



► Research Brief

June 2021

Social dialogue one year after the outbreak of Covid-19 pandemic: Spotlight on outcomes

Background¹

This Brief builds on an earlier ILO Research Brief,² which provided an initial mapping and structured analysis of national social dialogue instances and outcomes aimed to address the impacts of the COVID-19 pandemic and to boost the resilience of the world of work, during the first three months of the crisis – the “emergency period” of 15 March to 10 June 2020.³ The present Brief uses a larger dataset covering 1 February 2020 to 31 January 2021.

For the purposes of this Brief, the focus is on tripartite and bipartite social dialogue between governments and national, peak-level or sectoral-level organizations of employers and workers, which have been key in shaping country responses to the crisis. It does not examine workplace social dialogue and agreements or industrial relations practices developed at this level. Further, the Brief focuses only on those instances that produced visible “outcomes”, such as joint guidelines, proposals and statements, agreements⁴ and pacts, both cross-sectoral and sectoral.

We categorize these outcomes into three types according to the primary objective of measures contained in them, and depict their content. A key focus

is the “recovery” type of outcome, which is of particular importance as it is progressively shaping the agenda of “post-emergency” social dialogue.⁵

Key points

Between 1 February 2020 and 31 January 2021, 381 outcomes (such as joint statements and agreements) were reached through social dialogue between governments and national, peak-level or sectoral-level organizations of employers and workers, in 102 countries and territories. Among them:

- 133 outcomes in 66 countries and territories aimed at helping workers, businesses and economies to survive the immediate impacts of the pandemic on the world of work (“emergency” outcomes)
- 158 outcomes in 56 countries shaped measures to help them to adjust to the continuing spread of the virus and its economic and social impacts (“adjustment” outcomes)
- 90 outcomes in 39 countries aimed at promoting long-term recovery and resilience (“recovery” outcomes).

1 This Brief was prepared by the Dialogue and Tripartism Unit (DIALOGUE) of the Governance and Tripartism Department of (GOVERNANCE), ILO Geneva, with inputs from social dialogue specialists, including from several ILO field offices.

2 ILO, 2020. [Peak-level social dialogue as a governance tool during the COVID-19 pandemic: Global and regional trends and policy issues](#), Research Brief, 23 October.

3 For an analysis of social dialogue trends during the early months of the pandemic from a trade union perspective, see: ILO, 2021. [A Global Trend Analysis on the Role of Trade Unions in Times of COVID-19. A Summary of Key Findings](#), 1 February. For an analysis focusing on bipartite social dialogue, including collective bargaining, in the first months of the pandemic, see: ILO, 2020. [Employers and Workers Negotiating Measures to Prevent the spread of COVID-19, Protect Livelihoods and Support Recovery: A Review of Practice](#), Brief, 3 July.

4 Including sectoral collective bargaining agreements in 30 countries.

5 The Brief does not evaluate the quality of national or industry-focused social dialogue outcomes, the appropriateness of responses adopted to address the crisis, nor whether social dialogue actors and institutions have been reinvigorated or weakened during the 12 months under examination.

Key points

Of the 102 countries and territories where social dialogue outcomes were observed, only 17 countries achieved outcomes of all three types.

Throughout the 12 months examined, countries that relied the most on social dialogue to devise participatory policy responses were those with strong traditions of social dialogue, notably in Europe.

While most emergency and adjustment outcomes were reached through bipartite social dialogue (82 out of 133 and 95 out of 158, respectively), most recovery outcomes were reached through tripartite social dialogue (51 out of 90), marking an effort by governments to achieve the broadest possible consensus, given the high stakes associated with economic recovery.

An increased role of both formal and ad hoc national social dialogue structures in the design of long-term solutions to the crisis was also observed (55 of those 90 outcomes were designed through social dialogue structures, ad hoc and pre-existing).

Content-wise, emergency and adjustment outcomes contained measures mainly on protecting employment and wages (76 emergency and 85 adjustment); measures on adapting workplace arrangements (48 emergency and 62 adjustment); and measures

aimed at strengthening social dialogue (both 43).

Bipartite social dialogue to adopt emergency and adjustment outcomes – the dominant form of dialogue observed in the early stages of the pandemic – shaped measures mainly related to:

- ▶ protecting employment and wages
- ▶ adapting workplace arrangements (notably teleworking policies and regulation)
- ▶ strengthening social dialogue (including advocating for greater inclusion of social partners in policymaking).

Recovery-related outcomes reached through social dialogue – less numerous than emergency and adjustment outcomes and reached through tripartite social dialogue – related mainly to:

- ▶ protecting employment and wages
- ▶ supporting and sustaining enterprises
- ▶ extending social protection
- ▶ adapting workplace arrangements
- ▶ strengthening social dialogue
- ▶ greening the economy
- ▶ strengthening the economic and political governance of countries.

► Introduction

One year since the outbreak of the pandemic

Since early 2020, the COVID-19 pandemic has claimed nearly 2.7 million lives⁶ and cost many millions of people their livelihoods and incomes, causing unprecedented, devastating social and economic disruption. Successive ILO Monitors have recorded the impacts of the crisis on the world of work.⁷ The latest ILO annual estimates confirm the massive impact that labour markets suffered last year. They show that 8.8 per cent of global working hours were lost for the whole of 2020, relative to the fourth quarter of 2019 – equivalent to 255 million full-time jobs and some four times greater than the number lost during the 2009 global financial crisis.⁸ These massive losses resulted in an 8.3 per cent decline in global labour income, equivalent to US\$3.7 trillion or 4.4 per cent of global GDP. The hardest hit by the pandemic's labour-market disruptions have been younger workers, women, the self-employed, informal-economy workers and low- and medium-skilled workers. The upshot is widened inequalities and sharply greater poverty in many parts of the world, while public and private debt accumulation adds to the burden of states, workers and enterprises.⁹

Still, new vaccines point to some early tentative signs that a hope for some “return to normality” – though far more in the rich world than in developing countries – is emerging. In many parts of the world, governments continue to limit economic activity so as to control the spread of the virus and its variants, while some countries are rolling out vaccination campaigns. A few richer countries have even started thinking about the “post-emergency” era: some have established comprehensive recovery strategies, including through social dialogue, such as those in the present Brief.

