



**FAIR CHANGE: ONLY WITH US
FUTURE COLLECTIVE
AGGREMENTS AND**



TOPICS

- ▶ IG Metall
- ▶ Future Collective Agreements
- ▶ Example: ZF
- ▶ The Company Map (Process)
- ▶ Feedback & Discussion

1. IG Metall



New Energies



Textile Industries



Crafts



IT and Engineering



Mechanical Engineering



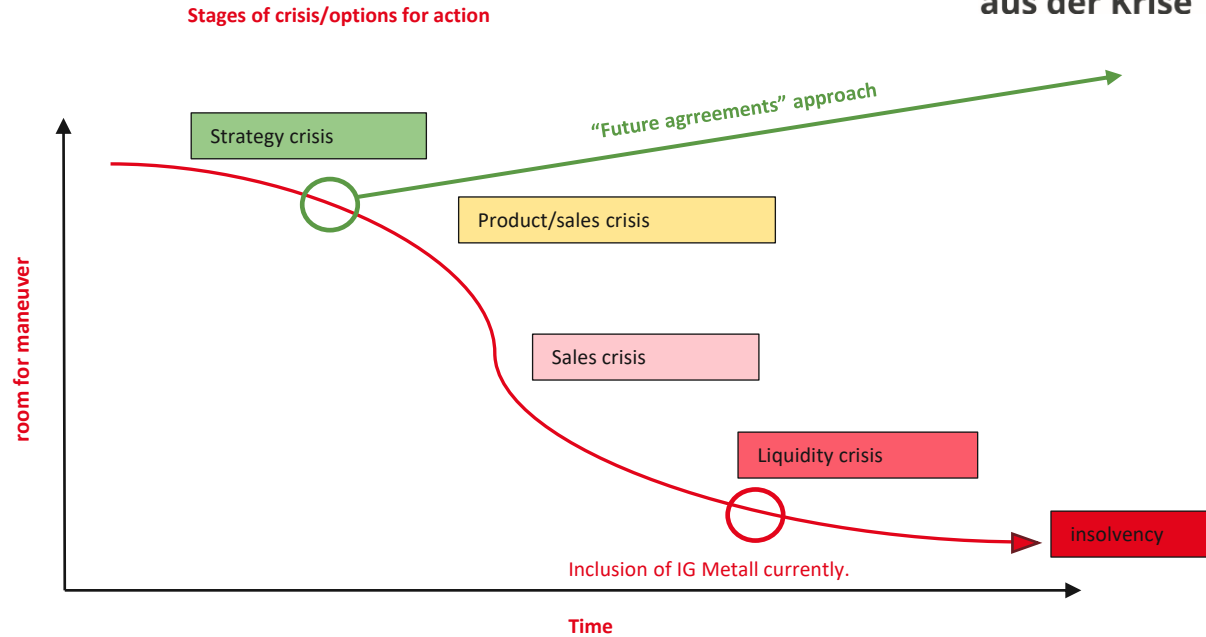
Iron and Steel



Wood, Furniture, Plastic



Metal and Electrical



2. FUTURE COLLECTIVE AGREEMENTS



The operating parties advise on the challenges of the transformation.



Each company party can consult the collective bargaining parties.

