitment to social dialogue and worker well-being has allowed management and workers to cooperatively develop strategies that aim to maximise the benefits of working from home and minimise the risks.

Stellantis: From an auto manufacturer to a sustainable mobility tech company

Stellantis was founded in 2021 after a merger between Italian-American conglomerate Fiat Chrysler Automobiles (FCA) and the French PSA Group. The company now identifies itself as a sustainable mobility tech company. As a major employer with over 300 000 employees globally, its workforce includes a range of occupations that span the entirety of the product lifecycle – from research and development to manufacturing to sales.

As a company, Stellantis has long engaged with its employees through various forms of social dialogue. Research has shown that productive relations between workers and management can help deliver more favourable working conditions and even higher levels of efficiency (Global Deal, 2021^[61]). Stellantis has also found this to be true in practice; it views social dialogue as part of its competitive advantage. The company engages with a range of worker representatives, including unions, worker committees and works councils. Both the scale and particular configurations of social dialogue vary as they are influenced by country and region-specific industrial relations practices and norms, as well as legal frameworks to which Stellantis management responds accordingly.

The introduction of telework

Stellantis' predecessor company, the PSA Group, began experimenting with teleworking as early as 2014 (for a definition of telework, see Box 4.5). Viewing it as a benefit to employees, management was of the opinion that employees would enjoy greater flexibility. Telework, management felt, could improve worker well-being and workers' orientation towards the firm. In turn, this could yield secondary benefits for the company with respect to things like worker efficiency and workforce retention. Opting to give workers full control over the location of their work, management introduced telework on a voluntary basis for workers who wished to take advantage of this new way of working.

Box 4.5. Telework, remote work, and work from home

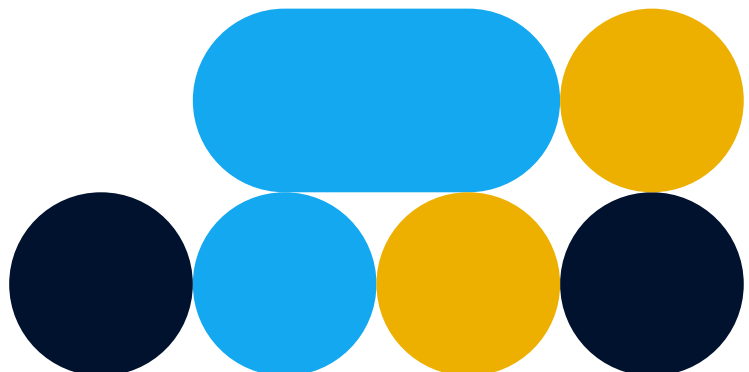
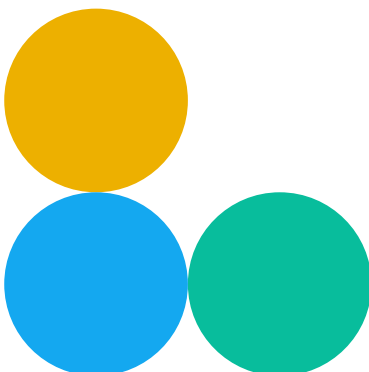
A range of new terms has been developed to refer to workers who perform their jobs and tasks, fully or partly, from locations other than the traditional workplace. Definitions may vary regionally, and many terms – including telework and remote work – are often used interchangeably. The European Framework Agreement on Telework, which was established through the use of social dialogue, established a definition for telework. It states that telework is *“a form of organising and/or performing work, using information technology, in the context of an employment contract/relationship, where work that could be performed at the employer's premises is carried out away from those premises on a regular basis.”* Telework may happen from workers' homes – in the case of “work from home” or another location.

Source: Eurofound (2021^[62]) and ETUC (2002^[63]).

The introduction of telework, however, was limited to specific occupations as not all types of jobs are well suited to remote work arrangements. Manufacturing, for example, requires industrial infrastructure that demands workers' presence on the factory floor. Other types of jobs, such as administrative work and human resources, however, include a broad range of tasks that can successfully be completed remotely. Non-manufacturing jobs were thus the areas where the company focused on introducing telework.

When discussing the experience of introducing telework in France, Franck Bernard, Stellantis' Workforce and Labour Relations Manager, mentioned that workers initially received the 2014 voluntary telework arrangements favourably. On the other hand (and despite the initiative being introduced by management), some resistance was expressed by "legacy" managers who were concerned about the possible risks associated with telework and what this would mean for their ability to manage workflows. These managers worried that workers might become less involved if they were not in the office or that remote work could impede team communication as opportunities for casual "water cooler" conversations were reduced. There was some need for technical innovations – such as providing cameras on employees' home computers so they could participate in online meetings. However, according to Bernard, the greater challenge was to "adopt a new mindset" and envision a new way of organising work.

Some of the initial concerns raised by legacy managers were assuaged in 2017 when the PSA Group negotiated its first collective agreement, including a provision for telework. In jointly addressing the concerns of managers and the desires of workers, the agreement provided workers with one fixed telework day per week. This allowed departments and teams to plan their work schedules and deliverables accordingly. Additionally, the agreement provided another 25 telework days per year that could be distributed flexibly, with the schedule determined jointly by workers and their direct line managers. These telework flex days would provide workers with autonomy but were also viewed by the company as a mechanism to promote work continuity. For example, in the event of public transport delays or bad weather, work would be uninterrupted as workers would be able to work from home. By January 2020, when the COVID-19 pandemic arrived, the PSA Group already had 4 000 workers regularly engaged in some form of telework. These workers were predominately based in France, Spain, Brazil, and to a lesser extent, in the United Kingdom.



The expansion of telework following COVID-19

When the COVID-19 pandemic arrived, both PSA and FCA shifted their entire non-manufacturing workforce complements to remote work arrangements, using similar protocols and practices experimented with since 2014 (MarketScreener, 2021_[64]). While many workplaces were forced to adapt to stay-at-home orders and devise entirely new ways of working, for Stellantis' predecessor companies, the groundwork had already been laid.

Bernard confirms that the quick and full transition to telework during the pandemic was greatly aided by the company's more gradual shift towards remote work that had previously taken place and the trust it had built with workers along the way. For example, before the pandemic, much of the necessary information technology infrastructure to facilitate telework had already been identified.

However, with the expansion of telework, the company found that it needed to better support management and workers in the transition – and expand access. This realisation was achieved through the use of social dialogue. As Bernard explains, “at the start of the pandemic, we decided to immediately discuss and define with unions what [would] be the new way of working for our company.” Working groups were established to help facilitate these conversations, which included representatives of managers and workers. Bernard stated that while many workers engaged in telework before the pandemic were equipped with video cameras, social dialogue raised the issue that workers new to teleworking also needed video equipment to feel fully included in remote meetings. The company was able to work with its workforce to meet these needs and invested in a range of team-based communication software.

Also, while the group discussed short-term needs and challenges, they discussed longer-term, company-wide goals that would outlast the pandemic arrangements. These included the desire to move the company towards a hybrid work arrangement of 70% remote work and 30% in-person work as a permanent feature for non-manufacturing workers at Stellantis. While the trend has been towards increased use of telework, unforeseen challenges still emerge that require workers to be physically present. This can disrupt the teleworking practices and standards that are being implemented at Stellantis. Social dialogue has helped here, too and has been used to develop advanced notice requirements if workers are called into the office on a day they had expected to work from home. These types of practices help to formalise teleworking by establishing shared expectations between workers and management.

The company maintains that the introduction of telework has fuelled a better work-life balance for employees and that this has been achieved without negatively affecting firm efficiency. Research points to other positive impacts from which Stellantis may benefit. These include a reduction of company expenditures (less office space required), greater organisational agility, improved worker morale (Boell, Cecez-Kecmanovic and Campbell, 2016_[65]) and reductions in global emissions (eliminating or reducing the need for commuting) (Messenger, 2019_[66]).

Bernard flags some challenges related to telework, however. While it can allow for better work-life balance, there is a risk that working from home will blur the distinction between home life and work life and that workers will be “always on” – working more and without the lunch breaks or rest periods that had been part of their work schedules in more traditional workplace configurations.

To help mitigate these risks and promote workers' mental health, the company is – for now – committed to maintaining 30% of total working time as in-person. This will help workers maintain a sense of connection to the company and their co-workers and counteract possible feelings of isolation. This is also a response to the concerns that the company and workers have expressed about the potential drawbacks of telework. This division of time also allows workers to work on collaborative, team-based activities when they are in the office together and to focus on more individualised tasks while working from home.

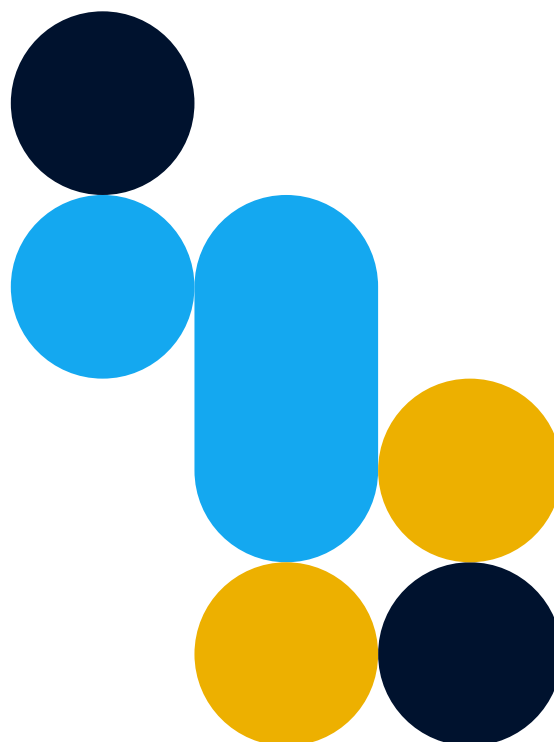
The telework working group has also developed guidance on effective telework strategies. For example, they encourage shorter meetings of 45 minutes rather than an hour and suggest that workers schedule lunch breaks so that they can take time away from their desks. Bernard also mentions that the company's global size has been beneficial: "We can look across the regions and adopt the best and most successful [telework] policies that have been developed."

Telework across Europe

Beyond Stellantis, the increase in telework has encouraged social partners across Europe to use social dialogue to develop guidance on remote work. For example, the **European Trade Union Confederation (ETUC)**, a Global Deal partner representing 45 million members in 39 European countries, and European employers have recently signed a joint social dialogue work programme for 2022-24. The programme included a commitment to address six priority areas, including telework and the right to disconnect. As such, European social partners will work together to strengthen and update a 2002 Autonomous Agreement on Telework – the outcome of which will be put forward for adoption as a legally binding agreement via an EU directive (ETUC, 2022^[67]; ETUI, 2022^[68]).

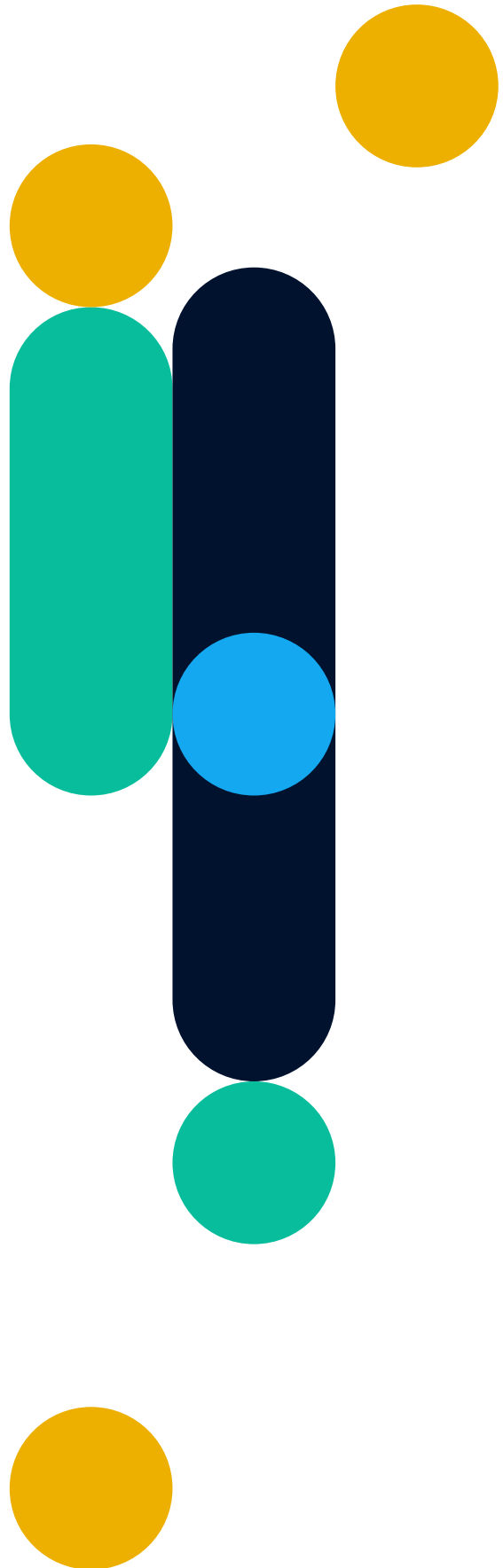
This work builds upon other recent initiatives. Many of them, outcomes of social dialogue, have been developed at either European or country levels. These include France's notable Right to Disconnect Law, which aims to eliminate "hidden overtime" by ensuring that workers have the right to turn off their work devices at the end of the day, absolving them of the obligation to answer emails after hours (OECD, 2020^[69]). France's National Interprofessional Agreement on Telework, another example, was jointly negotiated by a number of trade unions and employer organisations. It covers issues such as health and safety, telework-related costs and access to training (Industrial Relations and Labour Law, 2020^[70]).

Stellantis' efforts remain focused predominately on its own workforce, but when it comes to broader regulation and social dialogue, Stellantis, as a leader in telework, has regularly been consulted about its company policies and practices.



Key lessons

- > **Social dialogue can help meet material needs and change mindsets.** Remote working requires a range of information and communication technology tools to facilitate online collaboration. At the same time, for remote work to be successful, managers and workers need to have open minds. Social dialogue can help meet these needs through open conversations about challenges and opportunities.
- > **Social dialogue can build trust between actors.** Remote work requires high levels of autonomy and trust. Without workers in the office every day, managers need to be able to trust that workers are doing their jobs. Similarly, workers need to know they are still part of a team that is there to support them in doing their jobs successfully. Social dialogue can help ensure that all parties make these commitments.
- > **Social dialogue can help employers and employees cope with unexpected events.** Although Stellantis' predecessor companies had introduced telework before the start of the COVID-19 pandemic, the use of telework expanded rapidly when stay-at-home orders were issued. The company's history of using social dialogue as part of the telework transition gave workers and managers confidence that they could cope with the unexpected circumstances brought on by the pandemic.



Case study 8

The Swedish Workplace Programme - What happens when labour-market actors work together to promote workplace co-operation?



Introduction

How can workplace co-operation between companies and trade unions strengthen decent work and sustainability? The answer is through sound policies and efficient implementation based on social dialogue. However, this requires high levels of trust, inclusion and the right tools, particularly in contexts where social dialogue is stigmatised, complex or even absent.

The Swedish Workplace Programme (SWP) is a joint initiative by Swedish companies and trade unions which work together to identify innovative ways to develop better workplace cooperation. The programme is implemented jointly by the Global Deal partner **Swedish Industrial and Metal Workers' Union (IF Metall)** and the International Council of Swedish Industry (NIR) with support from the Swedish International Development Cooperation Agency (Sida). Currently, the SWP is working with 40 companies and unions in Colombia, Kenya, South Africa and Viet Nam.

The SWP aims to promote effective workplace co-operation as a tool to shape sustainable workplaces and a better landscape for both people and businesses

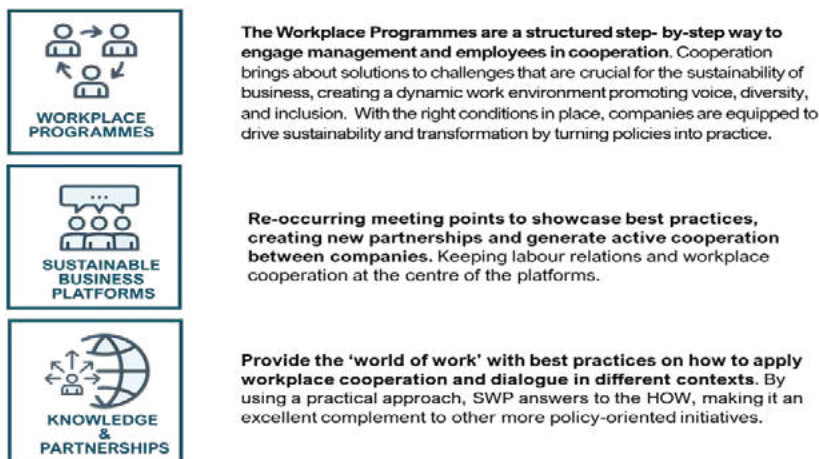
in emerging economies. Through its approach, the SWP works hands-on at the company level to create positive effects from the workshop floor and outwards. In addition, the programme promotes cooperation initiatives where companies and unions can participate in tandem. Too often, this is done separately and in silos. In the programme, Swedish companies and unions shape and implement joint initiatives and share good practices from their own organisations to offer new perspectives on workplace co-operation.

The SWP's approach to workplace co-operation: Developing better tools to improve behaviours

The SWP makes the business case for co-operation through the establishment of structured workplace committees (or "programmes") (see Figure 4.1). This allows policies to align with local realities and address nuances that would otherwise be missed. The process gives everyone a voice in the workplace. With inclusion and participation follows trust and accountability, where new and old leadership can grow – often with unexpected and positive outcomes.

Figure 4.1. Key components of the Swedish Workplace Programme

OUR KEY COMPONENTS - HOW SWP CREATE CHANGE



Source: Swedish Workplace Programme.

Workplace co-operation improves company engagement in sustainability and human rights

SKF Latin Trade is a company based in Colombia with operations in several other countries in Latin America and the Caribbean. The company operates in diverse sectors, including mining, oil and gas, food and beverage, pulp and paper, and metal, where sustainability is an imperative. The outbreak of the COVID-19 pandemic forced SKF Latin Trade to adjust to new ways of working while meeting market demand and handling supply-chain disruption. After participating in a Sustainable Business Platform organised by the SWP, the company signed on to the programme with the objective of enhancing workplace co-operation.

The first crucial step of the SWP intervention model involves ensuring the local stakeholders' buy-in. As such, the SWP facilitated a comprehensive baseline assessment that involved conversations, interviews and surveys with managers and workers. The assessment offered a different strategic view of the company and provided suggestions on where to prioritise efforts in the future. The process empowered workers who used this opportunity to highlight challenges and offer

their solutions to the company's sustainability issues.

Secondly, a workplace committee with representatives from management and employees was established through a transparent and democratic election process. In the process of forming the committee, biases of management and employees were challenged as candidates explained why they wanted to be elected. This contributed to building trust and establishing common ground among the parties. Based on the feedback of the baseline assessment, which was presented to the whole company, the workplace committee prioritised improvement actions in the areas of gender equality, diversity and inclusion, and sustainability.

“For SKF Latin Trade, the committee is very important. Managing gaps, working on improvements with our staff and addressing sustainability is essential for the company.”

Managing Director, SKF Latin Trade



Implementation and results

As a result, the SWP delivered a training programme to build the capacity of committee members in organisational change and equip management and workers with the skills to navigate the ongoing and upcoming change process. In addition, the SWP launched a Women Empowerment Programme, which included a review of policies and practices that hinder inclusion and equality at the company level; activities to raise awareness on gender issues, including by engaging male champions for gender equality; and leadership trainings for female employees.

The process of dialogue and consultation enabled by the SWP contributed to building trust in the workplace; empowered management and workers to identify the company's key sustainability challenges; and set up a plan to address them. For example, in September 2021, the company launched its Human Rights Platform and conducted a training programme that resulted in the identification of human rights ambassadors in charge of generating awareness and promoting the value of social dialogue and workplace co-operation with colleagues, clients, suppliers and partners.

SKF Latin Trade is now sharing this approach in their value chain and ecosystems through a platform that consists of regular talks on standards, guidelines and good practices, as well as through the rollout of a training programme. Human rights awareness is extended to suppliers, contractors, clients and distributors with conversations to communicate the company's commitment and due diligence process. The company intends to go beyond due diligence compliance, working to advance human rights in the supply chain. These measures and experiences have fostered an enabling environment for social dialogue as workers are now fully engaged in conversations that would have been impossible in the past. Inclusive dialogue and effective workplace cooperation practices have changed how policies are adopted and contributed to mainstreaming gender equality and human rights issues into all initiatives implemented by the company.

“This committee is an opportunity to impact lives and, by doing so, impact the company because companies are made by their people.”

Workplace committee member

An innovative training approach employed in Kenya and South Africa

Shop stewards are a trade union's representatives in the workplace: they provide a support system for the worker and are a link between members and the union. As a bridge between different parties, the shop steward's role requires a mix of soft and hard skills to ensure the efficient execution of duties. In this regard, skills development opportunities for shop stewards typically focus on the hard skills related to social dialogue (national labour law, collective bargaining practices, and technical and operational skills necessary for job performance).

However, the majority of shop stewards surveyed during consultative meetings held by SWP in Kenya and South Africa indicated that union representatives were feeling disempowered and unable to meaningfully engage with management due to lack of confidence and information asymmetry. The COVID-19 pandemic has accelerated existing mega trends shaping the future of work, and the demand for soft skills is increasing. This includes collaborating, communicating, building relationships and resolving conflict.

To fill this gap, the SWP and its Swedish company and trade union partners, together with the National Union of Metalworkers of South Africa (NUMSA) and the Amalgamated Union of Kenya Metal Workers (AUKMW), shaped UP! – an intervention focusing on the upskilling of shop stewards in the metal and engineering sector sectors in Kenya and South Africa (see Box 4.6).

Box 4.6. The key elements of UP!

The UP! concept focuses on:

- > Ensuring the buy-in of social partners through consultative assessments and workshops with the union, shop stewards and management, respectively.
- > Upskilling on specific areas identified by stakeholders through training sessions on:
 - > Social dialogue and workplace co-operation.
 - > Business-related topics and understanding of financial data.
- > Strategies to manage change processes at the personal and company level. This was especially relevant as many workplaces were undergoing massive upheaval and restructuring due to the COVID-19 pandemic.

Results and impact on workplace co-operation and trade union development

Union representatives from 27 companies in Kenya and South Africa were equipped through UP! and empowered with skills to engage with supervisors and management in a new and effective way. Many shop stewards highlighted that thanks to the training, they felt more respected in their professional relations and on a personal level. In addition, there was a tangible shift in confidence as participants felt more empowered to share information and voice their concerns, challenges and suggestions.

Feedback from participants showed that the training catalysed practical changes in some workplaces, with shop stewards indicating that they now strive to avoid adversarial relationships with management. This has led to reduced conflicts in the workplace.

The Federation of Kenyan Employers (FKA) noted that UP! has helped establish good approaches for conducting dialogue between workplace actors and solving grievance issues early on at individual workplaces.

Shop stewards listed several cases where they had managed to intervene and secure results in dialogue with management, avert crises or find solutions based on the skills obtained during the training, including when negotiating salary increments and better retrenchment packages than what was in the relevant collective bargaining agreements, creating social safety nets for other employees, and opening up space for local trade union development.

The upskilling intervention successfully enhanced the unions' value proposition. As a result, there was an increase in membership in the AUKMW, as trained shop stewards used their newfound skills to recruit new members. Furthermore, the training acted as a driver for the AUKMW to organise bipartite and tripartite conferences with the Kenyan Ministry of Labour, the FKA and the ILO. In addition, participants reported that the resolution of workplace conflicts reduced the pressure on formal conflict resolution systems, freeing the unions to deal with other pressing issues.