Social dialogue in the early phases of the pandemic and beyond

It is within this unprecedented context that negotiations, consultations or simply exchange of information involving governments and nationwide organizations of employers and workers have contributed to the design and implementation of social, economic and

labour policies aimed to counter the impacts of the pandemic on the world of work. The Brief “[Peak level social dialogue during the COVID-19 pandemic: global and regional trends and policy issues](#)” documented how the pandemic constituted a “federating theme” for many governments and social partners around the world during the early stages of the pandemic. Through the use of social dialogue at national and sectoral levels, joint solutions were devised to mitigate the health and socio-economic impacts of the pandemic. That Brief showed that solutions were often tailor-made for sectors, businesses and those workers heavily affected by the crisis. Crucially, social dialogue – bipartite or tripartite – helped to shape government responses, and opened “space” for further social dialogue at various levels – enterprise, sectoral, national and cross-border – on ways to address the impacts of the crisis and to adjust policy and regulation to the new reality.

The present Brief goes further, to examine the extent to which the social dialogue “momentum” of the first three months of the pandemic – March to June 2020 – was maintained, through to 31 January 2021 (Annex). Early social dialogue responses aimed to boost the immediate resilience of the world of work, and indeed, to ensure the survival and adjustment of workers, businesses and the economy in the new reality. At a later stage, countries started relying on social dialogue to devise more forward-looking responses, through policy and regulatory responses of a longer-term nature, at sectoral or cross-sectoral levels. The most comprehensive outcomes are national “recovery plans” containing a wide array of economic, financial and institutional measures. These plans address socio-economic areas that have become more prominent due to the pandemic, such as digitization of the economy, skills enhancement, greening the economy and other areas identified in the 2019 [ILO Centenary Declaration for the Future of Work](#).

For the present Brief, outcomes of social dialogue have been classified under three broad categories depending on the rationale of outcome measures – emergency, adjustment and recovery – using a topography adopted by earlier ILO research¹⁰ (Box 1 and Annex). Each outcome may focus on one or several topics, analysed in Sections 2 and 3.

6 <https://coronavirus.jhu.edu/map.html>

7 https://www.ilo.org/global/topics/coronavirus/impacts-and-responses/WCMS_767028/lang--en/index.htm

8 ILO, 2021. [ILO Monitor: COVID-19 and the world of work](#). Seventh edition, Updated estimates and analysis, 25 January.

9 IMF, 2021. [Debt Management Responses to the Pandemic](#) (accessed 21 March 2021).

10 ILO, 2020. [A quick reference guide to common COVID-19 policy responses](#), 4 September; and ILO, 2020. [National employment policies for an inclusive, job-rich recovery from the COVID-19 crisis](#), Policy Brief, 30 September.

► **Box 1. Three types of social dialogue outcomes during the pandemic**

Emergency outcomes are outcomes containing measures to address the impacts of the virus at the outbreak of the pandemic, notably during the first lockdowns. They are early social dialogue responses for promoting short-term relief and immediate economic and social resilience, and indeed ensuring the survival of businesses, jobs and incomes during the abrupt interruption of economic activity.

Adjustment outcomes are outcomes mainly shaping measures taken towards the end of the first lockdowns and the stop-start economic activity that followed the successive waves of the virus's spread. These responses aim to devise mid-term solutions, for instance, for enabling workers and employers to return to work, and in general to coexist with the continuing spread of the virus and its socio-economic impacts.

Recovery outcomes include post-emergency measures such as policy and regulatory action in areas that became more prominent because of the crisis. They adopt a longer-term perspective – of two or more years – with structural interventions aimed at more dynamic resilience of the world of work.

This categorization is only approximate, not least because there is a great divergence in terms of stages of crisis management policies even within a country. Indeed, until immunity against the virus has reached “herd” stage and the reopening of economies is sustained, countries will continue to vacillate between short-term emergency, mid-term adjustment and longer-term recovery measures.

► **1. Social dialogue through the crisis:
Continuity, hiatus and trends****Number and type of outcomes**

Between early February 2020 and late January 2021, 381 social dialogue outcomes (cross-sectoral and sectoral), such as signed agreements or joint statements, were identified in 102 countries and territories.¹¹

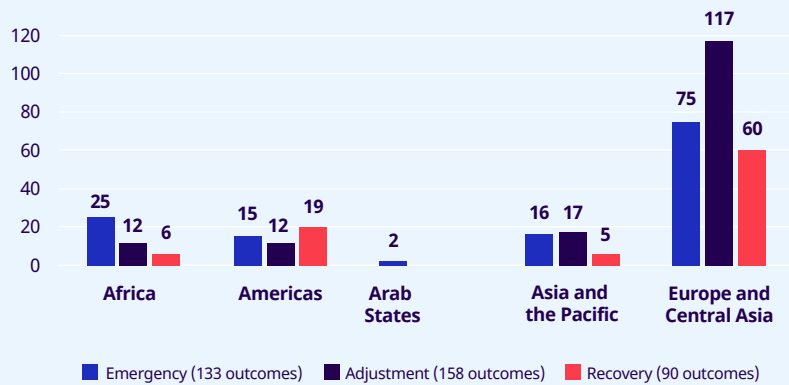
Among them, 133 included measures in 66 countries and territories aimed at helping workers, businesses and economies to survive the consequences of the pandemic and subsequent impacts (emergency outcomes); 158 outcomes in 56 countries shaped measures to help them to adjust to the continuing spread of the virus and its economic and social impacts (adjustment outcomes); and 90 outcomes in 39 countries aimed at promoting long-term recovery and resilience (recovery outcomes).

Globally from 1 February 2020 to 31 January 2021, there were more adjustment outcomes (158) than emergency (133) or recovery outcomes (90).

The greater use of adjustment than other outcomes seems to reflect the fact that many countries are still in the middle of the crisis, which demands mid-term resilience measures. From the geographical viewpoint (Figure 1), the vast majority of overall outcomes were in Europe and Central Asia. This region, in particular Western Europe, has stronger traditions of social dialogue, which may largely explain why it displays most outcomes in all phases. In Africa, the Arab States and Asia and the Pacific, most social dialogue outcomes aimed at shaping emergency responses, while in the Americas, more countries used social dialogue to design recovery measures as opposed to emergency and adjustment measures.

