

**Strengthening
Social Dialogue for
an Efficient Future
Construction
Industry**

**SUPPORT OF
SOCIAL
DIALOGUE
FOR AN
EFFECTIVE
FUTURE
CONSTRUCTION**



Final project report
with conclusions and
guidelines for future steps

EN



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Final project report
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SUPPORT OF SOCIAL DIALOGUE FOR AN EFFECTIVE FUTURE CONSTRUCTION

“SUSODCO”

**Final Project report
(COMPENDIUM)**

with conclusions and guidelines for future steps

Brussels, May 2022





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GLOSSARY OF TERMS AND LIST OF ACRONYMS

The purpose of this glossary is to provide a common understanding of the terms used in this publication (compendium).

Glossary of common terms use in this publication

Collective industrial relations - relations between employers and organisations of workers, fundamental to the regulation of employment and industrial relations in all the Member States of the European Union. At EU level, the term collective industrial relations looks at the relationship between the EU-level organisations of workers and employers. The outcomes are reflected in different forms and degrees of interactive processes, such as tripartite concertation, social dialogue, collective bargaining, information and consultation, participation, industrial conflict, dispute resolution, constitutional protection, legislative regulation and judicial intervention.

The system of industrial relations at EU level reflects many of the qualities of national systems of the Member States. For example, employee representation is rooted in the Member States' labour laws on trade unions and representation of workers, in the form of organs based on the workplace or based on corporate structures. Promotion of collective employee representation is now a cornerstone of employment and industrial relations in the EU. An EU system of collective industrial relations implies a system which is transnational. However, the Member State presence in the institutions of the transnational system of collective industrial relations is crucial. An EU system of collective industrial relations, therefore, engages industrial relations at both the transnational and national levels. There must be mutual adaptation of collective industrial relations at EU level and in national systems of industrial relations.

Social partnership - by the OXFORD REFERENCE is the principle of cooperation between the social partners; that is, the organized interests of business and labour. It is a complex term that can be used in a number of ways.

Social partners - by the ILO are representatives of employers and workers, usually employers' associations and trade unions. The social partners can play a role in policy formulation and design through a variety of procedures, e.g. autonomous bipartite agreements, tripartite agreements or pacts with public authorities, formal or informal consultations, hearings, expression of views) and/or at the time of policy implementation (e.g. through autonomous administration or collectively managed institutions such as paritarian funds. Workers' and employers' representatives have often accompanied and supported fundamental reforms and social changes. Social dialogue can help overcome class struggle and create social peace.

European social dialogue (ESD) - by the EK (DG EMPL) refers to discussions, consultations, negotiations and joint actions involving organisations representing the two sides of industry (employers and workers). It takes two main forms:

- a tripartite dialogue involving the public authorities,
- a bipartite dialogue between the European employers and trade union organisations.



This takes place at cross-industry level and within sectoral social dialogue committees. The sectoral ESD of the construction industry (ESSD Construction) is one of the oldest at the EU level. Meetings with the employers' counterpart Federation (FIEC) have been taking place since the mid-1980s. From the outset, ESSD Construction has been regarded as an effective instrument for developing a socially sustainable European labour market for the construction industry.

To address these concerns and turn them into opportunities, the construction sector - companies and workers - must operate in a sustainable European internal market based on fair competition, innovation, productivity, good skills and qualifications, good working conditions, strong collective bargaining, and health and safety for all workers. On many of these issues, an agreement between the European social partners is envious, as they are best placed to define the challenges and needs of the construction labour market.

The ESSD Construction industry is clustered in three thematic discussions: health and safety, vocational and educational training/youth, and employment. Over the years, ESSD Construction has proven its effectiveness and added value in shaping the European construction labour market. Some good examples of cooperation between EFBWW and FIEC are the Pact for Skills in Construction, the joint call for digital enforcement of workers' rights or the joint declaration for safe and healthy workplaces in the context of the International Workers' Memorial Day.

Social dialogue - defined by the ILO to include all forms of negotiation, consultation or simply the exchange of information between or among representatives of governments, employers and workers on matters of common interest in the field of economic and social policy. It may be a tripartite process in which the government is an official party to the dialogue, or it may consist of bipartite relations between workers and employers (or trade unions and employers' organisations). Workplace cooperation, collective bargaining at the enterprise, sectoral or intersectoral level and tripartite consultation processes are common forms of social dialogue. Social dialogue processes can be informal or institutionalised, and often it is a combination of the two.

Social dialogue has demonstrated its potential to promote democratic governance and participation, as well as economic stability and progress. It can also be a tool to maintain or promote peaceful and constructive workplace relations.

Social dialogue can take different forms and levels depending on national traditions and contexts. There is no single recipe for organising and strengthening social dialogue, nor is there a single model of social dialogue in the EU. Free, independent, strong and representative employers' and workers' organisations, as well as trust, commitment and respect by governments for the autonomy of the social partners and the outcomes of social dialogue, are important preconditions for effective social dialogue.

Social dialogue - defined by EUROPARL - is a fundamental component of the European social model. It enables the social partners (representatives of management and labour) to contribute actively, including through agreements, to designing European social and employment policy.





The European Treaty (Article 151 TFEU) explicitly recognises that the promotion of dialogue between employers and workers is a common objective of the EU and the Member States. The aim of social dialogue is to improve European governance by involving the social partners in decision-making and implementation.

Collective bargaining - according to Article 2, ILO Convention No. 154, collective bargaining extends to all negotiations which take place between an employer, a group of employers or one or more employer organisations, on the one hand, and one or more worker organisations, on the other, for:

- determining working conditions and terms of employment; and/or
- regulating relations between employers and workers; and/or
- regulating relations between employers or their organisations and a worker organisation or worker organisations.

Collective bargaining normally results in a written document (collective bargaining agreement - CBA) that is mutually binding for a stipulated time. The CBA is the result of an extensive negotiation process between the parties regarding topics such as wages, hours, and terms and conditions of employment.

According to EUROFUND, the central role of collective bargaining between workers and employers and their organisations in industrial relations in the Member States is recognised by the EU in Article 28 of the Charter of Fundamental Rights of the European Union of December 2000 ('Right of Collective Bargaining and Action') and in Article 12 of the Community Charter of the Fundamental Social Rights of Workers of 1989.

The Treaty on the Functioning of the European Union (TFEU, Article 156) states that the Commission shall encourage cooperation between the Member States and facilitate the coordination of their action in all social policy fields, particularly in matters relating to, among other things, collective bargaining between employers and workers.

Cross-sectoral / intersectoral agreement – collective bargaining agreement signed by peak-level social partner organisations, covering the entire economy, the entire private sector or several sectors.

Sectoral agreement - collective bargaining agreement signed by trade unions and employer organisations which represent workers and employers of a specific sector (e.g. construction industry sector, chemical sector, etc.).

Firm-level agreement/Company level - company-level collective agreements between an employer and a trade union or between an employer and an employee body, elected and/or mandated by the company's staff. In this report, "firm" and "company" are used interchangeably.

Capacity building - Eurofound defines ‘capacity building’ as the enhancement of the skills, abilities and powers of social partners to engage effectively at different levels (EU, national, regional, sectoral, company and establishment) in the following industrial relations processes: social dialogue, collective bargaining, (co-)regulating the employment relationship, tripartite and bipartite consultations, public policymaking and influencing public policymaking via advocacy. Ideally, capacity building should result in an institutional context that fosters good quality, stable and sustainable industrial relations. Eurofound’s definition was developed in consultation with its tripartite stakeholders (employers, trade unions and governments).