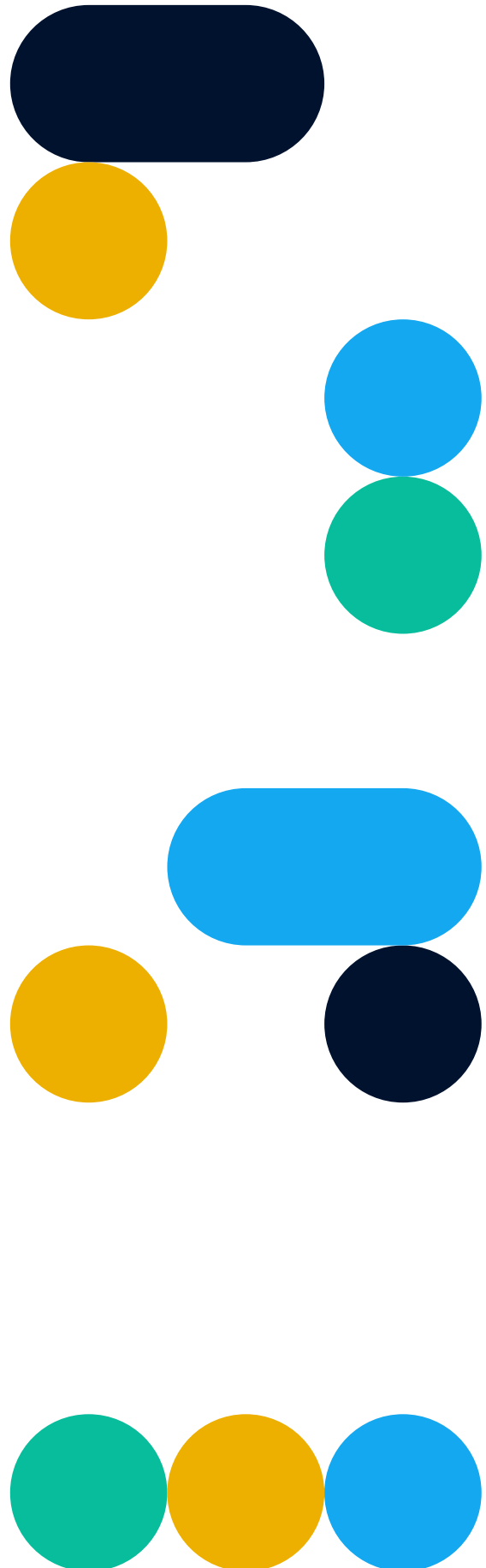
“Based on this shop steward upskilling, I feel confident that as a union, we now have change ambassadors that will grow the industry and protect and promote decent work principles for both the employer and the employees represented. And disputes will be dealt with at the workplace level through consultative dialogue.”

Rose Omamo, General Secretary of the AUKMW

Key lessons

To effectively develop and promote workplace co-operation, this case study from the Swedish Workplace Programme shows that it is essential to:

- **Ensure buy-in for workplace co-operation at the local level.** It is important to ensure that parties at the factory level understand the benefits of workplace co-operation for both businesses and workers. While this can be done in many ways, the SWP works closely with its Swedish business and trade union members to showcase the value of high-trust relations at the factory level. In addition, a large part of SWP is making the business case for workplace co-operation to the leadership of each workplace. This is key in unlocking the process of cooperation.
- **Make co-operation practical, localised and recurring.** Permanent (and active) structures like committees and working groups provide one of the solutions. However, when reinforced by management and made legitimate through elections, they become well-functioning over time. Structured workplace co-operation offers new perspectives on employee engagement and can help promote sustainability. In addition, it can make way for union organisations in non-organised workplaces by reducing stigmas and thresholds between the parties.
- **Include employees and workers' representatives in companies' policy processes from the start.** The setting and implementation of corporate policies on human rights due diligence touch upon issues of great concern for management, workers and their representatives, as trade union "DNA" is included in human rights policies. Therefore, ensuring that unions and managers participate in policy development and have sufficient skills and knowledge to engage constructively is vital.





5. Improving non-standard workers' working conditions and status through social dialogue



Introduction

Labour-market policies have grappled for years with the challenges posed by the rising use of non-standard forms of employment (ILO, 2016^[71]).¹⁶ In particular, the type and number of employment contracts that provide employers with more flexibility to decide when employment ends and starts have significantly expanded. This includes fixed-term contracts, agency work, daily contracts and zero-hour or on-call arrangements. It also relates to categories of self-employed workers, such as economically dependent own-account workers, including those who deliver services in the platform economy or the informal economy (OECD, 2019^[72]) (ILO, 2021^[73]).

Non-standard forms of employment can work to the advantage of both businesses and workers. The availability of different forms of employment relations and contractual arrangements allows businesses to adapt staff and working hours in response to fluctuating demand conditions and unexpected developments reflecting volatile markets. They can also suit workers who prefer not to work standard hours, due to care responsibilities, for example, or individual preferences. Non-standard work can also help some people overcome obstacles to employment.

At the same time, non-standard forms of employment are characterised by lower job quality. Non-standard workers are paid less than comparable workers on open-ended contracts, have reduced access to social protection and training opportunities and face more challenges to unionise and bargain collectively (OECD, 2014^[74]). The latter exacerbates, in turn, their wages and working disadvantages (OECD, 2019^[72]). Workers in these forms of employment also feel less secure in their jobs. Compared to workers on open-ended contracts, many more in non-standard forms of employment fear losing their jobs in the next six months and are doubtful whether they can easily find another job with similar pay (OECD, 2019^[75]). In turn, this weakens the stability of the employment relationship and may undermine business productivity as it leads to a more insecure, less loyal and demotivated workforce. Moreover, insofar as arrangements, such as fixed-term work or agency work, allow employers to terminate the employment relationship more quickly, they may

also reduce economic resilience by intensifying the immediate impact of negative shocks on jobs.

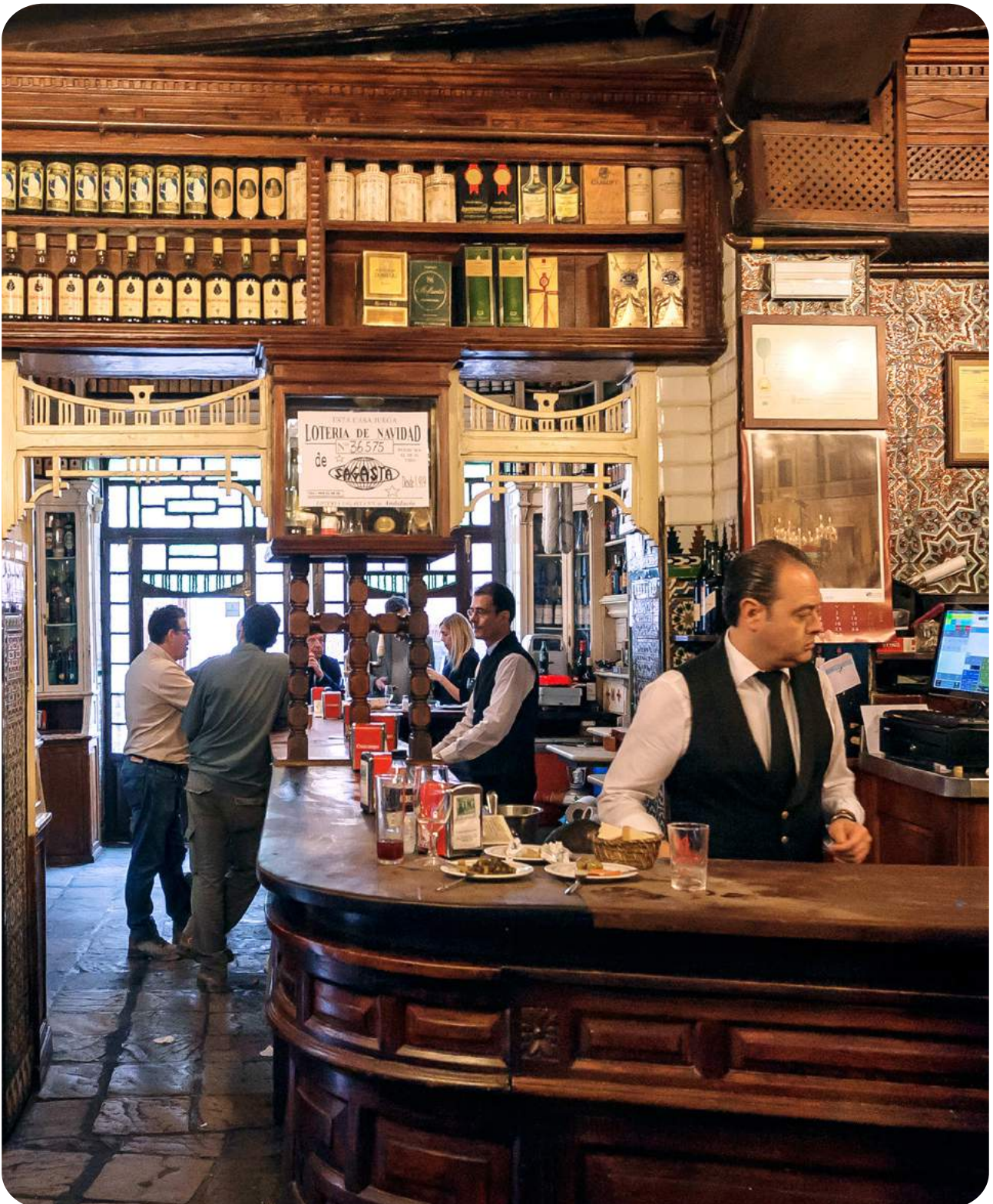
The case studies addressed by this section of the report focus on the role that dialogue between social partners and governments can play in improving the conditions and status of non-standard workers. In two of these cases, tripartite social dialogue at the national level was used to reach an agreement between social partners and the government to undertake a major reform of labour law (see Case study 9 Social dialogue for stable and adaptable labour markets in Spain) or to advise the government on how such reform should proceed (see Case study 10). A third case describes how public procurement and social dialogue can be linked to promoting fair work practices, in particular, more secure employment contracts (see Case study 11).

The details of each case study are adapted to the particular circumstances and situation of the economy concerned. However, there are also common lessons that can be drawn from social dialogue agreements. One common challenge of key importance lies in the need to respect a careful balance between varying interests and views of different stakeholders. Importantly, while social partners agree that non-standard forms of work should continue to contribute to enhancing the adaptability of an economy and its businesses, they also acknowledge the need to prevent the risk of stable forms of employment being crowded out by the dissemination of flexible work arrangements along with the objective of establishing equal, decent working conditions across different forms of employment.

Accordingly, the cases presented in this section illustrate that social dialogue provides the opportunity to reshape regulations and put these non-standard forms of work to better use. The balanced and pragmatic approaches that result from an intense consultative process between representatives of employers, workers and governments have the potential to eliminate the typical pitfalls of an ill-considered use of non-standard forms of work. At the same time, they also allow for preserving the core benefits these forms may offer to businesses and workers alike.

Case study 9

Social dialogue for stable and adaptable labour markets in Spain



The rise of non-standard forms of employment has been particularly significant in Spain, where one out of four employees is hired as a temporary worker (Aranguiz, 2022^[76]). In the health sector, where workers stood at the frontline of the COVID19 pandemic, the temporality rate reached 41.9% in 2021 (Pérez, C. y Pérez, G., 2021^[77]), with health staff accumulating one contract after another and finding it difficult to obtain an open-ended one. Overall, more than four out of five new hires in Spain are on temporary contracts (Bassanini et al., 2022^[78]).

As a partner to the Global Deal, the Government of Spain has pledged to advance decent work by significantly reducing the use of temporary forms of employment. As part of this commitment, in December 2021, Spain concluded a tripartite agreement to reform labour law and promote the use of open-ended contracts. This marked the outcome of several months of intense negotiations between the **Government of Spain**, trade unions (Global Deal partners **Trade Union Confederation of Workers' Commissions [Comisiones Obreras, CCOO]** and **General Union of Workers of Spain**) and employers' organisations (Spanish Confederation of Employers' Organizations and Spanish Confederation of Small and Medium Enterprises).

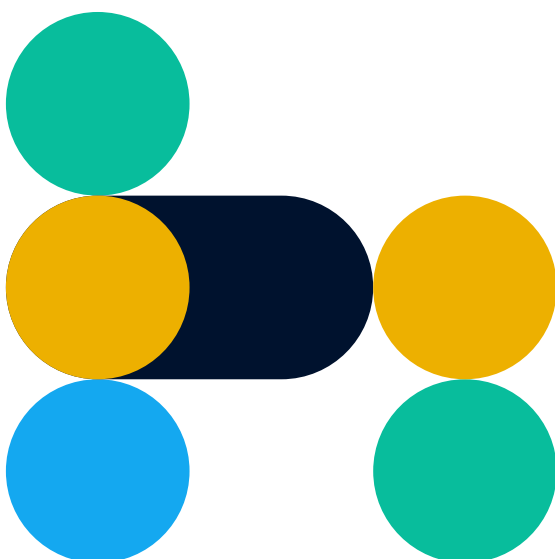
Promoting stable employment relationships...

To promote stable employment relationships, the 2021 tripartite agreement radically changed a core principle of labour law. Unlike the previous legislation, which followed a more neutral and tolerant approach concerning expanding different types of labour contracts, the reform marked a clear shift of preference in favour of the use of open-ended contracts. This fundamental change of stance is the outcome of several measures.

To start with, the new law presumes that employment contracts are concluded for an indefinite period and shifts the burden of proof to those employers who claim that a particular contract should be temporary. Those who claim a contract is or should be temporary will now have to provide more and better evidence to support this. To provide better guidance to labour courts, this rule is complemented by setting out more precisely and restrictively the cases in which a fixed-term contract is deemed legitimate.

A second measure aims to limit the practice whereby chains of temporary contracts are used to cover regular and recurring work. Any worker, who, over a period of 24 months, spends 18 months working in the same job or different jobs in the same company or group of companies by means of several temporary work contracts (Aranguiz, 2022^[76]), including agency work, will be entitled to an open-ended contract. This threshold was higher under the previous regulation, according to which workers were considered eligible for open-ended contracts after 24 months of work within a period of 30 months.

As another measure to strengthen the shift in preference towards open-ended contracts, the new law reduces the number of temporary contracts. Besides training, apprenticeships and internship contracts concluded for a specific duration, only two other types of temporary contracts will be allowed: either to substitute for a temporarily absent



worker or to accommodate occasional production circumstances, such as a temporary expansion of demand. In the latter case, the maximum duration of the temporary contract is limited to 90 days or, in a case in which the change in production conditions itself could not have been anticipated, to a period of 6 months. The latter period can be prolonged by up to one year if social partners agree to it by concluding a sector-level collective agreement.

A fourth measure is to repeal the contract for a specific work or service as of 30 March 2022 (Aranguiz, 2021^[79]), a type of contract that has already been the subject of criticism from the Supreme Court of Spain.¹⁷ This temporary contract, which was present in all sectors of activity and specifically in the services sector, was used by employers to link the employment contracts of their staff to the commercial contracts they have with their clients. The risk of reduced demand from clients could then be shifted to workers by terminating those employment contracts corresponding to the work or service for which demand was no longer in place. Compared to an open-ended contract, workers with a contract for a specific work or service were entitled to lower severance compensation (12 instead of 20 days of pay for each year of service, or even 33 if the objective cause specified to end the labour contract is ruled inappropriate). Workers could be engaged on these flexible contracts for as long as up to four years.

Finally, temporary employment contracts of short duration are discouraged by using a financial penalty. The employers' mandatory payment of an additional social security charge for all temporary contracts lasting no more than 5 days has now been extended to all fixed-term contracts with a duration of fewer than 30 days. Moreover, infractions on the use of temporary contracts will be fined between EUR 1 000 and EUR 10 000 per concerned worker rather than per company, as had been the case previously.

... while ensuring adaptability

Further to the objective of discouraging the use of temporary work contracts, the new tripartite agreement also aims to provide the business sector with other options to adapt the organisation of its labour force to changing circumstances (Méndez, 2022^[80]).

One such measure is to promote the "fixed-discontinuous contract" (contrato fijo-discontinuo), which can be used for all types of jobs that are structural but only performed during certain parts of the year (Centro de Estudios Financieros, 2022^[81]). This contract already existed before but was rarely used beyond a limited range of seasonal activities, given the wide use of other forms of temporary contracts. The rationale behind the new measure is to attract many jobs previously carried out through the contract for a specific work or service towards the fixed-discontinuous contract, including those offered by work agencies. As a result, businesses will be able to more easily adapt their labour uses to fluctuations in demand for their products and services.

At the same time, the tripartite agreement ensures that the flexibility provided to businesses by this specific contract is balanced by measures providing stability and security to workers. Reflecting the open-ended nature of the contract, workers' seniority will be calculated on the entire duration of the employment relationship rather than the specific period in which work was performed (Regojo and Nasarre, 2022^[82]). Importantly, workers are granted access to unemployment benefits during periods of inactivity. In addition, if workers are performing activities that have been contracted out or subcontracted, this period of inactivity cannot exceed three months, after which the company must reinstate the worker on a regular open-ended contract or proceed to dismissal (Auxadi, 2022^[83]). This three-month period can also be extended by collective agreement.

A social dialogue framework to manage this contract has also been agreed upon. A company using this particular type of contract will need to inform the workers' legal representatives at the beginning of each year about its plans to use this form of work. It will also need to report the periods during which workers were effectively engaged in fixed-discontinuous contracts. At the sector level, the tripartite agreement provides the option, through collective bargaining, to set up an employment exchange pool, so that workers on these contracts can be hired by other employers during a period of inactivity or, alternatively, can be given access to training. Finally, in the case of contracting and subcontracting, the specific sector agreement covering the activity carried out in the contract or subcontract should apply.

Another measure to provide businesses with margins of adaptability is inspired by good experiences with the short-time working schemes (ERTES) agreed upon during the COVID-19 crisis. Here, the tripartite agreement puts into place new ways for companies to avoid costly redundancies in times of crisis. In particular, a new form of short-time work arrangement, the Mechanism for Employment Flexibility and Stabilisation, has been agreed upon. It has two modalities. In case the difficulties experienced by the company are cyclical, short-time work can be introduced for a maximum of one year. When the downturn in business demand is permanent and concerns an entire sector or sectors, a training plan for workers needing a professional transition and intensive retraining needs to be drawn up. In this case, the maximum duration of one year of short-time work can be twice extended by six months.

A noticeable impact

Evidence shows that the reform has already produced results.

As of April 2022, out of the 1 450 000 new employment contracts being signed that month, almost 700 000, or 48.7%, were open-ended contracts. This represents a trend break with the past: for over three decades, the share of open-ended contracts has hovered around 10% (Spanish Ministry of Labour and Social Economy, 2022^[84]).

Importantly, this new trend is also reflected in the share of open-ended contracts in total employment (Government of Spain, 2022^[85]). Compared to the average over the 2015-21 period, that share increased by 7 percentage points, reaching 77% in April 2022. In the construction sector, the share of open-ended contracts in total employment increased by 20 percentage points, from 50% on average in the 2017-19 period to 70% in April 2022.

Moreover, the duration of employment contracts is also increasing. The share of temporary contracts with a very short duration (daily contracts and two- to seven-day contracts) collapsed from an average of 75.8% over 2017-19 to 28% in April 2022. Whereas in previous years, just 8% of all contracts signed since the beginning of the year were still valid in March, that figure is now up to 46.7%.

More in-depth research supports these numbers (Jorge and Victoria, 2022^[86]). Using econometric regression techniques, results show that the reform fostered the creation of an additional 286 000 open-ended contracts in the first quarter of 2022 without holding back overall employment performance.

Key lessons

The tripartite agreement concluded in December 2021 in Spain vividly illustrates how social dialogue can play a positive role in managing the use of non-standard forms of employment and addressing the casualisation of work. Involving social partners in the reform of labour law supports the achievement of balanced approaches and consensus on shared compromises, thus combining the needs of workers in terms of more stable jobs and secure contracts with the pursuit of flexibility by business.

On the one hand, the tripartite agreement strengthens labour law regulation by restricting and even abolishing certain forms and practices of excessive labour-market flexibility. On the other hand, it provides alternative ways to ensure that businesses can adapt labour input to market changes. The latter is achieved by enhancing a type of open-ended contract that incorporates certain elements of flexibility, expanding the type of short-time work schemes and providing the opportunity of subjecting the concrete implementation

of certain principles of this new labour law to collective bargaining at its different levels (national, sectoral, company). As argued by the OECD, the latter allows labour regulation to be implemented in a way that is better adapted to the practical circumstances of business while still guaranteeing a fair outcome for workers (OECD, 2019^[87]). Social dialogue thus produces “win-win-win” outcomes:

- Workers are more secure as they can rely on more stable labour contracts and employment relationships.
- Businesses, while also benefiting from a more stable labour force, are provided opportunities to adapt labour organisation to market changes.
- Governments no longer need to be concerned that negative economic shocks will result in mass job restructuring and sudden rises in unemployment.



Case study 10
Addressing labour-market insecurity in the
Netherlands



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Like many other OECD countries, the Netherlands has seen a significant increase in non-standard forms of employment over the past two decades. At the start of the 21st century, the overall number of workers employed under temporary contracts, temporary agency work and zero-hour contracts amounted to about 1 million. Fifteen years later, the number doubled to exceed 2 million. When adding the 1.1 million own-account workers¹⁸ to the previous number, 3 out of a total of 9 million in the Netherlands do not have a stable labour contract (Wetenschappelijke Raad voor het Regeringsbeleid, 2020^[88]).

Transposed in relative terms, these numbers depict the Netherlands as an outlier in the OECD landscape. For example, they imply that almost one in five workers in the Netherlands is on a temporary contract, compared to fewer than one in ten workers across the OECD on average (OECD, 2019^[75]). Moreover, between 2000 and 2017, the Netherlands experienced a significant increase in the rate of self-employment as a share of total employment. Self-employment increased by 50%, corresponding to the largest expansion among the four OECD countries with growing self-employment rates between 2000 and 2017 (Czech Republic, France, the Netherlands and the United Kingdom) (OECD, 2019^[75]).

A significant part of the labour force in the Netherlands thus faces high-risk job insecurity, particularly during times of downturns and corporate restructuring. This is particularly the case for low-skilled workers as almost one out of two (45%) do not have a stable contract.

The Social Economic Council's recommendations to the incoming Dutch government (2021)

The Social and Economic Council of the Netherlands (SER) is an independent advisory body of the Dutch government and Parliament and one of the country's main social dialogue institutions. It comprises employers' and workers' representatives and experts appointed by the government. The **Federation of Trade Unions of the Netherlands (FNV)**, a partner to the Global Deal, has eight representatives in the SER.

Following the general elections in the Netherlands in March 2021 and anticipating the formation of a new government, the SER issued a joint opinion statement in June of the same year that proposed a blueprint of social and economic policies for consideration by the incoming government during its mandate (2021-25) (Sociaal Economische Raad, 2021^[89]). The SER identified two related patterns needing urgent policy attention: increased income inequalities and growing labour-market insecurity. The joint opinion stressed that insecure jobs and flexible labour arrangements play a major role in explaining the rise of inequalities in the Netherlands. All too often, non-standard forms of employment have led to shifting the burden of economic uncertainty onto workers only or are used to put downward pressure on wages and working conditions. Particularly exposed to these practices are female workers, workers with disabilities and those with a migration background.



The SER advised the government to draw up measures to improve the future labour market by offering workers more stable jobs and income security. It also suggested that the government simultaneously provide businesses with enough agility to anticipate and deal with changing market circumstances. The objective was to achieve a more secure labour market capable of breaking with the trend of increasing market inequalities between high- and low-income workers and between capital income and labour income earners. Specifically, one important policy insight put forward by the SER was that policies to address labour-market inequalities upfront would likely reduce the need to redistribute income *ex post* through tax and benefit policies.

To build such an inclusive and secure labour market, the SER advanced a range of detailed policy proposals aimed at: 1) restricting the use of flexible labour arrangements; 2) making open-ended contracts more attractive to employers; and 3) addressing the phenomenon of “false self-employed” while improving the labour position of genuine independent workers. Moreover, and over the long term, the SER proposed to build a proactive policy infrastructure to guide workers during “job-to-job” transitions triggered by ongoing megatrends, such as digitalisation, ageing and the transition to a low-carbon economy. These policy recommendations are described in more detail in the following sections.