¹¹ This figure does not capture all instances of social dialogue (cross-sectoral and sectoral) observed in the period under examination, but only those that ended up with visible outcomes. From 15 March to 10 June 2020 alone, 134 countries and territories (out of 188 countries and territories) used social dialogue; among them, 75 countries reached outcomes. Source: ILO, 2020. [Peak-level social dialogue as a governance tool during the COVID-19 pandemic: Global and regional trends and policy issues](#), Research Brief, 23 October.

► **Figure 1. Number of outcomes of social dialogue, by region and type of measures**

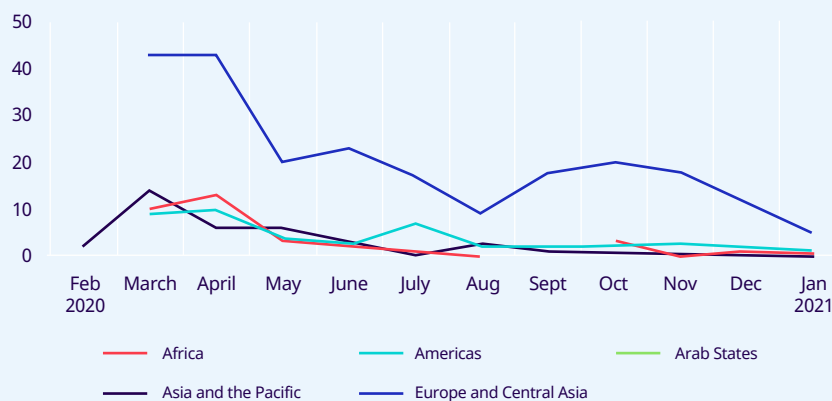


A high number of social dialogue outcomes were reached in the first months of the outbreak.

Outcomes seem to decrease steadily and globally with the exception of Europe and Central Asia, where a second

“wave” of outcomes were observed in October 2020 (coinciding with the second wave of infections in the region) (Figure 2).

► **Figure 2. Number of outcomes per month, per region**

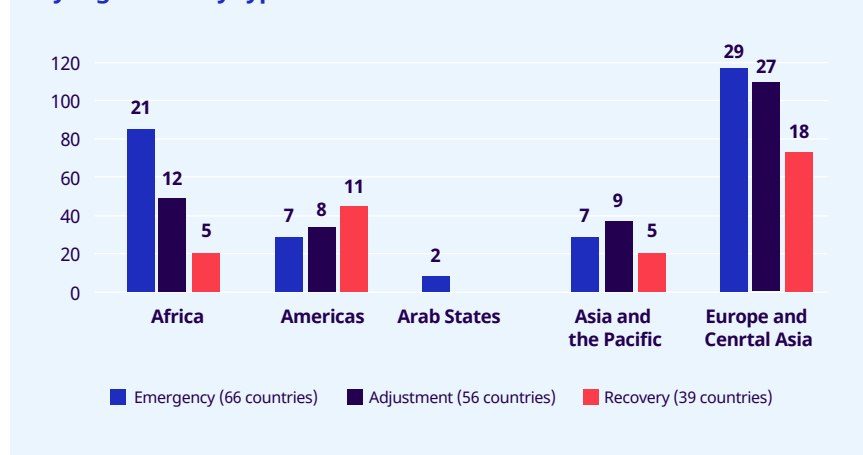


The number of countries and territories reaching outcomes through social dialogue seems to be on the decline.

Sixty-six countries and territories saw emergency, 56 countries adjustment, and 39 countries recovery outcomes. The decline, reflecting changing scope in outcomes after the first months of the outbreak, was observed across all regions. Again, Europe and Central Asia remained the region with the highest number of countries reaching

emergency, adjustment and recovery outcomes (yet also with an observed parallel decline across types, as globally). Africa and Asia and the Pacific displayed a similar trend. The Arab States has the fewest countries and territories reaching outcomes – all emergency – during the early months. The number of countries reaching social dialogue outcomes in the Americas is highest for recovery outcomes (Figure 3).

► **Figure 3. Number of countries reaching social dialogue outcomes, by region and by type of measures**



Of the 102 countries and territories with social dialogue outcomes, only 17 achieved outcomes of all three types.¹²

The majority of outcomes reached in Europe and Central Asia concerned emergency and adjustment measures, with some countries displaying a high number of outcomes, particularly European Union (EU) member states, where the crisis accelerated tripartite consultations and outcomes.¹³ This did not mean that all policy measures in EU member states were adopted through timely and meaningful consultation with social partners. Indeed, a recent study has shown that the exceptional circumstances and constraints imposed by the pandemic often disrupted the standard involvement frameworks and institutions, revealing the structural weaknesses of social dialogue in some countries.¹⁴ By contrast, in countries where tripartite social dialogue was well established and permanent, the impact of the health crisis on the involvement of the social partners has been relatively limited.

Bodies where social dialogue outcomes were reached

Emergency and adjustment outcomes stemmed mainly from social dialogue outside formal social dialogue structures, but recovery outcomes have been reached mainly within such structures.

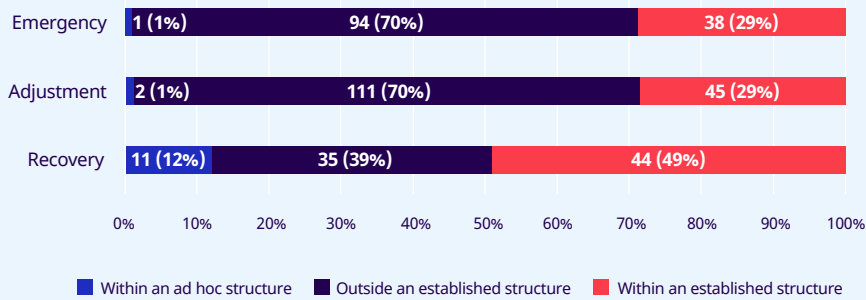
As observed in our earlier Brief, there has been some reluctance to engage in social dialogue through existing bodies, such as national tripartite labour councils, Economic and Social Councils, and similar institutions. Such formal bodies may have displayed a certain unpreparedness in dealing with this unprecedented emergency. This may relate to the fact that national tripartite social dialogue structures are often seen as bodies with a “strategic” long-term rather than an “operational” short-term orientation requiring urgent solutions for mitigating the impacts of the crisis. Further, although roughly 1 per cent each of emergency and adjustment outcomes were reached within ad hoc bodies specifically created in response to the pandemic, some 12 per cent of recovery outcomes were reached in such structures (Figure 4).

