



DUTCH EMPLOYERS COOPERATION PROGRAMME



COOPERATING  
WITH NATIONAL  
AND INTERNATIONAL  
ORGANISATIONS

ADVISING,  
TRANSFERRING  
KNOWLEDGE  
AND SHARING  
EXPERIENCES

SUPPORTING  
PROJECTS THAT  
STRENGTHEN THE  
BUSINESS MEMBER  
ORGANISATION





# EVFTA, objective EU

EU's objective: to ensure that its trade policy supports sustainable development.

Sustainable development is: - economic growth, - environmental protection ***and – social development***



That means:

Increased trade does not come at the expense of workers.

Social Dialogue is strongly aligned with  
EVFTA



Dutch Employers  
Cooperation Programme

## Basic principle:

All people are of equal value, all people have the right to be happy, regardless of their intelligence, skills or knowledge. All people have dignity.

Of course people are not the same, they differ in talents, origin, culture.

# The 3 P's:

Profit

People

Planet

**Now even expanded to 5 P's and 17 SDG's**



-  1: Eradicate poverty
-  2: Food
-  3: Health
-  4: Education
-  5: Gender equality
-  6: Water
-  7: Energy
-  8: Economy
-  9: Infrastructure
-  10: Reduce inequality
-  11: Cities
-  12: Sustainable production
-  13: Climate
-  14: Oceans
-  15: Biodiversity
-  16: Institutions
-  17: Implementation