Better regulating flexible labour arrangements

According to the SER’s opinion, employees who perform stable and recurring jobs should be engaged in an open-ended employment contract. The idea is that temporary and precarious contracts are not justifiable when renewed for years to workers who perform jobs that need to be done on a continuous basis. Furthermore, the SER believes that providing these workers with more stable jobs will increase their security and that of their households and foster human capital, boost business productivity and strengthen support for collective bargaining agreements.

At the same time, the SER acknowledges that flexible employment arrangements have a role to play in the labour market, for example, when it comes to replacing workers on sick leave or when there is a sudden peak in business activity. However, as argued by the SER, flexible employment arrangements should not be used as a way to compete in terms of labour costs. Indeed, lower wages and reduced social protection coverage characterise non-standard employment, the latter resulting in less social security contributions being paid. In this way, employers may be using non-standard forms of work not because of their inherent flexibility but simply because of the cost advantages that come with them.

Therefore, employers, trade unions and SER experts proposed better regulating the use of flexible labour contracts.

A first measure was to target the practice whereby workers are engaged for years through a chain of temporary contracts with the same employer and often for the same job. To address this, the SER advanced the proposal to restrict the number of temporary contracts with the same employer to no more than three contracts over a maximum of three years. Moreover, employers would no longer be allowed to set the counter back to zero when the chain of temporary contracts was interrupted for six months.

Exceptions to these principles would be set by labour law with no possibility of deviating by collective agreement.

In order to improve the predictability of wage earnings, a second measure proposed abolishing on-call contracts, including zero-hour contracts, and substituting these with basic contracts that specified at least a quarterly volume of hours to be worked. Moreover, this new employment arrangement would need to respect a balanced relationship between minimum hours of work and the time a worker was expected to be available.

The SER also proposed to regulate the activities of agency work companies by reserving access to this particular market to officially certified companies. In this way, the management of agency work could be entrusted to companies that could be relied upon to respect the rights of agency workers. Also, to avoid agency work being used to compete on wage costs, the SER underlined the principle that workers should be remunerated on an equal basis. To that effect, existing exceptions in labour law were to be abolished, and the principle that the total remuneration package should at least align to the wage and working conditions of other workers in similar functions within the user company was recognised. Social partners were called upon to help shape the implementation of this principle in practice. Similar to the measures suggested for fixed-term contracts, agency work with the same employer could not exceed three years.

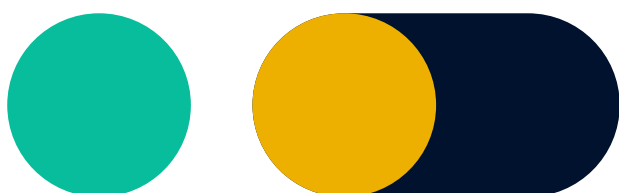
Promoting open-ended labour contracts

Besides proposing measures to avoid the misuse of temporary work arrangements, the SER suggested making it more attractive for businesses to engage workers in open-ended contracts.

To start with, it should be easier for employers to temporarily reduce working time for all employees (by a maximum of 20%) in cases of business-related circumstances that would otherwise lead to redundancies. The employer would be able to decide on this unilaterally, provided wages continued to be paid in full. However, the proposal provided space for social partners at the sectoral level (or at the level of large enterprises governed by collective agreements of their own) to negotiate a deviation from this latter principle. In addition, employers would receive public funding to finance 75% of the wage costs implied by the reduced working time.

In anticipation of an expected redundancy, the current legislation allows the parties to end the labour contract by mutual consent. However, according to the SER opinion, and provided that this mutual agreement includes a “job-to-job” transition plan, a new measure should be introduced to provide workers with higher unemployment benefits for a couple of months. Moreover, if the employer succeeded in assisting the worker in moving from a flexible contract to an open-ended one during this “job transition plan”, the surcharges the employer paid using a flexible contract would be reimbursed.

On the basis of the current legislation, employers also remain responsible for paying wages when workers are on sick leave for up to two years. This policy has proven to be an effective incentive for employers to support the reintegration of these workers. In addition to recalling the fact that employers can pool the associated costs by insuring themselves against such a risk, the SER also suggested policy to adopt a new approach by allowing the employer to refocus the efforts of reintegrating workers during the second year on finding a different employer.



Preventing the misclassification of self-employed and own-account workers

The SER suggested measures to prevent the misclassification of dependent workers as independent workers while at the same time improving the position of those who are genuinely self-employed.

In this regard, the SER advised the new incoming government to gradually reduce the special tax incentives that currently exist for any worker who is self-employed and replace these with tax advantages specifically for those self-employed who are effectively running a business risk by investing capital of their own.

The SER also advised making it mandatory for all self-employed workers to take out insurance against work incapacity. This would end the practice by which self-employed workers offer lower prices for their services by not taking out such insurance, thereby exposing themselves to significant income risks while distorting competition.

Recognising that low-skilled, self-employed workers are at a disadvantage in bargaining for better remuneration, the SER recommended reversing the legal burden of proof. Self-employed workers earning less than EUR 30-35 an hour would be assumed to be dependent employees, and it would be up to the employer to provide evidence in court to prove otherwise. This was intended to reduce the risk of misclassification of these workers.

Building a new “job-to-job” policy infrastructure

Besides addressing problems of job insecurity caused by the excessive use of flexible employment arrangements, the SER recommended developing over the next eight to ten years a new policy infrastructure amenable to better matching labour-market demand and supply and guiding people in the transition to new jobs. The aim was also to enhance job and income security by strengthening access to stable

careers in the face of structural changes, such as the green transition, an ageing society and digitalisation.

The SER identified two pillars in this new policy infrastructure. The first was to promote lifelong learning in a structural way by, among others, incentivising social partners to regularly chart skills needs; providing workers with “competence passports”; and creating more opportunities for workers to do a thorough examination of their labour-market perspectives and opportunities. The other pillar was to develop labour-market services that assist workers in moving into new jobs, including retraining, vocational learning and career planning assistance.

Dutch social partners have announced that they are ready to support and assist in building this new “job-to-job” policy infrastructure.

One year later: From recommendations to labour-market reform?

The objective of the SER recommendations was to inspire the incoming Dutch government and provide a blueprint for future socio-economic reforms. A new government in the Netherlands took office in January 2022. A coalition agreement, approved by the four parties supporting the new prime minister, referred to the SER’s opinion statement and committed to implementing it.

In June 2022, the Labour Foundation, a bipartite consultative social dialogue institution composed of national-level employers’ and workers’ organisations only, discussed a draft policy document provided by the government that outlined the guiding principles to implement the SER opinion. Furthermore, in concertation with the Dutch Minister of Social Affairs and Employment, social partners indicated their positive evaluation of the government’s proposals. The next step is a discussion at the Dutch Council of Ministers level, followed by communication to Parliament with the objective of officially launching the labour reform process.

Key lessons

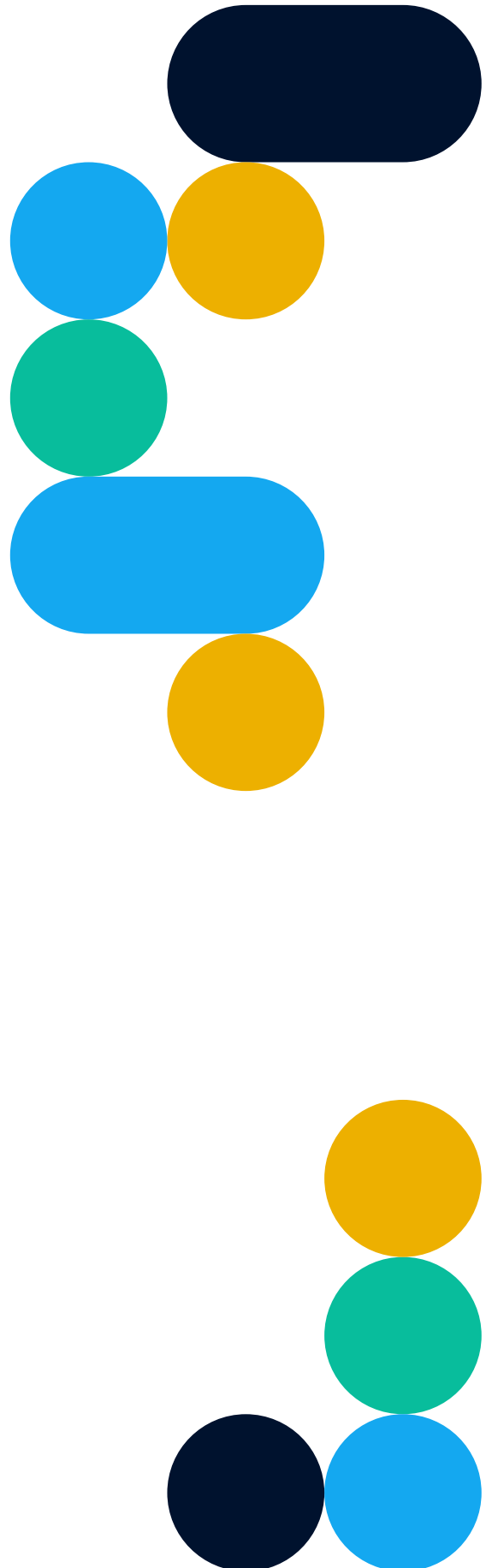
Over the past two decades, the Netherlands has seen a significant increase in non-standard forms of employment, resulting in one of three workers not having a stable labour contract. A significant percentage of Dutch workers is thus confronted with job insecurity borne of a flexible labour market.

Faced with this situation, social partners represented in the Social Economic Council of the Netherlands reached a joint agreement in June 2021 on the guiding principles to provide sustainable job and income security to workers while at the same time ensuring businesses the ability to react to changing economic circumstances as needed.

Guiding principles include: 1) restricting the use of flexible labour arrangements in order to ensure that employees working for an employer on a stable and regular basis are engaged on an open-ended contract; 2) making it more attractive for employers to make use of open-ended contracts; 3) addressing the misclassification of the self-employed; while 4) in the longer term setting up a policy structure to proactively guide workers from “job to job”, all of this together with social partners.

The coalition agreement of the new Government of the Netherlands has committed to implementing these guiding principles. Dialogue with social partners is ongoing to initiate a major reform of labour law.

This good practice case testifies to the role social partners can play in informing and signalling the challenges that urgently need to be addressed to policy makers. It also underscores social partners’ capacity to use the deep knowledge they have of working conditions and businesses’ needs to design policy proposals that are fair and balanced.



Case study 11

Linking public procurement and social dialogue to promote fair work practices in Scotland (United Kingdom)



Introduction

Promoting fair work is a challenging task that requires the commitment of employers, workers and government.

In Scotland, the **Fair Work Convention** was established in 2015 as an independent advisory body to help fair work become a hallmark of Scotland's workplaces and economy (Fair Work Convention, 2016^[90]). It was established following a recommendation by the Working Together Review, an independent assessment with representation from trade unions, employers and academics that sought to determine how greater engagement between employers, trade unions and government could have a positive effect in workplaces, sectors and nationally (Scottish Government, 2014, p. 59^[91]).

The Fair Work Convention comprises representatives of different stakeholders, including trade unions (Scottish Trade Union Congress [STUC], Unite and UNISON), local government, individual employers, civil society organisations, academic experts and practitioners. In 2016, it published its first report setting out a vision for fair work in Scotland, the Fair Work Framework. The framework is structured along five dimensions (effective voice, security, opportunity, fulfilment and respect) and has since underpinned the government's approach to making Scotland a Fair Work Nation by 2025 (Scottish Government, 2021^[92]).

While labour law falls under the competence of the UK government only, the Scottish government acknowledged that there are still tools at its disposal for promoting high-quality and fair work across the nation, one of them being public procurement. With this in mind, the government introduced its flagship policy, Fair Work First (FWF), in 2018.

Since its introduction, the policy has been central to achieving the Scottish government's priority on sustainable and inclusive growth.

Overview of the Fair Work First policy

The FWF policy promotes the application of fair work criteria to grants, other funding arrangements and contracts awarded across the public sector. The criteria and supporting guidance were developed in collaboration with the Scottish public sector, the Fair Work Convention, and business and not-for-profit representatives. The five fair work criteria include: 1) appropriate channels for effective voice, such as trade union recognition; 2) investment in workforce development; 3) no inappropriate use of zero-hour contracts; 4) action to tackle the gender pay gap and create a more diverse and inclusive workplace; and 5) providing fair pay for workers (for example, payment of real living wage). In 2021, ministers announced the expansion of the FWF policy to include two new elements (offering flexible and family-friendly working practices for all workers from day one of employment and opposing the use of fire and rehire practices) to tackle specific labour-market issues arising from COVID-19 (Scottish Government, 2021^[93]).

While Scotland's procurement policy underpins compliance with environmental, social and labour laws, the FWF policy surpasses legal compliance with minimum standards and aims to unlock the benefits of fair work for employers and workers alike. A contracting authority must consider, for example, before undertaking a procurement exercise, whether it is relevant and appropriate to include questions on FWF (Scottish Government, 2022, pp. 45-46^[94]). In assessing this, the guidance suggests that it is important that contracting authorities consider all relevant factors and are able to justify their inclusion in any decision-making process. These factors may include a risk that workers working on the contract might be subject to exploitative practices, the employer's opposition to trade union recognition and access, and evidence that working conditions are making recruitment and retention problematic. Further, the guidance advises that, apart from

where exclusion grounds apply, it may be better for contracting authorities to include fair work practices as award criteria that can be considered in tandem with other considerations, e.g. price/cost and quality. Economic operators bidding for public contracts are thus encouraged to explain how the FWF practices they propose to apply will positively impact the way the contract is performed.

According to the 2021 report on fair work, the contracts whereby the Scottish government uses FWF principles as award criteria amounted to GBP 619.8 million (Scottish Government, 2021^[92]) (see Table 5.1). The Scottish government has a particularly positive track record of paying their suppliers at least the real living wage (92%) (Scottish Government, 2022^[95]). In this context, it announced in October 2021 that it would mandate payment of the real living wage in relevant government contracts where appropriate (Scottish Government, 2021^[96]).

Table 5.1. Examples of Scottish government contracts that adopt FWF policies in public procurement

Organisation/contract	Details of application
Scottish government	<p>GBP 96 million: Fair Start Scotland contracts, designed to help people get into work</p> <p>GBP 42 million: Electronic Monitoring of Offenders contracts</p> <p>GBP 8 million: Electronic Counting of Votes contracts</p> <p>Fund Management contract to support delivery of the GBP 800 000 Workplace Equality Fund 2019/20</p> <p>GBP 400 million: Facilities Management contract</p> <p>GBP 17 million: Scottish National Standardised Assessments contract</p>

Source: Scottish Government (2021^[97]).

In the context of an inquiry by the Fair Work Convention regarding the construction sector in 2022,

it was reported that the weighting of fair work questions across contracting authorities ranged from 2% to 15% of the total contract, with most contractors scoring around 5%.¹⁹ The inquiry also found that many contracting authorities had signed up to and used Fair Work Charters to promote and support fair work outcomes. This approach seemed appropriate, particularly where charters had been negotiated and agreed upon by trade unions and supported trade union access.

A central feature of FWF policy is that it explicitly recognises the important role of effective voice, such as can result from trade union recognition. Co-determination of working practices is highlighted in the guidance as key to delivering all of the dimensions of fair work effectively (Scottish Government,

2021, p. 10^[93]). The guidance also acknowledges that effective voice requires employers and trade unions or worker representative groups to work in partnership to ensure that the right decisions are made and that workers are treated fairly and equitably (Scottish Government, 2021^[93]). Notably, the policy encourages contracting authorities, contractors and organisations accessing public grants, where FWF has been applied to include a short statement on their websites highlighting their commitment to advancing the FWF criteria. The statement should be agreed upon jointly by the employer and an appropriate workplace representative from the relevant trade union or workers' representative(s) where no union is present (Scottish Government, 2021, p. 8^[98]).

Security of employment under the FWF policy

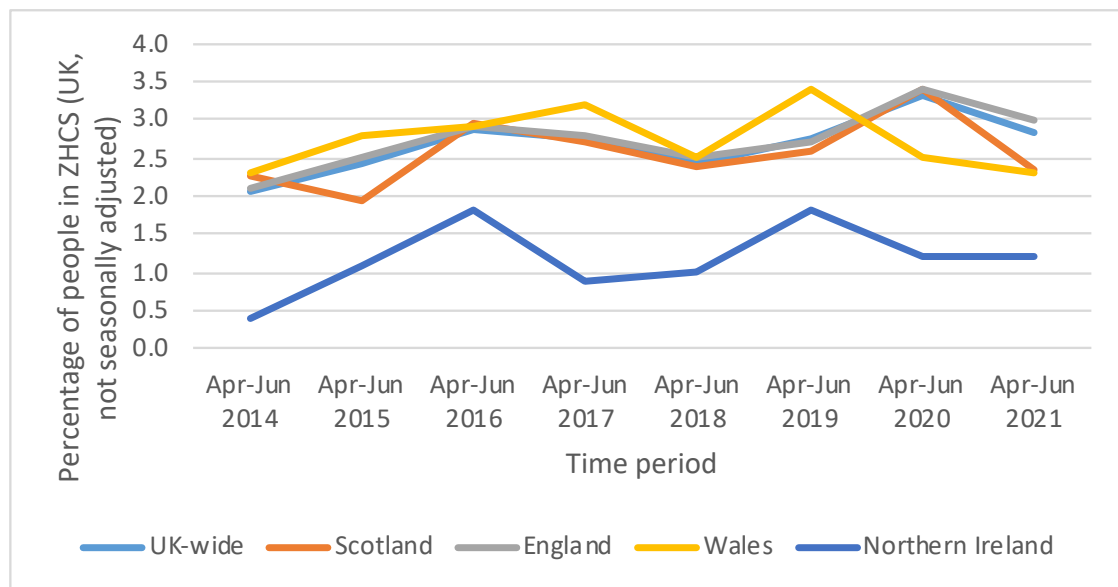
A central dimension of the FWF policy is security of employment. Security of employment is set out in two FWF criteria in the Fair Work Measurement Framework. The first requires that tenderers avoid the inappropriate use of zero-hour contracts, and the second opposes the use of “fire and rehire” practices.

Zero-hour contracts

Zero-hour contracts (ZHCs) have long been a feature of the British labour market, and the overall trend has been upwards (Figure 5.1).²⁰ Although there is no direct equivalent of the ZHC in other systems, it can be broadly assimilated to on-call contracts.

While the use of ZHCs may provide employers with flexibility and offer workers a stepping stone into permanent employment and/or the ability to balance their work and care commitments, it can also be a source of precariousness (Koukiadaki and Katsaroumpas, 2017^[99]). This is due to uncertainty over the employment status of individuals on ZHCs; their limited bargaining power to negotiate working schedules; and their exposure to income insecurity (e.g. during the COVID-19 pandemic, individuals on ZHCs were often not able to benefit from statutory sick pay due to their low earnings) (TUC, 2020^[100]).

Figure 5.1. Number of workers aged 16 and over on zero hour contracts in the United Kingdom, 2014-21



Source: Office for National Statistics (2022^[101]).

Research by the Fair Work Convention has identified social care as a sector characterised by higher rates of non-standard employment in Scotland (11%) (Fair Work Convention, 2019_[102]).²¹ The significant use of ZHCs, low-hour and sessional contracts in the sector has largely been an outcome of the way care has been purchased, i.e. often through non-committal framework agreements that include contractors being accepted in the procurement process but with no agreed scope or timeframe regarding the service they were asked to provide.

“This meant it was difficult for providers at the end of the chain to contract a certain number of hours. What then happened was that they [providers] were pushing the risk down onto their workforce in a variety of ways. One was to use zero-hour contracts; another was to require a high dependency on agency labour; and another was to recruit people on shorter contracts and then require them to work a lot of overtime.”

Fair Work Convention representative

The FWF policy in Scotland has sought to ensure that organisations bidding for public sector contracts do not use inappropriate ZHCs. The Scottish government has also been encouraging businesses to commit to not using such ZHCs through the Scottish Business Pledge.²²

“The Scottish government firmly opposes the inappropriate use of zero-hour contracts and other non-standard types of employment that offer workers minimal job or financial security. Although zero-hour

contracts fall under employment law reserved to the UK government, we are committed to avoiding inappropriate use of zero-hour contracts throughout Scotland.”

Scottish government representative

In practice, bidders may be asked when competing for public contracts to confirm that they do not employ individuals on ZHCs. Alternatively, they can make the commitment that if ZHCs are used in their organisation, they are used appropriately. Under the Scottish Business Pledge, appropriate use of ZHCs means, for example, that they are mutually and explicitly agreed with staff, that staff have the option to request guaranteed hours and/or that they are linked to seasonal work, resilience or other functions where workloads are highly variable.²³ The requirement for explicit agreement with staff can be read in conjunction with the FWF policy’s emphasis on co-determination of working practices through appropriate channels for effective voice, such as trade union recognition.

“Employers using zero-hour contracts should be able to credibly explain their exceptional circumstance that leads to them using such contracts. Employers should also be able to explain the steps they are taking to review their business model to eliminate the inappropriate use of zero-hour contracts.”

Scottish government representative

Recognising that the number and frequency of work hours are critical to employment security and tackling in-work poverty (Scottish Government, 2021_[103]), in October 2021, the Scottish government announced its support for the delivery of the Living Hours Accreditation Programme,²⁴ launched by the Living

Wage Foundation in 2019. Employers who join the scheme commit to providing: 1) at least 4 weeks' notice for every shift, with guaranteed payment if shifts are cancelled within this notice period; 2) a guaranteed minimum of 16 working hours every week (unless the worker requests otherwise); and 3) a contract that accurately reflects hours worked. The Poverty Alliance, which is the Scottish arm of the Living Wage Foundation, administers the accreditation scheme and is supported by GBP 380 000 of funding from the Scottish government. Out of around 20 living hours accreditations across the United Kingdom, more than half are currently in Scotland.

“Fire and rehire” practices

Dismissal and re-engagement, commonly known as “fire and rehire”, is a practice employers adopt when making changes to terms and conditions of employment. Employees who refuse to agree to proposed new terms are dismissed and re-engaged on different, often less generous, terms. The practice is not unlawful but may expose employers to statutory (i.e. unfair dismissal) and contractual claims. Employers may also have collective consultation obligations if large numbers of employees are involved. During the COVID19 pandemic, some employers in the United Kingdom used this approach, which attracted significant media attention and criticism. Research by the Trades Union Congress (TUC) found that in 2020, nearly one in ten (9%) workers were threatened with fire and rehire (TUC, 2021^[104]), while a Chartered Institute of Personnel and Development survey found that a larger proportion of employers (14%) admitted to using it during the pandemic (Churchill, 2021^[105]).

In response, the Fair Work Convention Co-Chairs co-authored a blog article suggesting that fire and rehire practices are incompatible with fair work.

“Its use flies in the face of normal contractual relations, which require genuine agreement to any contractual change; it undermines the need for constructive dialogue within workplaces as well as good workplace relationships, and may well undermine employee trust and commitment long beyond its immediate use, harming businesses along the way.”

Fair Work Convention (2021^[106])

In September 2021, the Scottish government expanded the scope of the FWF to address the issue of fire and rehire practices. The revised policy now provides that an employer wishing to access public sector grants or other funding, or to deliver a public contract in Scotland, will be expected to commit to not using such practices. Similar to the case of the ZHCs, the criterion regarding fire and rehire may be included and considered by contracting authorities as part of the award decision and form a condition for the delivery of the grant or public contract. It will then be monitored appropriately within the relevant contract or grant management arrangements (Scottish Government, 2021, p. 18^[93]). It is recognised that under fair work principles and good practice employed by organisations of all sizes across Scotland, an employer contemplating changes to terms and conditions should ensure that workers' voice is fully considered through full and meaningful consultation from the start of the process. This should include the relevant union/s, if present, or other appropriate employee representatives (see Box 5.1) for the benefits of such an approach for employers and employees, as identified in the FWF policy).

Box 5.1. The benefits of an alternative approach to fire and rehire practices

For employers

- > In avoiding a dismissal and re-engaging process, the employer can retain skills, motivate staff and protect positive relationships with staff and unions.
- > They can reduce the risk of employment-related litigation and the significant legal and potential damages costs this could bring, along with the time, resources and potential disruption of engaging with the process.
- > They can avoid the considerable time and cost associated with replacing personnel who do not accept the new terms and any subsequent training.