¹² Argentina, Australia, Austria, Belgium, Bulgaria, China, Denmark, France, Israel, Italy, The Netherlands, Portugal, Singapore, South Africa, Spain, Sweden and Uruguay.

¹³ Countries with more than five outcomes across all three types included: Austria, Belgium, Denmark, France, Germany, Ireland, Israel, Italy, Luxembourg, Netherlands, Portugal, Spain and Sweden.

¹⁴ Eurofound, 2021. [Involvement of social partners in policymaking during the COVID-19 outbreak](#), Dublin.

► **Figure 4. Share of social dialogue outcomes reached within or outside of formally established structures**



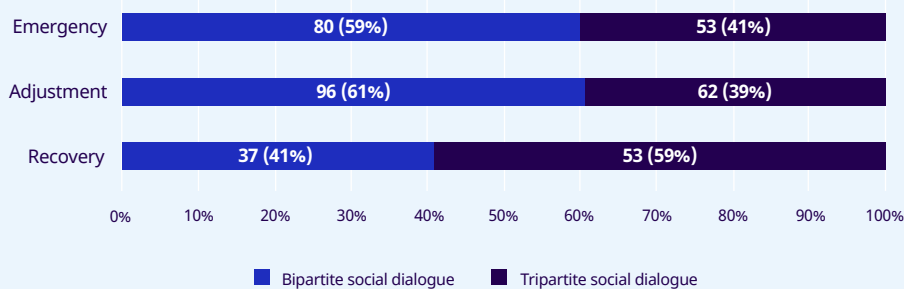
Forms of social dialogue used: A snapshot

A prevalence of bipartite social dialogue was observed in the early stages of the pandemic, notably to adopt emergency and adjustment outcomes.

Bipartite social dialogue leading to specific outcomes was the main form of social dialogue used for adopting

emergency and adjustment outcomes in about 60 per cent of the outcomes reviewed (Figure 5). Still, in many countries, bipartite social dialogue progressively triggered tripartite social dialogue at the request of the social partners. (A more analytical account of the forms of social dialogue used by type of outcome, and by topics addressed in each type of outcome, is presented in Section 4.)

► **Figure 5. Share of outcomes, by form of social dialogue and by type of measures**



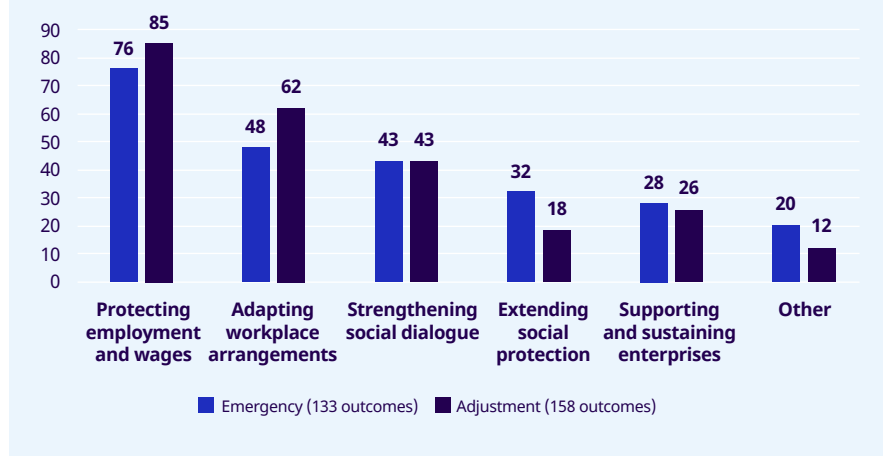
► 2. Emergency and adjustment outcomes

Emergency and adjustment outcomes of social dialogue have aimed to mitigate immediate and mid-term impacts of the COVID-19 outbreak. These outcomes, such as joint proposals, recommendations, agreements and protocols, were crucial in shaping governments’ or social partners’ measures for protecting employment and wages, workplace adjustments, and more broadly, for helping the world of work to coexist with the virus. These two types of outcomes, and measures they contain, are analysed in tandem in this section, due to the similarity of their content. One key difference between the two is their duration, with adjustment outcomes containing measures of a more continuing nature, often building on the first emergency measures.

Content-wise, both emergency and adjustment outcomes focused on very similar policy areas.

Out of the 133 emergency and 158 adjustment outcomes, a large majority shaped measures on protecting employment and wages (76 emergency and 85 adjustment), adapting workplace arrangements (such as teleworking, flexibility in working time and the organization of work in shifts – 48 and 62, respectively) and strengthening social dialogue (43 for both). Outcomes on extending social protection (32 and 18, respectively) and supporting and sustaining enterprises (28 and 26, respectively) were slightly less prominent (Figure 6).

