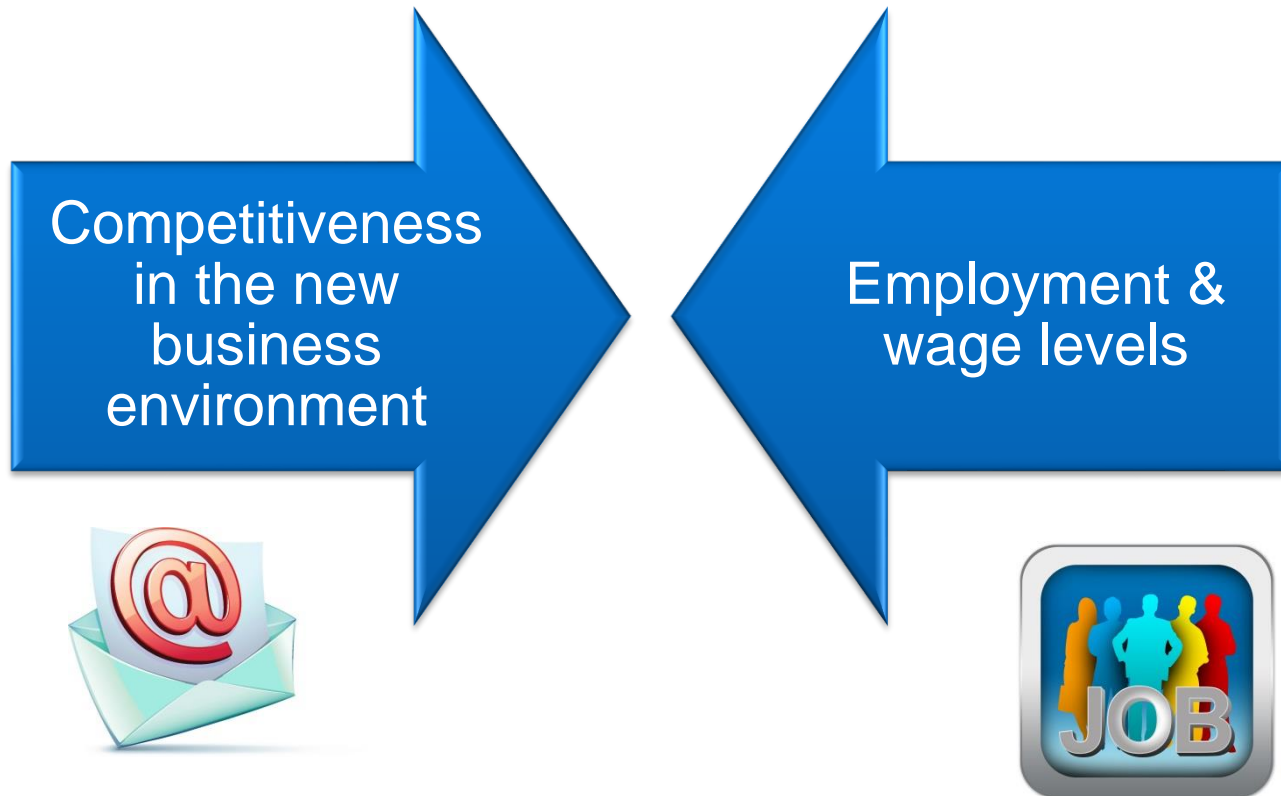


Session 6: Searching for a new economic equilibrium

Key issue at stake when negotiating CLAs



Concessions in CLAs

Trade Unions

- Wage freezes
- Wage decreases for civil servants

Employers

- Hiring new staff on full-time basis;
- Hiring new staff on the basis of contracts eligible to social security (no self-employed)
- Avoiding compulsory redundancies
- Avoiding hiring staff on 0-hour contracts
- Avoiding collective dismissals