For employees

- > They can continue to be employed under the terms and conditions they have agreed to, giving them the security of employment and earnings.
- > They have a voice in the workplace and feel engaged in decision making.
- > They have an ongoing sense of respect, security and fulfilment, contributing to their overall well-being.

Source: Scottish Government (2021^[93]).

Key lessons

The Scottish experience illustrates that labour regulation, when linked to public procurement via social dialogue, can help promote fair work practices, providing workers with more job security and stability.

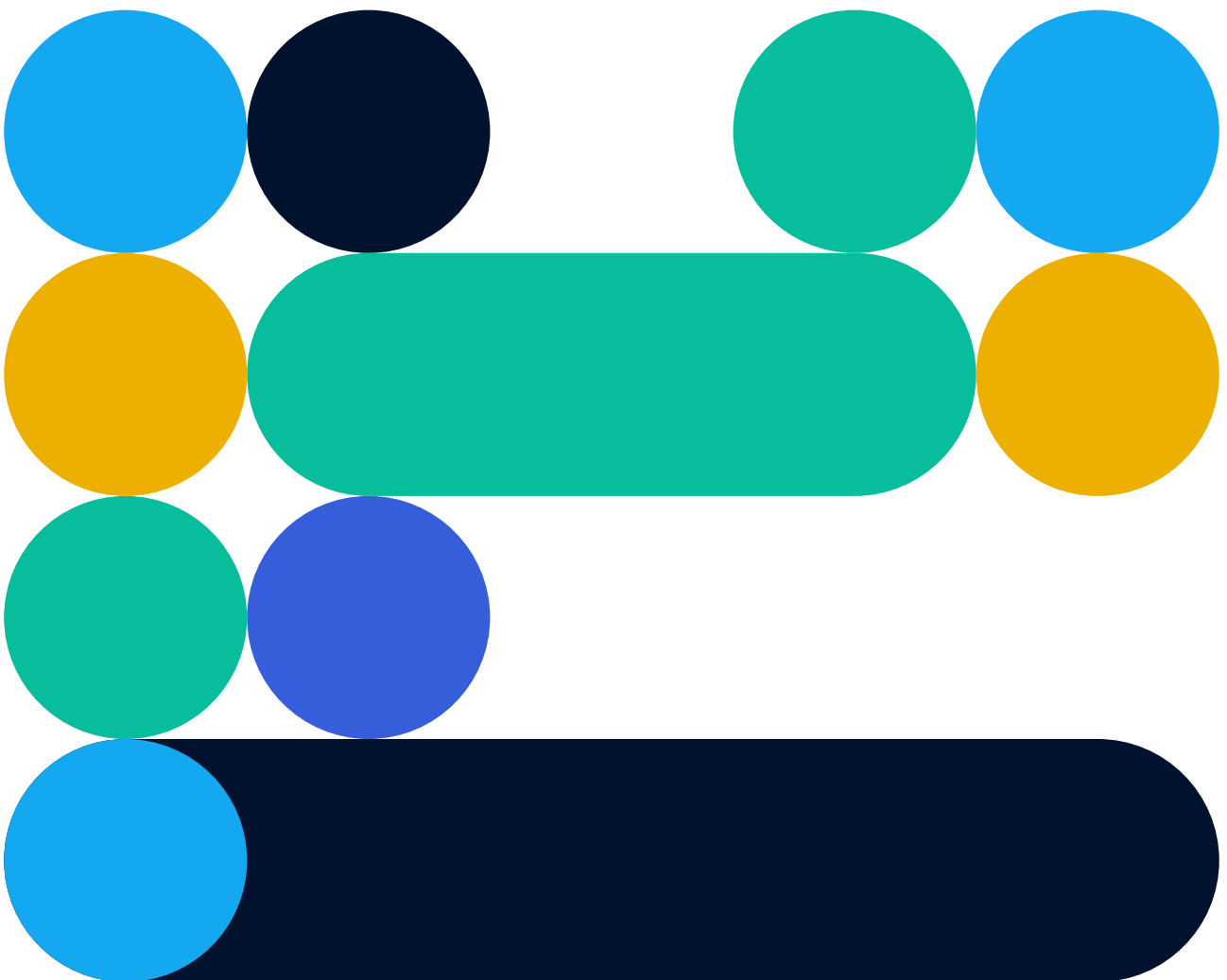
Involving trade unions and private, public and third-sector employers in the design and operation of fair work criteria in public procurement, as is being done by the Fair Work First strategy of the Government of Scotland and on the advice of the Fair Work Convention, offers considerable benefits:

- > It promotes establishing a common vision for fair work that is shared and supported by key stakeholders.
- > It increases dialogue between trade union representatives, employers and government agencies.
- > It contributes to the development of constructive industrial relations and workplace democracy.

Another significant benefit of linking public procurement with social dialogue is derived from the negotiated flexibility that the latter offers. If employers and staff representatives engage constructively to promote the appropriate use of zero-hour contracts or negotiate a collective agreement on contractual changes, there are benefits to both sides:

- > Employers may gain access to increased margins of adjustment to market shocks; may be able to retain and/or recruit skilled and motivated staff; and may build toward secure, sound relationships with staff and their representatives.
- > Workers, in turn, could experience more secure employment, less in-work poverty and a stronger collective voice in the workplace.

6. Promoting gender equality and fighting violence and harassment in the workplace



Introduction

Gender equality is not just a fundamental human right. By ensuring that men and women can use their full potential to contribute to the economy and society, gender equality also represents a crucial building block for a prosperous, inclusive and modern economy.

However, it remains that women, compared to men, are less likely to work full time, more likely to be employed in lower-paid occupations and less likely to progress in their careers (OECD, 2022^[107]) (OECD, 2017^[108]). In terms of labour participation, it is estimated that, at the global level, women's participation rate is 26.5 percentage points lower than men's (ILO, 2017^[109]), while female workers earn 20% less on an hourly basis than their male counterparts (ILO, 2018^[110]). One particularly pervasive dimension of gender inequality is gender-based violence and harassment: worldwide, nearly one-third of women have experienced intimate partner violence or non-partner sexual violence, or both in their lifetime (OECD, 2021^[111]).

Social dialogue can be an important instrument in promoting gender equality (Global Deal, 2019^[112]). Collective bargaining, in particular, makes it possible to "objectivise" wage settings. By formally linking pay scales to a job classification system, it becomes more difficult to discriminate between men and women on remuneration. For example, in 2011, the US state of Wisconsin weakened social dialogue institutions by allowing collective bargaining agreements setting teachers' wages to expire and granting school districts more latitude in deciding who gets what pay. Five years later, this shift from collectively bargained pay schedules to individually bargained flexible pay resulted in male teachers earning more than their female colleagues with similar skills and experience. For younger teachers, the impact on the gender wage gap was found to be even more pronounced (Biasi, 2020^[113]).

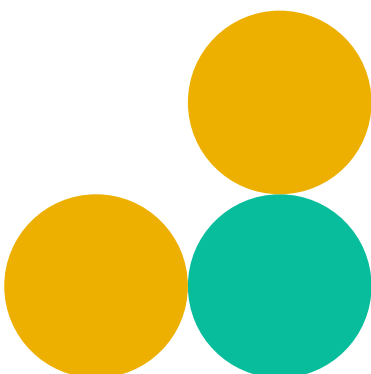
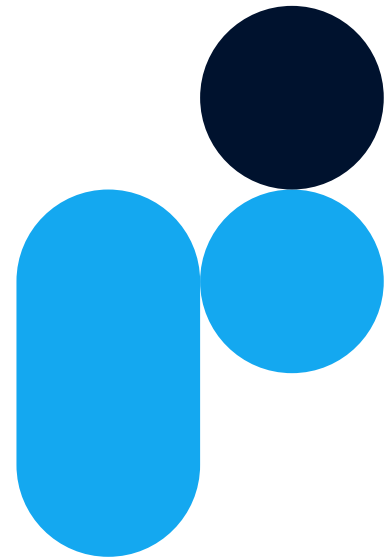
The US Bureau of Labor Statistics confirmed that women in unions make higher wages and experience smaller gender wage gaps. For example, recent data highlight that unionised women make on average 23% more than women workers who are not in a union. Findings show that trade union membership reduces women's wage gap by nearly 40% compared to the pay gap experienced by those without a union.²⁵

Besides setting fairer working conditions, social dialogue can also improve the actual take-up of workers' parental leave entitlements. When firmly anchored in practice, social dialogue implies the presence of strong social partners who, in turn, will ensure that both workers' and employers' organisations are committed to implementing these entitlements. For example, research shows that women workers in the United States are 17% more likely to take maternity leave if their workplace is unionised. One of the reasons for this is that they are better informed about their maternity rights compared to non-unionised female workers (Park, Lee and Budd, 2019^[114]).

More generally, social dialogue provides an effective platform for workers and employers to voice concerns and find solutions that benefit both groups. As the two case studies in this section show, this is particularly the case when addressing gender-based violence and harassment in the world of work. The first case study reports how the global union federation IndustriALL Global Union is supporting the capacity of its union affiliates across the globe to engage in social dialogue with employers and governments to end gender-based violence and harassment. It describes how social dialogue in different countries, such as Indonesia, Bangladesh and Lesotho, has succeeded in raising awareness of the problem; helping workers grow more confident in reporting complaints; setting up effective, and thus, trusted mechanisms to remedy and prevent violence and harassment in the world of work; and negotiating reduced risk factors for

sexual harassment, such as long working hours, production pressures and unsafe travel arrangements.

Similar experiences are also described in the second case study, where research from the Danish Trade Union Confederation (FH) finds that social dialogue, by providing collective responses, such as awareness-raising campaigns and by creating safe spaces for women to report sexual harassment, overcomes the problem of workers often not realising that they are experiencing harassment or find it difficult to speak out about it because of the silence and shame surrounding this type of behaviour. Social dialogue is also important to achieve a more balanced distribution of the responsibility for raising young children between mothers and fathers. By introducing 11 weeks of maternity and paternity leave earmarked for both parents, the Tripartite Agreement on Parental Leave reached in Denmark in September 2021 addresses the concern that the higher number of days spent by women on parental leave is a significant obstacle to gender equality.



Case study 12

Social dialogue to prevent gender-based violence and harassment in global supply chains



The Global Deal partner **IndustriALL Global Union**, a federation representing 50 million workers in 140 countries, has been campaigning for the ratification and implementation of the ILO Violence and Harassment Convention, 2019 (No. 190) (see Box 6.1) and its related Recommendation No. 206, the first international labour instruments to address gender-based violence and harassment (GBVH) in the world of work. The global union federation works closely with its affiliates to strengthen their capacity to engage in social dialogue when drawing up policies and negotiating collective bargaining agreements to end GBVH. Due to IndustriALL's actions, trade unions worldwide have a much greater awareness of the problem and how they can use the standards as a framework for collective bargaining.

Box 6.1. ILO Violence and Harassment Convention No. 190

The ILO Convention No. 190 (C190) is a groundbreaking international treaty that addresses all forms of violence and harassment in the world of work, including GBVH. One of the innovative features of C190 is that it includes all workers irrespective of their employment status, including informal workers. Furthermore, C190 requires ratifying member states to adopt, in consultation with representative employers' and workers' organisations, an inclusive, integrated and gender-responsive approach. It highlights the importance of social dialogue whereby "Each Member [of the ILO] shall take appropriate measures to prevent violence and harassment in the world of work, including by" [...] "(b) identifying, in consultation with the employers' and workers' organisations concerned and through other means, the sector or occupations and work arrangements which workers and other persons concerned are more exposed to violence and harassment" (Article 8).

As the Global Deal's (2019_[112]) report on the contribution of social dialogue to gender equality

states, "The new instruments acknowledge the different and complementary roles that governments, employers and workers, as well as their respective organisations, play in preventing and addressing violence and harassment in the world of work."

Women workers in non-standard and insecure work and in the informal economy face some of the greatest risks of violence and harassment, e.g. as domestic workers, home-based workers and informal workers in public spaces, such as markets or around transport hubs (UN Women, 2019_[115]). Although social dialogue for informal workers remains a challenge, tripartite social dialogue is promoted under the ILO's Transition from the Informal to the Formal Economy Recommendation, 2015 (No. 204) to represent the interests and participation of informal workers and their transition to the formal economy.

A positive development is that greater efforts have been made to strengthen the collective voice of informal workers by trade unions and informal workers' organisations (ILO Actrav, 2021_[116]), leading to better safety and social protection for informal workers.

Social dialogue is a crucial tool for strengthening gender equality at work. This case study demonstrates that workplace co-operation and collective bargaining play an increasingly important role in preventing and addressing GBVH in the world of work.²⁶ During the COVID-19 pandemic, rising levels of GBVH, including domestic violence, led unions and employers to negotiate policies to protect workers in essential services and telework (ILO, 2021_[117]). FOA and the right to collective bargaining are fundamental prerequisites for social dialogue to address these issues.

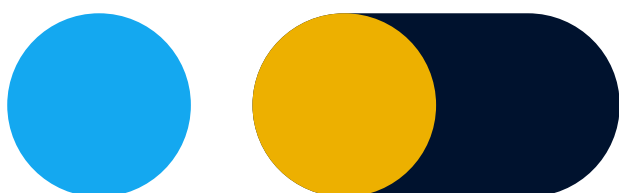
IndustriALL's research and training on ways to address the risks of GBVH

In 2021, IndustriALL carried out research to better understand the risks of GBVH in three different high-risk sectors where affiliates had highlighted significant problems of GBVH: mining, garment and electronics sectors (IndustriALL, 2022_[118]). Based on interviews with 69 women union representatives and leaders in 11 countries, this on-the-ground research identified a wide range of risks of GBVH and possible solutions. In the garment sector, for example, which is a female-dominated sector, risks of GBVH are closely associated with occupational segregation and gender power inequalities; precarious contracts and employment insecurity; low pay and poor conditions of work; production pressures, leading to verbal harassment and abusive practices; ineffective workplace policies, complaints mechanisms and prevention programmes; unsafe travel to and from work, especially at night; and the absence of policies, awareness or supports to address domestic violence.

Solutions to these risks were also documented, including good practices and effective ways unions have bargained with employers for workplace policies to manage these risks. The presence of trade unions at the factory level, and particularly of women's leadership in the unions, has had a real impact on reducing sexual harassment. Training workplace representatives has helped unions to identify risks and prevent sexual harassment, for example, by addressing risks associated with production pressures, long hours and the imposition of excessive targets, and by listening to workers' complaints of situations where risks occur.

Social dialogue is vital on such a sensitive topic and means that union involvement can build trust and reporting by workers when handled well (see Box 6.2). Workplace negotiations for joint (union-employer) internal or independent complaints systems are crucial social dialogue mechanisms. In some cases, negotiations have resulted in the establishment of independent, confidential complaints systems, following which complaints are then raised with management while protecting the anonymity of workers. In other instances, agreements between trade unions and employers have provided safe transport and travel to and from work, including company buses and safe drop-off points close to workers' homes.

IndustriALL's research made a series of recommendations to strengthen the role of social dialogue and build unions' capacity to negotiate workplace policies, effective complaints mechanisms and new initiatives for gender-responsive risk assessments to tackle GBVH. Following this, the global union federation developed a training-the-trainers programme targeting union affiliates in the mining, garment and electronics sectors. Three modules address definitions of GBVH, provide practical tools for prevention through risk assessment, and outline effective workplace policies and union strategies for collective bargaining. Between 2021 and 2022, the training reached 113 trade union leaders (83 women and 30 men) from national and workplace levels, including women committees' members, trade union officers, shop stewards and educators in nearly 40 countries. Drawing on the research and consultations with women workers about the risks of GBVH, the training programme has helped IndustriALL's affiliates to identify strategies to build women's leadership and participation in collective bargaining teams. Ultimately, IndustriALL's affiliates want to see social dialogue embedded into all workplaces and eventually introduced through bargaining at an industry-wide, sectoral level. In this sense, sectoral bargaining can play an essential role in ensuring a solid commitment to ending GBVH. This can also help increase the coverage of collective agreements.



“Industry-wide (sectoral) bargaining will be the key to unlocking the barriers to freedom of association and collective bargaining, and brands can be important in helping to drive this. The work carried out by unions on GBVH, and the presence of more and more women in trade union leadership positions in garment factories has helped to give visibility to and ways to tackle GBVH in the garment sector. Having women in the unions has helped open up the safe spaces for women workers to speak out about GBVH.”

Christina Hajagos-Clausen, Director, Textile and Garment Industry, IndustriALL Global Union

IndustriALL’s pledge “Unions say no to violence against women”,²⁷ along with its training programme, have further increased visibility and union action to end GBVH.

Box 6.2. IndustriALL’s programme to strengthen social dialogue to end GBVH

A key message from IndustriALL’s work in strengthening social dialogue to end GBVH is that jointly agreed workplace policies, grievance and complaints mechanisms, prevention programmes and awareness-raising initiatives have all helped to build trust and effective ways to end GBVH. This means, on the one hand, that workers are more likely to report cases of sexual harassment and feel safe to make complaints, and be assured that their complaints are taken seriously. On the other hand, jointly agreed initiatives have helped to reduce cases of sexual harassment on the factory floor.

Examples of negotiations to end GBVH

IndustriALL’s research documented many good practices embedded in social dialogue. To this end, examples from Indonesia, Bangladesh and Lesotho are presented below. IndustriALL’s related training programme also helped to strengthen these initiatives further.

Negotiations for gender-based violence-free factories in Indonesia

In light of concerns about GBVH at work in Indonesia, unions and employers have negotiated agreements to improve workplace culture and stop GBVH. These negotiations build on work also carried out by the ILO and its tripartite constituents in Indonesia to eliminate violence and harassment at work (ILO, 2022_[119]) and campaigns by a national alliance of more than 50 unions and NGOs that have advocated for the ratification of C190 (ITUC, 2022_[120]).

A critical success factor of this work in the garment sector, strengthened as a result of the IndustriALL training, is that young women trade unionists have taken leadership roles in negotiating agreements and workplace measures. For example, garment sector unions affiliated to the Confederation of Indonesia Prosperity Trade Union (KSBSI) and the Confederation of Indonesian Trade Unions (KSPI) have played a leading role in advocating for GBV-free factory zones.

In addition, in line with one of the recommendations made in IndustriALL's research, a model collective bargaining agreement was drawn up by IndustriALL's Indonesian Women's Committee in 2021. It sets out a zero-tolerance policy and is used as a basis for negotiations aimed at securing a joint commitment, stating that employers and trade unions are fully committed to zero tolerance of workplace violence and sexual harassment. It specifies that companies will make efforts to prevent sexual harassment and violence in the workplace, including when they travel to and from work. Under the model agreement, the employer and trade union are required to establish a joint team to handle complaints, training and education, and also disseminate and review the implementation of the policy.

“The Indonesian IndustriALL Women's Committee sees this zero-tolerance policy as a good start to our struggle. We work together with employers, unions and the government as well as part of the social dialogue.”

Ira Laila, Chair of the Indonesian Women's Committee

This zero-tolerance initiative has been extended to other sectors. The negotiations commenced in October 2021, and by July 2022, 38 large companies had signed the joint commitment on zero tolerance from sectors such as pharmacy, chemical, rubber, materials, and garments and textiles. IndustriALL's affiliates have also made a commitment to negotiating the agreement with all employers in these sectors.

The Women's Committee of IndustriALL Indonesia is also organising a joint activity with the Ministry of Women Empowerment and Child Protection to train unions and employers on the full implementation of the joint commitments on zero tolerance.

“In our union, we have negotiated six joint commitments with employers for gender-based violence-free factories. The joint commitment had a good impact on our members; after that commitment, companies organised training and educated our members on the issue. We believe that this will mean that gender-based violence will decrease, and we will have no more violence and sexual harassment in the world of work.”

Rukati, Chair of the National Workers' Union (Serikat Pekerja Nasional – SPN) at PT Pan Brothers TBK, one of Indonesia's largest garment manufacturing companies

Ending GBVH in Bangladeshi RMG factories

In Bangladesh, high levels of reported harassment and violence in RMG factories led unions to bargain for the full implementation of a High Court judgement issued in 2009 (Supreme Court of Bangladesh, 2009^[121]), which mandates the establishment of anti-harassment committees (AHCs) in workplaces in the public and private sectors, with a role to prevent sexual harassment, handle and investigate cases and make recommendations. Committees were recommended to have a minimum of five members, be gender balanced and, where possible, be headed by a woman, and have at least two representatives from an external woman's organisation, or gender expert.

Social dialogue has played an essential role in establishing and fully operationalising these committees. In the last two years, trade unions and employers have negotiated clauses in agreements to establish AHCs, and provide joint training for committee representatives on handling complaints, thus contributing to the broader prevention of sexual harassment. Female-led unions, such as the Bangladesh Garment and Industrial Workers Federation and the Sommilito Garments Sramik Federation (SGSF), have successfully prioritised the training of women union leaders at the factory level, along with establishing and effectively implementing the AHCs in these negotiations (see Box 6.3 for an example). IndustriALL's research found that such joint approaches in establishing AHCs have effectively built workers' trust and led to a more substantial commitment by employers to prevent sexual harassment.

Some unions have also negotiated to reduce the risk factors for sexual harassment, including by addressing long working hours and production pressures. These agreements have resulted in positive outcomes, including greater awareness among workers and managers about sexual harassment and a better understanding of the need to change workplace culture at the factory level. An initial assessment shows that workers have gained more confidence in reporting complaints directly to a trade union representative (IndustriALL, 2022^[118]). Some women workers who have experienced problems at work due to domestic violence, such as difficulty in reaching productivity targets or lost days at work because of injuries, have received support from their unions to remain in their jobs. However, given the low trade union density in the country's RMG sector, estimated at 7.2% (Hossain and Akte, 2021^[38]), challenges remain in ensuring that all workers have access to complaints mechanisms that they trust under an AHC.

Box 6.3. Example of a collective bargaining agreement that includes a clause on the role of an AHC

The SGSF affiliate, Hop Lun Apparels Sommilito Sramik Union (HLALSSU), signed a ground-breaking collective bargaining agreement with the management of Hop Lun Apparels Ltd on 6 June 2020, covering the 2 000 workers at Hop Lun's factories. Hop Lun is a supplier for three brands that have concluded GFAs with IndustriALL, including the Global Deal partner, H&M Group. The agreement protects workers from the COVID-19 lockdowns on jobs and wages by guaranteeing their jobs and pay. The 2020 agreement supplements the collective bargaining agreement signed with the company in 2019 to establish the company's anti-harassment and prevention of violence measures, which include training on how to set up the AHC and handle cases of sexual harassment. The joint approach and training for representatives of unions and management on the committee have been particularly successful. Union representatives hold monthly meetings and, with ongoing training, say that the AHC is working well. As one union representative from the AHC stated in IndustriALL's research, "Now we have had the training, it enables us to handle the issues effectively through the AHC. We have learnt how to deal with complaints properly. We want every factory to have a union so that we can end GBV" (Union Secretary, Hop Lun factory union, Bangladesh).

Binding anti-sexual harassment agreements in Lesotho²⁸

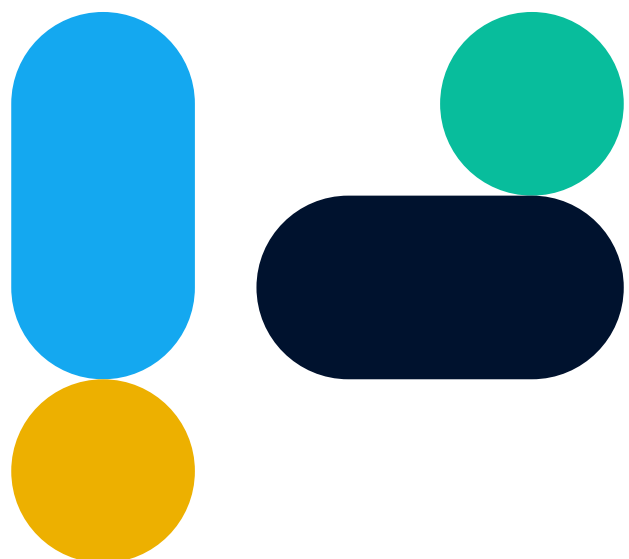
Following allegations of systematic sexual harassment and abuse in factories in Lesotho documented by the Workers' Rights Consortium (Workers Rights' Consortium, 2019^[122]) and following pressure from the unions and brands and with support from the US-based Solidarity Center, landmark agreements were signed with three Nien Hsing factories in Lesotho, three Lesotho trade unions, two women's rights organisations and four brands in 2019. Parties to the agreements were the Independent Democratic Union of Lesotho (IDUL), United Textile Employees (UNITE), the National Clothing Textile and Allied Workers Union, the Federation of Women Lawyers in Lesotho (FIDA), Women and Law in Southern African Research and Education Trust-Lesotho (WLSA), US brands Levi Strauss & Co., the Children's Place, Kontoor Brands (Wrangler and Lee jeans), and the supplier, Nien Hsing factories.

