



# IFAs and EFAs: - *'essai'* of a qualitative analysis

**Expert Group –  
transnational company agreements**

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# The European system of IR

European social dialogue

Intersectoral  
social dialogue

Sectoral social  
dialogue

EWCs  
IFAs\_EFAs  
SEs

national social dialogue

Cross industry

Sectoral

Company



# Definiton

- **IFA**

- ▶ **company agreement signed by a MNC and a Global Union Federation (GUF)**

- **EFA**

- ▶ **company agreement signed by a MNC and a European Industry Federation (EIF) and/or a EWC**



# International and European Framework Agreements

**actors: MNC, GUFs > IFAs**

**MNC, EIF and or EWCs > EFAs**

**process: no legal framework at EU or international level**

**outcomes: 72 IFAs**

**73 EFAs**

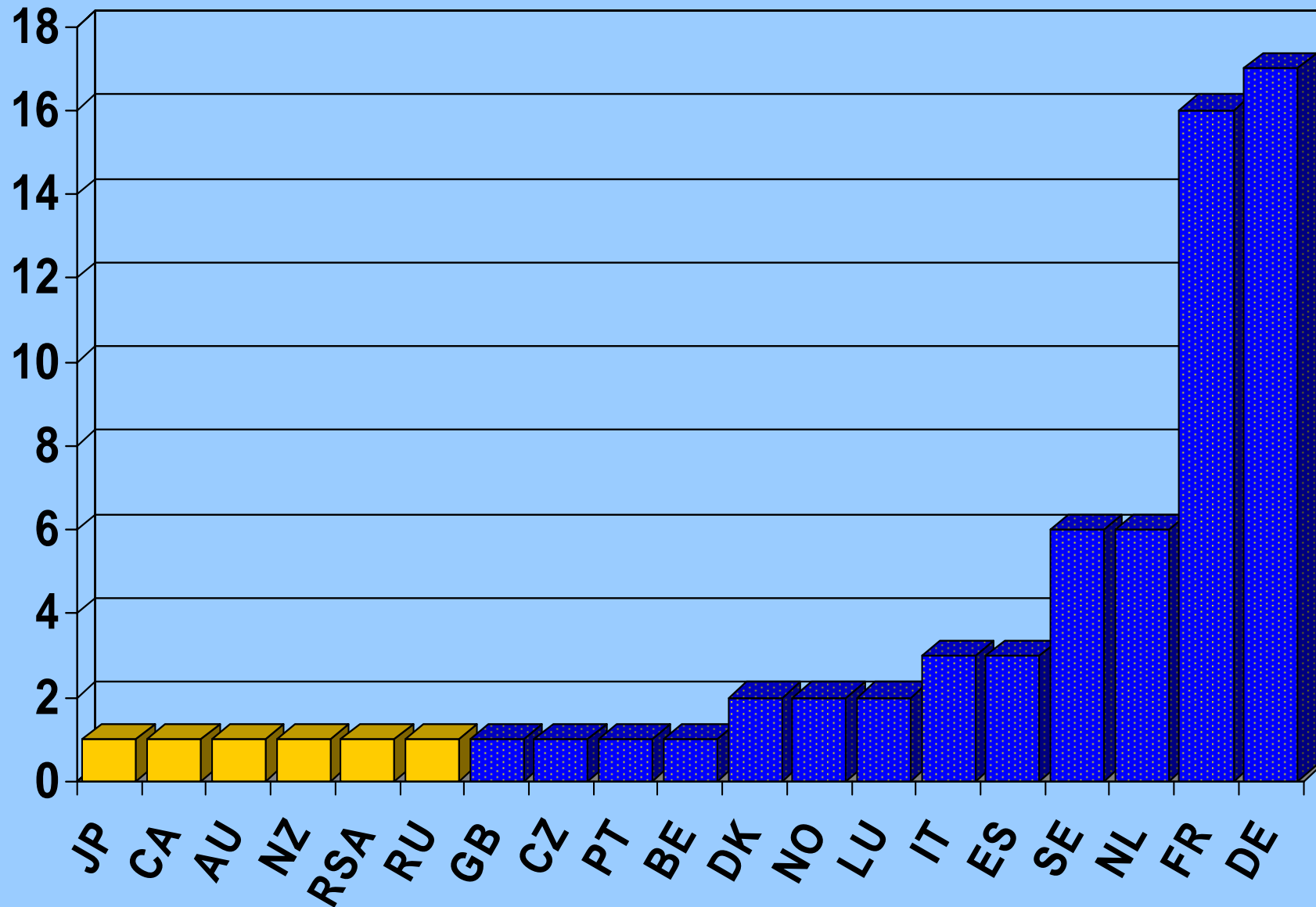


## European Framework Agreements in 10/08

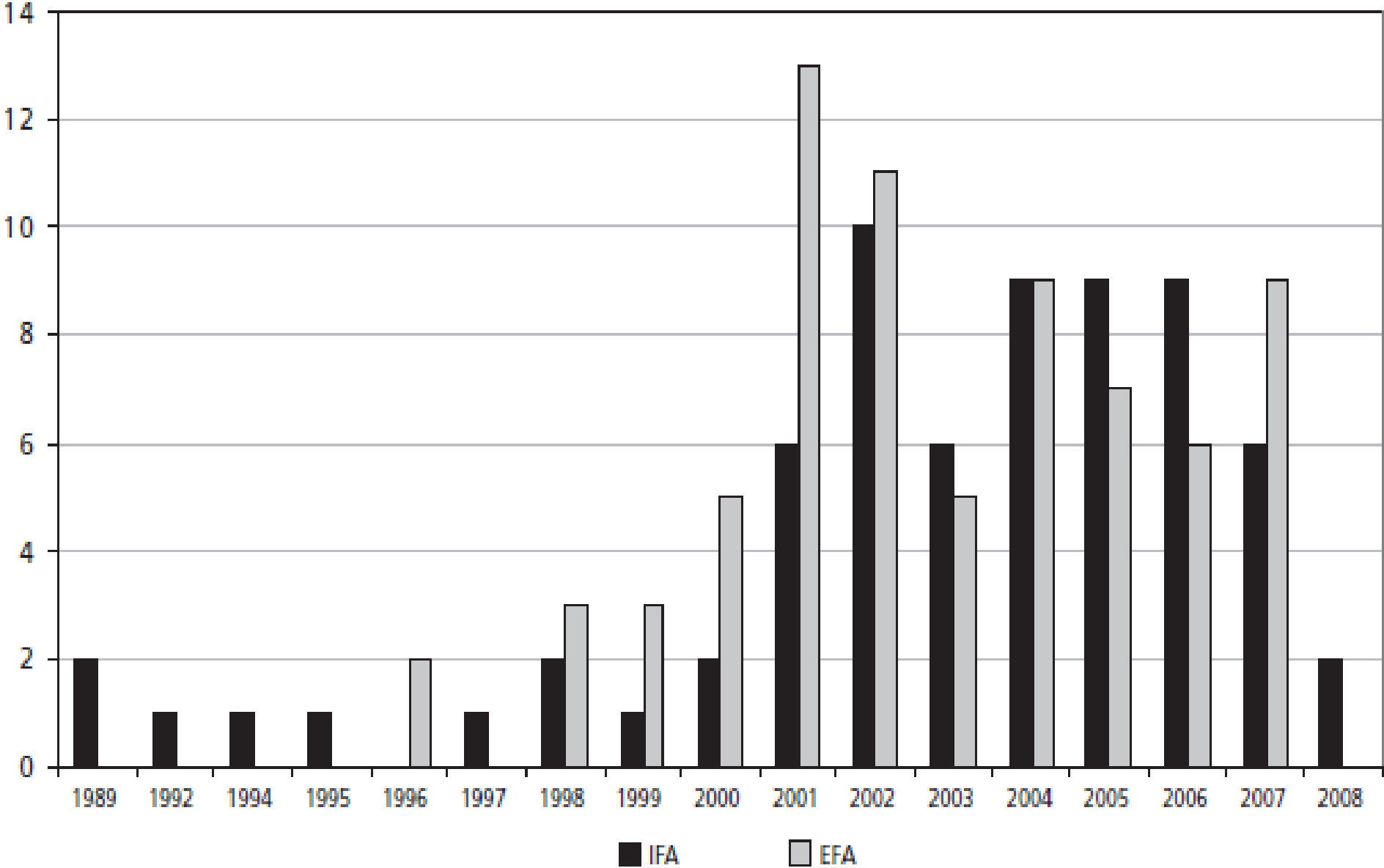
### 73 EFAs

- 52 co-signed by an EWC
- 42 signed by an EWC only
- 10 co-signed with EIF
- 3 co-signed with national TU
- leader: France
  - with 38 EFAs in 14 companies
  - Suez (5), Air France/KLM (4), Vivendi (3), Total (3)

