

SUNI – Smart Unions for New Industry

WHAT WE HAVE LEARNED

Different institutional settings...

	GERMANY	ITALY	SPAIN	SWEDEN
VARIETY OF CAPITALISM	Coordinated market economy (Hall, Soskice 2001)	Mixed market economy (Molina, Rhodes 2007)	Mixed market economy (Molina, Rhodes 2007)	Coordinated market economy (Hall, Soskice 2001)
ROLE OF THE STATE IN INDUSTRIAL RELATIONS	High	Limited	High	Limited
ROLE OF SOCIAL PARTNERS IN PUBLIC POLICIES	Institutionalised (Visser 2009)	Irregular, politicised (Visser 2009)	Irregular, politicised (Visser 2009)	Institutionalised (Visser 2009)
UNION DENSITY	17.8% (OECD 2016)	34.4% (OECD 2016)	13.9% (OECD 2015)	66.8% (OECD 2015)
LABOUR REPRESENTATION	Dual channel	Union based *Union pluralism	Dual channel *Union pluralism	Union based *Blue collar/white collar representation
COLLECTIVE BARGAINING COVERAGE	56.8% (OECD 2015) *Sector level as the core one	80% (OECD 2015) *Sector level as the core one	76.9% (OECD 2015) *Sector level as the core one	90% (OECD 2015) *Sector level as the core one
INDUSTRIAL RELATIONS APPROACH	Integrative, cooperative (Eurofound 2018) *codetermination + board representation rights	Distributive, confrontational (Eurofound 2018) *no participation rights	Distributive, confrontational (Eurofound 2018) *no participation rights	Integrative, cooperative (Eurofound 2018) *board representation rights

... Different governmental strategies ...

	GERMANY	ITALY	SPAIN	SWEDEN
DATE FROM WHICH THE MEASURES CAME INTO FORCE	2011: a working group named Industrie 4.0 was established	2016: national plan Industria 4.0	2015: Industria Conectada	2016: Smart Industry strategy
INSTITUTIONAL PROMOTERS	The Federal Ministry for Education and Research set up the promoter group <i>Kommunikation</i> , whose spokesman led the working group <i>Industrie 4.0</i>	The Ministry of Economic Development , supported by government, launched the Italian <i>Industry 4.0</i> plan	The General Secretariat for Industry and SMEs , within the Ministry of Economy, Industry and Competitiveness, launched the strategy <i>Industria Conectada</i>	The government launched the strategy, yet with strong involvement of the Ministry of Economic and Innovation
OBJECTIVES	Quite homogenous objectives of national strategies: to boost national competitiveness and industrial innovation			
SCOPE OF INTEREST	The Italian <i>Industry 4.0</i> plan has recently changed its denomination in Impresa 4.0 (<i>Enterprise 4.0</i>) plan, so as to encompass as many economic sectors as possible. A similar intention can be found in Germany		Particular focus on automotive and textile industries as well as on SMEs	All industrial sectors are covered
DEGREE OF CENTRALIZATION	Whereas all governmental strategies appear to be initiated and led at the central level, connection with territories would be ensured in different forms, e.g. via pools of facilitators or digital innovation hubs in Spain and Italy or via test-beds in Sweden to lead research in those areas that can contribute to strengthening industrial production. Moreover, partnership with private industrial players is particularly sought in Germany, Spain and Sweden			
PIVOTAL TOPICS	Widespread attention to digital transition and skills' development . In Sweden, quite unique focus on environmental sustainability			
MAIN TOOLS	<ul style="list-style-type: none"> Fiscal tools (e.g. tax credits on investments in new technologies in Italy, simplified procurement procedures for innovation projects in Sweden, public funds for research activities and projects in Germany) New infrastructures (e.g. national broadband plans, open data, data protection and security) Guidance programmes (e.g. an action line dedicated to "awareness and communication" in Spain, digital innovation hubs and competence centres in Italy) Skills and research policies (e.g. increase in the number of industrial 4.0 PhDs in Italy, a focus area on "industrial skills boost" in Sweden) 			
ROLE OF TRADE UNIONS	A multi-stakeholder governance of the national strategy, via the Platform Industrie 4.0 (where business and labour representatives are deeply involved)	A multi-stakeholder governance "wanna-be", via the Cabina di Regia , which is a sort of consultative/coordinating body	Apparently, scant involvement of Spanish social partners in devising and implementing the national strategy	The Swedish Smart Industry strategy was developed in close dialogue with trade unions

... Similar willingness to act

«We want to anticipate change so as to be protagonist in designing the new digital ecosystem in a way that places the worker at the heart of this transformation»

FIM-CISL

«We don't want to oppose to change but accompany it since the beginnings»

IG METALL

«Industry 4.0 entails clear benefits for industrial development but we need to make the transition fair and contrast unemployment threats»

UGT-FICA

«Industry 4.0 can bring about a positive industrial development but we have to act as progressive force of society and take part in this change so that this potential can be fully realised»

IF METALL

FOUR SHADES OF UNION INVOLVEMENT IN INDUSTRY 4.0

1 Multi-stakeholder initiatives to jointly shape the future of work

It is IG Metall and IF Metall that are particularly engaged in this field. Examples include: the Swedish **Production Lyftet** project aimed at promoting organisational change in companies by applying lean production principles; the Swedish system for validation and certification of workers' skills **Industrialdigering** established by an agreement between IF Metall and the Association of Engineering Industries; the IG Metall **Arbeits- und Innovations** programme, co-financed by the Federal Ministry of Labour and Social Affairs and the European Social Fund and aimed at training works councillors and managers to co-decide over digital innovation, thanks to the support of worker-oriented consultants; the German government-financed project **APPSist** for the creation of a shared assistance system to be used in workplaces and developed in partnership with several stakeholders including unions

2 Negotiated solutions to balance efficiency and equity goals in Industry 4.0 work environments

All analysed trade unions perform actions in this field. Important achievements include: the **"individual right to training"** enshrined in the legislation of the National CGLIA for the metalworking sector in Italy and materialising in at least 24 hours in 3 years devoted to training, due to each metalworker; the possibility for German workers **to reduce their working week to just 28 hours** for a temporary period of 2 years, introduced by an agreement signed by IG Metall in 2018; the introduction in company-level collective agreements in Spain of clauses regarding the obligation for employers to train workers during working hours, in cases of changes in their tasks due to the adoption of new technologies; the **Employment Transition Funds** established via collective agreements and managed by social partners in Sweden to provide training and support in the search for new jobs to workers affected by layoffs

3 Actions performed unilaterally or with the support of external players (e.g. lobbying, external communication, etc.)

It is UGT-FICA and FIM-CISL that are particularly involved in this field. Examples include: the **Green Paper** on the role and functions of Competence Centres and **White Paper** on work and competences in Industry 4.0, promoted by FIM-CISL along with ADAPT; the **Declaration for the Development of a Social Pact for Industry** signed by UGT-FICA and many other Spanish social partners, and containing 9 policies aimed at boosting industrial competitiveness and accordance with the need to create good work and ensure environmental sustainability

4 Actions performed unilaterally or with the support of external players to influence or empower union members and officials (e.g. trade union alliances, internal training, research, etc.)

All analysed trade unions carry out actions in this field. Important examples include: the **REWIND** project promoted by FIM-CISL to train unionists to promote the culture of lifelong learning among the workforce and to outline and manage training plans for workers at company level; the establishment of a specific department in the IG Metall organisation devoted to the analysis of the **Future of Work**; the organisation of workshops, roundtables and events on digitalisation targeted to union members in all countries