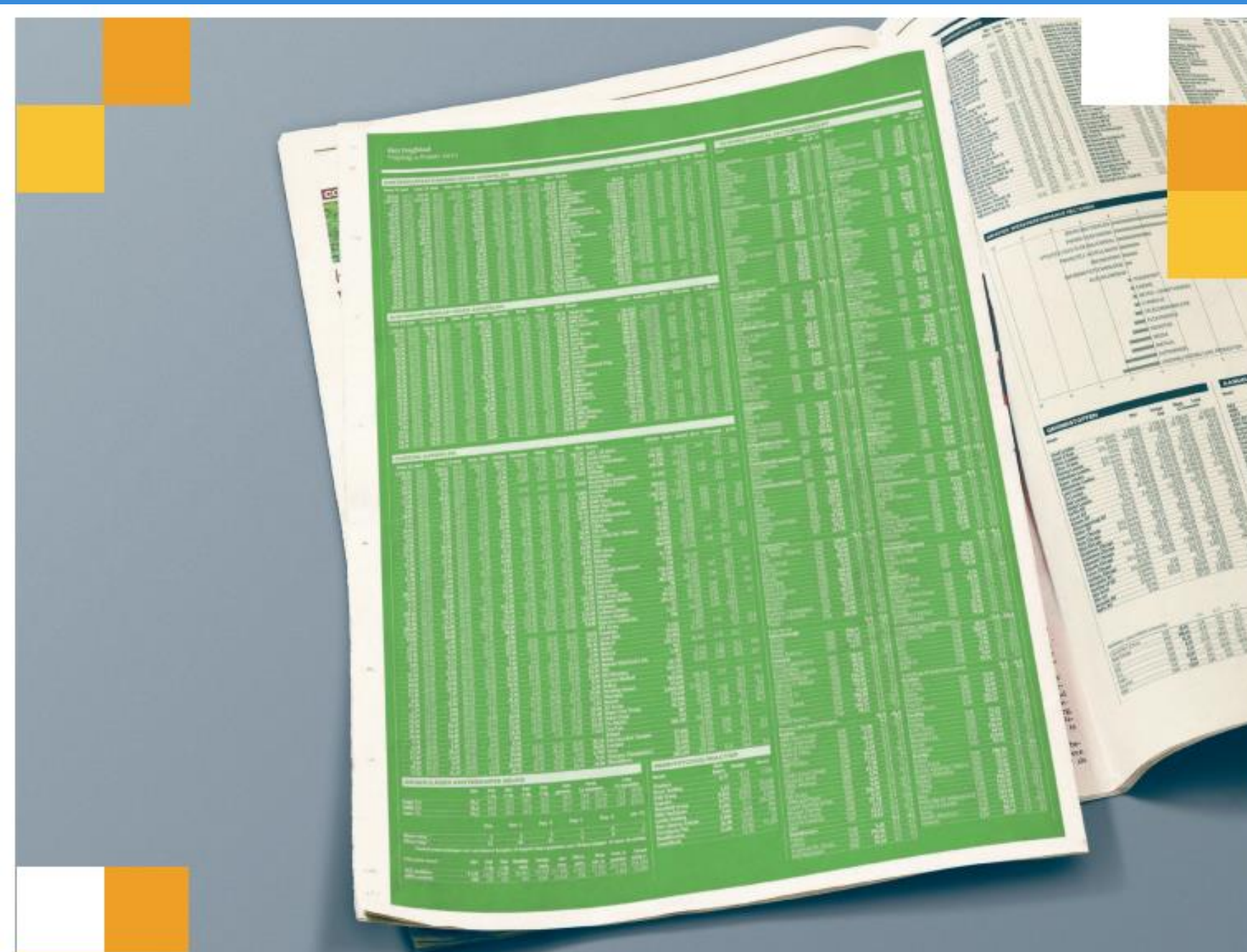


DECP observes a major change in the field of business.

5 P's in harmony, in balance. Not 1 aspect at the expense of another aspect.

More and more, European companies are no longer just about making money, about returns. Increasingly, it is also about how that money is earned: in a sustainable and responsible manner. E.G.: C&A (garment industry) and PwC (Consulting firm)

Sustainable in terms of the environment and climate and sustainable in social terms.



## PwC introduceert: groene cijfers

Resultaat gaat allang niet meer alleen over zwarte of rode cijfers. Stakeholders zijn meer en meer geïnteresseerd in de maatschappelijke waarde van een onderneming. Daarom introduceert PwC groene cijfers. Een rapportage waarin de maatschappelijke waarde wordt vastgelegd. Bijvoorbeeld op het gebied van duurzaamheid en sociale waarden.

Ook rapporteren in groene cijfers?  
