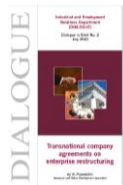


Industrial and Employment Relations Department (DIALOGUE)

The ILO's Industrial and Employment Relations Department (DIALOGUE) promotes sound industrial and employment relations, develops well-balanced labour laws and supports best practice in the field of social dialogue. As part of its activities, the Department undertakes a range of comparative research on labour law trends and industrial relations processes and outcomes, as well as developing statistical indicators. The outcomes are published as Working Papers, Technical Briefs and the "DIALOGUE in Brief" series: <http://www.ilo.org/public/english/dialogue/ifpdial/info/publ/index.htm>. These publications aim to provide governments, workers and workers' organizations, employers and employers' organizations, academics and practitioners with comparative knowledge of developments in respect of labour law, industrial relations, social dialogue and collective bargaining.



Dialogue in Brief

DIALOGUE established a new series of policy briefs in 2009. Each brief provides a short overview of developments in respect of a particular issue pertinent to the work of the Department. The purpose of the brief is to provide a persuasive argument justifying the use of a specific policy measure and the conditions under which it works. The brief includes a description of the policy measure(s), information on impact, international comparative experience and references to relevant ILO tools and resources. Intended to encourage particular action on the part of the constituents, the brief is based on published research and draws out policy implications from existing publications. The authors are ILO officials.

[DIALOGUE in Brief No. 2 - Transnational company agreements on enterprise restructuring - \(pdf, 545 KB\)](#)

By *Konstantinos Papadakis*

The brief highlights a number of socially responsible restructuring initiatives taking the form of innovative transnational company agreements (TCAs). TCAs are labour-management agreements signed between multinationals on one hand, and on the other hand, European and/or international federations of workers representing national unions by sector of activity and/or the European Works Councils (EWCs) of the multinationals.

[DIALOGUE in Brief No. 1 - Recovery from the crisis through social dialogue - \(pdf, 4.76 MB\)](#)

By *Youssef Ghellab*

The brief provides an overview of how social dialogue serves as a strong basis for building the commitment of employers and workers to the joint action with governments needed to overcome the crisis and for a sustainable recovery. It provides a review of successful experiences of national social dialogue in some countries as well as the efforts made by tripartite partners to overcome difficulties, from which some policy conclusions are drawn.



Technical Brief: ILO Social Dialogue Indicators 2008-09

In 2008-09 the ILO conducted an international statistical inquiry on trade union membership and collective bargaining coverage. On the basis of data received, it computed (a) trade union density; and (b) collective bargaining coverage for 67 countries.

[Technical Brief. Social Dialogue Indicators: Trade union density and collective bargaining coverage. International Statistical Inquiry 2008-09. - \(pdf 432kB\).](#)

By *Hayter, S. and Stoevska, V.*

[DIALOGUEDATA - \(excel 49kB\)](#)

Working Papers

DIALOGUE established a new working paper series in 2009. Working papers feature research in progress intended for discussion and are not final documents. Authors include ILO officials and external collaborators. The intended target audience comprises ILO staff, academics, researchers, policymakers and ILO constituents.

[Working Paper 19: "Restructuring enterprises through social dialogue: Socially responsible practices in times of crisis"](#)

By *Konstantinos Papadakis*, December 2010

The paper analyses examples of companies in which management, in collaboration with workers' representatives and unions, has designed and implemented socially responsible enterprise restructuring plans. The selected examples show that by creating space for dialogue and (self-)regulation aimed at protecting the levels, as well as the terms and conditions, of employment in specific plants (plant-level agreements) or across different operations of multinational companies (transnational company agreements), win-win situations can emerge, even in times of crisis.

[Working Paper 18: "Tripartite institutions, collective bargaining and employment relations in the Mauritian labour market"](#)

By *Tayo Fashoyin*, December 2010

The paper provides a review of the role and contribution of each of the tripartite partners in collective bargaining and tripartite institutions that advance workers' welfare and social and economic development in Mauritius. Despite obvious weaknesses in the structure and work of some of the institutions, tripartism has advanced the employment relationship and the contribution of the social partners to labour market governance and social and economic development in the country.

