

# Industrial Change, Skills Development and Just Transition

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## Scope of my research



Five countries:



Sweden – Norway – Denmark – Germany – the Netherlands



Blue- and white-collar workers in metal and chemical industries



How are social partners preparing for industrial change, especially for digitalisation and green transition?



What has been agreed on training, upskilling and reskilling through collective bargaining?



How are crisis situations handled?

*Commissioned by Finnish Industrial Union and Pro Union*



# Sweden:

## new agreements a major step forward



Strong tradition of cooperation between employer/industry associations and trade unions:  
Council of Swedish Industry (*Industrirådet*)



Goal - create good conditions for industry and employees



Analyses developments and trends, influences decision-makers



June 2022 new Main Agreements, into force in October



“Security, Transition and Employment Protection” – signed between confederations



Accompanied by new legislation



Strengthened support for job-to-job transitions and lifelong learning



Improved opportunities for skills development



New Transition Study Aid - both in employment and between jobs



Complementary Study Aid for up to 44 weeks of full-time studies: replaces 80% of lost income up to 3000 € per month











Government investment perhaps € 1 billion per year



In crisis situations, national associations and unions support local parties in finding solutions









# Norway: towards green transition

-  Oil and gas production creates a strong economic base
  -  1100 billion euros in state pension fund, profits cover 20% of state budget
-  New areas offshore wind power and battery industry – preparing for the post-oil era
-  Central organisations LO-NHO showed the way with their agreements
  -  Annual mapping of skills development needs and measures (also in metal and chemical industry agreements)
  -  Training and Development Fund financed by companies
  -  LO has a training fund of its own
-  Crisis situations: unions happy about successful handling














# Denmark:

## Training fund supports change

-  SMEs dominate metal and chemical industries
-  Social partners think flexicurity still works: weak job security, but strong unemployment benefits and active labour market policies – you find a job in a small country
-  Industry's Skills Development Fund (IKUF) 2007
  -  Supports own-initiative training and courses agreed with employer
-  Blue- and white-collar sectoral agreements include a right to 2 weeks' training leave per year
-  Social partners: system works and it is used












# Germany: challenges in energy policy and automotive industry









-  Framework in sectoral collective agreements, implementation in companies – both Works Council and union involved
-  IG Metall's broad "Transformationsatlas" survey 2019 laid basis
-  Can predict future only 2 years ahead (half of respondees)
-  No systematic training plan (half)
-  Works Council is not involved early enough (half)
-  Now new Future Agreements at company level
-  IG BCE prepares for changes in chemical industries
-  Sectoral CBA 2019 – 5 days for training etc
-  Social partners mapped job profiles of the future – "Future Skills Report Chemie"
-  26 companies built an alliance 2021 to combat labour force shortages with training
-  Unions think active measures in crisis situations work well



# The Netherlands: training and dynamic labour market

-  Metal and electronics industry sectoral CBA leads the way
-  Already earlier two training days per year with full pay
-  Career development discussion once a year
-  New “Sustainable Employability Day” for training or health
-  In chemical industry only company agreements and varying practice
-  Shell CBA: 680 euros for career counselling, 3600 euros in three years for personal development budget, skills development mapping once a year
-  FNV: dynamic labour market, moving from job to another relatively easy in a small country
-  Social plan in crisis situations
-  Alternatives to dismissals, compensation, Generation Pact for hiring young people while older reduce working hours with partial wage compensation

# Conclusions and considerations

-  Social partners are preparing for all kind of industrial change, but intensity and systematic approach varies
  -  How about your country?
-  Sweden and Denmark invest powerfully in training, supported by active labour market policies
  -  Are we as good as many think we are?
-  Excellent area for cooperation between social partners
  -  Seeking win-win solutions: access to skilled workforce, competitiveness, employability and protection
  -  Sectoral collective bargaining and company-level agreements
  -  Joint approaches towards governments and authorities – cooperation<sup>8</sup>