Samen maken we het mogelijk.

The New Equation.

[pwc.nl/thenewequation](http://pwc.nl/thenewequation)



Dutch example



# The social aspect

Protecting the rights of employees. Comply with “core labor standards”.

Such as: freedom of association, right to collective bargaining, no forced or compulsory labour, no child labour



# Those are great goals. How do we reach it?

DECP: (Social) Dialogue is the appropriate means for this.

Good consultation, a real dialogue with preferably 3 partners: government, employers and employees.

Collective bargaining agreements



# Collective bargaining?

Collective bargaining is a process of voluntary negotiation between one or more employers (or their organization) and one or more workers' organizations (that is, trade unions)



# Social dialogue in the Netherlands

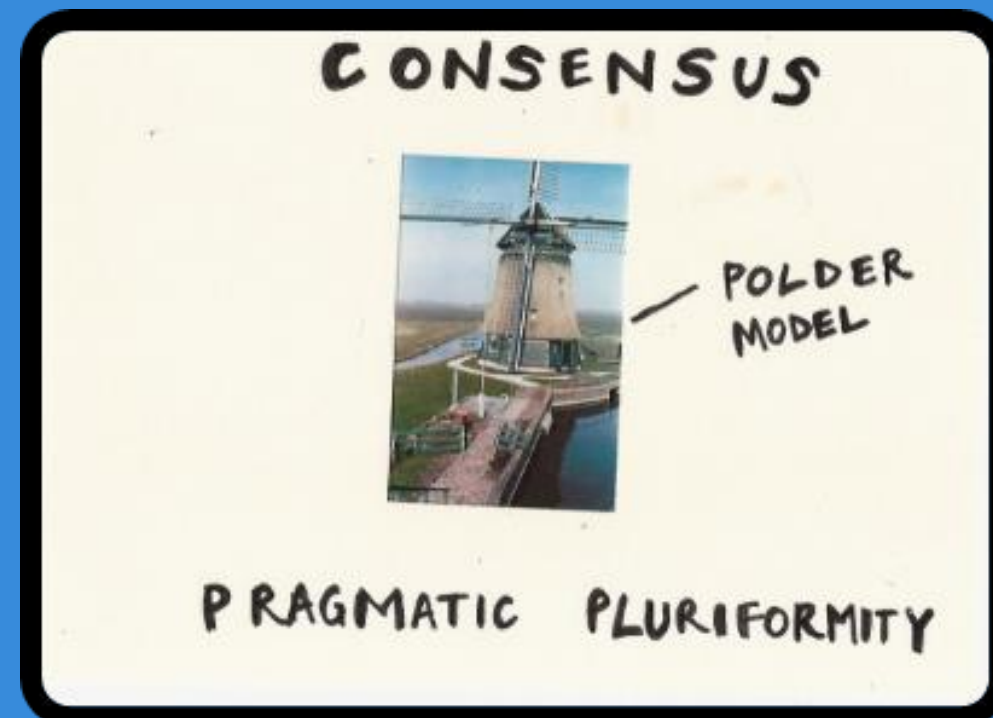
## Cornerstone of Dutch Labour Relations