Acronyms frequently used in the report

- **CBE** - capacity building event.
- **EO** - employers’ organization.
- **EUROFUND** - European Foundation for the Improvement of Living and Working Conditions.
- **ILO** - International Labour Organization.
- **OECD** - Organisation for Economic Co-operation and Development.
- **SD** - social dialogue.
- **SME** - Small and medium-sized enterprise.
- **TU** - trade union.
- **VET** - Vocational education and training.
- **BG** - ISO ALPHA-2 country code for Bulgaria.
- **CY** - ISO ALPHA-2 country code for Cyprus.
- **GR** - ISO ALPHA-2 country code Greece.
- **HR** - ISO ALPHA-2 country code Croatia.
- **HU** - ISO ALPHA-2 country code Hungary.
- **SI** - ISO ALPHA-2 country code Slovenia.

Acronyms of partner organizations

- **GZS ZGIGM** - “Gospodarska zbornica Slovenije Zbornica gradbeništva in industrije gradbenega materiala”, Chamber of Commerce and Industry of Slovenia Chamber of Construction and Building Materials Industry of Slovenia - CCBMIS (SI EO).
- **SDGD SLOVENIJE** - “Sindikatski delavcev gradbenih dejavnosti Slovenije”, Trade Union of Construction Workers of the Republic of Slovenia (SI TU).
- **SGH** - “Sindikatski graditeljstva Hrvatske”, Trade Union of Construction Industry of Croatia (HR TU).
- **PEDMEDE** - “Πανελλήνια Ένωση Διπλωματούχων Μηχανικών Εργοληπτών Δημοσίων Έργων», Panhellenic association of engineers contractors of public works (GE EO).
- **OSEOK** - “Ομοσπονδία Συνδέσμων Εργολάβων Οικοδομών Κύπρου”, Federation of the building contractors associations of CYPRUS (CY EO).
- **ÉVOSZ** - “Építési Vállalkozók Országos Szakszövetsége”, The National Federation of Hungarian Contractors (HU EO).
- **ÉFÉDOSZSZ** - “Építő-, Fa- és Építőanyagipari Dolgozók Szakszervezeti Szövetsége”, Hungarian Federation of Building, Wood and Building Material Workers' Unions (HU TU).
- **BCC** - “Камара на строителите в България”, Bulgarian Construction Chamber (BG EO).
- **FCIW Podkrepa** - Construction, Industry and Water Supply Workers Federation (BG TU).
- **EFBWW** - The European Federation of Building and Woodworkers (EU TU).
- **ITPIO** - Institute for Training of Employees in International Organizations.

KEY SUSODCO MESSAGES

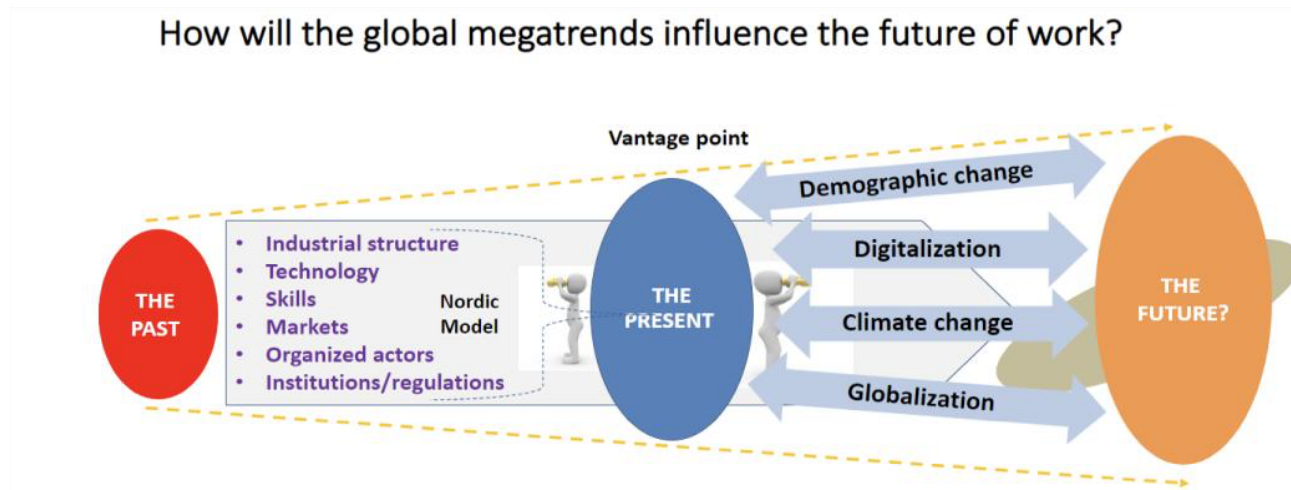
By bringing together workers and employers, social dialogue has the added advantage of representing a large section of society; together they can successfully address the challenges of the labour market. The social partners are considered key actors when it comes to reforming and modernising societies and economies. Behind a strong sector like construction, which forms the basis of the economy in most of the SUSODCO project partner countries, there are always active sectoral social dialogue partner organisations that define, promote and develop social dialogue.

Sectoral social dialogue can play a key role in preparing for the profound changes that are sweeping the world of work. These will be determined by the key drivers arising from the global megatrends affecting the construction industry:

- adopting the **digitalisation** of the economy and society in parallel with the acquisition of digital skills due to technological development and innovation,
- reaction to the **modernisation of the labour market** and **demographic change**,
- newcomers jobs, emerging profiles, job creation and job matching based on new EU policies and strategies in response to **climate change** and **globalisation**, etc.

Change presents us with great challenges, but it also opens up new opportunities for social dialogue and the role of the social partners in shaping the world of work. In the framework of SUSODCO, we have addressed some of the above challenges through joint two-day consultations and information exchanges at sectoral level and with international stakeholders. All activities were informal and aimed at strengthening and enhancing the capacity of the social partners to successfully address these challenges and find harmonised solutions in the common long-term interest. Once we had built mutual trust, the open discussions and honest contributions of the speakers confirmed how much added value the experiences presented and the solutions proposed by our colleagues bring. We concluded that such activities are beneficial and should be continued.

FIGURE 1: CURRENT DRIVERS OF CHANGE – GLOBAL MEGATRENDS



Source: Johan Røed Steen, Fafo, presentation during the 1st CBE

Following the aftermath of COVID-19 and the recent conflict in Ukraine, the SUSODCO Consortium has acknowledged and confirmed that social dialogue, even when challenged and conducted in a modified form, i.e. fully online or in a hybrid form, has undeniably survived and strengthened the capacity of the social partners to act, ultimately in support of those they represent, i.e. the members.



BACKGROUND AND CONTEXT

Construction in the EU accounts for 10.6% of EU GDP (EU27 2020 GDP €13,159 billion, total EU27 investment in construction in 2020 € 1,402 BILLION) and 6.2% of total employment in the EU, with almost 13 million employees in more than 3 million enterprises, according to the FIEC 2020 statistical report. Almost 95 % of enterprises have less than 20 employees. After an overall positive performance in 2019, the construction sector had a good start to 2020. However, at the end of the first quarter of 2020, the crisis COVID-19 hit the construction sector hard in many countries. After countries lifted restrictions and implemented health and safety protocols, work generally resumed on construction sites and companies benefited from pre-crisis order backlogs. The COVID-19 pandemic triggered an unprecedented economic crisis, as a result of which EU GDP contracted by 6.3% in 2020. The construction sector was hit particularly hard in the second quarter of 2020. Business confidence reached its lowest point in May 2020.

The pandemic COVID-19 also posed unprecedented challenges to the world of work. The social partners and social dialogue played an important role in developing and supporting implementation measures to protect health and safety and mitigate the negative social and economic consequences of the COVID-19 pandemic, as well as in promoting the resilience of enterprises and workers. In addition, the social partners faced circumstances that significantly changed the process of the new normal for regular social dialogue activities. With the onset of such action, we realised that we needed to quickly acquire digital skills and use new digital tools to continue to support our members and fulfil the mission entrusted to us. SUSODCO's activities, which were planned long before the COVID-19 pandemic occurred, have enabled us to integrate the many defined activities of SUSODCO in the coming years 2020, 2021 and 2022 into our regular activities arising from the role of social partners.