► Figure 6. Emergency and adjustment outcomes, by topic



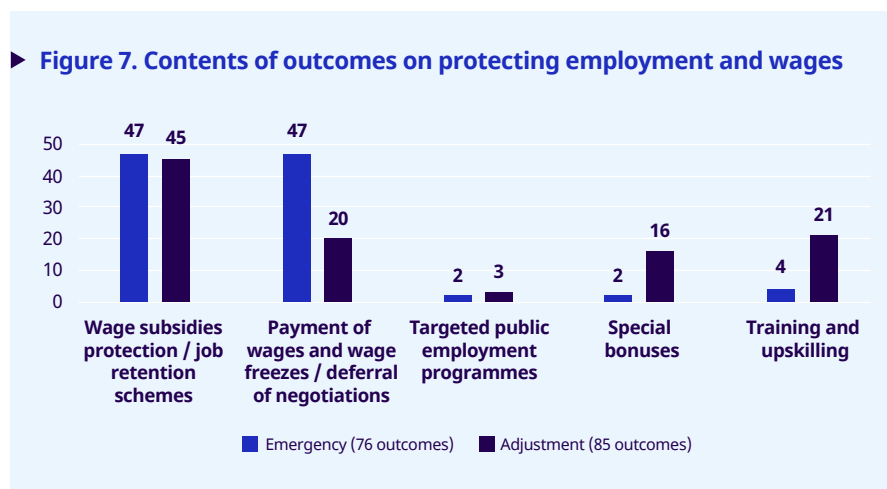
Protecting employment and wages

Unsurprisingly, measures protecting employment and wages were the most numerous in both emergency and adjustment outcomes, but the content of the measures agreed on or recommended differed slightly between the two types.

Measures recommended or agreed on through bipartite and/or tripartite social dialogue focused on the continuity

of wages, through a commitment by the employers’ organizations to maintain them (in full or partially). In some cases, they aimed at a shared commitment by government and employers to each pay a portion of wages in an effort to limit or avoid job losses and to support enterprises in retaining their workforce (Figure 7).

► Figure 7. Contents of outcomes on protecting employment and wages



In **Sri Lanka**,¹⁵ a tripartite taskforce on COVID-19 was established to provide recommendations on the measures needed to protect workers and businesses. The taskforce facilitated the signature of a tripartite agreement between the Ministry of Skills Development, Employment and Labour Relations, the Employers’ Federation of Ceylon, and trade unions in May 2020. This agreement was unique for the country, as all stakeholders agreed on a fixed minimum wage at national level for the first time. In **Luxembourg**,¹⁶ an agreement between the government, employers’ and workers’ organizations signed on 10 June 2020 updated an existing short time work scheme. Businesses were also allowed more flexibility in resorting to economic redundancies (up to a maximum of 25 per cent of their workforce) until 31 December 2020. In exchange, the agreement provided that when economic conditions improve, businesses should re-employ in priority the laid-off workers. Wage subsidies by the government were also part of social dialogue outcomes.

In **Honduras**, the Network of Honduran Maquila (which includes the country’s three main trade union confederations, through tripartite dialogue with the Honduran Maquila Association and the Government of Honduras), negotiated payments to workers of two weeks of full wages during the country’s initial lockdown in March 2020. Additionally, in April 2020, the network negotiated a solidarity contribution where workers would receive US\$250 monthly – US\$100 from employers and US\$150 from the government.¹⁷ Numerous outcomes contained similar cross-industry arrangements, opening space for additional dialogue and agreements at the sectoral level, as in Argentina (Box 2) and **Nepal**.¹⁸

► **Box 2. Argentina: Social dialogue triggering nationwide income protection**

Negotiations between the Argentine Industrial Union, the General Confederation of Labour and the government led to the signature of an agreement on 27 April 2020. Employees in the private sector who could not work received 75 per cent of their regular net salary. In practice, 50 per cent of the salary was paid by the Work and Production Assistance programme, expressly established to deal with the pandemic, while the employer covered the remaining 25 per cent.

This national agreement aimed at avoiding the proliferation of sectoral agreements that would have generated unequal levels of wage protection. The measure established a minimum wage compensation threshold, on which other sectoral agreements could build. Following its adoption, social partners in the metallurgy sector signed a more advantageous agreement. A similar agreement was also reached in the commerce sector on 28 April 2020.

Source: <https://www.ilo.org/global/topics/coronavirus/regional-country/country-responses/lang-en/index.htm#AR> ; <https://www.planetlabor.com/en/industrial-relations-en/national-industrial-relations/argentina-industry-agreement-guarantees-75-of-salary-during-business-suspension-period/>

15 https://www.ilo.org/global/docs/WCMS_751871/lang-en/index.htm

16 <https://www.planetlabor.com/en/legal-developments/national-legislation/luxembourg-agreement-between-government-trade-unions-and-employers-on-new-short-time-working-arrangements-that-will-run-until-the-end-of-2020/> ; https://gouvernement.lu/fr/actualites/toutes_actualites/communiqués/2020/06-juin/10-accord-partenaires-sociaux.html

17 J. Jackson, A. Burger, Jason Judd, 2021. *Mapping Social Dialogue in Apparel: Synthesis Report*, Cornell University, January, p. 90.

18 https://www.ilo.org/global/docs/WCMS_752232/lang-en/index.htm

In many countries, social dialogue outcomes aimed at protecting wages and saving jobs were short-lived and not renewed, as in the **Occupied Palestinian Territories**.¹⁹ In a number of countries, the social partners agreed to postpone wage negotiations in order to avoid adding a financial burden on enterprises while, at times, they also agreed not to increase wages. For example, in **Mozambique**²⁰ (13 April 2020), the social partners agreed to immediately suspend the process of negotiations on national minimum wages for 2020 and to examine, at a later plenary session of the Labor Advisory Committee, the conditions for resuming negotiations. In **Sweden**,²¹ the Swedish Trade Union Confederation (LO) and the Confederation of Swedish Enterprises recommended the parties in the labour market extend the applicability of collective agreements due to expire in spring 2020, postponing the negotiations to the autumn.

Adjustment measures also focused on wage subsidies and the extension of job preservation schemes, as in **Denmark**,²² where the wage compensation scheme agreed on between the government, the Danish Trade Union Confederation and the Confederation of Danish Employers, was extended in June 2020 and the original maximum compensation increased from US\$4,209 to US\$4,856. Governments and social partners also agreed to introduce or update short-time work schemes, as in **Spain**,²³ where the extraordinary short-time employment scheme was renewed and adjusted multiple times. The latest extension agreed in January 2021 contained measures applying until 31 May 2021. The scheme provided for additional measures to enable enterprises to adapt with more agility to the fast-evolving situation.