[Working Paper 17: "Gender equality and social dialogue in India"](#)

By *Kamala Sankaran and Roopa Madhav*, December 2010

[Working Paper 16: "Promoting gender equality through social dialogue in South Africa"](#)

By *Debbie Budlender*, December 2010

[Working Paper 15: "Social dialogue and gender equality in Uruguay"](#)

By *Alma Espino and Gabriela Pedetti*, December 2010

These three national studies are part of a comparative research project whose objective is to demonstrate that gender equality and social dialogue are mutually beneficial and their promotion should go hand-in-hand. For each country, the topic is examined from both qualitative and quantitative aspects: inclusion of gender equality issues in the agenda of social dialogue and collective bargaining, and participation of men and women on an equal footing in tripartite bodies, as well as government units, trade unions and employers' organizations.

[Working Paper 14: "Labour relations and collective bargaining in Morocco" - \(pdf, 239 KB\)](#)

By *Rachid Filali Maknassi and Claude Rioux*, October 2010

This paper is part of a comparative study examining industrial relations and collective bargaining trends in Africa. It examines how industrial relations institutions and practices have evolved and are adapting to meet contemporary labour market issues. The focus is particularly on collective bargaining trends and innovative agreements that contribute to employment security, social protection and the implementation of workers' rights. The study helps to fill a knowledge gap on industrial relations in developing countries.

[Ce document existe également en français - \(pdf, 244 KB\)](#)



[Working Paper 13: "Collective bargaining and employment relations in Kenya" - \(pdf, 702 KB\)](#)

By *Tayo Fashoyin*, October 2010

This paper provides an account of the development of the employment relationship in Kenya, noting the role of public policy and the environment that nurtures social dialogue and collective bargaining in the country. The paper takes the view that, progressively, discernible employment relations through tripartite cooperation and collective bargaining have played a significant role in Kenya's labour market.

[Working Paper 12: "Tripartite responses to the economic crisis in essential western European countries" - \(pdf, 322 KB\)](#)

By *Jacques Freyssinet*, May 2010

This working paper analyses tripartite responses to the economic crisis, primarily in Belgium, the Netherlands, Ireland, France, Spain, Germany and the United Kingdom. The author shows that at the outbreak of the crisis, most of the countries already had experience in using social pacts in the 1990s. Countries with a strong tradition of tripartite dialogue were more likely to reach balanced responses to the crisis than countries that implemented measures without consultation.

[Working Paper 11: "Social dialogue and industrial relations during the economic crisis: Innovative practices or business as usual?" - \(pdf, 181 KB\)](#)

By *Richard Hyman*, March 2010

This paper evaluates the role social dialogue has played so far in dealing with the crisis on various levels in Europe. Taking into account the different institutional frameworks, company responses that rarely included training measures, and collective bargaining measures that failed to match up to the range of possibilities available in many European countries, the paper highlights the importance of greater coordination between the different levels of social dialogue to ensure those measures do not become increasingly ineffective.

[Working Paper 10: "Negotiating the crisis? Collective bargaining in Europe during the economic downturn" - \(pdf, 251 KB\)](#)

By *Vera Glassner* and *Maarten Keune*, March 2010

This paper highlights the role of the key actors in the labour market, which are the trade unions, the employer organizations and the State, in negotiating responses to the economic downturn. As the crisis revealed, the role of the State changed with regard to the prevailing paradigm of the neoclassical school towards a central role in finding responses to the crisis. The paper therefore reflects a wide range of responses on the national, inter-sectoral and sectoral level, the regional level and, most importantly, the company level.

[Working Paper 9: "Company-level bargaining in times of crisis: The case of Germany" - \(pdf, 367 KB\)](#)

By *Dr. Stefan Zagelmeyer*, March 2010

This paper highlights the role collective bargaining played in easing the impact of the crisis at company level in Germany. In using the examples of Daimler AG, Postbank AG, Arcador AG, AB InBev Germany GmbH and Carl Zeiss AG, it shows that collective bargaining has been a tool to face a multitude of challenges. An important factor that enabled the social partners to reach innovative agreements was the strong framework to deal with the crisis, set by the German Government.