SUSODCO's activities were primarily aimed at the construction industry, which is constantly changing and adapting to new challenges based on policies and strategies, such as the greening and digitalisation of our society, migration, globalisation, demographic change, the need for affordable housing and the reduction of energy poverty etc. All these changes have a major impact on the construction industry, its labour market and of course its workers. With all these in mind, we have launched a targeted regional action focusing in particular on joint actions, such as joint research, regional capacity building events and the development of a new web platform as a valuable resource for experiences, solutions, best practises and inspiration in social dialogue.

Bilateral labour relations between workers' representatives and employers' organisations or enterprises are linked to good governance. For this, it is essential that the social partners have the competence to assume their joint responsibility. SUSODCO supported the measures called for in the pandemic COVID-19 by 2022. Particular appreciation was given to the targeted activities related to the communication skills and visibility of the social partners or their activities, efforts and objectives, the links with target groups and the attempt to strengthen the position and perception among potential members (newcomers and those considering membership).



FOREWORD

The EU construction industry represents 9.5% of EU GDP (€1,324 billion) and 6.1% of EU total employment, with 12.7 million workers in about 3.2 million enterprises. The construction industry has unique characteristics, which differentiates it from other industrial sectors: it is very fragmented, highly labour intensive, and has an extremely mobile labour force.

In addition, the construction industry is continuously changing and adapting to new challenges such as the greening and digitalisation of our society, migration, demographic changes, need for affordable houses and the reduction of energy poverty. All these changes have a large impact on the construction industry, its labour market and of course its workers.

To face these concerns and turn them into opportunities, the construction sector - companies and workers - needs to operate in a sustainable European internal market based on fair competition, innovation, productivity, good skills and qualifications, good working conditions, strong collective bargaining, and health and safety for all workers. In many of these topics, an agreement between the European social partners is enviable as they are best placed to define the challenges and needs of the construction labour market. Bilateral industrial relations between workers' representatives and employers' organisations or companies are linked to good governance. For this, it is vital that the social partners have the competence to take up their joint responsibilities.

The European Treaty (Article 151 TFEU) explicitly recognises that the promotion of dialogue between management and labour is a common objective of the EU and the Member States. The aim of social dialogue is to improve European governance through the involvement of the social partners in decision-making and implementation.

The European sectoral social dialogue of the construction industry (ESSD Construction) is one of the oldest at EU-level. Meetings with the employers' counterpart Federation (FIEC) have been taking place since the mid-1980s. From the beginning, the ESSD Construction is considered as a powerful tool to develop a social sustainable European labour market for the construction industry.

The ESSD Construction industry is clustered in three thematic discussions: health and safety, vocational and educational training/youth, and employment. Over the years, the ESSD Construction has proven its effectiveness and added value to shape the European construction labour market. Some good examples of the cooperation between the EFBWW and FIEC are the Pact for Skills in Construction, the joint call for digital enforcement of workers' rights or the joint declaration for safe and healthy workplaces in the context of the International Workers Memorial Day.

The EFBWW also takes part in specific projects with national social partners from different Member States as is the case of the SUSODCO project.

Tom Deleu, EFBWW, General Secretary

ABOUT THE SUSODCO PROJECT

Short action introduction: funded by DG Employment, Social Affairs & Inclusion call in 2019.

Duration

March 2020 - May 2022.

Objective

To implement measures to promote social dialogue at sectoral level in accordance with Article 154 of the Treaty on the Functioning of the European Union (TFEU) and to promote and develop the European social dialogue in its various dimensions of exchange of information, consultation, negotiation, and joint action.

The main objective of the SUSODCO project is to build and strengthen the capacity of the national (cross-industry and/or sectoral) social partners to better engage in or effectively participate in and contribute to the European social dialogue, especially in those Member States where social dialogue is underdeveloped, e.g. through information and training seminars aimed at developing legal expertise or organisational/administrative skills or increasing the number of members and representatives.

Methodology

Bottom-up approach, from national sectoral social partners to European sectoral social partners. Desk (4 thematic focused reports) and field research (4 joint regional capacity building events with expression of views organized by 4 different countries).

New digital collaboration tools used at joint events to support information sharing in national and international social dialogue: MIRO, ZOOM break out rooms, MENTIMETER, new digital tool developed - a new sectoral web platform as a search engine for good practises and inspiration for conducting social dialogue.

Activities

- Measures to disseminate, promote, monitor and evaluate European social dialogue activities and outcomes, e.g. through European or national events, peer learning or reviews, studies and (paper or electronic) publications (including the translation).
- Measures to improve the coordination, functioning and effectiveness of European social dialogue, including through the identification and development of joint approaches by the social dialogue committees, such as the exchange of good practice and related joint training events.



Target groups

- National sectoral social partners of the construction sector (employers' organisations and trade unions).
- Employers Organizations (EOs) and Trade Unions (TUs) directly or indirectly involved in industrial relations.
- European social partners of the construction sector, umbrella social partners.
- Country representatives of social dialogue committees for the construction industry and other parties involved in social dialogue (public authorities etc).
- Other parties involved in the social dialogue (at EU and national level).
- General public.



CONSORTIUM PARTNERS:

ORGANISATION (Acronym)	PARTNER No.	COUNTRY	TYPE OF ORGANISATION	PARTNER CATEGORY	PHASE LEADING
CCIS CCBMIS (in slovenian GZS- ZGIGM)	1	SLOVENIA	EO	Applicant	Management, dissemination & contributing to all
SDGD	2	SLOVENIA	TU	Co-applicant	Contributing to all
SGH	3	CROATIA	TU	Co-applicant	Contributing to all
PEDMEDE	4	GREECE	EO	Co-applicant	Exploitation & contributing to all
OSEOK	5	CYPRUS	EO	Co-applicant	Contributing to all
ÉVOSZ	6	HUNGARY	EO	Co-applicant	Contributing to all
ÉFEDOSZSZ	7	HUNGARY	TU	Co-applicant	Contributing to all
BCC (in bulgarian KSB)	8	BULGARIA	EO	Co-applicant	Implementation
FCIW PODKREPA	9	BULGARIA	TU	Co-applicant	Contributing to all
ITPIO	10	BULGARIA	NGO	Co-applicant	Preparatory & contributing to all
EFBWW	11	BELGIUM	TU umbrella association covering EU	Co-applicant	Contributing to all
FIEC		BELGIUM	EO umbrella association covering EU	Supporter	Attending the project events, disseminaton
AIEP		BELGIUM	PARITARIAN umbrella organization covering EU	Supporter	Attending the project events, disseminaton
OZS (member of SME united)		SLOVENIA	EO	Associate	Attending the project events, disseminaton
HUP UPG		SLOVENIA	EO	Supporter	Attending the project events, disseminaton
OMTSIM		GREECE	TU	Associate	Attending the project events, disseminaton
SEK		CYPRUS	TU	Associate	Attending the project events, disseminaton

The partners hold nine consortium meetings (four regular and five additional) to discuss the SUSODCO action work programme, management, coordination, communication and workflow. Besides the consortium meeting, four capacity building events, one final conference at EU level and six national conferences (one in each project country) were organised.

JOURNEY THROUGH SUSODCO RESEARCH

As part of the SUSODCO action, the consortium, together with supporters and associated partners, carried out various thematically focused desk studies and field research in 2020, conducted by ITPIO. Various instruments were used: Questionnaires, interviews, surveys, etc. Four thematic reports were produced on the following topics:

- Mapping the SD situation in a CEE region, SD national initiatives and activities.
- Peer Review: Identifying and assessing the impact of past and ongoing large sectoral SD projects and non-EU funded initiatives.
- Internal and external communication of EOs and TUs in the 6 participating EU countries.
- On the staff capacities of the SD partners.

