

# SDC Final conference

*Overview of the social transformation of the postal sector*

*Postal sector social partners  
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# Presentation overview

1. Introduction
2. Social transformation
  - Key developments in the sector
  - Impacts on NPOs
3. Managing social change
4. Outlook

# Introduction

About me



# Purpose of this presentation

➔ To provide an overview of the social transformation of the postal sector

Based on a study that Ecorys conducted for the SDC 2015-2016\*:

- Analysis of Collective labour Agreements (CLAs) concerning the process and content on the change process;

Disclaimer: The report needs to be validated!

\*Funded by the European Commission under Grant Agreement VS/2015/0054

# Scope

## Timing & Country coverage

- Directive 2008/6/EC
- 16 EU Member States



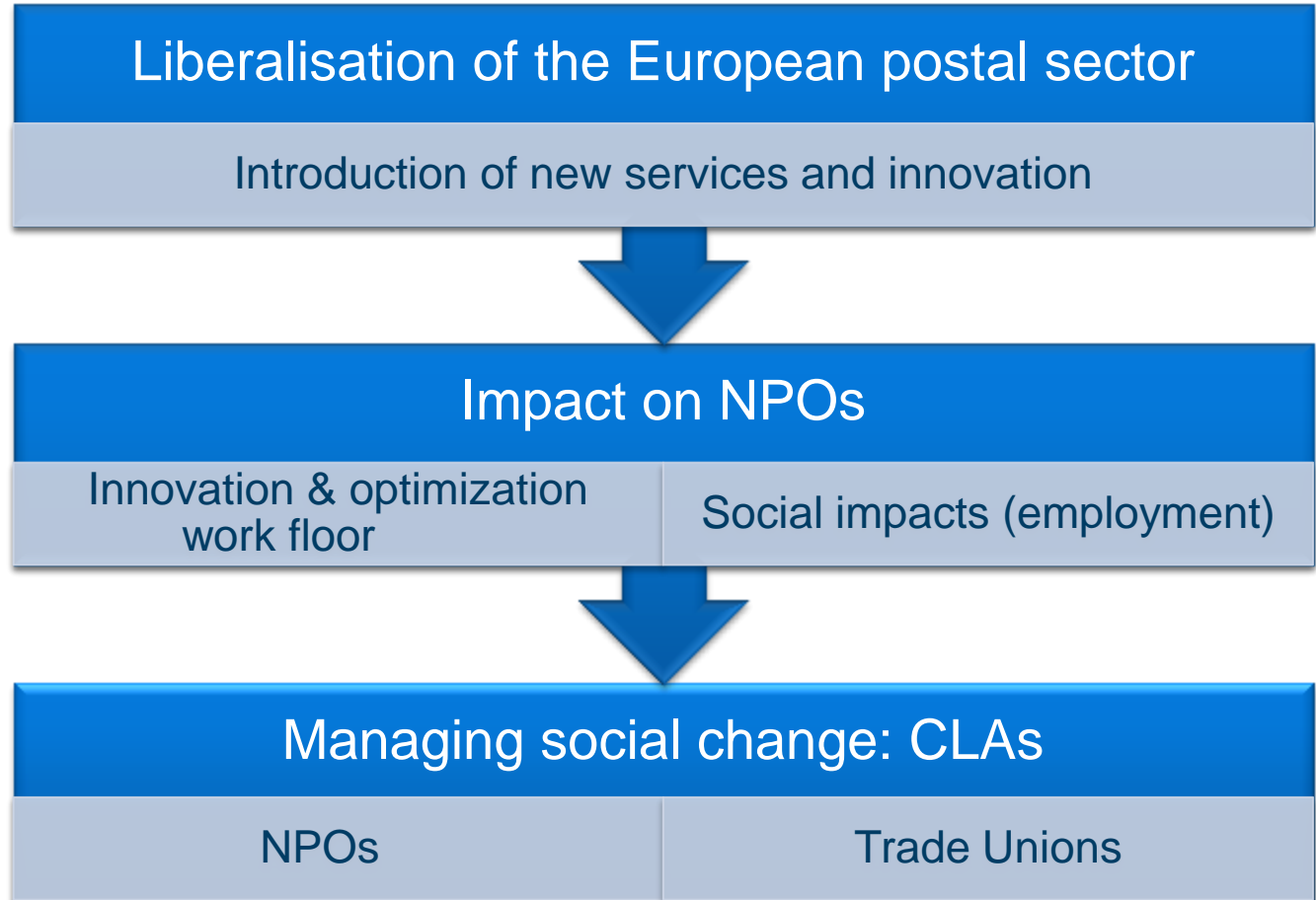
# Introduction

## Methodology



# Social transformation?

Refers to large scale social changes at NPOs

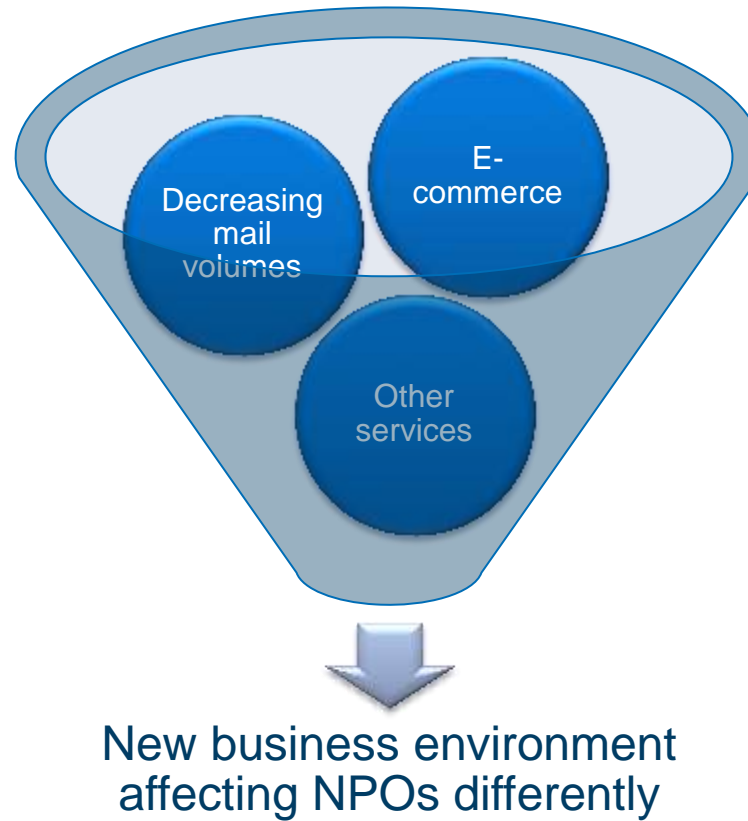


# Innovations at NPOs





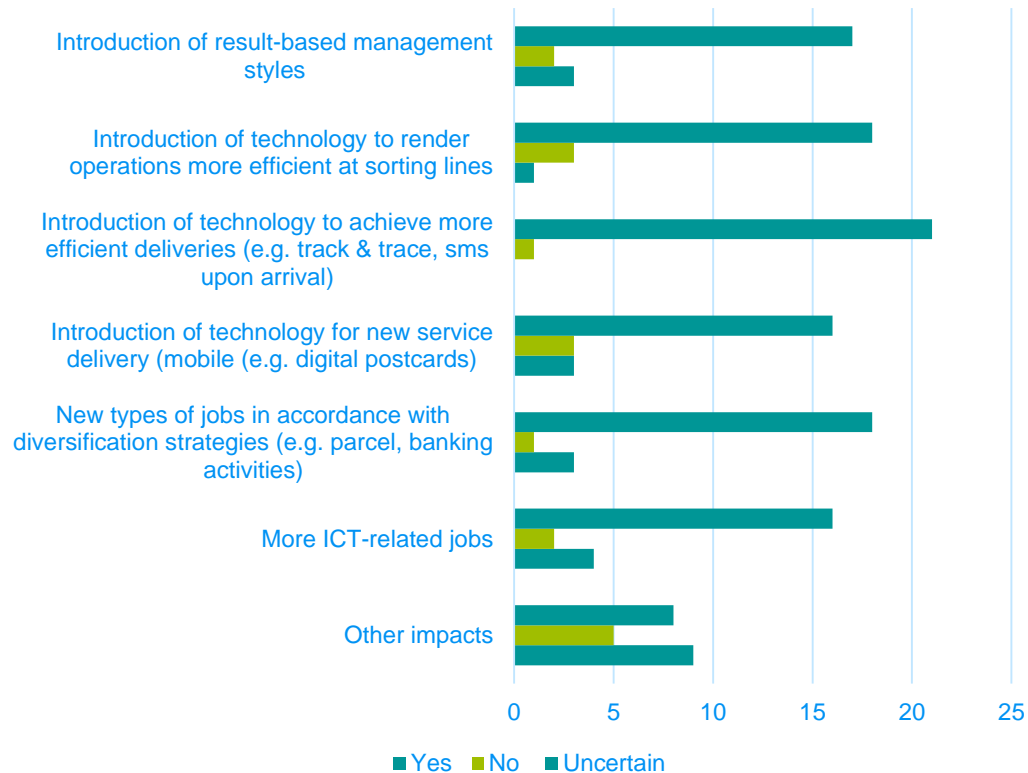
# Key developments in the sector



- HENCE: Multiple social transformation processes!