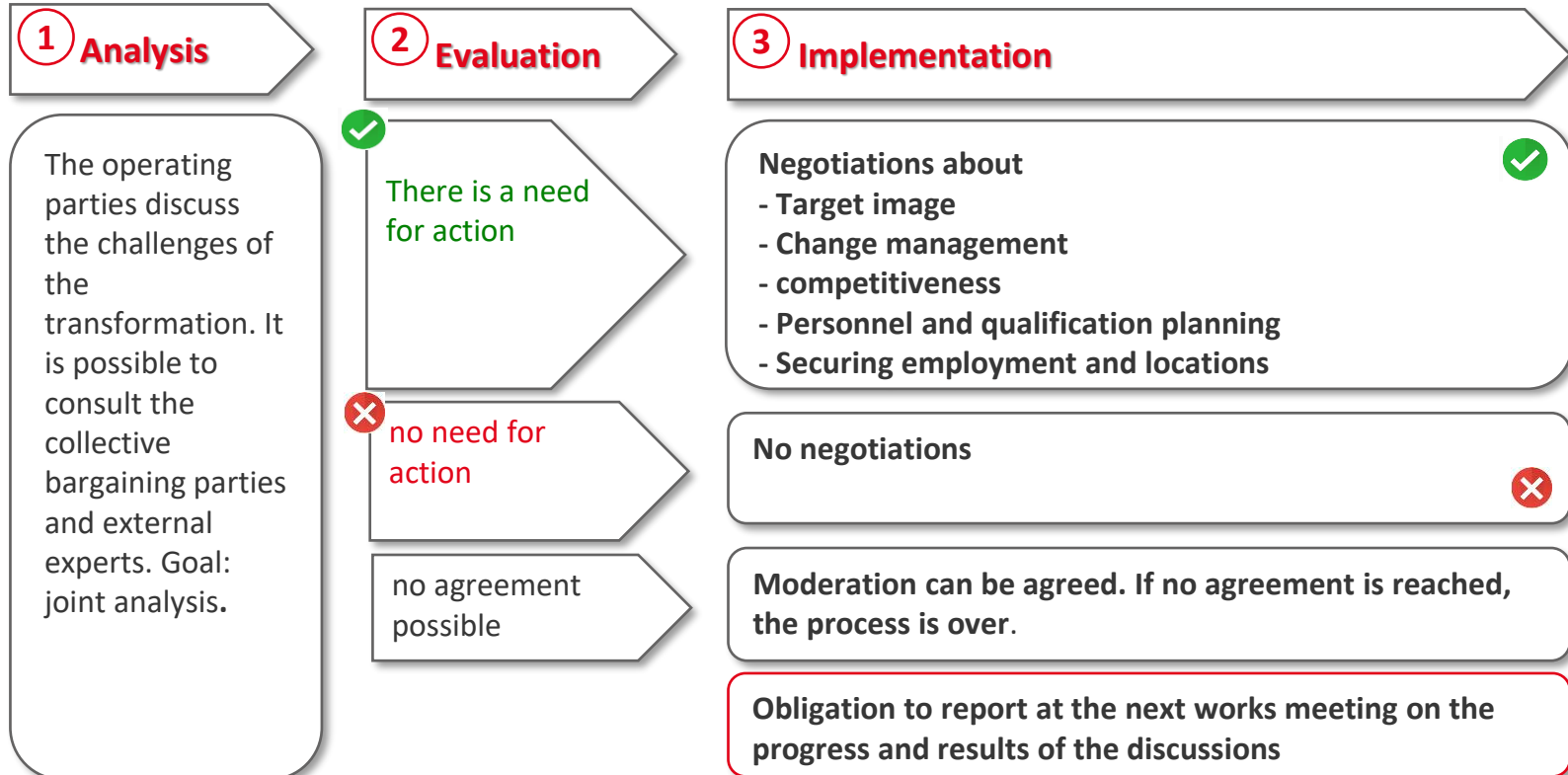


The company and collective bargaining parties should carry out an analysis by mutual agreement - or even unilaterally.



If there is no agreement, a moderator can be involved.
This makes a written recommendation about the need for action/measures

FRAMEWORK RULES FOR FUTURE COLLECTIVE AGREEMENTS TARIFF RESULT 2021 (NRW)



3. Situation at ZF

Spring 2020



Collective agreement transformation



Collective bargaining agreement transformation: two years of security for employees and flexibility for the company

- Employment security agreed until the end of 2022

- ZF can adjust capacities through short-time work, reduction of working hours by up to 20 percent, partial retirement and severance payments

- The number of trainees remains at the current level

- **The company and employee representatives work together to develop long-term visions of the future for the locations**

Agreement on the structural realignment of the company was reached. This "Transformation" collective agreement applies until the end of 2022 for the approximately 50,000 collective bargaining employees in Germany and gives ZF the necessary flexibility to cope with the consequences of the economic crisis under the influence of the corona pandemic and **to transform the company in the course of to further advance mobility change**



§4 Target image process:

In an analysis phase, the effects of the Corona crisis and the upcoming transformation of industries are recorded for each location and a competency analysis (summary of strengths and weaknesses, technological position, competitiveness) is created. From this, goals and concrete measures for the development of the locations from an economic perspective and for strategic future orientation are derived. **This target image is created, discussed and discussed between the site management and the works council with the necessary information and, if necessary, with the help of specialist expertise**, and the resulting measures are defined. Topics and content of the target images are, in particular, future products and utilization, investments, employment, development of competitiveness and necessary qualifications.