1st research report – Overview of Social Dialogue Status in Construction Sector in Southeastern EU Region (Bulgaria, Croatia, Cyprus, Greece, Hungary, Slovenia)

The report points out situation of the sectoral social dialogue (SD) in all 6 project countries and reflects on the sectoral European social dialogue, which consists of two social partners, the EFBWW and the FIEC. It delves into multi-annual action Programme for Sectoral European Social Dialogue in Construction 2020-2023 and looks for current national sectoral SD issues needing resolution. The information collected was interesting. It helped us to better understand the complex landscape of such SD institutions.

Priority social dialogue topics identified by the social partners

- Addressing the problem of skills gaps (due to digitalisation, greening of the construction industry).
- Education system and policy (transparency of national qualifications, comparison of qualifications from databases, facilitating mutual recognition of qualifications, etc.).
- Recruiting young people to the construction sector and supporting their careers.
- OSH (including risk assessment tools, digital supporting tools, new PPE, data protection, etc.).
- Posting of workers.
- Ageing of the workforce.
- Tackling undeclared work.
- Entries from third countries in the construction industry (both workers and companies).
- Economic recovery of the construction industry (as a result of the crisis COVID-19).
- Public procurement and SD.
- Paritarian funds as a solid and well thought-out model for sectoral social dialogue partners managing common areas of interest.

The report highlights similar problems in social partner cooperation in the 6 participating project countries. Please read the full report here:



2nd research report – Aims and Overview of Key Initiatives and Projects Concerning Social Dialogue in Construction in the EU in the 2010-2020 Period

This report focuses on equipping the social partners with the insights, best practices, knowledge and experience they need to enhance their capacity to facilitate effective and efficient industrial relations (labour relations) in the CEE region. The project partners have collected and reported the best of the cross / sectoral social dialogue (SD) initiatives and projects they have come across.

The SD projects/initiatives have been divided into 3 areas of interest, with each area having sub-categories and some of the latter covering multiple themes:

- **Social** – VET and Youth, OSH (including OSH Risk Assessment tools and Digitalisation towards OSH improvement, new PPEs, advanced OSH tools and personal health appliances-data protection, training of OSH representatives, etc.), Employment (Better work-life balance, Improvement of workplace conditions, Posting of Workers, Aging Workforce, Third-Country Entries in the Construction industry, both workers and companies, Tackling Undeclared Work, Protection of construction workplaces, etc.).
- **Economic and legal** (Economic relaunch, Paritarian funds, Public procurement and SD, Collective labour agreements, etc.).
- **Capacity building** (Communication & Media Marketing capacity building, Staff capacity building, Membership capacity, etc.).

The main findings of the survey were that the largest number of projects / initiatives - 40 - were reported in the Employment subcategory of the Social Sector of Interest and in the VET and Youth subcategory - 37 - in the same sector. In the sub-category of Social Security and Occupational Health 23 projects were reported, in the category of Economy and Law 21 projects / initiatives and in the category of Capacity Building 24 projects / initiatives. The titles of the projects/initiatives by organisation, with funding, years of implementation and links can be found in Annex 1 of the report and the total number of projects / initiatives reported by the PPs was 85, which are listed in Annex 2.

The results were used to launch a new tailor-made product the SUSODCO platform, which was developed during the period 2021-2022. The SUSODCO online platform is designed as a search engine that will enable national sectoral organisations SD and in particular their negotiating groups to collaborate effectively and efficiently on SD, raise awareness on key sectoral issues, promote trainings, attract members, invest in capacity building, create synergies and finally promote SD dialogue in the future. Please read the full report here:



3rd research report – Overview of the Internal and External Communication of Employers Organisations and Trade Unions in Construction in Southeastern EU Region

The report provides information on the internal and external communication skills and practises of the sectoral social partners in the 6 participating EU countries. Again, a semi-structured, multifaceted, computer-based questionnaire was prepared for the respondents, i.e. the representatives of the project partners, to complete (17 questions divided into 7 different thematic groups).

7 thematic groups Questions on sectoral social partners' skills and practises

1. Visibility, communication practises and successful communication campaigns.
2. External communication plan.
3. Methods to inform colleagues about important developments on SD.
4. Target audience for SD.
5. Communication channels for external communication.
6. Communication tools for internal and external communication.
7. Participation of organisation representatives in training on PR and communication, budget for communication purposes and other topics.

Key research findings

The results of the responses vary greatly from country to country, reflecting the specific and particular economic, social, political and cultural situation that characterises each country. Overall, not only do partner organisations differ in their ability to implement corporate-level communication approaches to support SD processes, but they also have different challenges in terms of their communication capacities and should take different approaches when implementing their internal and external communication process.

The survey results have highlighted some common inconsistencies and skills gaps that could affect the activities and successes of SD. One example is the lack of understanding by many respondents that communication plans are logically based on communication policies and strategies. Therefore, social partners from the six project countries involved in the SUSODCO project need to improve their existing communication practises.

Some of the capacity building events should focus on clarifying what a good communication policy, strategy and plan are and focus on improving existing communication practises, e.g. better use of different communication tools and channels, networking, membership recruitment, developing the capacity to write strong messages for different communication channels, facilitating communication tools, etc. A negative aspect also emerged from the survey - no training on SD has been organised so far for the representatives of most of the project partners. Finally, the social partners involved in the project countries face challenges related to stagnating or declining membership and should become more proactive in retaining members and attracting (recruiting) new ones.



The findings were used to prepare a capacity building event in 2021. Please read the full report here:



4th research report – Social Partner Organisations' Capacities for Implementation of Social Dialogue in Construction Industry in Southeastern EU Region

The report describes the results of a self-assessment questionnaire on the social dialogue capacities of social partner organisations in the construction industry. The aim of the survey was to identify the human resource capacities of the partners in order to set the framework for the activities to be developed under the SUSODCO project.

The report contains the respondents' results on the different questions related to 5 different competence profiles, such as communication, management, digital, networking and advocacy, and crisis management. The report provides a complete picture for each country involved in the project, which can be used to define the training pathway to be developed and then implemented in each participating country.

Skill groups for which the social partner representatives carried out a self-assessment

- Communication.
- Management skills.
- Digital skills.
- Networking and advocating skills.
- Dealing with crises.

The responses from target recipients were used to compare data between the different capabilities of each partner country. Overall, it was found that each country has a different profile and assessment of capabilities that need to be improved, and that some national SD partners have better social dialogue capabilities than others. Results were used to prepare capacity building event in year 2021.



REGIONAL CAPACITY BUILDING EVENTS GIVEAWAYS

In the course of implementing the SUSODCO project, the partners organised 4 interlinked regional capacity building events (CBEs) aimed at equipping social dialogue partners in the participating countries with the critical capacity to support industrial relations in Central and Southeastern Europe. They were organized in 4 European countries, Croatia, Hungary, Greece, Cyprus, jointly by the TU and EO organization. Physical events were originally planned, but the pandemic changed the plans and challenged each responsible partner to quickly learn how to organise online events. Both organisers and participants definitely felt the "heat" of the virtual world - virtual presentations, virtual teamwork, virtual communication, virtual brainstorming, virtual coffee breaks and inevitable technical challenges. Most importantly, the SUSODCO team learned these new skills and information and had to adapt quickly to the new environment. Even though all four events were challenging and technically complex, they were a source of up-to-date information on current trends in social dialogue, a hub for good ideas and sharing of best practises, and many lessons learned through learning by doing. Joint project events took place in December 2020, April 2021, June 2021 and November 2021.