Adjustment outcomes allowed social partners to reach collective bargaining agreements providing for special COVID-19 benefits and other measures, which during the early stages of the pandemic were rather rare. For example, in **Chile**,²⁴ social partners negotiated a “COVID-19 Special Health Emergency Bonus” of US\$276 per worker in December 2020, not taxable and to be paid in a single instalment to more than 220,000 workers in the healthcare

sector. Similar bonuses were negotiated between sectoral social partners in other countries, for example for civil servants in **Lithuania**,²⁵ and for metal workers in **Austria**.²⁶

Training and upskilling to keep workers active during the crisis were also among measures included in several outcomes. While only a small number of emergency outcomes featured measures aimed at enhancing skills and facilitating or encouraging access to training (4), their number increased in adjustment-type measures agreed on through social dialogue (21) (Figure 7 above). In **France**,²⁷ a meeting of the National Bipartite Commission for Employment on 22 June 2020 led the social partners to request temporary employment agencies to offer jobseekers training courses for acquiring skills directly linked to market needs, as well as more general training promoting their social integration. In **Austria**,²⁸ social partners and the government introduced a new formula in the “Short-Time Unemployment III” measure (Kurzarbeit III), to make it compulsory for recipients to undertake any training courses that employers may organize.

Adapting workplace arrangements

Measures on adapting workplace arrangements related to occupational safety and health (OSH), flexible work and teleworking have been at the heart of many emergency and adjustment outcomes.

The majority of such outcomes concerned the establishment of COVID-specific OSH policies and protocols in sectors which continued to operate even during lockdowns (Figure 8).²⁹ For example, in **Belgium**,³⁰ the social partners from the Joint Commission on the International Transportation sector proposed measures to ensure the safety and health of workers at the workplace. In **Argentina**,³¹ the Construction Workers Union of the Republic of Argentina (UOCRA) and the Argentine Chamber of Construction (CAC) jointly launched a “Covid-19 Protocol of Practical Recommendations” for the industry.

19 https://www.ilo.org/wcmsp5/groups/public/---arabstates/--ro-beirut/documents/publication/wcms_774731.pdf

20 <https://www.ilo.org/global/topics/coronavirus/regional-country/country-responses/lang-en/index.htm#MZ>

21 https://www.svensktnaringsliv.se/fragor/avtalsrorelsen/avtalsrorelsen-skjuts-upp-till-hosten_771968.html

22 <https://www.da.dk/en/politics-and-analysis/2020/the-danish-wage-compensation-scheme-helping-companies-and-employees-through-the-covid-19-pandemic/>

23 <https://www.planetlabor.com/en/legal-developments/national-legislation/spain-short-time-working-mechanisms-extended-until-31-january-2021/> ;

<https://www.lamoncloa.gob.es/serviciosdeprensa/notasprensa/trabajo14/Paginas/2021/190121-erte.aspx>

24 <https://cut.cl/cutchile/2020/12/22/gobierno-cede-los-trabajadores-as-de-la-salud-recibiran-bono-covid/25>

25 <https://www.svietimoprofsajunga.lt/wp-content/uploads/2020/10/Nacionalin%C4%97-kolektyvin%C4%97-sutartis-2021.pdf> ; <https://www.lpsk.lt/naujienos/2021-m-nacionaline-kolektyvine-sutartis/>

26 <https://www.etuc.org/en/collective-agreement-austrias-metal-industry>

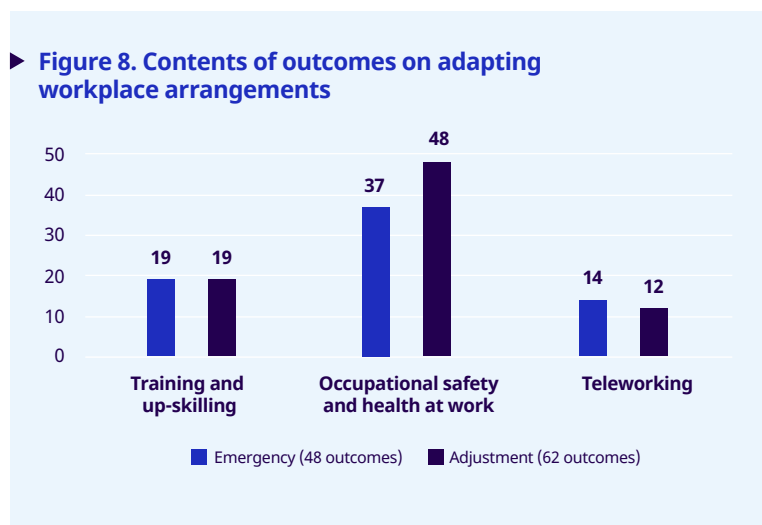
27 http://www.prismemploi.eu/content/download/27026/407805/version/1/file/CP_POEC%20VF.pdf

28 <https://www.planetlabor.com/en/legal-developments/national-legislation/austria-health-crisis-related-short-time-working-altered-slightly-and-extended-until-march-2021/>

29 Numerous examples have been highlighted in ILO, 2020. *Social dialogue on occupational safety and health in the Covid-19 context*, Policy Brief, 26 August.

30 <https://www.setca.org/fr/fed/iobject/NDACRNDL1WG>

31 https://www.uocra.org/pdf/protocoloUOCRA-CAC_Covid-19.pdf



Teleworking and other arrangements to allow for more flexibility and rotational shifts have also been at the centre of national and sectoral social dialogue. In **Côte d’Ivoire**,³² the social partners of the Commission Indépendante Permanente de Concertation signed a protocol in March 2020 advising that social dialogue processes be established in companies to consult on

telework; part-time, rotational technical unemployment; or early annual leave arrangements.

In some cases, nationwide campaigns to halt the spread of COVID-19 became an opportunity for social partners to negotiate agreements tailor made to sectors particularly hit by the pandemic, as in **Austria** (Box 3).

► **Box 3. Austria: General collective agreement to support the national testing and vaccination campaign**

The government announced a new testing strategy on 9 January 2021 to facilitate the reopening of sectors such as catering, sports and culture, with approaches including social distancing and protective measures. Although the strategy concerned the general population, the principle of “systematic testing on entry” concerned workers in the retail sector particularly. Unions and the Austrian Economic Chamber (WKÖ) used the opportunity to negotiate a new general collective agreement on in-company testing, which covers 2,400 companies and 530,000 employees in the catering, education, logistics, personal services and trade sectors.