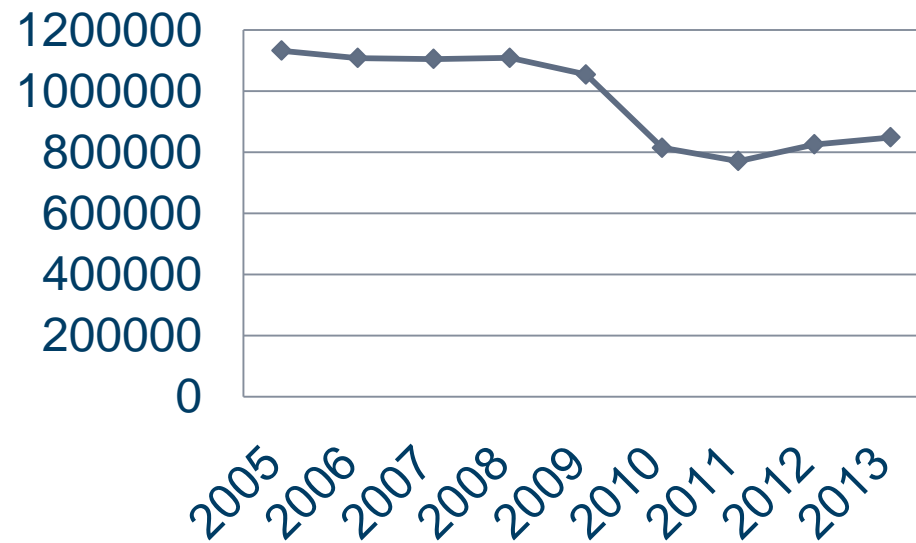
# Impacts: Innovation & optimisation on the work floor

Source: Ecorys 2015 survey



# Decline in employment in national postal sectors (EU27)

Source: Eurostat



# Managing social change through CLAs

## Variations in measures, because:

- Legislative framework (laws governing the labour market as well as social dialogue itself);
- The various ways in which NPOs have adapted to new market conditions and the implications for operational processes that bring along different implications for the work floor and corresponding requirements on staff;
- CLAs reflect different outcomes of negotiations between employers and trade unions.

# A typology of CLAs

1. **Regular' Collective Labour Agreements:** These Agreements are concluded at company or at sector level by the social partners and govern key employment relations in terms of wages, working time, employment contracts, etc. These are usually renegotiated previous agreements.
2. **Specific Collective Labour Agreements** aimed at managing social change: These agreements are concluded at company level by the social partners and can include precise measures or have the character of framework agreements that set out broader principles for change.
3. **Integrative Collective Labour Agreements** to merge arrangements on employment conditions for different types of staff members (e.g. mail versus parcels and blue collar versus white collar workers).

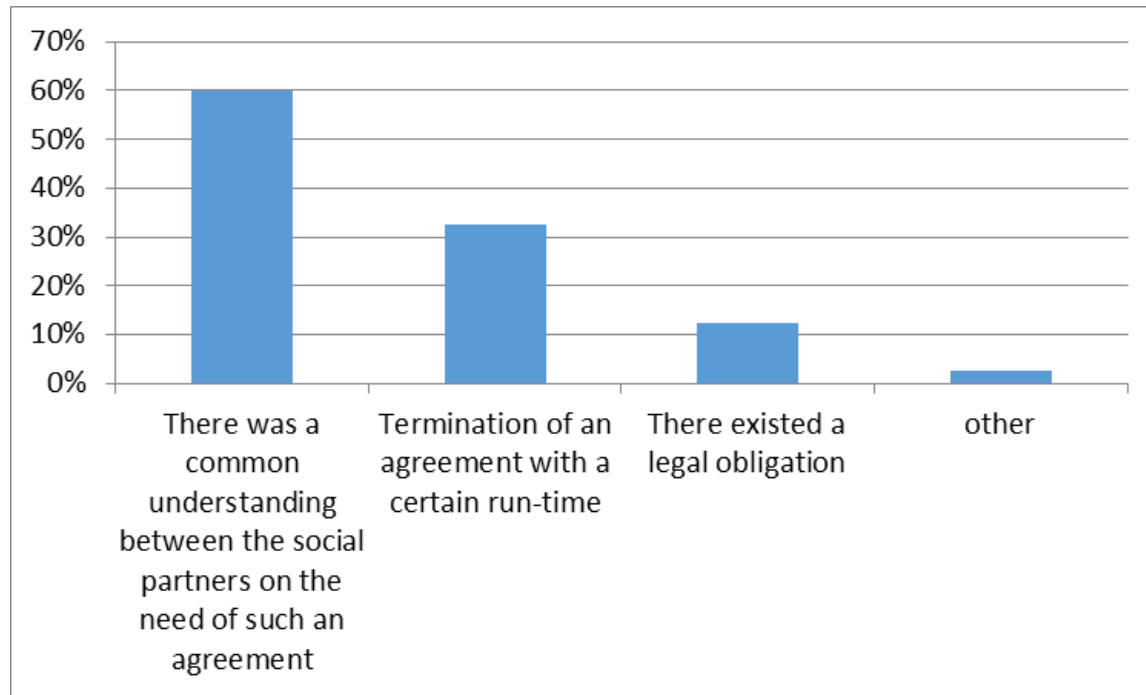
Nb. Hybrid types exist!