What have the partners done to improve the strategic planning and communication skills of the national social dialogue partners in the construction sector in Bulgaria, Croatia, Cyprus, Greece, Hungary and Slovenia? The partners from Croatia, Hungary, Bulgaria and Cyprus held 4 consecutive and interconnected virtual events on the main topics of the social dialogue. The topics of each event were guided by the research findings of Phase 2 of the SUSODCO project, which revealed significant gaps in the partners' communication and negotiation skills, as well as in their knowledge of the current economic and legal changes affecting industrial relations across Europe. The events were mainly aimed at social partners in the construction sector from the participating countries, but also at trade unions, employers' organisations and other social dialogue partners at regional and European level. The topics selected were suitable for general managers, HR advisers, legal advisers and officers, members of negotiating groups, experts and others involved in industrial relations in the construction sector.

Each SUSODCO event attracted (in a virtual event) between 60 and 90 participants from more than a dozen European countries. All CBEs followed the same structure, divided into two sessions, seminars and workshops, which together lasted two half days. In the seminars, prominent panellists explained the latest trends in European social dialogue and attractive trainers improved participants' communication and digital skills. In the workshops, participants came together in interactive sessions, role-plays and attractive scenarios to practise their newly acquired knowledge. For the delivery of the events, we had to move from face-to-face meetings to online-only events (2 times) or hybrid events (2 times, national social partners and speakers present). For this approach, the respective partner had to test and select a suitable platform for hosting events (Zoom Video Webinars, Teams, GoToMeeting, Cisco WebEx Events, MEET GOOGLE, etc.) and then acquire new technical (digital) skills to run and use the platform and its event features. External experts were brought in to support an event IT, a multi-interpreter service was tested and used, external speakers needed preparation sessions before CBE events, etc., participants needed instructions and guidance before the event. For such events, the responsible partners needed much more resources, staff and time.

SUSODCO CAPACITY BUILDING EVENTS AT A GLANCE

1st CBE: CROATIA, 9 and 16 of December 2020

The first CBE, held in December 2020, was hosted by the Construction Industry Trade Union of Croatia (SGH). It was dedicated to the latest trends and the future of social dialogue. The data collected during the first SUSODCO desk research and included in the first report served as a basis for the organisation of the first Capacity Building Event (CBE) in Zagreb (in a hybrid mode). During the workshop, partners worked in national groups to integrate the Multiannual Social Dialogue Programme in their national SD plans and identified common national SD priorities. This document formed the basis for the SD campaign at national level for each partner country. Being the first virtual event with simultaneous translation, the 1st CBE was a great challenge for the organisers, but also a source of good experiences, confidence in our work and inspiration for future events. The seminar presented the most important aspects of the future of the construction industry from the perspective of the European social dialogue.

The event focused on the main findings of the research phase of the SUSODCO project, which highlighted the challenges of social dialogue in the construction industry in Bulgaria, Croatia, Cyprus, Greece, Hungary and Slovenia. Keynote speakers from leading European institutions then explained the international context of social dialogue and presented the latest developments in the digitalisation of the construction sector, workplace productivity and the benefits of social dialogue for the construction industry. Some of the panellists during the event are: Werner Buelen from the European Federation of Building and Wood Workers, Jukka Ahtela - former member of the European Economic and Social Committee, Johan Røed Steen from FAFO Institute for Labour and Social Research and Alexandra Kaydzhyska from the European Association of Paritarian Institutions.

The accents of the 1st SUSODCO seminar are presented below

- The future of construction will be determined by digitalisation. Digitalisation and the green economy go hand in hand. The construction site will become increasingly digitalised.
- In 10 years, the current traditional construction sector will completely change as a concept and model, as new technologies are introduced at a much faster pace.
- The current drivers of change, the so-called global megatrends, are digitalisation, globalisation, demographic change and climate change, which have a significant impact on individual economic sectors.
- The modernisation of infrastructure, the renovation of buildings and the introduction of new energy efficiency requirements will increase both the demand for labour and green buildings and the demand for workers with new skills.
- Support between countries and a strong social dialogue at the European level are important to overcome the negative aspects of change.
- A modern social dialogue must involve workers, because innovation cannot be complete without their contribution.
- Funds provide effective systems for social protection and address the negative social aspects that economic change has on the labour market.

After the fascinating first session, the social partners met again in one week, on 16 December 2020, for a workshop where employers' and employees' representatives had interactive discussions and brainstormed on how to integrate the European social dialogue agenda into their own national multi-annual social dialogue programmes. The 6 national groups identified their national priority SD themes for 2021 - 2023.

A summary of the joint sectoral SD priorities for six project countries and their sectoral social partners for 2021-2023 are for:

- **Bulgaria:** VET, and the European Green Deal, Digitalization Posted workers and undeclared work.
- **Greece:** VET, Digitalization Setting up paritarian fund in the Construction industry.
- **Hungary:** VET, Promotion of the construction professions, OSH, Digitalization, Minimum construction overhead fee.
- **Croatia:** Collective Bargaining Agreements OSH, Working time and undeclared work
- **Slovenia:** VET, Attractiveness of the Construction industry & Youth Strengthen, Reinforce & promote industrial relations in the construction industry at all levels, Improve labour market functioning.
- **Cyprus:** VET, OSH, EU Green Deal Third Country impact.

This document, produced as part of the 1st CBE, presents the six main national social dialogue themes and forms the backbone for the future social dialogue initiative (the campaign design) and action plans in each partner country, which are also reflected in the social dialogue communication framework of the social partners. The communication strategies and plans were then developed step by step within the next CBEs, also with the support of the PR and media experts at national level.

The virtual teamwork of the SUSODCO partners was facilitated in this CBE by the latest online collaboration tool Miro. Discussions on important social dialogue issues at the national level were illustrated by the fancy design of the Miro notes. Participants, divided into national groups of employers' organisations and trade unions, were asked to independently rate the main social dialogue challenges in the construction sector in their countries. Based on these results, the social partners identified the main national issues with the greatest potential for cooperation between all national stakeholders in the sector. The application proved to be somewhat technically complicated for some of the participants, but for others it was a source of inspiration and a useful skill to learn.



**MIRO GALLERY WALK: Take a look at the opportunities from different groups and countries.
What insights did you take away from today's workshop?**

- ...much place for SD improvement...
- ...good examples from abroad trigger ideas...
- ...interesting way to exchange info...
- ...good conversations and a lot of challenges...
- ...both sides recognise common interests and topics...
- ...similar concerns across stakeholders and countries...
 - ...different national priorities...
- ...common goals between employees and employers...
 - ...the importance of stakeholder cooperation...
 - ...we are making more progress every day together...
 - ...interesting exchange of experience and thoughts...
- ...priorities are not always similar but a good way to find out...
 - ...nice way of working and cooperation...
- ...confirmation that EO and TU in BG share common values and fight towards better ...
 - ...development of the branch...



2nd CBE: HUNGARY, 15 and 21 April 2021

In April 2021, the Hungarian partners - the National Association of Hungarian Building Contractors (EVOSZ) - organised the second CBE on the importance of communication strategy for effective social dialogue. The outcome of the workshop was the conception of a unified key approach for the national social dialogue partners on the national communication strategy SD. The data collected during the second SUSODCO desk research and included in the second report served as a basis for the organisation of the second Capacity Building Event (CBE) in Budapest (in a hybrid mode).

The two-day event, which targeted TUs and EOs from all partner countries, focused on the core aspects of a communication strategy and plan, with an emphasis on success factors, as well as a workshop for partners that addressed the identified SD skills gaps and aimed at equipping social partner organisations in the construction sector in the six SUSODCO project countries with the critical capacities to facilitate SD and effective and efficient labour relations in Eastern, Central and South Eastern Europe.

