Activities

• Knowledge building P&B 2010-11
  – In-house & external collaborations

• Outputs in 2010
  – Transnational company agreements on enterprise restructuring, Dialogue in Brief (September)
  – Management perceptions on the impact IFAs (on-line survey, October)
  – Impact of IFAs: Case studies, edited volume (December)

• ...under preparation for 2011
  – Cross-border industrial relations during the crisis (various sectors, Europe)
  – Impact of IFAs in the Global South (four UNI IFAs / four countries - G4S/Malawi, ISS/Australia, FT/Cameroon, Telefónica/Brazil)
Activities

- Knowledge exchange
  - with global unions (Feb. 2011)
  - with businesses (tbc)
- Outreach
  - Webpage on cross-border industrial relations
  - Database with IFA / multinational profiles
- Trans-national level of industrial relations is now part of the ILO’s activities

http://www.ilo.org/dial
How many global agreements?

- **80-plus agreements** between Global Union Federations and MNEs (July 2010).
  - IFAs + EFAs = approx. 160 (all kinds of transnational texts negotiated at enterprise level)
- pace of adoption since 2003 has accelerated
  - Roughly 6 per year
Which multinationals?

• **MNE profile:**
  - Mostly EU-headquartered (French, German, Nordic)
  - 12 out of 80-plus are non EU-based (MNEs from US, South Africa, Australia, Russia, New Zealand, Canada, Brazil, Japan, Malaysia)
  - Several ranked in the top 100 non-financial MNEs

• **Coverage:**
  - 6.3 million workers (out of 77 million, excluding subcontractors and suppliers)
Which sectors?

- "producer-driven" global supply chains
  - capital- and technology-intensive industries and where union organising is easier (automotive, chemical, food, broader service sector)
- IFAs in labour-intensive sectors ("Buyer driven") remain rare
  - union organisation is difficult
  - only one agreement in the textile/apparel footwear (Inditex-ITG, 2008)
Selected findings (Europe)

• TCAs and restructuring
  – Win win situations during the crisis
  – (unions) cross-border coordination, avoiding downward spiral of wages and jobs
  – (management) increase levels of trust, easier acceptance of change, strengthened common corporate identity

http://www.ilo.org/dial
Selected findings:
Main impacts (non EU case studies)

- Recognition of workers’ representatives at the global level (++++)
- Increased possibilities for workers’ organisation at local level, and coordinated bargaining global/local (+++)
  - ... although evidence in this area is not systematic
- Unblocking longstanding situations/resolve disputes (++)
- Not yet « collective agreements » (not legally binding)
  - The only fully-fledged binding global collective agreement can be found in the maritime sector regulating seafarers’ terms and conditions of employment (including wages)

http://www.ilo.org/dial
Key messages

• Effective implementation of IFAs requires improved ownership

  – On the unions’ side: standardization of negotiation procedures, clear mandate to the global union
  – On the management side: Involvement of managers of local operations in the design/signature of the IFA (not only HQ managers who are seen as remote from plant level operations)
Key messages

- The development of further IFAs including outside the EU and the US is a possibility, if
  - a global union strategy focuses on enterprises that already have a fair record of labour relations in their home country;
  - engaged in the process of business expansion;
  - and if managers become convinced of the value of IFAs as a tool for risk management

http://www.ilo.org/dial
Key messages

- Need to strengthen union exchange and cross-border cooperation as well as build local union capacities
  - Inclusion of clauses in new IFAs that would allow for supplementary agreements to be negotiated nationally by the local parties may facilitate such process

http://www.ilo.org/dial
Key messages

• **Going beyond “core labour standards” may be useful for both sides**
  – include practical questions such as anticipating industrial change and managing restructuring (as in European agreements)

http://www.ilo.org/dial
Thank you

http://www.ilo.org/dial ("information resources" / "Cross-border social dialogue and agreements")

papadaki@ilo.org