An anti-GBVH programme was agreed upon and included the establishment of an independent mechanism mandated to investigate and resolve complaints, a confidential information line run by women lawyers, and a code of conduct setting out the roles and responsibilities of managers and workers.

These measures have made a significant difference in reducing sexual harassment. Having an external body to report to has helped build women's confidence to speak out about sexual harassment. The fact that the agreements are binding has also ensured that brands have had to tackle issues such as purchasing practices and production targets in order to address continued sexual harassment. Also, following this precedent, union action to end GBVH in the Lesotho Hippo Knitting factory led the IDUL to sign a recognition agreement with the company in June 2021 to ensure the inclusion of provisions on ending GBVH in collective bargaining.

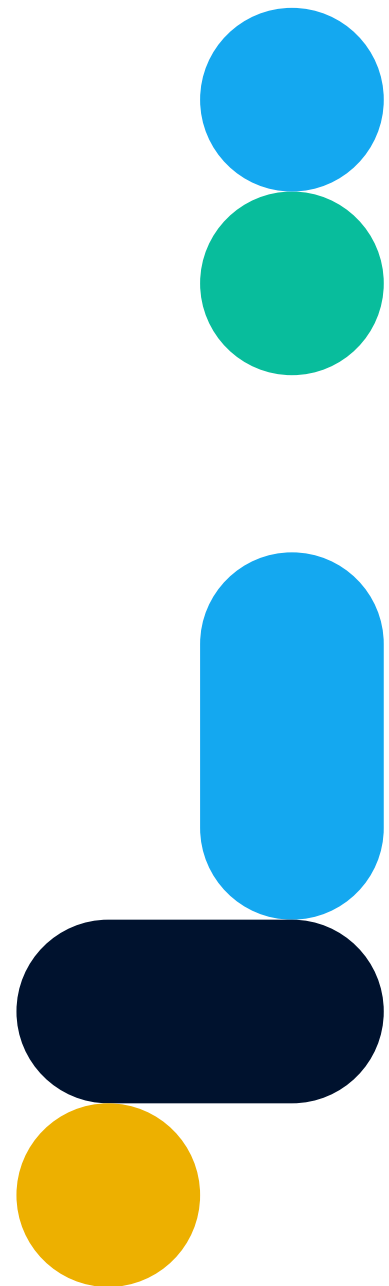
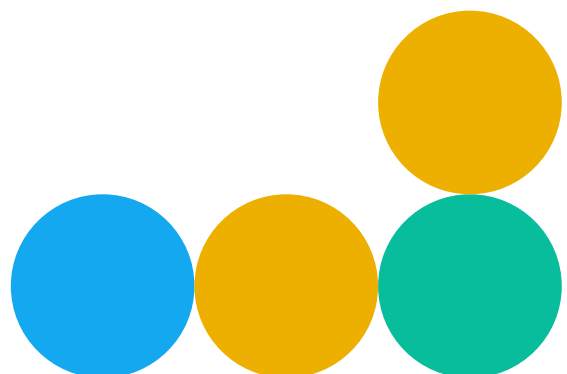
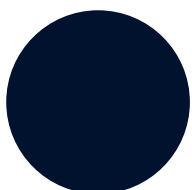
Ending GBVH across the supply chain: The example of the Global Framework Agreement with H&M Group

In addition, IndustriALL has been a party to a growing number of GFAs with MNEs that specifically address GBVH across global supply chains. For example, the GFA between Global Deal partners **IndustriALL Global Union** and **H&M Group**, signed in 2015 (IndustriALL, 2015^[123]),²⁹ provided the parties with a framework to implement further social dialogue measures on, among other things, ending sexual harassment. IndustriALL's training programme became the conduit for this, resulting in training H&M's country teams in 2022 on definitions and tools to prevent sexual harassment. H&M-IndustriALL's joint NMCs, established in six priority countries to play a proactive role in the implementation and monitoring of the gFA, also participated in three joint trainings on preventing sexual harassment and in implementing effective complaints mechanisms in 2022. This has helped to build joint approaches and a new role for NMCs, including their involvement in developing a new code of conduct on preventing and handling cases of sexual harassment.



“Unfortunately, gender-based violence is still an urgent issue in the world and in the garment sector. We believe that empowering workers in representative structures and trade unions, and collective agreements that include gender-sensitive protections, are all essential in order to end gender-based violence and harassment in the garment sector. Doing so, and creating that space to bring forward and resolve issues, will raise awareness of this complex topic, as well as provide workers and management with the right tools to move forward, creating a safer workplace for everyone. Through the trainings we have done for our teams, together with IndustriALL this year, we are building up a code of conduct as an addendum to our GFA that will work as a practical guide for us, outlining how to identify, prevent, and improve our case handling of GBVH cases going forward”.

Klara Helmbold, Global Social Sustainability, H&M Group



Key lessons

- There is important learning from IndustriALL's research and training about the role of a global union in building the awareness and capacity of affiliates to participate in social dialogue to establish workplace policies and complaints systems that are both effective and trusted by workers. It is clear that **when there is social dialogue involving negotiations with unions, trust increases, and sexual harassment decreases.**
- **ILO Convention 190 and Recommendation 206 have provided space** for unions and employers to negotiate workplace policies, risk assessment and prevention programmes, along with support for victims and information for workers, in ending GBVH.
- **There is new learning about the role of prevention of GBVH in the context of occupational safety and health (OSH)** and the importance of building capacity and tools for gender-responsive risk assessment. IndustriALL's work in ending GBVH is integral to preventing GBVH as an OSH issue. It is new and innovative work focused on gender-responsive risk assessment, and the need to look in depth at the role unions can play in preventing GBVH. This is significant for unions, particularly as OSH was designated a fundamental right at the 2022 International Labour Conference.
- In the garment sector, for example, GBVH is an issue that has resonated with women workers, helping to build union recruitment and organising strategies, leading to some **innovative approaches in workplace co-operation and collective bargaining**, and bringing critical issues, such as gender power relations, gender equality and zero tolerance of GBVH to the bargaining table.
- **Women's leadership in unions has been critical** to breaking the silence around such a sensitive topic and in building capacity to integrate GBVH in negotiations with employers while also ensuring the establishment of gender-balanced negotiating teams.
- Independent complaints systems with the involvement of brands, unions and gender experts, as highlighted in the example from Lesotho, represent **a new model for managing complaints.**
- **Joint union-management training is critical** in building effective social dialogue initiatives on remediation, addressing complaints and preventing GBVH.
- **Brands, industry-wide bargaining and GFAs also play an essential role** in supporting bargaining at the national level to end GBVH and preventing supply-chain risks that could lead to GBVH.

Case study 13

The contribution of tripartite social dialogue to prevent sexual harassment and promote gender equality in Denmark



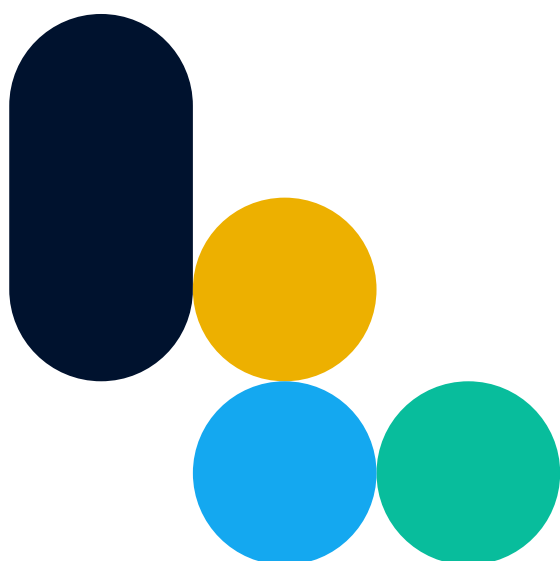
Social dialogue is an integral part of the Danish labour-market model, where wages and working conditions are primarily regulated through collective bargaining agreements. Finding solutions to workplace problems through collective bargaining results from a 100-year-old tradition of industrial relations where trust has been built between unions and employers. The **Danish Trade Union Confederation (FH)**, which is also a partner to the Global Deal, along with its affiliates, plays a vital role in influencing legal and political decisions impacting workers and society, including on gender equality, parental leave and ending sexual harassment at work.

This case study provides examples of two recent landmark national tripartite agreements reached in Denmark. The first example is the Tripartite Agreement on Initiatives to Counter Sexual Harassment in the Workplace, signed on 4 March 2022. The second example looks at the 2021 Tripartite Agreement on Parental Leave, which was subsequently implemented in law in 2022, earmarking 11 weeks of parental leave for both parents.

The growing visibility of the problem of sexual harassment

In recent years, FH, with 64 affiliates and 1.6 million members, has called for stronger regulations on sexual harassment, as existing measures were deemed inadequate. In particular, unions called for improved compensation for victims of sexual harassment, along with clear duties on employers to take steps to prevent harassment by colleagues, customers, clients and others with whom the worker came into contact in the course of their work. FH, along with FIU-Ligestilling, a partnership of five large unions promoting equality and diversity, including the United Federation of Danish Workers (3F) and the Danish Metalworker's Union (Dansk Metal), has played an active role in campaigning for improved regulation, engaging in education and training, and social dialogue with employers for this purpose.

Furthermore, the problem has grown more visible (see Box 6.4), and women have begun speaking out about the need for change. The #MeToo movement, along with the global union campaign for the adoption and ratification of the ILO's Violence and Harassment Convention No. 190, all helped to add further urgency to addressing the problem. As a result, unions and employers in many sectors – including media, health, local government and education – have made greater efforts to secure safe and dignified working environments.



Box 6.4. FH research on sexual harassment

Research carried out by FH in 2021 (Løvgren, 2021^[124]) found that the number of workers experiencing sexual harassment in Denmark is more than double the official figures from the National Research Centre for the Working Environment. The research reinforced the momentum for change and the call for new measures.

More than one in ten (11%) of workers responding to FH's survey had experienced sexual harassment in the past year, and for young people under the age of 30 years, the figure was as many as one in five.

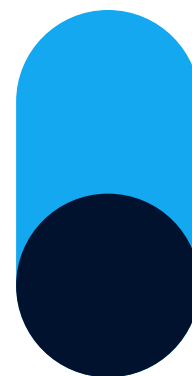
The survey found that women are disproportionately affected by sexual harassment. Women's exposure to the risk of sexual harassment by clients, patients and customers (60%) is particularly pronounced in the healthcare and social care sectors, reflecting the overrepresentation of women workers in these activities, which also involve close contact with citizens. Employees in the hotel and restaurant sector are also at risk, where as many as 23% of workers report being victims of sexual harassment.

According to the research, workers often do not realise when they experience sexual harassment. Furthermore, silence and shame make it more difficult for workers to speak out.

Social dialogue can help to overcome these problems of inaction by providing collective responses, among others, through awareness-raising campaigns and by creating safe spaces for women to report sexual harassment.

Advancing knowledge and policies to counter sexual harassment at work

The Ministry of Employment and social partners, together with the National Research Centre for the Working Environment, the Danish Working Environment Authority and the Health and Safety Council, have contributed to advancing knowledge and policies to counter sexual harassment at work (see Box 6.5).



Box 6.5. Overview of legal and social dialogue developments on sexual harassment in Denmark

In Denmark, sexual harassment is considered a form of gender-based discrimination. Section 1(6) of the Equal Treatment Act (Government of Denmark, 2011^[125]) and Section 2a(3) of the Gender Equality Act (Government of Denmark, 2000^[126]) state that “Sexual harassment exists when any unwanted verbal, non-verbal or physical behaviour with sexual undertones is exhibited for the purpose or effect of violating a person’s dignity, in particular by creating a threatening, hostile, degrading, humiliating or unpleasant climate.”

The 2010 Working Environment Act and related executive orders provide for the protection of employees and a safe and healthy working environment. The Executive Order, issued in 2011 to implement the Act, states that “work must be conducted in such a manner to ensure that it does not cause a risk for mental or physical health impairment due to mobbing, including sexual harassment.” On 1 November 2020, a further Executive Order came into force addressing psychosocial work risks arising from working conditions or work organisation. This aimed to clarify rules for employers and employees in preventing psychosocial risks in the work environment that could lead to sexual harassment. Even though unions welcomed the new order, they also pressed for adopting more binding measures.

In 2019, a ten-point plan for “A Good Psychological Working Environment: Ending Sexual Harassment” was drawn up jointly by Danish social partners and the Labour Inspectorate. The Danish Working Environment Authority also collaborated with workers’ and employers’ organisations in the launch of the awareness-raising campaign “Hvor går grænsen?” (“Where do we draw the line?”). The second part of the campaign, “Din grænse” (“Your Limit”), was launched in 2022 with the aim to motivate managers and health and safety committees to dialogue on how to prevent sexual harassment in the workplace and promote a shared responsibility between employees and management in creating a safe working environment.

Social dialogue between the government and social partners on preventing and managing sexual harassment, the level of compensation in cases of sexual harassment, and the use of confidentiality clauses and other legislative measures, culminated in the ground-breaking Agreement on Initiatives to Counter Sexual Harassment in the Workplace in 2022.

The Tripartite Agreement on Initiatives to Counter Sexual Harassment in the Workplace

On 4 March 2022, FH, the Confederation of Danish Employers (DA) and the Minister for Gender Equality concluded a landmark national Tripartite Agreement on Initiatives to Counter Sexual Harassment in the Workplace.³⁰ The tripartite agreement is a significant step forward in terms of embedding better protection, prevention and a culture change in the workplace, with the involvement of social partners.

Earlier requirements on employers to provide a harassment-free working environment were not set out in the law. This changed with the new tripartite agreement, which sets out employers' responsibilities that will be included as amendments in the Equal Treatment Act. As a result, all companies, regardless of whether they have rules in place, are now mandated to take measures to prevent sexual harassment and make plans for dealing with cases.

The agreement was negotiated on the union side by FH, with unions 3F, Dansk Metal, DSR (Danish Nurses Union), HK (Union of Commercial and Clerical Employees) and FOA (Public Services Union); on the employers' side by the DA; and on the government side by the Ministry of Equality.

Overall, the agreement aims to ensure a significant cultural change in the workplace, along with greater responsibilities for employers and employees, through the introduction of 17 initiatives setting out effective tools to prevent and address sexual harassment. Although it is too early to assess the impact, these measures are expected to change attitudes, leading to a significant reduction in episodes of sexual harassment at work.

Five of these initiatives set out responsibilities and duties for employers and employees and suggest an increase in the compensation paid for sexual harassment under the Equal Treatment Act, which

can also include an offender, such as a third party, who is not the employer. Unions pushed for both the obligations on employers to prevent sexual harassment and higher compensation because of the important message that it sends to society that there is zero tolerance for sexual harassment.

Three additional initiatives address how organisations can create a healthy work culture by implementing policies for dealing with and preventing sexual harassment, along with a focus on health and safety risk assessments (called APVs). In this respect, it is envisaged that the five sectoral industry communities will play a role in implementing the agreement across different sectors, for example, through sectoral-specific agreements, guidance and training. In addition, the social partners have drawn up a code on the use of confidentiality clauses.

Three initiatives deal with the collection of information by the Danish Working Environment Authority, including a requirement that the Authority carries out an annual statement of the number of internal and external sexual harassment cases, as well as decisions and guidelines issued.

Five initiatives strengthen the legal recognition of trainees and apprentices in sexual harassment claims, whose professional status is acknowledged in the Vocational Education Act.

Finally, the tripartite agreement contains a proposal to establish an alliance with relevant organisations in the labour market, the education sector and civil society with a view to preventing sexual harassment.

The initiatives that can be implemented without changes to the law entered into force immediately upon the conclusion of the tripartite agreement on 4 March 2022. Initiatives that require changes to the law will only be implemented after consideration and adoption by the Danish Parliament.

The Tripartite Agreement on Parental Leave

A further example of social dialogue contributing to gender equality is a landmark tripartite agreement dating back to 13 September 2021, where FH and the DA recommended the introduction of 11 weeks' maternity and parental leave earmarked for both parents (Box 6.6). Following this agreement, the Danish government implemented these changes in the law.

The agreement addresses the concerns of the government and social partners that the higher number of days spent by women on maternity and parental leave in Denmark represents a major barrier to gender equality. Social dialogue proved an effective way to engage all parties in an agreement that will pave the way to the equal sharing of childcare responsibilities.

On 3 March 2022, the Danish Parliament amended the Act on Parental Leave, implementing the tripartite agreement from 1 July 2022, with new rules for lesbian, gay, bisexual, transgender and intersex (LGBT+) families and single parents applicable from 1 January 2024. This provides a concrete example of how social dialogue can lead to more ambitious outcomes than the minimum standards set out in the European Union's Leave Directive of 2019. The latter requires all member states to provide a minimum of nine weeks of earmarked parental leave to each parent by 1 August 2022.

This is a significant improvement from the previous entitlements, where fathers were only entitled to two weeks of paid leave following the birth of a child.

Box 6.6. Key elements of the Tripartite Agreement on Parental Leave

Both parents have 11 weeks' earmarked leave (non-transferable) after the birth of a child. Additional entitlements include:

- > Four weeks of pregnancy leave for the mother before the child's birth.
- > Eight weeks of transferable maternity and paternity leave for each parent. However, the father or co-mother must take parental leave before the child turns one year old.
- > Five weeks of transferable parental leave to be taken before the child turns nine years old.

This means that a mother and father or co-parent¹ will have 24 weeks of leave in total after the birth of a child, but that 11 weeks are earmarked for each parent.

Parental leave can be taken concurrently, separately, or a combination of the two. This significant development enables more fathers and co-parents to take parental leave.

The new rules also introduce equality between single fathers and single mothers, and LGBT+ families are permitted to divide their leave between up to four parents.¹

Note:

Taking into account the fact that the biological mother and father may be in separate same-sex partnerships where co-parenting and strong parental ties are established.

The implementation and impact of the two tripartite agreements: Union and employer perspectives

Denmark's social partners believe that the two agreements will significantly contribute to the shared goal of gender equality. Broadly speaking, the examples of social dialogue discussed in this case study also show that there is significant strength in the Danish model, which enables the tripartite partners to work together, discuss common problems, build trust and find common solutions.

On the agreement on sexual harassment, FH believes that an important landmark has been reached in securing better systems and responsibilities for preventing and ending all forms of sexual harassment at work. A consensus with employers was reached through a lengthy process of dialogue and discussion, lasting 1.5 years.

“The second ‘me too’ wave in 2020 [which erupted after high profile women in TV, politics and media spoke about their experiences of sexual harassment] motivated the government to act and helped push the Danish Employer Organisation (DA) to the negotiation table. But the tripartite agreement didn’t come easy. One and a half years of central and bilateral negotiations was necessary to finalise the agreement...The tripartite agreement contains 17 initiatives, including higher compensation for the victims in serious cases, more initiatives to prevent harassment against students and young employees, and the ‘employers’ responsibility for providing a working environment

free of sexual harassment is written directly into the Equal Treatment Act. It is hereby firmly established that employers are responsible for ensuring that employees are not exposed to sexual harassment. And it is regardless of whether the harassment comes from a manager, colleague or a customer.”

Dina Staal, FH Political Advisor on Equality Issues

On the parental leave agreement, there is a shared view that gender equality will only be achieved if more effective measures are introduced to incentivise the sharing of care responsibilities:

“We are very pleased that the parties behind the agreement have listened to our wishes. It is powerful when both Parliament and the social partners work together to change structures in society that actually promote equality in our society [...] The work of creating a workplace culture in which it is natural for fathers to take much more leave than they do today is now starting. I look forward to when it’s normal for dad to wheel the pram onto the site when he visits colleagues on maternity leave.”

Majbrit Berlau, Vice-President, FH

Key lessons

- **Social dialogue has made an important contribution to policy making on gender equality**, designing a collective response. The tripartite agreements presented above spell out more detailed entitlements for workers; the responsibilities of employers, employees and government in promoting key gender equality issues; and in setting a benchmark for national laws, adding to democratic accountability.
- In the case of the tripartite agreement on sexual harassment, **reaching a consensus on the respective responsibilities of employers and employees has helped all parties play a more proactive role in ending sexual harassment**. The agreement also sets the standards for further social dialogue initiatives at the sectoral level and in the workplace, for example, in establishing joint complaints systems, awareness raising and a greater emphasis on prevention and risk assessment.
- The Tripartite Agreement on Parental Leave is an excellent example of **how social partners have played a role in implementing the EU Parental Leave Directive in a progressive way** and provided the framework for government to implement the agreement in law.
- Both examples show the **importance of regular discussion, exchanges, building trust and creating an environment conducive to finding joint solutions** to problems that both employers and unions consider important.
- **Being prepared, having clear arguments, evidence and access to data**, as was the case with the sexual harassment agreement, enabled FH to make a strong case while also recognising the **need to have time to discuss different perspectives and views**.
- Finally, in the Danish context, a favourable political climate and a government firmly committed to proactive measures on gender equality helped to bring all parties to the social dialogue table. **Government support is therefore important in ensuring an effective social dialogue process along with its commitment to bringing parties together to find joint solutions**.

Annex I: List of Global Deal commitments received as of October 2022 and short updates on their implementation

Global Deal partner	Type of Global Deal partner	Category(ies) of commitment	Brief summary of commitment and actions taken by the partner
Argentina	Government	Policy development / Knowledge sharing and capacity building	The Government of Argentina has strengthened a number of existing national and sectoral tripartite social for aogue fora, including on minimum wages, the eradication of child labour, as well as gender equality and non-discrimination. As part of its Global Deal commitment, in April 2019, Argentina established the Commission on Social Dialogue for the Future of Work, a national tripartite body mandated to address issues related to Argentina's compliance with international labour standards (ILS), in accordance with the International Labour Organization's (ILO's) Tripartite Consultation Convention, 1976 (No. 144). Since its inception, the Commission has set up specific sub-committees to address issues related to labour standards, public policies and public management, as well as ILO special cases.
Bangladesh	Government	Policy development / Partnerships	As part of its commitment, the Government of Bangladesh has been supporting the implementation of the ILO project "Promoting Social Dialogue and Harmonious Industrial Relations in the Bangladesh Ready-Made Garment (RMG) Industry", funded by the Swedish International Development Cooperation Agency (Sida) and the Government of Denmark (timeline: 2015-22). The project aims to strengthen the institutional capacity that facilitates social dialogue and industrial relations between government, employers and workers in Bangladesh, with a primary focus on the RMG industry. With support from the ILO, the Bangladeshi government and social partners established and operationalised the National Tripartite Consultative Council, as well as the Ready-Made Garment Sector Tripartite Consultative Council.
Belgium	Government	Policy development	The Government of Belgium is committed to strengthening workplace co-operation and ensuring effective protection of workers' representatives at the level of the undertaking by pursuing the ratification of the ILO's Workers' Representatives Convention, 1971 (No. 135).
Belgium	Government	Advocacy / Partnerships	The Government of Belgium is committed to promoting the ratification and effective implementation of ILO's fundamental conventions at the international level, in close co-operation with social partners, businesses and other stakeholders, including the Belgian Development Agency (Enabel) and the Belgian National Contact Point (NCP) for the OECD Guidelines for Multinational Enterprises (MNEs). As an example, in early 2022, senior representatives from the Belgian government and King Philippe of Belgium stressed the importance of ILS within the framework of a ceremony held at Expo 2020 Dubai.
Cambodia	Government	Policy development	The Government of Cambodia is committed to improving working conditions, promoting freedom of association (FOA) and reinforcing the institutional framework for social dialogue and industrial relations through strengthening the implementation of the country's labour law, including the Law on Trade Unions, on Minimum Wage, and on Social Security Schemes. To reduce confrontation and build trust between workers and employers, the government aims to strengthen the effectiveness of existing dispute resolution mechanisms. Moreover, the government will continue to promote and reinforce the labour inspection function of the Ministry of Labour and Vocational Training as a means to improve compliance with the labour law.