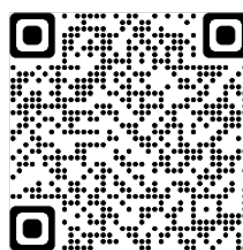
Considering the trend that emerged in the research papers that communication skills are what partners want to improve the most, the second virtual CBE was dedicated to the theme: 'Communication Strategy for an Effective Social Dialogue', which took place from 15 to 21 April 2021. The event focused on the good old Blue Ocean Strategy, applied to the fields of SD and from the perspective of the employers' and employees' sides. In addition, European employers' and employees' organisations presented key aspects of their communication strategies in the construction sector from a national and international perspective that can be used as best practises. Some of the keynote speakers at the event were: Tom Deleu from the European Federation of Building and Woodworkers, Christine Le Forestier from the European Construction Industry Federation and János Bene from the consulting company Generatív Kft.

The accents of the 2nd SUSODCO seminar are presented below

- The key to successful social dialogue communication lies in defining goals, objectives, team roles and accountability for decision-making.
- Digital publications are becoming more effective and influential for different audiences.
- Social media channels are becoming increasingly important for businesses today. Twitter is most important for daily communication, LinkedIn for professional communication and YouTube for sharing short films and video messages.
- Successful organisations are those whose results are based on constant communication, effective collaboration and a good reputation.
- The Blue Ocean strategy is an efficient strategic planning tool that can be easily applied to social dialogue. The aim of the expert presentation was to explore ways to rethink social partner strategy by using the concept of the "blue ocean" and its inherent paradigm of value innovation as an alternative to traditional thinking about competitive strategy.
- Nowadays it is important to think creatively and innovatively, to see differently what others see in the same way, to go beyond traditional thinking, to be brave to succeed without fear of failure!



After having some time to reflect on the interesting strategic thinking tools proposed in the first session of the event, the social partners came together in the second virtual workshop to discuss and design the main strategic aspects of the communication strategy SD in each country. After a short training on the core components of the communication strategy, the six national teams exchanged ideas for their national communication strategies based on their mid-term plans for social dialogue. Each team was supported by their external PR and communication experts and worked as a group.



3rd CBE: BULGARIA, 28 and 29 June 2021

The third event held in June 2021, hosted by the Bulgarian Chamber of Construction (BCC) in cooperation with the Federation of Construction, Industry and Water Supply Podkrepa (FCIW - PODKREPA), was dedicated to the digitalisation of the economy in the framework of the social dialogue and the digital skills agenda. At the end, the participants (social partners) learned how to write successful digital communication messages for different communication channels and what different tools they can use for this purpose and how to best exploit the potential of new tools.

Again, we targeted TUs and EOs from all partner countries. Given the importance of digitalisation, cited as one of the paths to post-pandemic recovery, it is not surprising that an entire CBE was dedicated to this topical issue. The first session of the 3rd CBE focused on digitalisation from the perspective of European social dialogue and its impact on the following core elements - employment, remuneration, VET (training and retraining), working conditions and conflicts. The new element added to this event was tailor-made training in digital skills applicable to social dialogue. The following topics were covered: efficient dissemination of social dialogue content and appropriate channels (websites, social networks, media and other platforms), digital marketing, social network management and tips for writing content for different media channels. Some of the keynote speakers at the event were: Lubomir Kachamakov - Vice President of FIEC, Vasil Kirov - Associate Professor at the Institute for the Study of Societies and Knowledge, and Mihail Mihailov from the National Institute for Conciliation and Arbitration.

The accents of the 3rd SUSODCO seminar are presented below

- The digital revolution has significantly changed the economy of every country. It also influences the social dialogue in the construction sector by changing the rules of the game.
- The European social partners are encouraging their members in their efforts to digitalise the construction sector, which is very labour intensive and still uses traditional construction methods.
- In recent years, there have been pessimistic scenarios that robots will soon take over jobs, but this trend also has an opposite effect - as a result of digitalisation, atypical jobs and new professions are emerging that are changing the labour market.
- Digitalisation will bring many new occupations to the labour market, which requires certain responses and actions from the social partners - forecasting changes and analysing their impact, developing strategies to adapt professional skills to new technologies, developing skills for emerging occupations.
- BIM is a process related to the exchange of data between all parties involved in the construction process and has a significant impact on working conditions during the design, project implementation and operation of buildings.
- Robotics in construction would lead to the use of devices that perform repetitive processes, such as lifting heavy objects and placing them at the exact coordinates. These robots can contribute to safer and faster construction, reducing costs while giving opportunities to people with disabilities.
- The development of artificial intelligence and robotics in any industry raises fears that many people will lose their jobs and be replaced by smarter algorithms or robots, but in the construction industry these technologies are in demand due to the shortage of staff, so higher wages can be expected in this sector.
- The digital revolution is placing new demands on daily business communication. Digital messages and online content shape our everyday professional life, where digital skills and knowledge of modern communication tools, especially social media, are becoming increasingly important.

Some useful tools for planning, managing and executing social partner media campaigns

Source: M. Mihailova, PR Expert, presentation during the 3rd CBE.

- **Social Media Examiner** <https://www.socialmediaexaminer.com/>
- **Social Media Today** <https://www.socialmediatoday.com/>
- **Tech Crunch** <https://techcrunch.com/>
- **Hootsuite Blog** <https://blog.hootsuite.com/>
- **Marketing Magazin** <https://www.marketingmagazin.si/>
- **Reports — DataReportal – Global Digital Insights** <https://datareportal.com/reports/>
- **Google Chrome Extensions** <https://chrome.google.com/webstore/category/extensions>
- **BMI Business model canvas** <https://www.businessmodelsinc.com/about-bmi/tools/business-model-canvas/>
- **Value Proposition Canvas** <https://www.businessmodelsinc.com/about-bmi/tools/value-proposition-canvas/>
- **BMI Persona Canvas** <https://www.businessmodelsinc.com/wp-content/uploads/2019/10/BMI%E2%80%A2Persona-canvas.pdf>
- **Keyword Tool** <https://keywordtool.io/>
- **Similarweb** <https://www.similarweb.com>
- **Mailchimp** <https://mailchimp.com/>
- **Adespresso – Good FB Posts Examples** <https://adespresso.com/ads-examples/>
- **Bitly** <https://app.bitly.com/>
- **Canva – Graphic design tool** <https://www.canva.com/>
- **Instructions for FB Ads – How to** <https://www.facebook.com/business/ads-guide>
- **FB Business Manager** <https://business.facebook.com/>
- **FB Ads Manager** <https://www.facebook.com/business/tools/ads-manager>
- **Creator Studio** <https://business.facebook.com/creatorstudio/home>
- **Google Analytics** <https://analytics.google.com/>
- **Google Ads** <https://ads.google.com/>
- **Google Business** <https://www.google.com/business/>
- **Google Alerts** <https://www.google.com/alerts>
- **Google Garage** <https://learndigital.withgoogle.com/digitalgarage>
- **Google Sites** <https://sites.google.com/new?tgif=d>



The workshop changed perspectives and involved the partners in international working groups. In this way, the participants also practised their multinational skills and showed that they can develop common SD ideas in international teams. In three international groups, participants practised their newly acquired skills in writing content, developing effective and easy-to-understand messages (creative, factual, simple, clear) and using digital tools suitable for social dialogue messages, press releases and position papers. They were given an international SD case study to work on (EU Social Security Pass) and each group had to design communication messages for different communication challenges. One of the groups created a joint newsletter, the second an article and the third social media posts. The consortium jointly redesigned the public messages of SD for new digital (social) media applications.