# Overview types of CLAs in 16 EU Member States

|    | Measures adopted from 'regular' CLAs | CLA specifically aimed at managing social change | Integrative CLAs |
|----|--------------------------------------|--|------------------|
| AT | √                                    |  |                  |
| BE | √                                    |  |                  |
| DE | √                                    | √  | √                |
| DK | √                                    |  |                  |
| EE | √                                    |  |                  |
| FI | √                                    |  |                  |
| FR | √                                    | √  |                  |
| IE |                                      | √  |                  |
| IT | √                                    |  |                  |
| NL |                                      |  | √                |
| PL | √                                    |  |                  |
| PT | √                                    |  |                  |
| RO | √                                    |  |                  |
| ES |                                      | √  |                  |
| SE | √                                    |  |                  |
| UK |                                      | √  |                  |

# Background of the CLAs – I

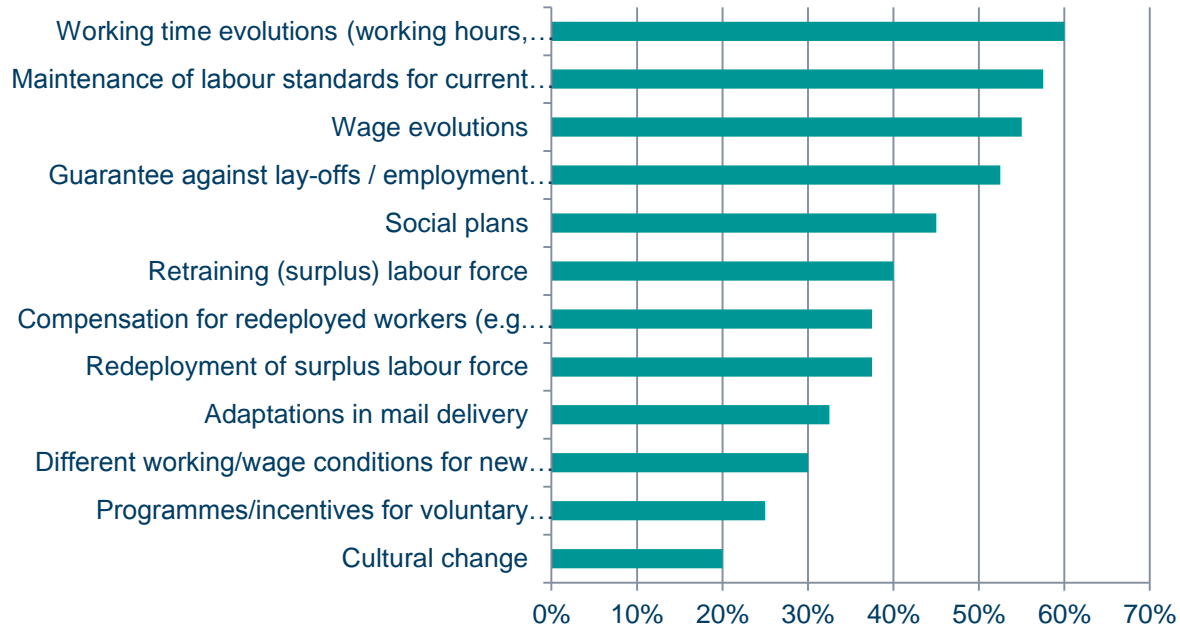
## Reasons for concluding CLAs



Source: Ecorys 2015 survey (n=40)

# Background of the CLAs - II

## Topics covered in the CLAs



Source: Ecorys 2015 survey (n=40)



# Background of the CLAs - III

## Coverage

|    | All employees | Exceptions  |
|----|---------------|---|
| AT | √             |   |
| BE | √             |   |
| DE |               | All employees in operations are covered by different CLAs |
| DK | √             | Management is excluded                                    |
| EE | √             |   |
| FI | √             |   |
| FR | √             |   |
| IE | √             |   |
| IT |               | Different CLAs for managerial and non-managerial staff    |
| NL | √             |   |
| PL | √             |   |
| PT | √             |   |
| RO | √             |   |
| ES | √             | Management is excluded                                    |
| SE | √             | Staff hired under “special arrangements” is excluded      |
| UK | √             |   |

# Perceived results of CLAs

As perceived by postal sector social partners



Source: Ecorys 2015 survey (n=40)

# Outlook: Social change levers



Thank you for your attention!