Canada	Government	Policy development	The Government of Canada is committed to respecting, promoting and realising the fundamental principles and rights at work to maximise the economic and social benefits of globalisation. As part of this commitment, Canada is working closely with social partners, provinces and territories towards the ratification of the ILO Violence and Harassment Convention, 2019 (No. 190), and is exploring the possibility of ratifying the ILO Occupational Safety and Health Convention, 1981 (No. 155).
Canada	Government	Policy development / Knowledge sharing and capacity building	Canada is committed to tripartite consultations with social partners in the formulation of labour and employment policies, either through legislated tripartite mechanisms or ad hoc tripartite committees. With this approach, Canada aims to ensure that partners with a stake in the issues are involved in decision making and that the outcomes of the consultations are shared among stakeholders. For example, Canada is considering launching and financing the development of a new union-led advisory table that brings together unions and trade associations on just transition to a low-carbon economy, aimed at assisting workers navigating the changing labour market, particularly those employed in at-risk sectors and jobs.
Canada	Government	Policy development / Knowledge sharing and capacity building	Canada is committed to negotiating and implementing comprehensive and enforceable labour provisions in all its trade agreements. Social partners are consulted in the process in order to help define Canada's interests and identify ways of maximising the economic and social benefits of these agreements. The government provides support to facilitate the effective implementation of labour provisions in these agreements, including by building the capacity of partner countries to enforce laws that respect the fundamental principles and rights at work.
Canada	Government	Policy development	Canada is committed to engaging with all stakeholders to advance responsible business conduct (RBC), including through the implementation of its new RBC Strategy, which includes preventive measures, legislation in select areas, and access to remedy in the form of non-judicial dispute resolution mechanisms. This also includes advancing legislation to eradicate forced labour from supply chains and ensure that Canadian businesses operating abroad do not contribute to human rights abuses. As part of its commitment, Canada has established and operationalised the Canadian Ombudsperson for Responsible Enterprise and maintains a NCP to promote awareness of and adherence to the OECD Guidelines for Multinational Enterprises.
Canada	Government	Knowledge sharing and capacity building	Canada is committed to supporting apprenticeship training and access to skilled trades. As part of this commitment, the Government of Canada has invested significant resources to implement the Future Skills programme, an initiative aimed at ensuring that the country's skills development policies and programmes are prepared to meet Canadians' changing needs. This includes the establishment of the Future Skills Council, a ministerial advisory body made up of multi-sectoral representatives involved in workforce skills development, as well as the Future Skills Centre, an applied research organisation. In February 2022, the Centre hosted a highly successful three-day Future Skills Summit. Over 1 700 delegates, including policy makers, industry leaders, community representatives and skills training practitioners, discussed experiences and good practices for building a dynamic, agile workforce that anticipates and responds to labour-market need.
Chile	Government	Policy development	Chile is committed to promoting social dialogue and decent working conditions through strengthening the permanent tripartite Labour Council. Established in 2017, the Labour Council is a social dialogue institution responsible for analysing and proposing actions and public policies in the field of employment and work relations.

Chile	Government	Policy development	Chile is committed to updating its National Policy of Safety and Health at Work in line with ILO's Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187). The policy was developed through consultations with representatives of employers' and workers' organisations at the national and regional levels. The review of the policy is scheduled for 2022, and it will be carried out through social dialogue.
Chile	Government	Knowledge sharing and capacity building / Partnerships	Chile is committed to strengthening the role of the Social Dialogue Department of the Ministry of Labour and Social Security. To promote an inclusive and democratic model of labour relations, the Department provides resources and instruments to facilitate social dialogue between workers, employers and the government. For example, the Department administers the Social Dialogue Program and the Trade Union Training Fund.
Colombia	Government	Knowledge sharing and capacity building / Partnerships	As part of its commitment, the Government of Colombia organised two high-level tripartite regional events to promote the Global Deal and the benefits of social dialogue in Latin America. For example, in November 2021, the Colombian Ministry of Labour invited senior representatives from governments, trade unions and enterprises from across the region, including labour ministers and deputies from Costa Rica, Ecuador and Peru, to attend the Second Regional Event of the Global Deal in Latin America, held in Cartagena. In addition, Colombia has supported the Global Deal by providing a financial contribution and inviting potential government and private-sector partners to join the initiative.
Ethiopia	Government	Policy development / Knowledge sharing and capacity building	The Government of Ethiopia has pledged to reform and implement the country's labour law as a means to stimulate effective social dialogue and promote sustainable development. This also included an effort to build the capacity of social dialogue actors and strengthen the country's industrial relations institutions. Following a comprehensive review and consultation process with social partners and other relevant stakeholders, in 2019, the Parliament of Ethiopia adopted the revised labour law, which is now being implemented. The government is also committed to developing minimum-wage-fixing institutions and mechanisms, in partnership with social partners.
France	Government	Knowledge sharing and capacity building / Partnerships	As part of its commitment, the Government of France established a national platform for the Global Deal dedicated to exchanging information, experiences and good practices on social dialogue at the national, European and international levels. The platform brings together businesses, trade unions, local governments and international organisations based in France. It organises monthly meetings where members share and discuss their experiences in relation to innovative and effective social dialogue and industrial relations practices. The establishment and facilitation of this platform demonstrates the French government's commitment to social dialogue, including as a tool of corporate social responsibility and for the promotion of human rights and fundamental principles and rights at work.
Indonesia	Government	Policy development	The Government of Indonesia has committed to accelerating the achievement of the Sustainable Development Goals (SDGs) by mobilising social dialogue as a means to address labour-market challenges within the framework provided by the country's National Development Plan for 2020-24. As such, the government aims to implement measures to improve the framework for industrial relations in Indonesia, strengthen vocational training policies and structures, address skills mismatch, and provide better support to young talents and self-employed workers.

Israel	Government	Knowledge sharing and capacity building / Partnerships	The Government of Israel is committed to mobilising social dialogue with the objective of upskilling the country's workforce and increasing labour force participation. To support the implementation of this commitment, in 2020, the Israeli Ministry of Labor, Social Affairs and Social Services signed a partnership with the General Federation of Labour in Israel (Histadrut) and the Presidium of Israeli Business Organizations. The agreement established a new directorate, co-funded and jointly managed by the government and social partners, mandated to provide accessible and up-to-date information on a range of existing training opportunities, increase the involvement of employers in training and increase investments in the country's human capital.
Italy	Government	Policy development	As part of its commitment, the Government of Italy will continue to strengthen and update their national regulation on smart working, also known as agile work, including through the involvement of social partners and recognising the role of collective bargaining. Taking into account the significant expansion of telework due to the COVID-19 pandemic, in December 2021, the government and social partners signed a national tripartite agreement establishing a framework for the regulation of smart working in the private sector. It also provided for the establishment of a national smart working observatory hosted by the Ministry of Labour and Social Policies and composed of social partner representatives.
Netherlands	Government	Partnerships / Policy development	The Government of the Netherlands is committed to strengthening compliance with labour standards and promoting living wages in global supply chains through the implementation of international multi-stakeholder sectoral agreements for international responsible business conduct (IRBC Agreements) in sectors considered to be at high risk in terms of human rights, labour rights and environmental protection. Since 2016, following the recommendation of the tripartite-plus Social and Economic Council (SER) of the Netherlands, a broad coalition of businesses, employers' organisations, trade unions, non-governmental organisations, international organisations, and the Dutch government negotiated and signed agreements covering 11 sectors, including garment and textile, gold, food industry, natural stone, sustainable forestry, insurance, metallurgy and floriculture. Signatories to the agreements commit to working together in countries and areas considered at greater risk to promote fundamental principles and rights at work, a living wage, occupational safety and health and environmental sustainability.
Netherlands	Government	Partnerships / Policy development	The Government of the Netherlands is committed to leveraging social dialogue to fight and prevent child labour, including by promoting the implementation of relevant RBC agreements to help businesses better identify child labour risks in their supply chains through their due diligence process. This also includes the adoption of a new law (Child Labour Due Diligence Law) that requires companies selling products or services to Dutch end users to identify whether child labour is present in their supply chain and, if this is the case, to develop a plan of action to address it and issue a due diligence statement. The Netherlands is also engaged with Alliance 8.7, a global partnership committed to taking immediate and effective measures to eradicate forced labour, modern slavery, human trafficking and child labour. It has also financed an ILO project aimed at accelerating action for the elimination of child labour in supply chains in Africa (ACCEL Africa).
Netherlands	Government	Partnerships / Knowledge sharing and capacity building	The Government of the Netherlands is committed to raising the visibility of development co-operation projects aimed at improving social and environmental compliance in the garment and textile supply chains. For example, the Dutch government provided support and financed a number of projects and initiatives implemented in collaboration with international organisations, alliances and trade unions, such as the ILO, the Fair Wear Foundation and the Sustainable Trade Initiative (IDH).

North Macedonia	Government	Policy development / Knowledge sharing and capacity building	North Macedonia developed and implemented a Decent Work Country Programme (DWCP) for 2019-22. The DWCP has been negotiated through social dialogue between the government and social partners, with support from the ILO. As one of the key priorities included in the DWCP, the parties have committed to working towards the improvement of labour-market governance through enhanced social dialogue. A tripartite Overview Board has been set up to monitor the implementation of the DWCP.
Scotland (United Kingdom)	Government	Policy development	The Scottish government is committed to becoming a Fair Work Nation by 2025. The government is engaged into creating a more equal society, with more diverse and inclusive workplaces, and improving workers' rights and protections. Scotland's Fair Work Action Plan recognises promoting effective workers' voice through social dialogue as a critical dimension of fair work.
Slovenia	Government	Knowledge sharing and capacity building	Slovenia is committed to reinvigorating social dialogue and building trust among social partners, including through supporting the country's Economic and Social Council (ESC), a tripartite platform for consultation and negotiation concerning economic and social policies. In July 2022, the members of the ESC reconvened in a regular session, attended by the Prime Minister, after more than a year. Slovenia has also pledged to strengthen the capacity of social partners to engage in dialogue at the bipartite and tripartite levels, including on wage-setting and to address challenges related to non-standard forms of employment.
South Africa	Government	Knowledge sharing and capacity building	The Government of South Africa is committed to supporting efforts to fight child labour, human trafficking and other forms of modern slavery, in line with the Durban Call to Action adopted by governments and social partners at the 5th Global Conference on the Elimination of Child Labour hosted by South Africa in May 2022. Reaffirming the central role of social dialogue and the importance of the ILO and its fundamental principles and rights at work in the elimination of child labour, the Call to Action identified the need to develop and strengthen mechanisms of social dialogue as a key measure to advance decent work. As such, South Africa is committed to work with OECD and other stakeholders in accelerating the fight against child labour, human trafficking and other forms of modern slavery as well as to create awareness of the SDG target 8.7, which aims to end child labour in all its forms by 2025.
Spain	Government	Policy development	The Government of Spain is committed to implementing its Labour Law Reform adopted in December 2021. Shaped through a process of tripartite social dialogue, the reform aims to address the structural use of temporary forms of employment and strengthens the role of collective bargaining. The reform has already delivered important results: almost half of the new contracts signed in Spain in the first quarter of 2022 were open-ended employment arrangements (compared to 10% of previous decades). Such an outcome also resulted in a significant increase in the share of open-ended contracts in total employment.
Spain	Government	Policy development	The Government of Spain remains committed to promoting decent work through shaping, together with social partners, concrete measures aimed at improving working conditions and increasing wages and protections. For example, between 2020 and 2022, the government and social partners reached 14 tripartite agreements, including to promoting equality and non-discrimination at work, increasing the minimum wage, advancing the labour rights of platform workers and improving work-life balance.

Spain	Government	Policy development	The Government of Spain is also committed to promoting and ratifying ILS, including the ILO's Home Work Convention, 1996 (No. 177), the Work in Fishing Convention, 2007 (No. 188), the Domestic Workers Convention, 2011 (No. 189), and the Violence and Harassment Convention, 2019 (No. 190). Implementation of this commitment through the ratification and effective implementation of these international instruments would contribute to improving working conditions at the country level and advancing decent work.
Spain	Government	Partnerships / Advocacy	The Government of Spain is committed to helping raise the visibility of the Global Deal partnership at the national and international level, including by providing a financial contribution and supporting the organisation of the 2022 Global Deal High-Level Social Dialogue Forum, as well as by promoting the Global Deal with like-minded governments and other organisations.
Sweden	Government	Partnerships	The Government of Sweden is committed to promoting the value of social dialogue and the Global Deal initiative at the international level, both bilaterally and multilaterally, including within the framework of Nordic co-operation, at the United Nations, OECD, ILO and in International Financial Institutions. For example, Sweden has been emphasising the positive linkages between FOA, trade union development and democratisation through the implementation of its Drive for Democracy Initiative and the organisation of Democracy Talks in partnership with Swedish embassies worldwide.
Sweden	Government	Knowledge sharing and capacity building	As part of its commitment, the Government of Sweden established a national platform for the Global Deal to facilitate knowledge sharing and co-ordination of activities in the area of social dialogue. The platform brings together over 30 Swedish partners and other stakeholders. Through regular meetings and workshops, including in co-ordination with other national platforms, it provides a concrete input to the Global Deal. As such, the platform has recently launched a focus group to discuss priorities and joint activities regarding promoting social dialogue in global supply chains.
Sweden	Government	Policy development	Sweden is committed to mobilising the power of social dialogue as a means to deliver on the government's key political priorities. In this way, the government will continue to promote and strengthen the role of social dialogue to achieve gender equality and contribute to women's economic empowerment, unlock a just transition to a more sustainable, low-carbon economy, implement the 2030 Agenda for Sustainable Development, and promote human rights through sustainable trade and RBC.
United States	Government	Policy development / Partnerships	The Government of the United States has committed to prioritising actions that strengthen workers' rights to organise and bargain collectively, especially where workers' FOA has been repressed or denied. At the national level, the United States will enact the recommendations of the White House Task Force on Worker Organizing and Empowerment, which identified ways for the government to promote worker organising and collective bargaining for federal employees and for workers employed by public and private-sector employers. At the international level, in collaboration with like-minded governments, worker and philanthropic organisations, and labour stakeholders, the United States will deliver technical assistance to advance workplace democracy and support trade union rights in the global economy through the implementation of the newly established Multilateral Partnership for Organizing, Worker Empowerment, and Rights (M-POWER).

Uruguay	Government	Knowledge sharing and capacity building	The Government of Uruguay is committed to promoting social dialogue and collective bargaining with the overall objective of raising real wages and building a strong, inclusive and sustainable recovery from the COVID-19 crisis. Within the framework of this commitment, in 2021, the government launched a new round of negotiations in the Wage Councils, which are tripartite bodies mandated to fix a minimum wage for each occupational category and branch of activity, as well as to make adjustments to salaries. As of November 2021, the parties had reached 34 agreements. In addition, the government and social partners have discussed and addressed key labour-market challenges resulting from the pandemic within the framework of the Superior Tripartite Council, the highest body for labour relations in Uruguay.
Uruguay	Government	Knowledge sharing and capacity building / Policy development	The Government of Uruguay is committed to promoting the transition from the informal to the formal economy, in line with ILO Recommendation No. 204. In close collaboration with social partners, significant steps have been taken to develop formalisation strategies targeted at vulnerable populations. To improve the country's tools to promote the transition, an evaluation of the formalisation policies implemented between 2005 and 2017 has been carried out, and its findings have been used to improve the country's approach to tackling informality.
Uruguay	Government	Knowledge sharing and capacity building / Policy development	The Government of Uruguay is committed to promoting the implementation of its Culture of Work for Development Strategy, which aims to improve the quality of employment, reduce inequalities and prepare the labour market to seize the opportunities presented by the future of work. The strategy was developed in consultation with social partners and other relevant stakeholders, including youth organisations.
Airbus	Business	Corporate practice / Knowledge sharing and capacity building	Airbus is committed to collecting and sharing good practices on the use of social dialogue at the national and international levels and to promoting responsible business practices across its supply chain to contribute to decent work and inclusive growth. Airbus will do so by implementing its Responsibility and Sustainability Charter, in line with the 2030 Agenda for Sustainable Development.
AXA	Business	Corporate practice	AXA is committed to improving the health and well-being of its workforce, including by providing health benefits for all its employees worldwide.
Axfood	Business	Corporate practice	Axfood is committed to leveraging social dialogue as a key instrument to achieve a living wage across its agricultural supply chains, in line with SDG 1 (No poverty). To achieve this objective, Axfood has developed strategic co-operation with a number of Global Deal partners, including Oxfam and Ethical Training Initiative (ETI) Sweden. For example, Axfood has contributed to organising smallholder rice farmers in Pakistan into Growers Organisations, which are now better equipped to negotiate jointly with big farms to achieve higher wages.
Axfood	Business	Knowledge sharing and capacity building / Partnerships	Axfood is committed to strengthening the capacity of workers and managers across its supply chains to engage in dialogue with the objective of building trust in the workplace and advancing labour rights. In collaboration with the Global Deal partner QuizRR, Axfood has delivered trainings in China (People's Republic of), Thailand and Bangladesh, which generated concrete improvements for workers.

BNP Paribas	Business	Corporate practice / Partnerships	BNP Paribas is committed to continuing the implementation of the global framework agreement (GFA) signed with UNI Global Union in 2018. The agreement contributed to advancing fundamental rights at work and establishing a global social framework for the company's 200 000 employees in over 70 countries. Through this commitment, BNP Paribas aims to further improve the health and well-being of its employees, in line with the company's People Strategy for 2025.
Business Confederation of Macedonia (BCM)	Business	Partnerships / Advocacy	BCM is committed to enhancing and promoting social dialogue in North Macedonia to contribute to achieving decent work and inclusive growth, in line with SDG 8 (Decent work and economic growth). As a legitimate representative of the employers in the country, BCM participates in the tripartite Economic Social Council and engages with the government and trade unions on economic, social and labour policy issues at the national level. As part of its commitment, BCM engaged with the ILO in implementing the EU-funded project "Strengthening social dialogue in North Macedonia".
ENGIE	Business	Partnerships	As part of its commitment, ENGIE negotiated a new GFA with the Global Deal partners IndustriAll Global Union, Building and Wood Workers' International (BWI) and Public Services International (PSI), as well as with the representative French trade unions. The agreement lays out the company's commitment to social responsibility and fundamental labour rights and provides a standard set of guarantees for the company's 170 000 employees worldwide.
Entnest	Business	Knowledge sharing and capacity building	Entnest is committed to organising, hosting and supporting information sessions, awareness-raising events and workshops to promote the benefits of social dialogue and sound industrial relations as effective means to foster sustainable business development, in line with the 2030 Agenda for Sustainable Development.
Essity	Business	Advocacy / Knowledge sharing and capacity building	Essity is committed to enhancing safety at work to reduce accidents and improve the working conditions of its global workforce. It does so by organising the annual Safety Week, a global project aimed at fostering a culture of safety awareness and ensuring compliance with and improving standards. The project's communication is designed to inspire and create an emotional connection to safety, as well as raise standards. It targets all workers by providing good practices and messages that are shared both within and outside the company.
Essity	Business	Corporate practice	Essity has taken action to secure good standards and provide access to WASH (water, sanitation and hygiene) in its own facilities. The WASH pledge sets a clear Essity standard for water, sanitation and hygiene. All of Essity's production sites should meet the standard within three years.
Europêche (Association of national organisations of fishing enterprises in the European Union)	Employers' organisation	Advocacy	Europêche is committed to facilitating and promoting social dialogue on sea fisheries at the EU and international levels. As part of its commitment, Europêche will promote standard-setting and awareness initiatives to increase safety and working conditions on board fishing vessels, as well as to attract young people to the fishing profession.
Europêche	Employers' organisation	Policy development	Europêche is committed to mobilising social dialogue with the objective of developing practical guidelines for the recruitment of migrant fishers, in compliance with human rights and international and EU labour regulations.
Europêche	Employers' organisation	Policy development	Europêche has pledged to facilitate the implementation of international conventions on safety and decent working conditions for fishers at sea. As such, Europêche aims to develop guidelines on the medical examination of fishers tailored to the different types of occupational health risk exposure.

Europêche	Employers' organisation	Policy development	Europêche is committed to promoting the ratification and implementation of international instruments setting standards on safety and working conditions in the fisheries sector. The overall objective is to improve the living and working conditions of sea fisheries by enforcing these standards.
H&M Group	Business	Corporate practice / Partnerships	H&M Group is committed to respecting and promoting the rights to FOA and collective bargaining within the company and across its supply chains. As part of this commitment, H&M Group has taken action to promote well-functioning industrial relations as a means to improve wages and working conditions throughout the garment supply chain, including by encouraging its direct suppliers and sub-contractors to engage in social dialogue.
ICA Group	Business	Corporate practice	ICA Group aims to improve working conditions throughout its supply chains, with a focus on human rights challenges linked to SDG 8 (Decent work and economic growth) and SDG 10 (Reduced inequalities). Working with suppliers, trade unions and other companies, notably through the Business Social Compliance Initiative, ICA is committed to ensuring that all suppliers in high-risk countries are socially audited.
Ingka Group (IKEA)	Business	Corporate practice / Knowledge sharing and capacity building	IKEA is committed to respecting and realising the principles concerning FOA and the effective recognition of the right to collective bargaining, in compliance with international human rights and national legislation. It will do so by conducting workshops in all countries of operation to ensure that the local approach is in line with Ingka Group's Social Relations framework wherever it operates. In partnership with the International Training Centre of the ILO (ITCILO), IKEA has also delivered a capacity-building programme to support the members of the European Works Council and the respective country Co-worker Relations Managers.
Kering	Business	Corporate practice / Partnerships	Kering is committed to working with its European Works Council to advance labour rights and decent work, in line with ILS and supporting the work of the French-speaking platform of the ILO's Global Business Network on Social Protection Floors.
Korian	Business	Corporate practice / Partnerships	Korian signed an agreement with trade unions representing workers various countries (Belgium, France, Germany, Italy, the Netherlands and Spain) to create a European Works Council in 2019. This agreement, which is a first in the care services sector for the elderly and frail, testifies to Korian's commitment to developing social dialogue at the various levels of the company. Some of its objectives include extending good practices regarding working conditions and developing transparency on strategic projects.
Lindex	Business	Corporate practice	Lindex is committed to improving and enhancing social dialogue in its own operations and value chains with a focus on gender equality, by continuing the implementation of the We Women Management System. The programme has targeted 119 000 workers, of which 70 000 are women employed in their supply chain in Bangladesh, India and Myanmar. The aim is to ensure local ownership of gender equality in its supply chain, promote a more enabling environment for women in their garment factories, and create equal opportunities.
L'Oréal	Business	Corporate practice	L'Oréal is committed to reinforcing the health pillar through the Share & Care programme, with a strong focus on "personal ecology". To do so, it commits to implementing every year awareness and prevention actions in subsidiaries to coach employees on mental and emotional health. Another key priority is to extend the Employee Assistance Program in all subsidiaries whenever this service is locally available.