4th CBE: CYPRUS, 2 and 3 November 2021

The last CBE was organised by the Federation of the Building Contractors Associations of Cyprus (OSEOK). The CBE final event deepened the participants' knowledge on how to apply communication skills and taught crucial negotiation, bargaining and networking skills as well as how to successfully apply for funding for SD initiatives. The final outcome was drafting project ideas that have the potential to be transformed into successful project proposals for the next EU calls on SD initiatives.

The aim of this event was to deepen training in communication skills, including networking, negotiation and effective collective bargaining skills. The training focused on personal branding and management skills, which was very useful when working on the joint EU SD project ideas on the second day. The presentation on how to successfully apply for EU funding was also very useful. It clarified what EU programmes expect from the application process and what beneficiaries should consider. Some of the keynote speakers at this event were: Jérôme Dumont from Welcomeurope, Metka Penko from CCIS and Andis Apostolou from the Ministry of Labour, Welfare and Social Insurance in Cyprus.

The accents of the 4th SUSODCO seminar are presented below

- Social dialogue is crucial for a smooth transition to the forthcoming new forms of economy. These will be based on continuous technological improvement of construction processes and methods, including the circular economy and the digital economy.
- Negotiation skills and crisis management are becoming more popular in the recent unstable markets
- Best practice exchange: developing a competent collective bargaining model, designing effective training for collective bargaining negotiation teams.
- Case study presented: Practical guidance and the establishment of a centre for training, counselling and mediation in individual labour disputes.
- Tips: Valuable hints and advice on how to avoid typical mistakes during the application process and what to look for when preparing their project proposals.
- Presentation of the SUSODCO platform aimed at presenting new ideas for individual projects and initiatives, taking into account the specificities of each country. The joint social dialogue communication strategies in the construction sector of the six partner countries are also presented here.

The final SUSODCO workshop started with a presentation on joint social dialogue EU project ideas already identified as applicable for CEE Countries by the European Construction Industry Federation (FIEC). The slides were dedicated to ESD and topics such as: Employment, VET, OSH in the construction industry. This presentation was the starting point for the work in groups where the participants had the task to summarise an idea for a joint social dialogue initiative to be developed into a real project proposal in the future. The participants were divided into three international breakout groups to put into practise everything they had learnt during the four capacity building events of the SUSODCO project. They had to discuss their future project initiatives using their just improved communication and negotiation skills. Using the collaboration tools, the three groups managed to develop project ideas on the following topics: improvement of the construction sector image, parity funds for better working conditions in the construction industry and promoting socially responsible public procurement in the construction sector.

Anticipating important future social dialogue activities for CEE region

The project ideas are of great interest and are related to SD and addressing common challenges:

- Promoting construction occupations and care for the welfare of workers (improving the image of the sector).
- Finding new labour pools outside the EU (massive collectively managed labour migration).
- Socially responsible public procurement in construction.
- Reduce unfair and undeclared work.
- Raising the skill level of construction workers across the EU.
- Career development of workers in the construction sector and retention strategies.
- Dealing with extreme working conditions in the construction sector.
- Managing high work intensity jobs in the construction sector.
- Capacity building of sectoral social partners in the construction sector in setting up paritarian funds.
- Strengthening synergies and exchanges between European sectoral social dialogue committees and national sectoral committees (on specific issues).
- Building and strengthening the capacity of national (cross-industry and/or sectoral) social partners to engage in national social dialogue and contribute to the European social dialogue.
- Tailored measures to improve the coordination, functioning and effectiveness of the European and national social dialogue (through further intensive capacity building).
- Disseminating information and training for workers' organisations to recruit young people.
- Improve the image of the construction sector.



Regional event outcomes

In summary, the SUSODCO partners achieved a lot in organising the joint regional CBEs, despite the severe pandemic, the time spent in home offices and virtual worlds, and even though some people have never met in person. The social partners acquired numerous and diverse skills during the events that enabled them to address the challenges that affect the work of employers and workers in the construction sector. During four different public events, participants were able to meet prominent, attractive and renowned keynote speakers and trainers who improved their knowledge on the current issues of SD and the upcoming societal changes. PR deployed experts polished their communication skills, which in turn has the potential to improve labour relations in the participating countries in the future.

Partners were equipped with the critical skills and knowledge to better understand each other's priorities, express their ideas smoothly and present themselves better in a virtual media world.



They know how to set S.M.A.R.T. targets, select audiences, build networks, write engaging personalised messages and disseminate them through appropriate communication channels. Everyone involved in the action knows each other better and can work together more effectively in an international environment. Strong synergies were created, common national SD priorities defined, and many good practises and ideas discussed.

SUSODCO WORK WITH PR/MEDIA EXPERTS

Objective

The exploitation phase reflected coherent joint actions of the project partners in terms of media and public visibility aimed at multiplying the exploitation, sustainability and impact of the project activities, as well as strengthening the national social dialogue through the implementation of targeted national communication campaigns.

The 6 communication campaigns promoting sectoral social dialogue in 6 participating countries (Bulgaria, Croatia, Cyprus, Greece, Hungary, Slovenia) carried out at national level aimed at raising awareness, visibility and recognition of sectoral social dialogue organisations and addressing key priorities on SD in the sector as well as reactivating national sectoral social partners.

Sectoral social partners engagement in social dialogue and common priorities addressed at national level.

Through increased synergies, networking of partners and intensive work with PR /MEDIA experts, knowledge transfer and exchange of good practises between EU and national social partners in the construction sector.

Dissemination tools deployed for SUSODCO 6 national media campaigns in 6 project countries and for all EU purposes:

Two project web sites with project results uploaded:

1st, provisional, in 6 project languages: susodco.gzs.si



2nd, permanent, in English language only, more data: susodco.eu



Project library:

- All the common material project partners used in the campaign: <https://susodco.eu/content/library/>.



- Project flyer in the project languages: EN, BG, HR, SI, HU, CY, GR.
- Project newsletter in the project languages: EN, BG, HR, SI, HU, CY, GR.
- 2 GIF Animations that can be used for the digital media and digital channels of the social partners.

Communication strategy with communication action plan

The project envisages a campaign to raise awareness, visibility and recognition of sectoral dialogue organisations, primarily among workers and employers, but also among the general public. The consortium partners from each project country prepared a communication strategy and an accompanying action plan as a basis for the implementation of this campaign. Both took into account the FIEC and EFBWW multi-annual work programme for the European Social Dialogue in Construction (2020-2023) and the national priorities for social dialogue in the construction industry. For each country work, a specific national priority was identified and selected for further elaboration. With the Communication Action Plan, we address, inform and encourage key target groups to take action on the S.M.A.R.T.T. sub-objectives highlighted in the Communication Strategy and the national SD manifestos. Both were prepared by PR/MEDIA expert agency / team (for all project countries: BG, HR, SI, HU, CY, GR. NOTE: this was not a public output available to a wider audience).

CAMPAIGN TOOLS ENVISAGED	S.M.A.R.T. GOAL Related to your national SD priority	TARGET GROUP ADDRESSED	MEDIA CHANNEL TV, radio, print, billabong, bus screen, social media, blog, podcast ...	TIME PLANE WITH DATES	QUANTITY	BUDGET
Flyers/leaflets and newsletters/circulars						
Posters (printed for office doors, construction site facilities)						
Texts and branding publications and magazines						
Articles in mainstream and sectoral magazines and newspaper						
Press releases						
Informative content and appeals						
Photos with messages						
Infographics						
Digital ads in digital media						
Paid advertisements in print media						
Feedback/reaction/ comments on media articles, public statements ...						
SEO (search engine optimisation), automation						
Campaigns running for fix time in social media						
Video, video sequence, video sets						
Audio statement, audio clip, audio sets						

CAMPAIGN TOOLS ENVISAGED	S.M.A.R.T. GOAL Related to your national SD priority	TARGET GROUP ADDRESSED	MEDIA CHANNEL TV, radio, print, billabong, bus screen, social media, blog, podcast ...	TIME PLANE WITH DATES	QUANTITY	BUDGET
Website (project, organisations, new strictly thematic websites)						
Communication with political parties and members of parliament						
Personal approach and face-to-face communication						
Special campaigns in educational institutions						
Special campaigns at construction fairs						
Campaigns at industry events (online and face to face)						
Gadgets to raise awareness and promote projects among target groups: calendars, stainless steel bottles, bicycles, T-shirts, mini chocolates, cakes, USB, notebooks, headphones, powerbanks for electronic devices, pens...						