# IFAs in October 2008



# IFAs / EFAs : 1998 - 2008



## Content \_ international standards

	IFAs	CC
General reference ILO	69%	24%
ILO core conventions	55%	12%
UN Declaration on HR	26%	32%
Global Compact	23%	22%
OECD Guidelines	19%	14%
ILO Tripartite Declar.	13%	8%

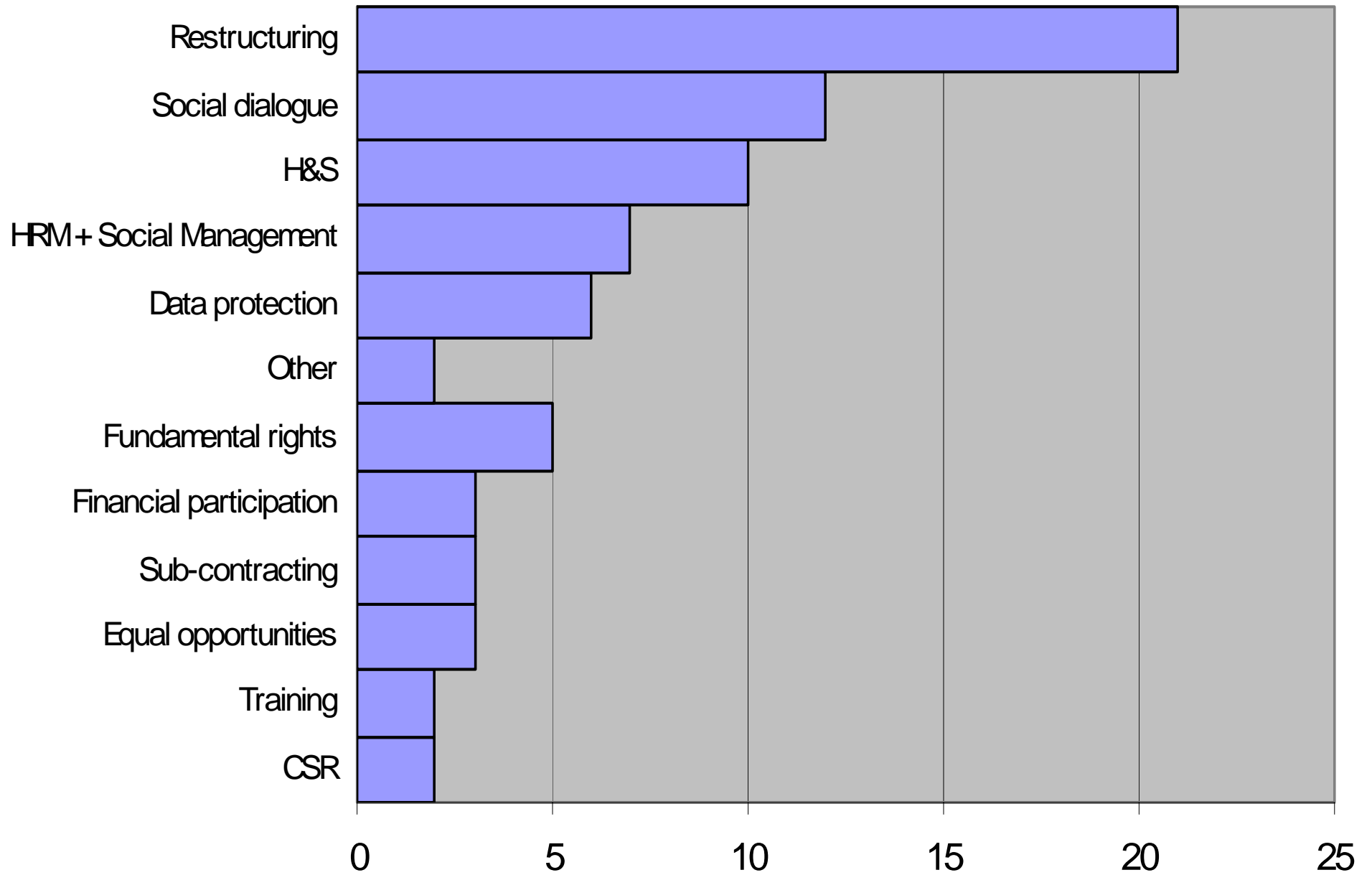


## Content \_rights conferred

	IFAs	CC
Anti-discrimination	94%	90%
Freedom of association	96%	54%
Child labour	91%	62%
Forced labour	91%	52%