L'Oréal	Business	Corporate practice	L'Oréal has committed to implementing a Domestic Violence Policy, in addition to the Group's ethical principles and commitment to combating domestic violence together with the One In Three Women business network. The aim is to apply the policy in subsidiaries worldwide, in order to offer support, resources and actionable protection for victims of domestic violence, as well as to raise awareness.
Manufacturers Association of Israel	Employers' organisation	Partnerships / Knowledge sharing and capacity building	The Manufacturers Association of Israel is committed to creating effective and proper communication channels with labour organisations on a national level in order to form future-facing labour relations, increase market productivity and extend the number of available jobs in the short and long term. Some of the key objectives are to implement a professional training plan, increase work-hour flexibility and find combined solutions for the shortage of workers in some sectors.
Newbridges	Business	Knowledge sharing and capacity building	Newbridges is committed to mobilising its labour relations expertise and providing advice to enterprises on managing social risks and developing and implementing global strategies for social dialogue. For example, Newbridges assists MNEs interested in establishing global employee representative bodies through collective bargaining.
People 1st International	Business	Knowledge sharing and capacity building	People 1st International is committed to supporting employers, governments and other stakeholders in building sustainable skills systems and offering employees meaningful employment opportunities. Through this work, it aims to prepare for the future of work, reduce inequalities, promote social cohesion and create good jobs.
Pernod Ricard	Business	Corporate practice	Pernod Ricard is committed to auditing all its direct suppliers with the objective of assessing and addressing the existing social and environmental risks. In 2019, Pernod Ricard launched its Suppliers Standards, a set of guidelines covering five themes, including labour and human rights, health and safety, environmental impact, integrity and fair business practices, and responsible drinking, which the Group's suppliers and sub-contractors sign and follow.
Pernod Ricard	Business	Corporate practice	Pernod Ricard is committed to promoting a workplace culture that values the safety and health of its workers with the aim to reach zero injuries by 2025. As part of this work, in 2019, Pernod Ricard launched its first health and safety policy, which is being promoted through a number of communication materials, educational videos and trainings.
Pernod Ricard	Business	Corporate practice	Pernod Ricard is committed to promoting gender equality and diversity by ensuring equal pay for work of equal value across the company by 2022. This also includes a pledge to achieve gender balance across the company's top management by 2030.
Pernod Ricard	Business	Corporate practice	Pernod Ricard is committed to aligning its operations to the principles included in the United Nations Guiding Principles on Business and Human Rights (UNGPs). As part of this commitment, Pernod Ricard has developed new human rights and procurement policies to improve labour rights' awareness and compliance.
Pernod Ricard	Business	Corporate practice / Knowledge sharing and capacity building	Pernod Ricard is committed to preparing its employees and partners, including in supply chains, for the future of work. The company has organised knowledge-sharing events and delivered capacity-building activities in partnership with key stakeholders.
Pernod Ricard	Business	Advocacy	Pernod Ricard is committed to having its brands explore creative routes to break stereotypes and promote diversity and non-discrimination as part of their marketing campaigns.

QuizRR	Business	Knowledge sharing and capacity building / Partnerships	QuizRR is committed to raising awareness on social dialogue by supporting companies and their suppliers in their efforts to build the capacity of workers and managers on workplace dialogue, with a specific focus on workers' rights and responsibilities, workplace engagement and wage management. Through this work, QuizRR aims to encourage multinationals to go beyond audit, ensuring decent jobs, workers' rights and greater equality through capacity building. This also includes showcasing the business case for social dialogue.
Saint Gobain	Business	Corporate practice / Knowledge sharing and capacity building	Saint Gobain is committed to further developing its OPEN programme (Our People in an Empowering Network), which aims to promote diversity, inclusion and participation in the workplace. The OPEN programme relies on social dialogue to produce decentralised solutions that are responsive to the specific needs of workers, in line with Saint Gobain's Principles for Behaviour and Action. Saint Gobain is also working to promote the exchange of experiences and good practices to improve the quality of social dialogue in the different countries in which the company operates, including by strengthening existing initiatives and encouraging its partners and suppliers to join the Global Deal.
Scania	Business	Corporate practice	Scania is committed to developing and implementing a labour relations improvement programme aimed at building trust and fostering shared responsibility between workers' representatives and executive management. Within the framework of its commitment, Scania will also continue the implementation of its Skill Capture Programme, which aims to broaden the scope of diversity and inclusion in the workplace and link them to business results through fuller and more innovative use of workers' skills, and a better ability to relate to customers' needs.
Schneider Electric	Business	Knowledge development and research / Corporate practice	Schneider Electric is committed to promoting social dialogue by encouraging the set up of employee representative bodies in countries that do not already have one, in line with national legislation. The company is also committed to paying employees in the lower salary ranges at or above the living wage to meet their families' basic needs. As part of this pledge, Schneider Electric is implementing a decent salary survey to analyse wage levels and employment practices against local living wage standards, in partnership with Business for Social Responsibility. To promote decent working conditions within its supply chains, Schneider Electric has also committed to conducting on-site auditing of 350 suppliers under human rights and environment vigilance.
Société Générale	Business	Corporate practice / Partnerships	Société Générale is committed to renewing its GFA on Fundamental Labour Rights with the UNI Global Union. As part of its commitment, Société Générale aims to involve UNI as a key stakeholder in the development of the company's vigilance plan for 2022.
Sodexo	Business	Knowledge development and research	Sodexo is committed to assessing the company's living wage gap based on reliable living wage benchmarks for every region it operates in. By working with trade unions, clients and sub-contractors, host governments and other stakeholders, Sodexo will then define a new global strategy to ensure all its 425 000 employees across over 50 countries receive a living wage.
Stellantis	Business	Corporate practice	Stellantis has committed to promoting and supporting constructive, trustful and responsible social dialogue at each level of the company. In this way, management and employee representatives can jointly identify solutions to address ongoing and upcoming challenges in order to enable social and economic performance.

SUEZ	Business	Corporate practice / Partnerships	SUEZ is committed to ensuring a healthy and safe working environment that respects human rights for all its employees. Since the signature of the 2013 European Health and Safety Agreement, SUEZ has been engaging with workers' representatives at local and European levels to share and discuss health and safety indicators. A working group to discuss risk prevention and facilitate the dissemination of good practices has also been established within the framework of the European Works Council.
SUEZ	Business	Corporate practice / Partnerships	SUEZ is committed to reinforcing the promotion of professional equality and diversity through the implementation of the 2019 agreement concluded with its European social partners EPSU (European Federation of Public Service Unions) and the IndustriALL European Trade Union. The agreement requires SUEZ to strengthen the gender mix policy to ensure that all its activities are accessible regardless of gender considerations, to introduce a zero-tolerance policy for sexual harassment, and to support parenthood without distinguishing between men and women. SUEZ is committed to applying the principles of the agreement to its operations beyond European borders.
Systembolaget	Business	Corporate practice / Partnerships	Systembolaget is committed to improving working conditions in the beverage industry and its supply chain, including through strengthening social dialogue and promoting unionisation. In 2019, Systembolaget, Unionen and the International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tobacco and Allied Workers' Associations (IUF) signed a Memorandum of Understanding (MoU) that established a channel allowing local unions to report on breaches of the company's code of conduct. Systembolaget and its partners promoted the MoU in South Africa's beverage industry as part of this work. This included the delivery of training activities to build the capacity of trade unions to use the reporting channel and the facilitation of multi-stakeholder roundtables with trade unions, producers, industry representatives and relevant civil society organisations.
Transdev	Business	Corporate practice	Transdev is committed to improving drivers' conditions and rights by digitalising part of their jobs and by providing them with skills development and training. As part of its commitment, Transdev wants to develop a fairer recruitment process and create the conditions for more inclusive growth. For example, before designing tools and processes, Transdev takes insights from local drivers and union representatives at a country level.
Veolia	Business	Corporate practice / Partnerships	Veolia is committed to transforming practices within the company by strengthening the implementation of its corporate policy on social responsibility. It is doing so by leveraging social dialogue to ensure the provision of a safe and healthy environment, the promotion of professional development for all employees, and respect for fundamental human and social rights and diversity. To ensure the implementation of this commitment, Veolia has defined performance and monitoring indicators that include collective bargaining coverage and the percentage of employees benefiting from training. Furthermore, Veolia's approach to transforming corporate practice is supported by using "social initiatives" that aim to share good human resources practices in terms of health and safety, diversity, and corporate and social responsibility.

VINCI	Business	Corporate practice / Partnerships	VINCI is committed to working towards the promotion and implementation of social dialogue within the Group and among stakeholders. VINCI has developed a number of instruments, including its Manifesto as a Responsible Employer, a Code of Ethics and Conduct, and a Guide on Human Rights, which cover the quality of social dialogue, health and safety of employees, employee engagement, rules of conduct to prevent fraud and corruption, and impact on human rights. One example of this approach can be seen in the framework agreement on workers' rights signed in November 2017 with BWI and Qatari Diar Vinci Construction (QDVC) to ensure decent work, safety and health and good welfare standards for all workers employed by QDVC in Qatar, including migrant workers. VINCI relies on a continuous improvement process and sharing experiences and good practices among stakeholders.
Building and Wood Workers' International (BWI)	Trade union	Knowledge sharing and capacity building / Partnerships	BWI is committed to working with employers and other stakeholders within the construction, building and forestry industries to promote social dialogue as a tool for advancing decent work and inclusive growth. In line with the aims of the Global Deal, BWI provides support to its affiliates through policy advice, knowledge sharing, research and capacity building.
Comisiones Obreras (CCOO)	Trade union	Advocacy	CCOO is committed to promoting actions to ensure that a new social contract based on the respect for human rights, including labour and trade union rights, and that delivers decent work and social protection for all, becomes a reality and benefits people and the planet.
Comisiones Obreras (CCOO)	Trade union	Advocacy	CCOO is committed to highlighting the important role social dialogue and trade unions play in human rights due diligence. As such, CCOO is working at the national, European and international levels to ensure that MNEs throughout the value chain respect human and environmental rights.
Comisiones Obreras (CCOO)	Trade union	Advocacy	CCOO is committed to promoting social dialogue as an instrument to create more effective and socially just legal frameworks that protect all workers. CCOO will continue to engage employers and governments in Spain and internationally to promote ILS related to FOA and collective bargaining.
Comisiones Obreras (CCOO)	Trade union	Knowledge sharing and capacity building	CCOO is committed to sharing good practices on the contribution of trade unions and social dialogue to implement the 2030 Agenda for Sustainable Development. In co-operation with other organisations, CCOO will develop tools for trade unions to advance decent work and accelerate the achievement of the SDGs.
European Trade Union Confederation (ETUC)	Trade union	Partnerships / Knowledge sharing and capacity building	ETUC is committed to working with its constituent European Trade Union Federations (ETUFs) to promote transnational company agreements. The specific focus of this commitment is on ensuring that the necessary legal and procedural frameworks are in place to support ETUFs and address issues emerging as part of the implementation process.
Fédération CFE-CGC Energies	Trade union	Partnerships / Advocacy	CFE-CGC Energies is committed to promoting social dialogue as a tool to foster labour rights and improve working conditions at the national, European and international levels. For example, CFE-CGC Energies works with IndustriAll Global Union to negotiate, implement and monitor a number of GFAs in the energy sector. Furthermore, as part of its advocacy efforts, CFE-CGC Energies has launched an initiative to raise awareness about the role that social dialogue can play in supporting the energy transition, working in collaboration with a number of European universities.

Federation of Somali Trade Unions (FESTU)	Trade union	Advocacy	FESTU has launched an advocacy campaign to promote a culture of tripartism and social dialogue at the national level. For example, as part of its voluntary commitment, FESTU worked with the Global Deal partners Somali Chamber of Commerce and Industry (SCCI) and the Federal Government of Somalia to establish the Somali National Tripartite Consultative Committee, the first permanent platform of social dialogue on all employment and labour-related issues in the country.
General Federation of Labour in Israel (Histadrut)	Trade union	Advocacy / Knowledge sharing and capacity building	Histadrut is committed to acting according to its social responsibilities when negotiating with employers and other stakeholders at the enterprise, sectoral and national levels. As part of its commitment, the trade union will continue to promote the value of social dialogue in Israel and internationally. Histadrut will also strengthen the capacity of its representatives to engage in effective dialogue that leads to practical results, better working conditions for workers, and sustainable business growth.
General Union of Workers of Spain (UGT)	Trade union	Advocacy	UGT is committed to mobilising social dialogue to protect and advance workers' rights in Spain and internationally. In partnership with the ETUC and the International Trade Union Confederation (ITUC), UGT will continue its efforts to strengthen social dialogue and collective bargaining as a tool to advance decent work for all.
Icelandic Confederation of Labour (ASÍ)	Trade union	Advocacy	ASÍ is promoting social dialogue and decent working conditions through the implementation of the Equal Rights – No Exceptions campaign. This campaign is targeted more specifically at young people and migrant workers in the Icelandic labour market. In addition to developing communication materials to inform vulnerable workers and companies on collective agreements, as well as their rights and obligations, this campaign conducts – in partnership with relevant authorities at the national and local levels – joint workplace visits that have been successful in limiting social dumping, tax fraud and other illegal activities related to the labour market.
Industrial and Metal Workers Union (IF Metall)	Trade union	Partnerships / Advocacy	IF Metall has pledged to promote social dialogue as a tool for sustainable development in partnership with representatives from Swedish industry, trade unions, governments and international organisations. IF Metall is also engaged in facilitating the local ownership and implementation of the GFA it has signed with the multinational clothing retail company H&M Group and the global trade union federation IndustriAll to promote well-functioning industrial relations within H&M's garment supply chain.
IndustriAll European Trade Union	Trade union	Advocacy / Knowledge sharing and capacity building	IndustriAll European Trade Union is committed to promoting collective bargaining processes and institutions at the European level. Building on the Together at Work campaign, which aimed to demonstrate the positive impact of collective bargaining for workers, employers and society at large, IndustriAll European Trade Union has launched a new project to investigate the effectiveness of collective bargaining in handling and mitigating the economic and social impact of the COVID-19 pandemic, collecting good practices and putting forward recommendations on how to sharpen collective bargaining and social dialogue as crisis-management tools.
International Federation of Musicians (FIM)	Trade union	Advocacy / Knowledge development and research	FIM has committed to promoting the right of solo self-employed musicians to bargain collectively and benefit from adequate social protection. To this end, it undertakes training activities in Africa and Latin America to help musicians' organisations with their lobbying work. Furthermore, it co-ordinates actions at the EU level in the framework of the European Commission's proposed guidelines on collective bargaining for solo self-employed workers.

International Transport Workers' Federation (ITF)	Trade union	Advocacy / Knowledge development and research	ITF is committed to carrying out advocacy work at the regional and international levels to highlight the benefits of cross-border social dialogue and collective bargaining as a means to address challenges with automation and new technologies in the transport sector. By doing so, ITF is committed to working with transport employers and regulators across the transport sectors, as well as regional and global institutions, to secure the role of social dialogue in this process. For example, ITF has developed position and response papers in relation to transport, technology and the gig economy and launched research on the impact of the future of work on women in public transport.
International Transport Workers' Federation (ITF)	Trade union	Partnerships	ITF is committed to increasing the number of international collective agreements covering seafarers through social dialogue at the global level within the framework of the International Bargaining Forum. As part of this commitment, ITF has developed negotiation strategies with ship owners to improve collective bargaining coverage, pay, and terms and conditions for seafarers. This led to an increase in collective bargaining coverage for seafarers by approximately 2% between 2015 and 2019 (year on year) and to winning better pay and conditions within the agreements. ITF has also successfully negotiated a new "Non-Seafarers Work" clause, which extends the scope of the seafarers' collective agreement to cover the work of dock workers.
International Transport Workers' Federation (ITF)	Trade union	Partnerships / Knowledge development and research	ITF is committed to engaging in dialogue with MNEs to promote increased corporate responsibility and accountability in supply chains and ensure the respect of labour rights and the sustainable development of the industries, with a focus on the transport sector and its related subcontracted operations. As part of this commitment, ITF and its affiliates partnered with the IUF to gather evidence on abuses in the chains of subcontracted transport services, linking them to their customers, the multinational companies in the food and beverage, retail and automotive industry. In addition, in partnership with one of these multinationals, they designed a new human rights due diligence (HRDD) model and promoted it with other companies as a sector-wide solution to tackle systematic exploitations.
National Union of Autonomous Trade Unions (UNSA)	Trade union	Knowledge sharing and capacity building / Knowledge development and research	UNSA has pledged to advance decent work and promote social dialogue by informing, training and defending its representatives and activists. As part of its commitment, UNSA aims to offer workers a legal service to assist on employment-related issues and promote trade union rights. UNSA will also build the capacity of its members to engage in effective dialogue and negotiations at the company level.
National Union of Autonomous Trade Unions (UNSA)	Trade union	Advocacy	UNSA is committed to contributing to the policy discussion on how to advance decent work and improve working conditions, especially for self-employed and migrant workers. As such, UNSA will continue to engage employers and other stakeholders at the national, European and international levels, including through the French Economic, Social and Environmental Council (ESEC), the European Economic and Social Committee (EESC) and the ILO.
National Union of Autonomous Trade Unions (UNSA)	Trade union	Partnerships	UNSA is committed to promoting the value of social dialogue at the national and international levels, including by developing and strengthening partnerships with other organisations and trade unions worldwide. As such, UNSA works closely with France Nature Environnement, a French network for the protection of nature and the environment, to highlight the contribution of social dialogue to the green transition. Furthermore, UNSA supports Iranian trade unions and workers within the framework of the French trade union collective and acts within the Franco-German Trade Union Forum.

Netherlands Trade Union Confederation (FNV)	Trade union	Partnerships	FNV is committed to working as an active member of the Social and Economic Council (SER) of the Netherlands, an advisory body in which workers' and employers' organisations, as well as independent experts, work together to reach agreement on key social and economic issues. FNV, together with other stakeholders, promotes discussions on issues related to the future of work, such as energy transition and employment, the sustainability of the social security system, as well as the integration of refugees into the Dutch labour market.
Netherlands Trade Union Confederation (FNV)	Trade union	Partnerships	FNV is committed to promoting compliance with labour standards in global supply chains by actively negotiating and implementing the multi-stakeholder sectoral agreements for IRBC Agreements. Since 2016, in partnership with a broad coalition of businesses, employers' organisations, non-governmental organisations (NGOs), international organisations and the Dutch government, FNV contributed to negotiating 11 sectoral IRBC Agreements, including on the garment and textile, gold, food, natural stone, sustainable forestry, insurance, metallurgy and floriculture industries.
Netherlands Trade Union Confederation (FNV)	Trade union	Partnerships / Knowledge sharing and capacity building	As part of its Global Deal pledges, FNV has partnered with Mondiaal FNV to build the capacity of independent trade unions in a number of regions, including in East Africa and Southeast Asia. The work aimed to enhance the dialogue, negotiation and conflict resolution skills of selected trade union leaders and members, with a particular emphasis on women as well as informal and vulnerable workers. This also included the development of relevant research and knowledge materials, as well as engagement with employers' organisations, multinational companies and NGOs active in selected supply chains, including garment, flower, fruits and vegetables, cocoa, palm oil and construction.
Nordic IN	Trade union	Advocacy / Knowledge sharing and capacity building	Nordic IN is committed to promoting social dialogue at the European and global levels. As such, it has pledged to provide support to its network of industrial trade unions in Nordic countries to help them negotiate tripartite and collective agreements with their counterparts.
Public Services International (PSI)	Trade union	Knowledge sharing and capacity building	As part of its Global Deal commitment, PSI has implemented a project to foster social dialogue and ensure trade union rights for health workers in Liberia as part of PSI's Ebola Response Strategy. The project brought together the health workers' trade union (NAHWUL) and the government to improve working conditions in the health sector, promote health and safety, and ensure universal access to quality public healthcare in the country.
Public Services International (PSI)	Trade union	Knowledge sharing and capacity building / Advocacy	PSI is committed to promoting social dialogue and collective bargaining between public sector trade unions and the Government of the Philippines. As part of this process, the Philippines has ratified the ILO Convention concerning the Protection of the Right to Organise and Procedures for Determining Conditions of Employment in the Public Service (No. 151). PSI and its affiliates are working with the government to complement the national legislation with appropriate bargaining machinery to reduce conflict and facilitate negotiated outcomes.
Public Services International (PSI)	Trade union	Knowledge sharing and capacity building	PSI is committed to contributing to effective and informed social dialogue on tax policies, specifically focusing on corporate tax practice. PSI is organising country-level workshops and seminars to build the capacity of workers and the wider public on how just tax policies can help tackle inequality, fund quality public services and contribute to a healthy growing economy.

Swedish Association of Graduate Engineers	Trade union	Knowledge sharing and capacity building	The Swedish Association of Graduate Engineers is committed to creating decent jobs and advancing its members' rights and working conditions through social dialogue. As such, it has pledged to provide training to build the capacity of workers to deal with world-of-work challenges, including in relation to the green transition.
Swedish Commercial Employees' Union (Handels)	Trade union	Partnerships / Advocacy	Handels is committed to spreading the values of the Global Deal within the organisation and with national and international partners. Handels has promoted social dialogue within the framework of international development co-operation projects financed by the Swedish International Development Cooperation Agency (Sida) and implemented by Handels in co-operation with the Global Deal partners Union to Union and the Olof Palme International Center. With the Swedish Trade Union Confederation (LO) and other stakeholders, Handels has also worked to set up the ETI in Sweden.
Swedish Confederation of Professional Associations (SACO)	Trade union	Partnerships / Advocacy	SACO is committed to promoting social dialogue and sound industrial relations at national and international levels, including through collaboration with other organisations, such as Union to Union and LO. As part of its commitment, SACO has raised awareness about the Global Deal partnership and has promoted the initiative through its international networks.
Swedish Confederation of Professional Employees (TCO)	Trade union	Partnerships / Advocacy	TCO is committed to investing resources into further developing the Global Deal partnership, with a specific focus on highlighting the topics of gender and social dialogue. As part of this commitment, TCO promoted the values of the Global Deal with national and international partners and discussed the development of new Global Deal-related country-level initiatives with TCO's partners.
Swedish Trade Union Confederation (LO)	Trade union	Knowledge sharing and capacity building / Advocacy	LO is committed to promoting and strengthening social dialogue at the national, European and international levels. As part of its commitment, LO will continue to support the Global Deal partnership, including by encouraging the development of country-specific initiatives and participating in the focus group on social dialogue and HRDD. Furthermore, in partnership with ITUC, LO has pledged to further promote the Global Deal as an effective tool in support of the implementation, monitoring and reporting of the 2030 Agenda for Sustainable Development, with a focus on SDG 8 on decent work and economic growth.
Swedish Union of Forestry, Wood and Graphical Workers (GS)	Trade union	Advocacy / Partnerships	GS is committed to promoting social dialogue at national and international levels, including through enhancing co-operation with global union federations (GUFs) and engaging in discussions with a view to signing GFAs.
Trade Union Advisory Committee to the OECD (TUAC)	Trade union	Advocacy / Knowledge sharing and capacity building	TUAC is committed to raising the profile of social dialogue, including collective bargaining, as part of the OECD policy recommendations on labour-market reforms, inclusive growth and productivity at firm, sector and national levels, as well as at the level of MNEs. As part of its advocacy and knowledge-generation efforts, TUAC has engaged with the OECD on research and analytical work related to artificial intelligence, digitalisation and the future of work. TUAC has also organised seminars and events to highlight the contribution of social dialogue to enhance RBC, promote a just transition for all towards an environmentally sustainable economy, and support reform of international corporate taxation.