Hint for media campaign success / media recommendations

- Leasing of media space according to target audience and content production
- Advertising campaign on social networks and in the Google browser
- Native advertising.

Challenges and barriers identified / imposed

Internal:

- Time constraint.
- Budget constraint.
- Limited staff capacity.
- covid restrictions bargain personal/ face2face networking.

External:

- Political constraints - instability/lack of a political framework.
- Specialised subject.
- Large number/different types of interest groups.
- Controversial interests, existing conflicts between social partners, strong competition.
- Support and visibility of our activities at EU level.
- Time constraints.
- Less attractive topics for the media, perceived as old-fashioned and dirty, dangerous, difficult and demanding.
- Neglect of the construction sector as progressive and modern.

Highlights on national SD campaigns

Please visit our media page: www.susodco.gzs.si

Impact reached by SUSODCO media campaign

- Multiple key stakeholders reached at national level.
- Improved coordination and effectiveness of social dialogue in the sector in partner countries.
- Raised awareness of the social dialogue priorities addressed.
- Strengthened social cohesion and social welfare.
- Improved cooperation between POs and TUs to address common challenges in the construction sector.
- Promoting TU & EO mutual recognition and mutual trust (essential prerequisites for the modernisation of European labour markets).
- Increasing organisational visibility, brand awareness and impact (multi-sectoral approach to the issue).
- Increasing federation membership recruitment and retention.



Joint promotional explainer video on sectoral ESD and national SD in the construction sector:

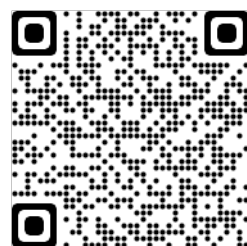
English:



Slovenian:



Croatian:



Greek / Cypriot greek:



Hungarian:



Bulgarian: /

National videos on SD priorities – for media campaign (attracting youth in the sector)

Slovenian:



Croatian:



Greek / Cypriot greek:



Bulgarian:



Greek:



Hungarian:



National conferences and final EU conference:



Promotional materials and gadgets used in for SD awareness raising and SD campaigns:



See also:

Final EU conference



Final national conferences





NEW THEMATIC SUSODCO WEB PLATFORM

The new SUSODCO web platform, designed as a search engine, presents social dialogue projects and other activities such as campaigns in the construction sector in Central and Eastern European countries. It is a good resource for SD practises and experiences in six participating project countries and beyond. It was designed as a valuable content support for development, a freely accessible, simple online digital tool, as a complementary resource for conducting social dialogue in the construction industry. The SUSODCO platform promotes the use and integration of modern digital tools in social dialogue activities and negotiation processes.

Key SD thematic areas covered with SD platform:

- Social (VET & Youth, Employment & Health & Safety).
- Economy and Law.
- Capacity building.

Social - OSH initiatives include OSH risk assessment tools and digitalisation to improve OSH, advanced OSH and personal health tools, OSH officer training, etc.). In addition, initiatives in the area of social employment concern work-life balance, improvement of workplace conditions, posting of workers, ageing of the workforce, entry from third countries into the construction sector (both workers and companies), the fight against undeclared work and, finally, job protection in the construction sector.

The initiatives in the social area - VET and youth - address the problem of skills gaps/mismatches (due to digitalisation and the greening of the construction sector), also in relation to energy efficiency and renewable energy solutions in buildings. They also address the education system and policies (best practises, best system - dual system, transparency of national qualifications, comparisons of qualifications in databases, facilitating mutual recognition of qualifications, etc.), attracting youth to the construction industry and improving their position in the labour market.

The initiatives in the field of economy and law refer to the revitalisation of the economy, parity funds, public procurement and SD, collective agreements, etc.

Finally, the area of capacity building includes building communication and media marketing capacity and social partners staff capacity building etc.



The Platform consists of social dialogue projects, campaigns and other initiatives carried out by sectoral and cross-sectoral social partners from different EU countries in the period 2010-2020. In principle it consists of construction topics SD, but not completely, some topics are cross-sectoral. It will be kept up to date by the Slovenian side EO (GZS ZGIGM) also after the end of the SUSODCO project for at least 3 years, until May 2025. You are welcome to send us your social dialogue initiatives and campaigns that you would like to contribute to the platform to enrich it and keep it up to date. Please use the coordinator's email, GZS ZGIGM: **zgigm@gzs.si** or provide us with data through this form.



Through the use of this new tool, past and ongoing SD sectoral initiatives and projects, as well as activities related to other EU initiatives relevant to the construction sector, will be disseminated and further used to strengthen and reflect knowledge on the historical development SD at EU and national level. In order to gather information for the platform, specific, tailor-made research was conducted among the project partner organisations. By means of a questionnaire listing past and/or ongoing SD key projects and initiatives in which they have participated or are following (monitoring and supervising) in the period 2010-2020 and which are funded either from EC, DG EMPL SD budget lines or from decentralised (national) budget lines or from their own funds).



FINAL CONCLUSIONS, NEXT STEPS AND SD CHALLENGES AHEAD

Promoting inclusive social dialogue is a fundamental means to address the challenges and seize the opportunities arising from changes in the world of work, technological progress and global megatrends. The 2030 Agenda for Sustainable Development, adopted as a result of consultations, includes as a central element the commitment to reduce all forms of inequality, poverty and backwardness. To achieve this ambitious agenda and its 17 Sustainable Development Goals (SDGs), we must continue to uphold the standards of inclusivity and multi-stakeholder engagement and partnerships as fundamental principles for its implementation.

The social partners play an important role especially in restructuring in the context of digitalisation. For this reason, a large part of the activities of the SUSODCO project focused on learning about new trends such as digitalisation, which is entering the sector, and the challenges and opportunities associated with it.

Through the activities and the results achieved, we can provide a snapshot of the social dialogue with some common problems and solutions for the respective 6 EU countries, which you can find at CEE. We propose to consider this report, a short compendium, as a roadmap containing practical messages, data, information and capacity building guidelines that can be used not only by the social partners of the six target countries but by others across Europe. We believe that this publication will help to promote the importance of social dialogue and increase the visibility and necessity of maintaining and strengthening the role of the social partners in this part of Europe.

Policy pointers

The acquired new knowledge and relevant (digital and communications) skills by social partners should be maintained and, and further developed in relation to digitalisation.

Since the implementation of digitalisation is not a neutral decision and a fact that lies ahead, social dialogue at different levels must find institutionalised ways to reorganise collective labour relations by anticipating and managing the impact of digitalisation on labour relations.

Social partners call for continuation of EC financial support for social dialogues activities negotiation, consultation or simply exchange of information between, or among, representatives of governments, employers and workers, on issues of common interest relating to economic and social policy.

Our next steps: Strategic foresight and reports for construction?

The sectoral social partners in the EU have a common need for strategic foresight thinking, scenario building for policy analysis and strategy development. Foresight and scenario building provide an informed view of the future, taking into account different development scenarios. What would be the most likely and most desirable future for the sector, how could social and economic well-being be achieved? And what measures and actions are necessary to achieve the preferred scenario? Such a substantive futures toolkit with report would be an excellent instrument to support the anticipation of social dialogue and multi-year collective agreements.



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