In **Australia**,³³ an agreement reached between the Australian Services Union and the Australian Chamber of Commerce to amend the Clerks Private Sector Award 2010 provided that employers could direct employees to take annual leave, allow workers to take double leave at half pay, and promote mobility of employees across classifications. In **Denmark**,³⁴ the Finansforbundet trade union and the Financial Sector Employers’ Association (FA) agreed on temporary measures to ensure the gradual reopening of the sector’s workplaces, including by allowing employers to direct work to be done outside usual working hours, without additional remuneration.

Sources: <https://news.wko.at/news/oesterreich/Die-Eckpunkte-des-Generalkollektivvertrags.html?ga=2.107183874.1019504441.1610965173-978561928.1610965173>; <https://www.planetlabor.com/en/legal-developments/national-legislation/austria-social-partners-announce-general-collective-agreement-to-support-new-national-testing-strategy/>

32 <https://cgeci.com/wp-content/uploads/2020/04/protocole-dac-cord-CIPC-Situation-COVID-19-signé-1.pdf>

33 <https://www.australianchamber.com.au/news/landmark-covid-19-awards-deal-struck/>

34 https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&cad=rja&uact=8&ved=2ahUKewiiuoOhy6_wAhXPm-6QKHW9cBGcQFjABegQIAhAD&url=https%3A%2F%2Fwww.finansforbundet.dk%2Fmedia%2Fnlbnlmln%2F-covid-19-pandemic-reopening.pdf&usq=AOvVaw3WQIkfABK5YucXwmVnjoA

Strengthening social dialogue

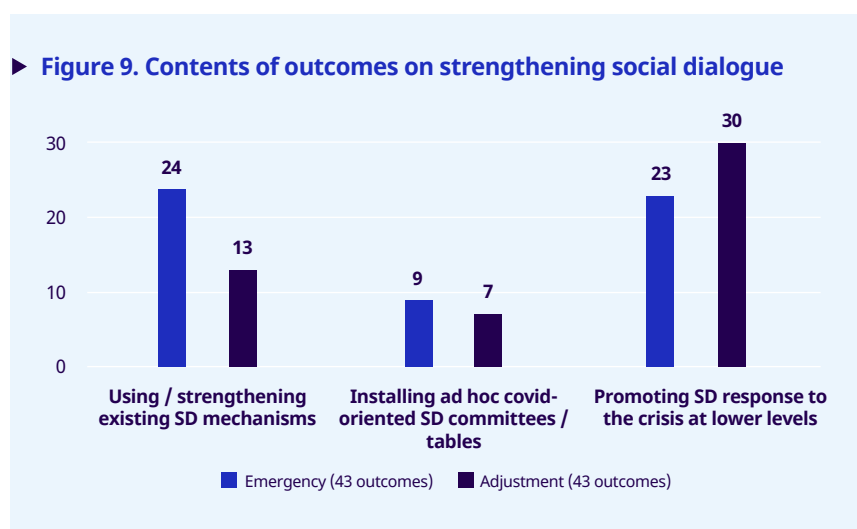
Strengthening social dialogue and tripartism was widely reflected in many emergency and recovery outcomes.

The outcomes underlined the need to expand tripartite and bipartite social dialogue for appropriate crisis responses.

The promotion of social dialogue at lower levels – workplace or sectoral – was a major consideration of many emergency and adjustment outcomes (Figure 9). For example, in April 2020 in **Italy**³⁵ and in July 2020 in **Aruba**,³⁶ bipartite OSH

protocols led to the establishment of workplace committees to ensure the implementation of OSH measures. In other countries, national social dialogue helped to enhance the institutional frameworks for social dialogue, such as **Mongolia**,³⁷ **Zimbabwe**³⁸ and **Uzbekistan** (Box 4).

In some cases, efforts to strengthen social dialogue took the form of establishing specialized ad hoc COVID-19 social dialogue forums, as in **Argentina**³⁹ and **Congo**.⁴⁰



Extending social protection

The pandemic has exposed pre-existing gaps in social protection coverage of some categories of workers severely affected by the crisis.

The main groups affected were temporary and part-time workers, self-employed, women, youth, migrant workers and workers with disabilities.⁴¹ Many countries responded to this gap by introducing, scaling up or adapting social protection schemes, including unemployment benefits. In the period under consideration -1 February 2020 to 31 January 2021- 32 emergency and 18 adjustment outcomes were reached through social dialogue on social protection.

Emergency outcomes emphasized the immediate protection of the self-employed (7), of vulnerable groups (12) and the adaptation of sick leave arrangements and/ or access to healthcare (12). The attribution of care and family leave was also present (8) as well as the adaptation of unemployment benefits (6) (Figure 10).

35 <https://www.cisl.it/attachments/article/16039/Protocollo%20condiviso%2024%20aprile.pdf>

36 <https://www.ser.aw/pages/wp-content/uploads/2020/08/Advies-Invoering-van-een-tijdelijke-loonsubsidiereregeling-Juli-2020.pdf>

37 <https://www.ilo.org/global/topics/coronavirus/regional-country/country-responses/lang-en/index.htm#MN>

38 <https://www.ilo.no/globalassets/internasjonalt/zctu-response-to-covid-19-31-03-2020-003.docx-002.pdf>

39 <https://www.boletinoficial.gob.ar/detalleAviso/primera/228461/20200430>

40 <http://www.adiac-congo.com/content/comite-national-du-dialogue-social-les-acteurs-recommandent-la-relance-rapide-de-leconomie>

41 ILO, 2021. *ILO Monitor: COVID-19 and the world of work*. Seventh edition, Updated estimates and analysis, 25 January; ILO, 2021. [A Global trend analysis on the role of trade unions in times of COVID-19](#), 25 January.