UNI Global Union	Trade union	Partnerships	UNI Global Union is committed to working with multinational companies to promote social dialogue as an instrument for decent work and inclusive growth. This includes a commitment to negotiating and signing GFAs to secure the rights to organise and bargain collectively for all workers, regardless of their employment status. As part of this work, UNI Global Union engages with multinational companies to promote the application of due diligence plans that ensure respect for human rights, including labour rights, across their operations and supply chains, as required by the United Nations (UN) Guiding Principles for Business and Human Rights and in line with the OECD Guidelines for Multinational Enterprises.
Unionen	Trade union	Partnerships / Knowledge sharing and capacity building	Unionen continues to work with Swedish multinationals to review and improve mechanisms and procedures used for corporate social responsibility in line with ILS. In 2019, Unionen and IndustriAll Global Union signed a GFA with the Global Deal partner Essity. Unionen has also developed trainings and capacity-building materials to raise awareness among trade unions on the importance of connecting and extending membership and services to workers and economic units in the informal economy. Furthermore, within the framework of a partnership with the Self-Employed Women's Association, Unionen provides support to organise poor and self-employed women workers in India, building their capacities to engage in dialogue at different levels.
ACT on Living Wages	Multi-stakeholder organisation	Partnerships / Knowledge sharing and capacity building	ACT is a multi-stakeholder initiative involving the global trade union federations IndustriAll and global brands and retailers in the garment and textile industry. It has committed to achieving living wages for workers through industry-wide collective bargaining. As part of this work, ACT members agreed to implement a set of responsible purchasing practices enabling the payment of wages and benefits in line with existing collective bargaining agreements. ACT and its partners have also made efforts to promote the right of workers to form and join trade unions to provide them with the necessary voice and representation to negotiate with employers on terms and conditions of work, including wages.
ADAPT	Non-for-profit organisation	Knowledge sharing and capacity building / Knowledge sharing and capacity building	ADAPT is committed to further strengthening collaboration between academic scholars, research centres, universities and other organisations studying social dialogue and industrial relations worldwide. As such, ADAPT organises and participates in seminars, conferences and projects dedicated to analysing the role of labour law in tackling challenges brought about by technology, demography and the environment. The organisation is also involved in strengthening the capacity of employers' organisations, trade unions and social dialogue actors. As an example, ADAPT organises an annual international conference to discuss the changing world of work, with the support of the World Employment Confederation and the CIELO Laboral Network.
Banana Link	Civil society organisation	Knowledge sharing and capacity building / Advocacy	Banana Link is a not-for-profit organisation that works for fair and sustainable banana and pineapple trades. Banana Link is committed to promoting social dialogue within the export banana trade by encouraging producer companies to engage in dialogue and collective bargaining with trade unions, including by signing and implementing GFAs. As part of its work, Banana Link contributes to advancing social dialogue through capacity building with trade unions, regular dialogue with different stakeholders and advocacy within the framework of the World Banana Forum. In addition, the organisation has pledged to take a gendered approach in promoting social dialogue and ensuring the application of international labour along the supply chains.

City of Suresnes	Sub-national government	Knowledge sharing and capacity building / Advocacy	The City of Suresnes is committed to promoting the Global Deal's objectives and highlighting the Suresnes model of social dialogue at the national and international levels. As part of this commitment, Suresnes established a partnership with the ILO and the International Training Centre of the ILO (ITC-ILO) to make available its expertise in social dialogue to support the delivery of capacity-building programmes.
City of Suresnes	Sub-national government	Knowledge sharing and capacity building	The City of Suresnes is committed to highlighting the potential of social dialogue to contribute to business performance while at the same time supporting decent work and a more equitable work environment. Since 2013, the City of Suresnes has organised yearly events that bring together key public and private actors and experts from international organisations.
City of Suresnes	Sub-national government	Policy development	The City of Suresnes is committed to implementing a set of policies and offering tools and services to improve the working conditions of its staff. For example, as part of a collective agreement signed by the city and the relevant trade unions in 2019, Suresnes committed to designing more friendly workspaces, facilitating more flexible teleworking policies, and implementing a more flat workplace culture to give more autonomy and responsibility to its staff.
City of Suresnes	Sub-national government	Policy development	The City of Suresnes is committed to ensuring the integration of and support for people with disabilities throughout their careers with the administration. In addition to complying with the norms regarding the employment of disabled workers, in 2019, the city and trade unions signed an agreement to further improve the working conditions of people with disabilities, both within and outside of the administration.
City of Suresnes	Sub-national government	Policy development	The City of Suresnes is committed to facilitating the creation of an enabling environment that allows for peaceful and constructive dialogue to improve public performance and sustainable development. Since 2009, the city has engaged with trade unions to discuss and regulate issues related to working conditions through collective agreements.
City of Suresnes	Sub-national government	Policy development	The City of Suresnes is committed to implementing relevant measures to promote equality and non-discrimination for its employees. As part of this commitment, Suresnes is implementing an action plan developed through social dialogue that includes actions aimed at fostering diversity, guaranteeing equal pay for work of equal value, promoting effective work-life balance, and preventing and combating sexual and gender-based violence within and outside the workplace.
Ethical Trading Initiative (ETI)	Multi-stakeholder organisation	Knowledge sharing and capacity building / Partnerships	ETI has pledged to promote and implement models of social dialogue in the key sourcing sectors and countries in which its members are active. It does so through a number of different channels, including the implementation of its tripartite supply-chain programmes in Bangladesh, Myanmar, South Africa and Türkiye. ETI's actions have included facilitating multi-stakeholder engagements on social-dialogue-related issues with corporate members, trade unions and NGOs. As part of its commitment, ETI has conducted research and impact assessments to support the implementation of specific country-level programmes. In addition, it has provided capacity-building support and technical guidance to its members to strengthen their approach to workers' representation and engagement.
Ethical Trading Initiative (ETI) Sweden	Multi-stakeholder organisation	Partnerships / Knowledge sharing and capacity building	ETI Sweden has committed to working as a resource centre, and through multi-stakeholder collaboration, to promoting the development of more sustainable supply chains. Its work will be carried out through strengthening commitment to ethical trade and sustainable due diligence practices by ETI Sweden's members, as well as through communication and advocacy on the contribution of social dialogue to tackling key challenges in global supply chains.

Fairtrade International	Civil society organisation	Advocacy / Partnerships	Fairtrade International is committed to enabling all agricultural workers in Fairtrade supply chains to enjoy decent working conditions and benefit from a living wage by promoting FOA and collective bargaining rights worldwide. To achieve this, Fairtrade has developed standards and mechanisms to ensure that practices in Fairtrade-certified plantations enable the payment of living wages. In addition, Fairtrade collaborates with the Global Living Wage Coalition to establish independently validated country- and region-specific living wage benchmarks. It also pilots mechanisms to increase wages and reduce gender pay gaps in different countries and sectors. Additionally, it partners with trade unions to promote FOA and collective bargaining rights for agriculture workers. Finally, through its advocacy work at the national and European levels, Fairtrade highlights the need for more action, especially by governments, to increase wages and improve working conditions in supply chains, including through enacting effective legislation for mandatory due diligence.
Fair Wear Foundation (FWF)	Multi-stakeholder organisation	Knowledge sharing and capacity building / Partnerships	Fair Wear is committed to integrating social dialogue considerations as part of the HRDD work implemented in partnership with its member brands. As part of this commitment, Fair Wear will collect and share good practice case studies demonstrating the positive contribution of social dialogue and effective engagement with workers' representatives to sustainable business growth within the framework of due diligence. As such, Fair Wear will make available guidance materials, trainings and other tools to assist its member brands with implementing Fair Wear's updated HRDD Policy, which requests that enterprises integrate social dialogue throughout all steps of due diligence.
Fair Work Convention	Independent public body	Advocacy / Partnerships	The Fair Work Convention is committed to putting fair work at the heart of Scotland's (United Kingdom) workplaces and economy. The convention has pledged to enable, by 2025, all people in Scotland to benefit from a world-leading working life where fair work drives success, well-being and prosperity by 2025. The convention is founded on the principle of social dialogue and brings together unions, employers and academics to advise the Scottish government and advocate and promote fair work.
Global Reporting Initiative (GRI)	Civil society organisation	Partnerships / Knowledge sharing and capacity building	GRI is committed to promoting corporate transparency and RBC through the development of sustainability reporting standards for companies. Recognising the importance of promoting transparency on how companies address their impacts on workers, GRI is collaborating with ILO, the International Organisation of Employers and trade union representatives to revise the set of labour-related standards and enhance corporate transparency on social dialogue, including FOA and collective bargaining, through developing credible and robust corporate disclosure in a multi-stakeholder manner.
Ibero-American Social Security Organization (OISS)	International organisation	Knowledge sharing and capacity building / Advocacy	OISS has committed to accelerating its work on promoting tripartite social dialogue and participatory policy development to advance social security and social protection in the Ibero-American region. As part of its commitments, OISS will share good practices and provide capacity-building support targeting public servants and other stakeholders working in social protection institutions.
International Trade Centre (ITC)	International organisation	Knowledge sharing and capacity building / Partnerships	ITC is committed to facilitating social dialogue with development partners on the good use of trade for inclusive and sustainable growth, particularly for vulnerable populations and countries. Through its advocacy activities and partnerships, ITC gives added resonance to its research on these topics, notably through the organisation of major events and the hosting and facilitating of multi-stakeholder platforms, such as Trade for Sustainable Development (T4SD) and the She Trades Initiative, which can, in turn, inform social dialogue between governments and relevant partners.

Olof Palme International Center (OPC)	Civil society organisation	Knowledge sharing and capacity building	The OPC has pledged to promote better and more constructive social dialogue through knowledge sharing and capacity building. OPC has provided support to strengthen trade unions' organisational capacity in areas of labour relations in several countries, with a focus on the Western Balkans, including organisations involved in Local Economic Social Councils in five municipalities of North Macedonia. In collaboration with national stakeholders, OPC has supported trade unions' organising efforts to mobilise young and female workers and strengthen their abilities to participate in and influence local decision making.
Oxfam International	Civil society organisation	Advocacy / Partnerships	Oxfam International is committed to strengthening respect for labour rights and improving workers' and small-scale producers' income in global supply chains. As part of this commitment, Oxfam is implementing a multi-country campaign focused on transparency, labour rights and incomes in the agri-food sector, based on research on the distribution of value within this sector.
Oxfam International	Civil society organisation	Advocacy / Knowledge development and research	Oxfam International is committed to contributing to the development of a more human economy that leaves no one behind, that treats women as well as it treats men, that shares value more fairly and pays everyone a fair reward for the work they do, and that increases well-being for all while protecting the planet. For example, Oxfam launched the Even It Up campaign. Focused on reducing inequalities of wealth, income and power, it develops research and policy recommendations that provide solutions to tackling inequalities and builds campaigns at the international level for decent work and pay for all, as well as fair tax and progressive public spending.
Oxfam International	Civil society organisation	Knowledge sharing and capacity building / Partnerships	Oxfam International is committed to working with other stakeholders to tackle the political, social and economic barriers to greater labour-market participation by women. For example, Oxfam implemented its Women's Economic Empowerment and Care (WE-Care) programme, aimed at achieving gender equality and economic development through addressing unpaid care and domestic work.
Regional Council of Ile-de-France	Sub-national government	Knowledge sharing and capacity building / Policy development	The Regional Council of Ile-de-France has worked to implement a charter for the recognition of unionised employees' professional development designed to take account of the skills acquired as part of a trade union mandate in the context of career progression and to improve social dialogue and strengthen the capacity and representativeness of unions by changing employees' perceptions of union action and social relations. The Regional Council of Ile-de-France is also committed to implementing a number of collective agreements aimed at facilitating the professional integration of people with disabilities, promoting gender equality in the workplace, and improving the quality of life and well-being at work.
Social Economic Council (SER) of Curaçao	Economic and social council	Advocacy	The SER of Curaçao is committed to promoting social dialogue as a key tool for economic and social cohesion and good governance, both domestically and internationally. As part of its commitment, the SER of Curaçao will promote the Global Deal within the framework of the International Association of Economic and Social Councils and Similar Institutions (AICESIS), the UN Economic and Social Council (ECOSOC) and the ILO.

Union to Union	Civil society organisation	Partnerships / Knowledge sharing and capacity building	Union to Union is committed to raising awareness about the Global Deal and promoting its principles through policy, advocacy and capacity-building work. Together with global trade union federations and other organisations, Union to Union supports its partners by delivering a number of Sida-funded development co-operation projects aimed at building the capacities to engage in dialogue and negotiation of trade unions worldwide. As part of its commitment, Union to Union has also launched a new thematic programme on social dialogue, which will contribute to promoting decent work, equality and sustainable development by targeting vulnerable workers in developing countries.
United Nations Global Compact (UNGC)	International organisation	Partnerships / Knowledge sharing and capacity building	UNGC is committed to supporting companies to align their strategies and operations with its Ten Principles, including Principle 3 (“Businesses should uphold the freedom of association and the effective recognition of the right of collective bargaining”), through learning, action and advocacy. As part of its commitment, the UNGC launched and implemented the Decent Work in Global Supply Chains Action Platform, a forum of companies committed to enhancing social dialogue between management and workers in global supply chains through learning, advocacy and capacity building. The ongoing phase of the Action Platform explores the root causes of decent work deficits and focuses on developing strategies to reduce working poverty. Through this multi-stakeholder and multi-sectoral platform, participants shared good practices and designed actions to address the root causes of decent work deficits that can positively impact workers’ wages.
Women in Informal Employment: Globalizing and Organizing (WIEGO)	Civil society organisation	Knowledge sharing and capacity building / Advocacy	WIEGO has taken action to promote the transition from the informal to the formal economy and to improve the working conditions of informal workers through social dialogue. This includes carrying out and disseminating analyses to highlight decent work deficits affecting the working poor in the informal economy and providing solutions to facilitate the transition. WIEGO has also worked to strengthen the capacity of organisations of informal workers to engage effectively in social dialogue in order to secure more favourable terms of employment, terms of trade in markets and supply chains, policies and regulations.

Annex II: Full list of Global Deal partners

(as of October 2022)

Governments

Angola

Argentina

Austria

Bangladesh

Belgium

Cambodia

Canada

Chile

Colombia

Ethiopia

France

Indonesia

Israel

Italy

Netherlands

North Macedonia

Paraguay

Scotland (United Kingdom)

Slovenia

Somalia

South Africa

Spain

Sweden

Tunisia

United States

Uruguay

Businesses, business organisations and employer organisations

Air France

Airbus

AXA

Axfood

BNP Paribas

Business Confederation of Macedonia (BCM)

Carrefour

Crédit Agricole

Danone

ENGIE

Entnest

Essity

Europêche

Folksam LO Pension

H&M Group

ICA Group

Ingka Group (IKEA)

Kering

Korian

Lindex

L'Oréal

Manufacturers Association of Israel

Michelin

Newbridges

People 1st International

Pernod Ricard

QuizRR

Saint Gobain

Scania

Schneider Electric

Société Générale

Sodexo

Solvay

Stellantis

SUEZ

Swedfund

Systembolaget

Telenor Sweden

The B Team

The Somali Chamber of Commerce and Industry (SCCI)

Total

Transdev

Tunisian Confederation of Industry, Trade and Handcrafts (UTICA)

Veolia

VINCI

Trade unions

Building and Wood Workers' International (BWI)

Comisiones Obreras (CCOO)

Commerce and Service Trade Union of Bosnia and Herzegovina (STBIH)

Council of Nordic Trade Unions (NFS)

Danish Trade Union Confederation

Eurocadres - Council of European Professional and Managerial Staff

European Trade Union Confederation (ETUC)

Fédération CFE-CGC Energies

Federation of Somali Trade Unions (FESTU)

French Confederation of Christian Workers (CFTC)

French Confederation of Management - General Confederation of Executives (CFE-CGC)

French Democratic Confederation of Labour (CFDT)

General Confederation of Labour-Worker's Force France (FO)

General Federation of Labour in Israel (Histadrut)

General Union of Workers of Spain (UGT)

Icelandic Confederation of Labour (ASÍ)

IG Bergbau, Chemie, Energie

Industrial and Metal Workers Union (IF Metall)

IndustriALL European Trade Union

IndustriALL Global Union

International Arts and Entertainment Alliance (IAEA)

International Federation of Musicians (FIM)

International Trade Union Confederation (ITUC)

International Transport Workers' Federation (ITF)

National Union of Autonomous Trade Unions (UNSA)

Netherlands Trade Union Confederation (FNV)

Nordic IN

Public Services International (PSI)

Swedish Association of Graduate Engineers

Swedish Commercial Employees' Union (Handels)

Swedish Confederation of Professional Associations (SACO)

Swedish Confederation of Professional Employees (TCO)

Swedish Trade Union Confederation (LO)

Swedish Union of Forestry, Wood and Graphical Workers (GS)

Trade Union Advisory Committee to the OECD (TUAC)

Tunisian General Labour Union (UGTT)

UNI Global Union

Unionen

Other stakeholders

ACT on Living Wages

ADAPT

Banana Link

City of Suresnes

Ethical Trading Initiative (ETI)

Ethical Trading Initiative (ETI) Sweden

Ethical Trade Norway

Fairtrade International

Fair Wear Foundation (FWF)

Fair Work Convention

Global Reporting Initiative (GRI)

Ibero-American Social Security Organization (OISS)

International Labour Organization (ILO)

International Trade Centre (ITC)

Olof Palme International Center (OPC)

Organisation for Economic Co-operation and Development (OECD)

Oxfam International

Regional Council of Ile-de-France

Social Economic Council (SER) of Curaçao

Syndex

Union to Union

United Nations Global Compact (UNGC)

Women in Informal Employment: Globalizing and Organizing (WIEGO)

Notes

- 1.** The notion of a living wage appears at each of the key moments in the history of the ILO. For a historical perspective on the processes and discussions, see Reynaud (2017_[132]). The Resolution concerning the third recurrent discussion on employment adopted by the International Labour Conference in 2022 asked the ILO to undertake peer-reviewed research on concepts and estimations of living wages, and to provide assistance to Member States, upon request. For more information, see: https://www.ilo.org/ilc/ILCSessions/110/reports/texts-adopted/WCMS_848637/lang-en/index.htm
- 2.** For more information on the ILO Call to Action in the Global Garment Industry, see https://www.ilo.org/global/topics/coronavirus/sectoral/WCMS_742343/lang-en/index.htm.
- 3.** The normative foundations for these fundamental principles and rights are established in two key instruments, the Freedom of Association and Protection of the Right to Organise Convention, 1948 (No.87) and the Right to Organise and Collective Bargaining Convention, 1949 (No.98).
- 4.** For more information on the ILO Supervisory Mechanism, see <https://www.ilo.org/global/about-the-ilo/how-the-ilo-works/ilo-supervisory-system-mechanism/lang-en/index.htm>.
- 5.** Each UNGP efficiency criterion includes many more specifications. Only a selection is presented here, due to space limitations.
- 6.** The ILO Governing Body has identified ten “fundamental” conventions, covering subjects considered to be fundamental principles and rights at work: freedom of association and the effective recognition of the right to collective bargaining; the elimination of all forms of forced or compulsory labour; the effective abolition of child labour; the elimination of discrimination in respect to employment and occupation; and the right to safe and healthy working environments.
- 7.** See OECD/FAO (OECD/FAO, 2016_[133]) and OECD (2018_[37]).
- 8.** See also Principles 18 (b) and 20 (b) of the UNGP (United Nations, 2011_[20]) for the consultation of affected stakeholders.
- 9.** The Global Deal Flagship Report 2020 (available at <https://www.theglobaldeal.com/resources/2020%20Global%20Deal%20Flagship%20Report.pdf>, p. 154) provides information on the implementation of several GFAs that were concluded by Global Deal partners.
- 10.** For more information, see <https://www.globalrightsindex.org/en/2022>.
- 11.** For the text of the legislation, see https://www.bmas.de/SharedDocs/Downloads/DE/Internationales/act-corporate-due-diligence-obligations-supply-chains.pdf?__blob=publicationFile&v=3
- 12.** Information in this section is based on progress reports and minutes published on the International Accord’s website. For more information, see <https://internationalaccord.org>.
- 13.** The reported numbers and experiences were acquired under the Bangladesh Accord (from 2013 to September 2021) and the International Accord (from September 2021 onwards).
- 14.** The absolute number of factories remained fairly constant. However, some factories dropped out of the sample, while other joined. The International Accord covers a fluid set of factories.
- 15.** Minutes of the International Accord Steering Committee Quarterly Meeting of 1 February 2022.
- 16.** Standard forms of employment are usually understood as comprising open-ended employment and full-time employment.
- 17.** The Supreme Court Plenary 1137/20 of 29 December 2020 decided that the use of such contracts was illegitimate when the activity of the company was none other than that of providing services to third parties.

18. Own-account workers are self-employed workers who do not have staff of their own.

19. At the time of the inquiry, the FWF guidance had not yet been published. The evidence on the implementation of fair work in construction relies on the 2015 Statutory Fair Work Guidance and associated documents (i.e. the Best Practice Guidance and Toolkit).

20. According to a 2021 report by the Living Wage Foundation, some areas had slightly lower proportions of insecure work in comparison to Wales and the North East. These included Scotland (20%), South East United Kingdom (19%) and London (18%) (Richardson, 2021, p. 3_[127]).

21. With regard to more recent data, the IPPR Scotland report (2021, p. 35_[128]) found that 9% of care workers are employed on ZHCs, compared to 3% across the workforce.

22. The Scottish Business Pledge is separate from the Fair Work Convention and is described as a “voluntary commitment made by Scottish businesses to use modern business practices”. For more information, see <https://www.mygov.scot/scottish-business-pledge#:~:text=The%20Scottish%20Business%20Pledge%20is,using%20exploitative%20zero%20hours%20contracts>. The three core elements of the pledge are: paying the real living wage; no inappropriate use of ZHCs; and action to address the gender pay gap.

23. For more information, see <https://scottishbusinesspledge.scot/pledge-elements/zero-hour-contracts/>.

24. Further information on the Living Hours Accreditation Scheme for Scotland can be found on the Living Wage Scotland website at (<https://scottishlivingwage.org/>).

25. For more information, see: <https://blog.dol.gov/2022/02/15/want-equal-pay-get-a-union>

26. Also see Global Deal (2019_[112]) and ILO (2022_[130]; 2022_[131]).

27. See https://www.industrialunion.org/sites/default/files/uploads/documents/Women/VAW/industrialall_pledge_violence_against_women.pdf.

28. For a fuller description of this case study, see the Global Deal report, A Better Future for Essential Workers: <https://www.theglobaldeal.com/resources/summary-report-conference-essential-workers.pdf>

29. The GFA covers respect and dignity at work, including sexual harassment and discrimination: “Every employee is treated with respect and dignity at all times. No employee shall be subject to humiliating or corporal punishment or subject to physical, sexual, psychological or verbal harassment or abuse [...]. There is a grievance mechanism in place enabling employees to put forward complaints without risk of retaliation.” (IndustriAll, 2015_[123])

30. For the agreement, in Danish is available at: <https://bm.dk/media/20425/aftaletekst.pdf>.

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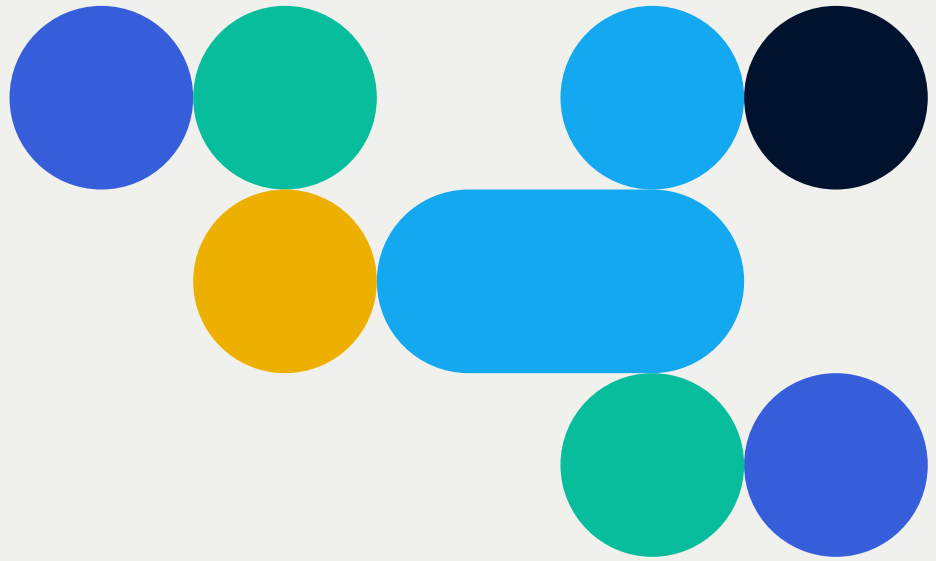
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THE GLOBAL DEAL FOR DECENT WORK AND INCLUSIVE GROWTH

The Global Deal is a multi-stakeholder partnership that aims to address the challenges faced by the global labour market so that everyone can benefit from globalisation. The purpose of the Global Deal is to highlight the potential of sound industrial relations and enhanced social dialogue as a means to foster decent work and quality jobs, to increase productivity, and to promote equality and inclusive growth. The Global Deal welcomes a wide range of stakeholders, including governments, businesses and employers' organisations, trade unions, as well as civil society and other organisations.



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