**From monologue and  
fight towards creative  
dialogue**





# History Social dialogue in the Netherlands



- Early 80's Dutch Employers and Trade Unions start to introduce Interest Based Bargaining developed at the Harvard University (USA) in their Social dialogue.
- Reason: Employers and TU's are in *need of harmonious Labour Relations* in a period of serious economical decline in The Netherlands.
- Situation now is not very different: Planet, People, Prosperity, Peace and Partnership approach needs Social dialogue as lubricant, as well as the Covid-19 crisis
- From monologue and fight to creative dialogue



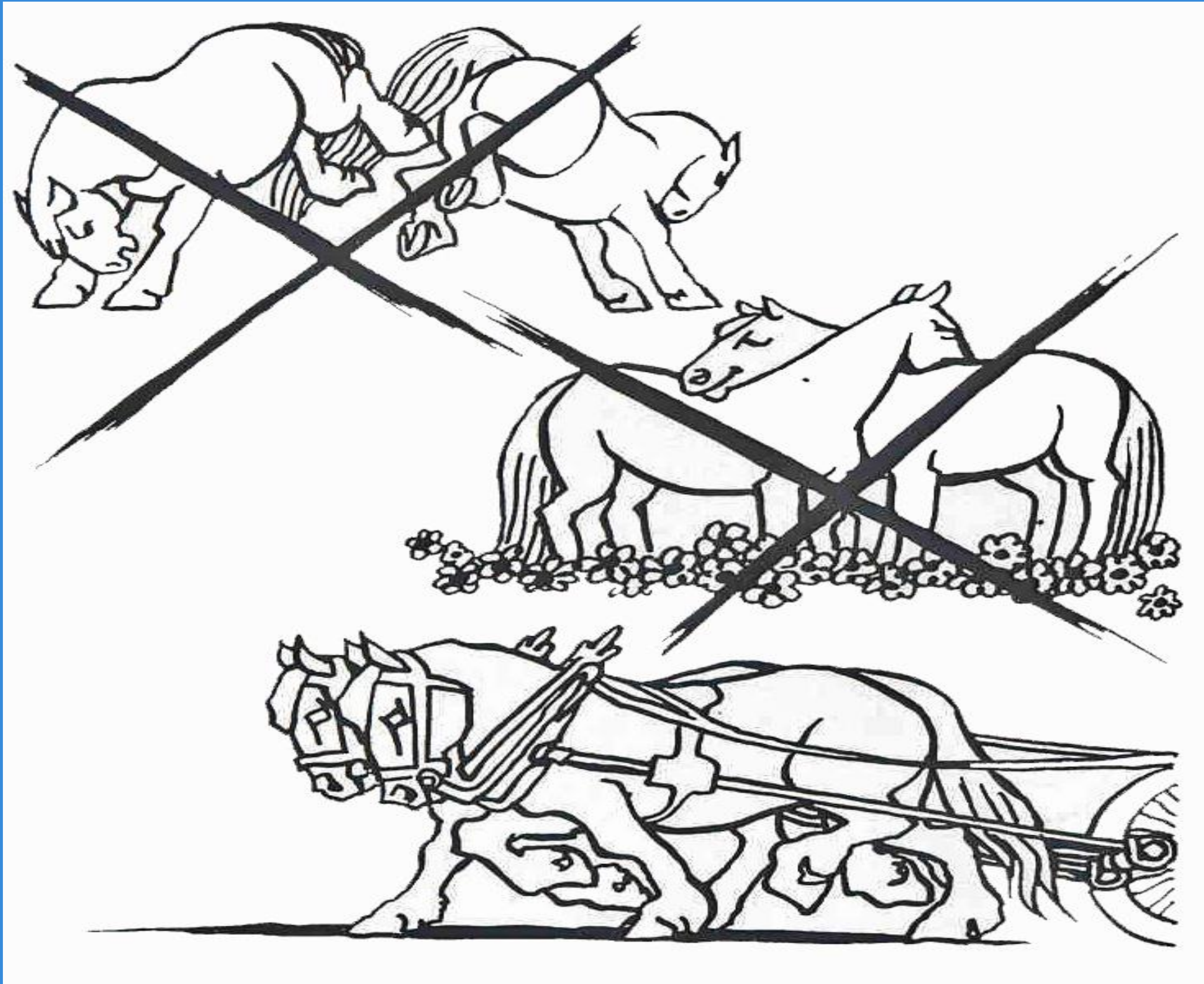
## *Basic principles for a creative dialogue*