Company	Country (Head-quarters)	Sector	Employees	Themes	Signatory parties on the employee side	Date
<b>Air France KLM</b>	<b>France</b>	<b>Transport</b>	<b>102.500</b>	<b>HRM: Mobility</b>	<b>N.A.</b>	<b>2000</b>
				<b>HRM: Sales and marketing staff</b>	<b>N.A.</b>	<b>2000</b>
				<b>Financial participation (interessement)</b>	<b>18 French unions</b>	<b>2005</b>
				<b>Financial participation (participation)</b>	<b>18 French unions</b>	<b>2005</b>
				<b>Training</b>	<b>EWC</b>	<b>2007</b>
<b>Allianz</b>	<b>Germany</b>	<b>Finance, insurance</b>	<b>173.000</b>	<b>Fundamental rights</b>	<b>SNB (SE), UNI Finance Europa</b>	<b>2006</b>
<b>Arcelor (Usinor)</b>	<b>France</b>	<b>Steel Industry</b>	<b>320.000</b>	<b>H&amp;S</b>	<b>EWC</b>	<b>2002</b>
<b>Arcelor</b>	<b>Luxembourg</b>	<b>Steel Industry</b>	<b>320.000</b>	<b>H&amp;S</b>	<b>EWC</b>	<b>2004</b>
<b>Areva</b>	<b>France</b>	<b>Metal, energy</b>	<b>58.000</b>	<b>Equal opportunities</b>	<b>EMF</b>	<b>2006</b>
<b>Axa</b>	<b>France</b>	<b>Finance, Insurance</b>	<b>112.000</b>	<b>Social dialogue and Restructuring</b>	<b>UNI (mandated by 18 unions of 8 countries), 5 French unions</b>	<b>2005</b>
<b>Bouygues</b>	<b>France</b>	<b>Utilities, construction &amp; telecom</b>	<b>122.000</b>	<b>CSR</b>	<b>EWC, French WC, ETUC, CEC</b>	<b>2001</b>
<b>Daimler Chrysler</b>	<b>Germany</b>	<b>Automotive industry</b>	<b>372.000</b>	<b>Social dialogue</b>	<b>EWC (also on behalf of EMF)</b>	<b>2006</b>
<b>Danone</b>	<b>France</b>	<b>Food and Drink</b>	<b>100.000</b>	<b>Restructuring</b>	<b>EWC</b>	<b>2001</b>
<b>Deutsche Bank</b>	<b>Germany</b>	<b>Banking</b>	<b>75.000</b>	<b>Restructuring: Management of change</b>	<b>EWC</b>	<b>2004</b>
<b>Dexia</b>	<b>Belgium</b>	<b>Finance</b>	<b>25.000</b>	<b>Social management</b>	<b>EWC</b>	<b>2002</b>
<b>Diageo</b>	<b>United Kingdom</b>	<b>Food and Drink</b>	<b>22.000</b>	<b>Restructuring</b>	<b>EWC</b>	<b>2002</b>

# Content of EFAs





# IFA \_impact: Chiquita

- **image improved**
  - ▶ **from antagonistic to cooperative relationships with TUs**
- **TUs highlighted the successes**
  - ▶ **open recognition of both the IUF and COLSIBA by senior management**
  - ▶ **resolved difficult situations**
- **IFA increased TU membership in company and suppliers**
  - ▶ **most significant success**
  - ▶ **close to 5,000 new members in Colombia**



## IFA \_impact: EDF

- **IFA contributed to social dialogue**
  - ▶ **both at national & international level**
  - ▶ **within each subsidiary local negotiations started re implementation of the IFA**
- **social dialogue has been improved in certain countries**
  - ▶ **e.g. PL**
- **creation of a works council for Asian countries**
  - ▶ **similar to an EWC**