[Working Paper 8: A comparative study on industrial relations and collective bargaining in East Asian countries - \(pdf, 247 KB\)](#)

By *Youngmo Yoon*, November 2009

This paper is part of a series of studies on industrial relations developments in different countries and regions of the world. It examines the current state of industrial relations and collective bargaining, as well as the varied legal, political, economic and social changes leading to the realities of employment relations in East Asian countries today. Before the 1990s these countries enjoyed relative stability in industrial relations; however, as a result of globalisation, they now face increasing competitive pressures and are experiencing a degree of turbulence as the actors attempt to settle into viable models of industrial relations.

[Working Paper 7: Industrial relations and collective bargaining in China \(pdf, 247 KB\)](#)

By *Chang Hee Lee*, October 2009

This paper is a part of a comparative study examining industrial relations developments in different countries and regions of the world. It examines the remarkable changes China has undergone in the field of industrial and employment relations, in particular since the transition to a market economy after 1978. Economic reform in China has been accompanied by the introduction of a new legislative and institutional framework for industrial and employment relations and this paper studies those developments.

[Working Paper 6: Labour relations in Uruguay 2005-08 - \(pdf, 715 KB\)](#)

By *Graciela Mazzuchi*, November 2009

This paper is part of a series of studies examining industrial relations developments in different countries and regions of the world. It looks at how industrial relations systems and practices have evolved and are adapting to meet contemporary labour market challenges. It is particularly concerned with collective bargaining trends and innovative agreements that contribute to employment security, social protection, and the implementation of workers' rights.

[Working Paper 5: Industrial relations and collective bargaining: Argentina, Brazil and Mexico compared - \(pdf, 909 KB\)](#)

By *Adalberto Cardoso* and *Julián Gindin*

This working paper is part of a comparative study examining industrial relations developments in different countries and regions of the world. The paper provides a comparative analysis of industrial relations in Argentina, Brazil and Mexico. All three countries have distinct political, institutional and economic backgrounds, yet they share some important features, such as the central role that the State plays in regulating the labour market and working conditions. This does not mean that collective bargaining is not important where it exists; only that its role tends to be limited to legally defined constituencies.

[Working Paper 4: Signing international framework agreements: Case studies from South Africa, Russia and Japan - \(pdf, 578 KB\)](#)

By *Konstantinos Papadakis*, September 2009

The paper addresses the question of management motivations in some of the few non-European and non-US companies that have adopted International Framework Agreements (IFAs), in South Africa, the Russian Federation and Japan. The paper identifies factors that appear to determine why these companies were interested in IFAs and identifies conditions which may allow the further development of IFAs beyond the European Union and the United States.

[Working Paper 3: Collective bargaining on employment - \(pdf, 524 KB\)](#)

By *Thomas Haipeter* and *Steffen Lehdorff*, May 2009

This paper examines the manner in which industrial relations actors have used collective bargaining to address issues of employment and employment insecurity. While the bulk of collective bargaining over the last two decades has been on "how to" implement job cuts, actors have increasingly used collective bargaining as an instrument to negotiate alternatives and save jobs. In the context of the current economic crisis, the paper highlights the importance of the interplay between collective bargaining actors and the State. It also points to the need to strengthen the social partners and industrial relations institutions, without which firms may lack the capacity to reach the bargains needed to save jobs, maintain incomes and improve firm performance.

[Working Paper 2: Industrial relations and collective bargaining: Trends and developments in South Africa - \(pdf, 389 KB\)](#)

By *Debbie Budlender*, May 2009

This paper is part of a comparative study examining industrial relations developments in different countries and regions of the world. It examines how industrial relations systems and practices in South Africa have evolved and are adapting to meet contemporary labour market challenges. It is particularly interested in collective bargaining trends and in innovative agreements that contribute to employment security, social protection and the implementation of workers' rights.

[Working Paper 1: Social dialogue in times of crisis: Finding better solutions - \(pdf, 480 KB\)](#)

By *Ludek Rychly*, May 2009

This paper looks at past economic crises to identify lessons that can be learned from industrial relations developments in different regions and varying circumstances. The paper describes the development of social dialogue in the early period of the current crisis in order to inform the reader about the forms and content of crisis-related social dialogue in different parts of the world and to provide national examples. It concludes by suggesting policy options. The paper also contains tables of national and enterprise-level cases documenting the role of social dialogue and industrial relations in addressing the employment impact of the crisis.

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