- Trust: develop a situation of transparency, integrity, respect, understanding and competence
- Interest based on what parties need, starting with common and parallel interests; not standpoints only (e.g. 4% pay raise)
- Creativity to find win-win solutions
- Package deal in which both parties can find their win-win

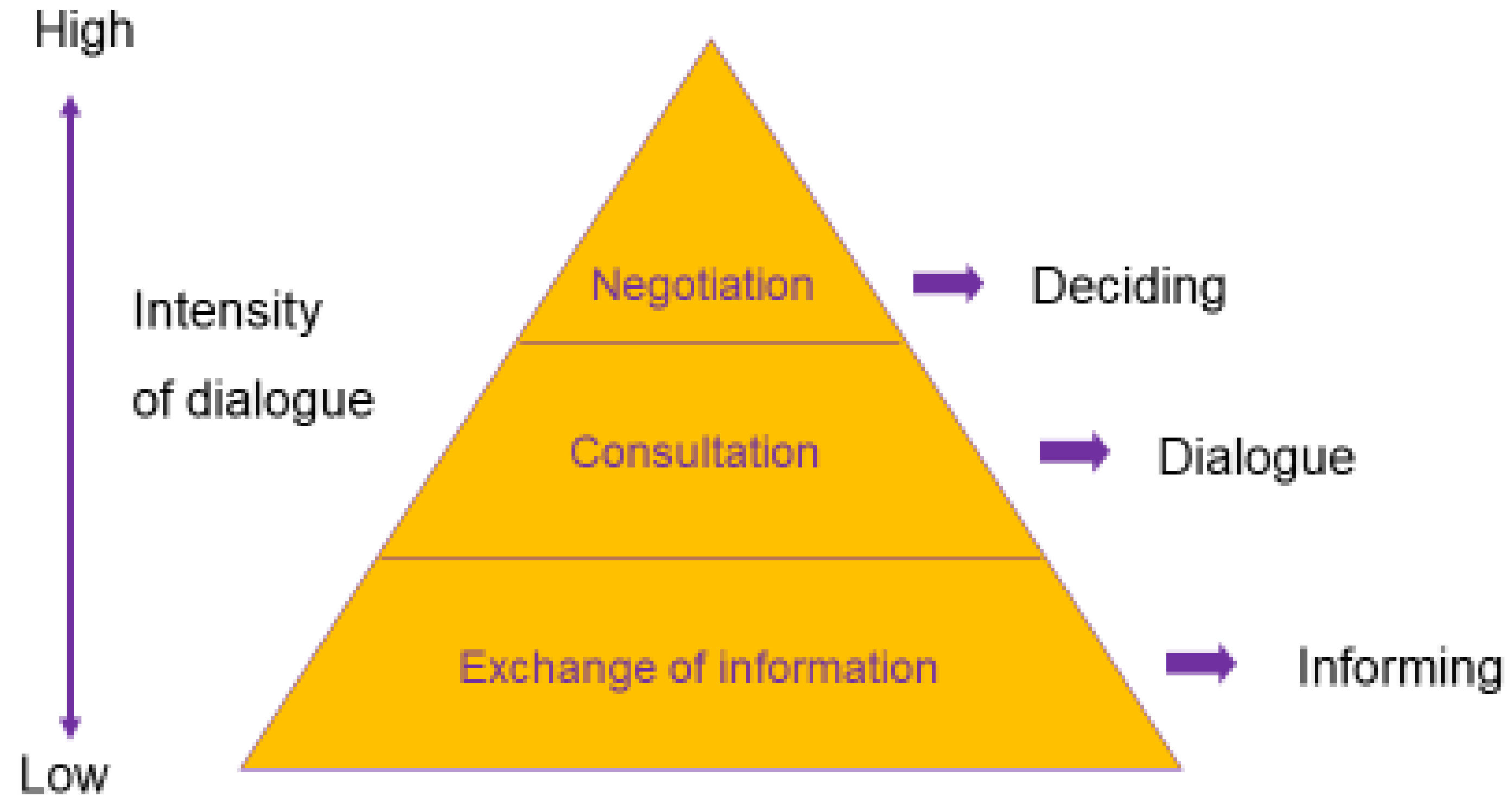


# Start of a new kind of process of negotiation:

- Need to make a very clear distinction between the *content* and *structural* aspects on the one hand and the *relation* and *feeling* aspects on the other hand.
- Work on both!
- Be aware of your Negotiation Strategy: WIN /WIN instead of WIN /LOSE or LOSE /LOSE



# Social Dialogue Triangle





# Collective bargaining

Protection/support development collective agreements, thereby

(in general interest) stimulating:

- Stability industrial relations
- Industrial peace

Self-regulation by social partners (relief legislator)

Legal Framework


Collective Agreements Act 1927

Extension of Collective Agreements Act 1937

ILO Convention 87 (freedom of association)


ILO Convention 98 (freedom of collective bargaining)

ILO Convention 154 (promotion of collective bargaining)

The background of the slide is a photograph of a large, brightly lit industrial factory. Numerous workers, mostly women wearing blue uniforms and headscarves, are seen working at long tables. The ceiling is high with many rows of fluorescent lights. A large, semi-transparent white circle is overlaid on the left side of the image, containing the text and list.

## Benefits of Social Dialogue for employers

- Talk as united employer, with united unions.
- Cost reduction, common agenda, training in sector
- Higher productivity, less demonstrations or strikes
- Higher profitability, better business climate
- Enhanced competitiveness
- Joint social economic agenda, strong signal towards stakeholders and government
- Quality improvement
- Sign of good will and faith in social responsibility



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## Benefits of Social Dialogue for workers & trade unions

- Higher salaries
- Better working conditions
- More opportunities for professional development
- Continuous learning and improvement
- Higher employability in the labour market
- Joint social economic agenda, strong signal towards stakeholders and government



***But: if you do not want this approach to work,  
it won't work!!***

**Overall problems in application:**

- **It takes consistency, competence and a lot of practice**
- **Fear of losing when the other party plays it the 'old' way (win/ lose)**
- **Should be supported by 'superiors' and those you represent**



# *How to prepare Social Dialogue:*

- Work on your vision/ what are your interests / what do you want to achieve?
- Prepare a stakeholders' analysis: with whom do you have your dialogue?
- Work on your competences: training!
- Use SD Tools and training VWEC



# The 5 Social Dialogue Tools taught by VWEC trainers :

1. Negotiation Skills
2. Lobby and Advocacy
3. OSH Occupational Safety & Health
4. Mediation
5. Leadership Skills



# Leadership

What we need is strong leadership that recognizes that these conditions are necessary for long-term success.

My advice: create a competitive advantage by convincing your customers/partners of good labour relations



# Tendencies in social dialogue

- Focus on self regulation
- Stimulating good innovative business climate
- Central → decentralised sectoral bargaining
- Decentralization & individualization: tailor made
- Flexibility and maintain workers' rights.
- Comprehensive exchanges:
  - Moderate development of wage levels
  - Growth of employment rates
  - Reduction of taxes and social insurance contributions
  - Investments in education and training
  - Overcoming thru dialogue COVID19 social economic effects for companies and employees





Thank you and ...  
**SUCCESS!**