## IFA \_impact: Telefónica

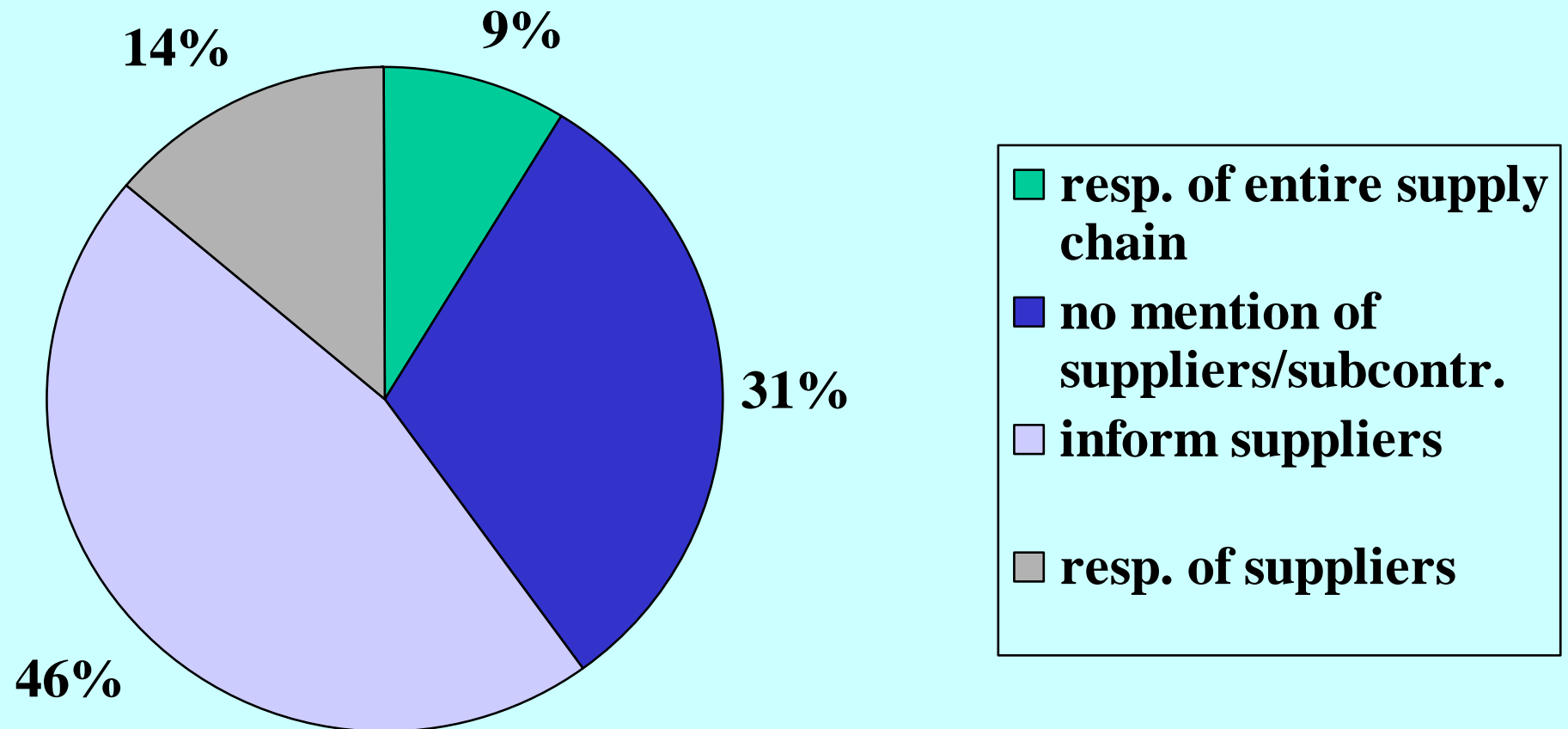
- **IFA had a favourable impact on IR and fostered more respect for human rights at the workplace**
- **both management and the trade unions have put the agreement into practice**
- **adopted a better approach in resolving the difficulties encountered**
- **IFA had a high added value**
  - ▶ **mechanism of ADR and as an early warning system**



# IFA \_impact: EADS

- **head of business**
  - ▶ within group > responsible for compliance
- **employees**
  - ▶ informed orally or in writing
- **in case of breaches**
  - ▶ TUs and WCs may inform central management
- **arbitration process**
  - ▶ agreed by the Head of HR & the EWC
- **suppliers & subcontractors**
  - ▶ asked to cooperate 'as best they can'

## Inclusion of suppliers & subcontractors in the application of IFAs





# Level linkages

European social dialogue

Intersectoral  
social dialogue

Sectoral social  
dialogue

EWCs  
IFAs\_EFAs  
SEs

national social dialogue

Cross industry

Sectoral

Company





# Level linkages at EU level

## c) sectoral and company level

- EIF = important actors at both levels
- similar topics in European sectoral dialogue and EFAs  
~ social dialogue, health and safety
- crystalline silica > more multi-sectoral agreements ?

## d) company > company

- EWC agreements important mutual learning exercise > EFAs



# Conclusions

## **transnational dialogue at company level**

- **stable actors on EMP side,  
variable on TU side (GUF, EIF, EWC, nat.TU, nat. WC)**
- **no legal framework at international or EU level**
- **limited impact on suppliers and subsidiaries**
- **limited impact beyond Europe**
  
- **IFAs/EFAs reflect traditions of European IR**
  - **concentrated in social market economies with  
collective  
interest representation**



## Further information

- <http://www.eurofound.eu.int/publications>

→ 2009

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