



Direct 2

Stage 3: Cases report



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Selection of experiences

- 2 cases in the region of Basque Country, linked to the **inclusive-participatory model**

	Undertaking A	Undertaking B
Activity sector	Metallurgy	Banking
Type of institution	Family business	Associated work Co-operative
Trade union representation	Yes, Work council (4 trade unions)	No
Type of participation	Informative, Consultive and by delegation; individual and as a group	Informative, Consultive and by delegation; individual and as a group
Technologies	Automation, digitalisation	Digitalisation

Undertaking 1: *multinational foundry*

Interviews' profiles

- Managing Director
- Chief of HR
- Trade Union Officer

Company Info

- **200** workers in Spain
- Half of workers **in office** and half in the **factory**
- Few **temporary** workers
- Work in **3 shifts**

Labour relations

- **Work council** with representation of **4 unions**.
- **Labour relations** are fluent and good: regular meetings and collective bargaining around stable and extraordinary committees

Undertaking 1: *multinational foundry*

Workers' direct participation in the company

Economic

- 30% of shares belong to a group of workers.
- Around the 20-30% of profits are shared among employees

Strategic

- Workers' contributions to the **Strategic Plan**
- **Tri-annual meetings:** economic information and reception of suggestions in small groups (15-20 workers).
- Weekly digital newsletter through the **Company's social network**

Work organization

- **Self-managing teams:** Everyday work issues and proposals
- Online collaborative spreadsheets
- Whatsapp groups



Undertaking 1: *multinational foundry*

Impacts of direct participation

Labour relations

- Initiative of DP from management as an **strategic decision**
- Initial mistrust from unions

Management:

- Less dispute and easier agreements.
- Economic DP, a tool for sharing benefits in digitalisation context

Union representative:

- PD in work management and strategic issues is positive.
- Collective bargaining is affected by the economic DP of some workers

Working conditions

- Fosters **good working atmosphere** and satisfaction
- Makes it easy to reach individual agreements promoting work-life balance
- Increases workers' skills and motivation
- Some problems related to **digitally disconnect**

Sustainable employment is a common goal: "Another 100 years"

Undertaking 1: *multinational foundry*

DP and introduction of new technologies

- Robot automation implied big changes, **without job losses**
- DP and **re-skilling** feedback are key for digital change

Management:

- DP is a key instrument **to involve** staff in changes
- Participation of workers in the share of capital as a reward for the increase of **skills and responsibility**, instead of bargain salaries

Union representative:

- Participation in the share of capital generates greater commitment with management goals and **undermine collective bargaining** and wages

Covid-19

- **Collective bargaining**: Short-time working agreement, Health and Safety and Covid Committees
- **Remote work** and outdoor meetings
- **No link** with a greater DP



Undertaking 2: *associated work co-operative in the banking sector*


Interviews' profiles

- A former director of the institution
- Two directors of the cooperative

Company Info

- **1.954 employees-partners**
- 300 **temporary** workers
- 301 offices

Labour relations

- Governing bodies: **General Assembly** and **Governing Council**
 - Partners have voting rights, are eligibles, can participate actively, are entitled to co-operative profits and access to information
 - **Social Council.** No trade union representation.
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Undertaking 2: *associated work co-operative in the banking sector*

Workers' direct participation in the company

- Being a cooperative **not implies** to have DP
- DP depends on the **owners**, the model and its functioning
- Premise: information and full **transparency**

Existing bodies

- **General Assembly:**
participation an delegation
at individual and group level
- **Social Council:** participation
on management and
strategic processes; high
level of information

Internal participation systems

- **Meetings scheme:** "Onenak"
- **Types of meetings:**
 - Periodic meetings
 - Meetings with/between
workers at different levels
 - Individual meetings
- **Intranet:** detailed information

Undertaking 2: *associated work co-operative in the banking sector*

Impacts of direct participation

Organization

- Greater **efficacy** of work processes
- Great speed in **implementation** of the company
- Greater **links** to the co-operative
- Lower **stress** levels than in other companies of the sector

Relationships

- Improvement of relationships **between workers**
- Improvement relationship **with customers**

"The better the inside is managed, the better work is done on the outside"

Undertaking 2: *associated work co-operative in the banking sector*

DP and introduction of new technologies

- Digitization of the banking activity

Key points


- Horizontal structure has fostered digital transformation
- DP: be a part of the process, easier to implement
- Training of workers: re-skilling programmes in the strategic plan of training

Covid-19

Teleworking

- Extended during pandemic, with continuation
- Allowed to maintain scheduled meetings

Instruments


- Remote work support service
 - Remote work help guide
 - Emotional wellbeing guide
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Conclusions: participatory analysis (1)

Origin & Continuity

- Initiated by management decision
- Continuity depends on management

Type of participation

- **Information (individual):** Undertaking 2 (individual meetings)
 - **Information & Consultation (level of delegation):**
 - Undertaking 1 (Strategic meetings; Participatory instrument on Work organization)
 - Undertaking 2 (meetings with management; meetings between workers, etc.)
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Conclusions: participatory analysis (2)

Issues of participation

- Strategic plans & work organization (monthly, daily, etc.)
- All issues related to work organization and working conditions (workloads, working time, health and safety, etc.)
- Cooperative: wages and retributions

Relationship with indirect participation (IP)

- Type and content of participation of DP determines the relationship with ID
 - DP on work organization reinforces IP practices, while economic DP could affect the interest representation



Many thanks!!

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