Trade-offs

Examples of trade-offs reflected in CLAs

Employment security existing staff
versus lower conditions new staff

Maintenance labour conditions existing
staff versus forced redundancies

Wage freezes and decreases versus
increase employment levels

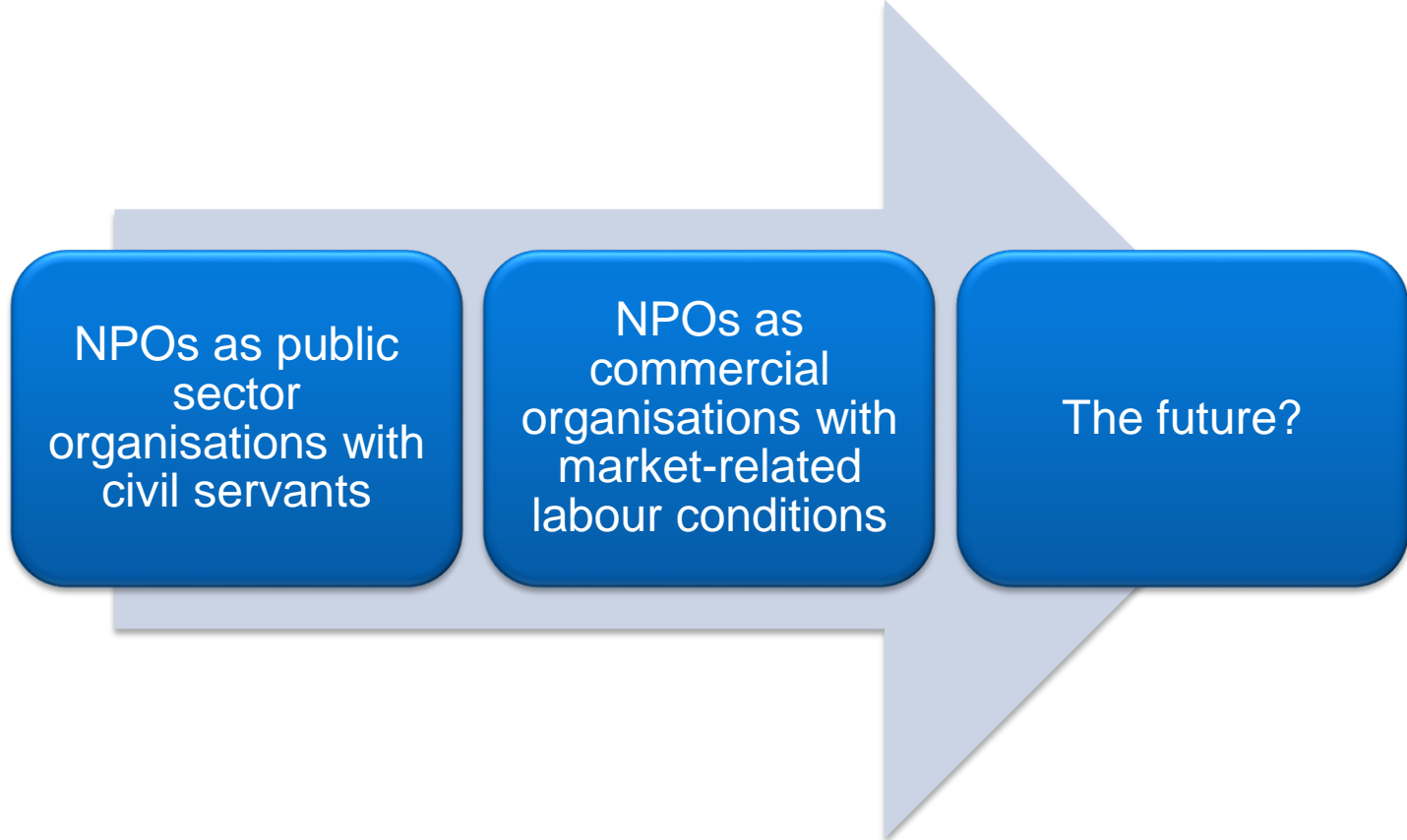
- Discussion: Which trade-offs did you encounter?

Limitations to negotiating trade-offs

- LAW: Employment protection legislation and other rules governing the labour market
- TIMING: CLAs are often amended older CLAs
- REPUTATION: Quality services delivered by a secure & trustworthy institution

Evolution of social models at NPOs

Innovation at NPOs



Broader trends on European labour markets

The future?

Key issues:

- A variety of social change levers deployed across Europe
- A race to the bottom?
- Wake up calls from trade unions from across the EU on recent developments
- Dependence on business strategy: The more diversified the company, the better restructuring (continuous adaptation?!) can take place

“We’re in this together!”

The bottom line is: To treat people fairly and decently!

A positive note

- Staff-levels have already been brought in line with market circumstances in many countries (to maintain competitive)
- Working conditions have been adapted to enhance efficiency (flexibilisation & variabilisation)
- At the same time new types of services are provided: new opportunities for companies!
- New skills are needed for these services
- Opportunities for young (new) staff!



Expansion of labour standards necessary to maintain and attract skilled labour

Thank you for your attention!



Factors determining the evolution of social models

- NPOs transformed into commercial service providers providing different ranges of new services
 - Hence needs in terms of staff requirements and restructuring differs between NPOs
- ➡ There is not a single social model applicable to NPOs
- NPOs reduced staff-levels already in line with market circumstances (i.e. to maintain competitive)
 - At the same time NPOs need staff to provide new services
 - Skills-requirements differ strongly
 - Expansion of labour standards necessary to maintain and attract skilled labour