The target images should at least specifically address the period up to 2025 in the fields mentioned and also show a perspective towards 2030. If no agreement can be reached on a target image, the group-wide "Transformation and Employment Security" steering committee is contacted and consulted.

TARGET IMAGE PROCESS AT ZF

§4 IN THE COLLECTIVE AGREEMENT TRANSFORMATION



Analysis

Impact of Corona and Transformation
Competence Analysis: Strengths and Weaknesses
Technology Position - Competitiveness

Derivation of goals and measures

Goals and measures for the economic development of the locations
Goals and measures for strategic future orientation

Creation of target image location

Future products and utilization
Investment and employment
Development of competitiveness
Necessary qualification
Future direction until 2025 and 2030

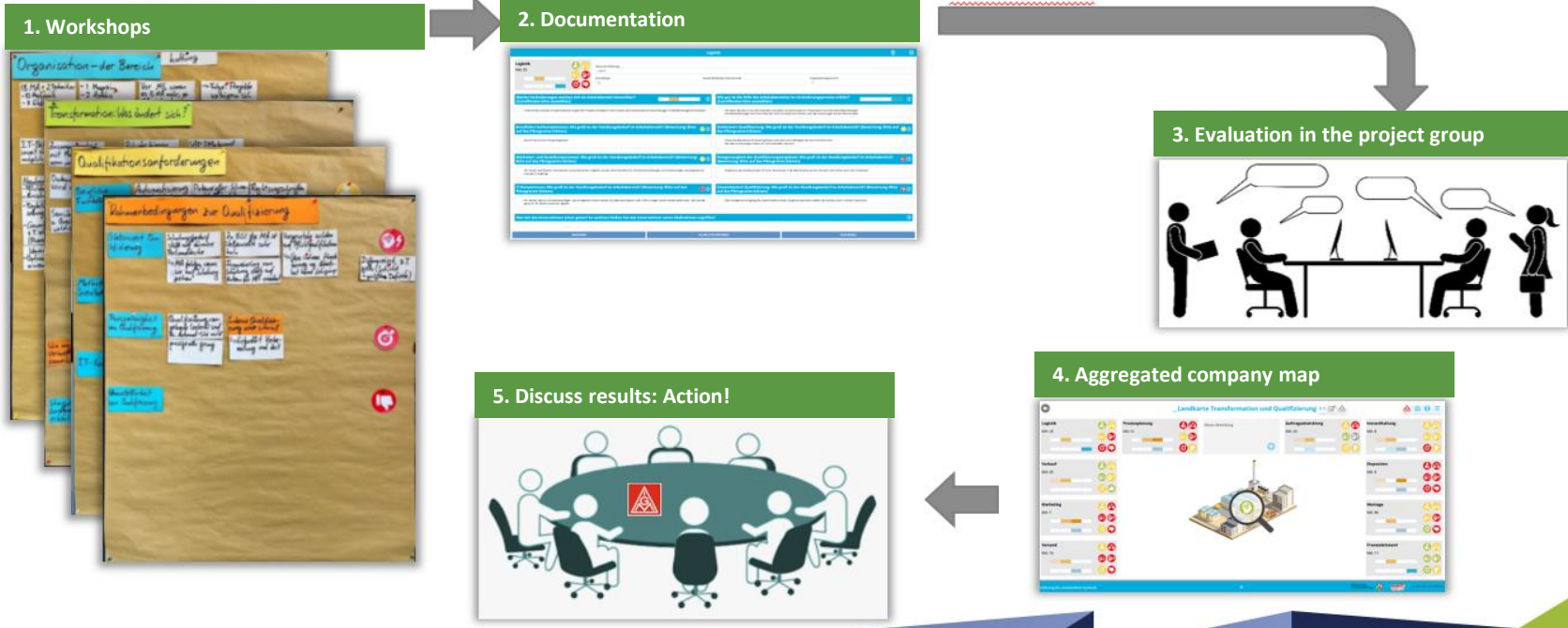
4. The Company Map



Dealing with qualification

Importance	Accuracy	practicability	
of Qualification			
			great need for action
			Need for action
			No or little need for action
			No info/assessment

The company map process







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