► **Box 4. Uzbekistan: Social dialogue aimed to boost OSH, freedom of association and the fight against forced labour practices in the cotton industry**

After calls by the Federation of Trade Unions of Uzbekistan, an agreement reached within the newly created National Tripartite Commission on Social and Labour Issues (TCSLI) aimed to address employment- and OSH-related aspects of seasonal workers in the cotton-picking sector, often exposed to irregular recruiting practices amounting at times to forced labour.

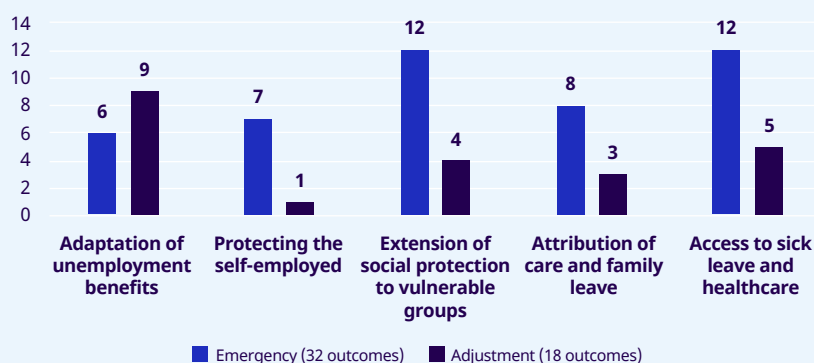
The TCSLI proposed streamlining the highly criticized system of seasonal recruitment of cotton pickers during the cotton-picking season (September–December); urged the government to modify recruitment rules in a way that guarantees to seasonal workers freedom of association and the right to organize, negotiate wages and other terms of employment; and recommended measures for protecting workers from COVID-19 during the cotton harvest,

including by introducing minimum hygiene and sanitation conditions guaranteed by employers.

A subsequent government Resolution (No. 545) issued on 8 September 2020 allows cotton pickers to freely join trade unions and to negotiate terms of employment and working conditions with the sector’s employers. Also in line with the TCSLI recommendation, the Resolution mandated the Ministry of Health to establish proper medical services for cotton pickers in order to prevent spread of COVID-19 infection in the cotton fields. Finally, it paved the way towards joint labour inspectorate–Federation of Trade Unions of Uzbekistan inspection to monitor workplace compliance with COVID-19-related and general OSH measures by the employers (cotton and textile clusters, farmers and cooperatives).

Source: Tripartite Commission for Social and Labour Issues, Protocol dated 7 September 2020; Federation of Trade Unions of Uzbekistan, report dated 7 October 2020.

► **Figure 10. Contents of outcomes on extending social protection**



In **Belgium**,⁴² the self-employed were exempted from paying social security contributions through a bipartite agreement reached at the National Labour Council on 17 March 2020. In **Japan**,⁴³ freelance workers were granted special financial aid as part of a tripartite agreement. In the

United Kingdom,⁴⁴ after extensive engagement between social partners – the Federation of Small Businesses, the Association of Independent Professionals and the Self-Employed, and the Trades Union Council – the government set up in March 2020 a Self-Employed Income Support

42 <http://www.cnt-nar.be/CCT-COORD/cct-147.pdf>

43 <https://www.ilo.org/global/topics/coronavirus/country-responses/lang-en/index.htm#JP>

44 <https://www.deborahcharlesworth.uk/2020/03/27/chancellor-gives-support-to-millions-of-self-employed-individuals/>

Scheme, covering 80 per cent of their revenue, up to £2,500 a month. In **Kenya**,⁴⁵ the government and social partners signed a Memorandum of Understanding on 20 April 2020, referring to migrants specifically, who were allowed to maintain their residency status and work permit in case they lost their job. In **Uganda**,⁴⁶ in a joint communiqué published on 23 March 2020, the Federation of Uganda Employers and the National Organisation of Trade Unions called measures to ensure that no one is left behind, specifically people living with HIV, persons with disabilities, migrants and people in other vulnerable situations. In **Zimbabwe**,⁴⁷ in March 2020, the social partners committed to undertake various measures, including those to protect workers in risky sectors in both informal and formal settings.

Supplementary family leave was granted, for instance in the **Netherlands**,⁴⁸ where the Labour Foundation negotiated with government for the self-employed with children to be granted special leave to take care of them. Similarly, the Economic, Social and Labour Council of the **Republic of Korea**⁴⁹ encouraged labour and management to collaborate in order to provide family care leave to workers who needed it (tripartite declaration of 18 March 2020). In **Australia**,⁵⁰ the Australian Public Service Commission responded positively to a demand by the Community and Public Sector Union to provide 8,000 casual workers in the public sector with the same access to paid leave as for permanent staff when affected by COVID-19. Similar arrangements were adopted in **Spain**⁵¹ on the payment of sickness benefits as of the first day of sickness.

The social dialogue outcomes have progressively emphasized extending unemployment benefits. For example, unemployment benefits were increased or extended to short-time workers and temporary workers in **Belgium**,⁵² where the tripartite National Labour Council released on 27 October 2020 an advisory opinion featuring a decision to freeze the decrease of full unemployment benefits until 31 December 2020.

Supporting and sustaining enterprises

In emergency and adjustment outcomes, measures for supporting enterprises in hard-hit sectors were less numerous than other measures (28 emergency and 26 adjustment outcomes).

More often than not, measures on supporting and sustaining enterprises were agreed on bilaterally between governments and businesses' or employers' organizations, rather than through national and sectoral bipartite or tripartite social dialogue.

Social dialogue outcomes to support and sustain enterprises contained multiple measures. Most aimed at debt deferral and easier access to loans and arrangements for tax relief, and decreased or deferred social security contributions. Other measures, such as direct subsidies by the government and economic incentives to invest in digital technology, e-commerce and innovation, were less common (Figure 11).

45 <http://www.fke-kenya.org/site/index.php/resources/downloads?download=246:signed-mou-between-social-partners-30-04-2020>

46 https://www.ilo.org/wcmsp5/groups/public/---ed_emp/---ifp_skills/documents/publication/wcms_746909.pdf

47 <https://www.lo.no/globalassets/internasjonalt/zctu-response-to-covid-19-31-03-2020-003.docx-002.pdf>

48 <https://www.stvda.nl/nl/nieuws/coronacrisis-noodpakket>

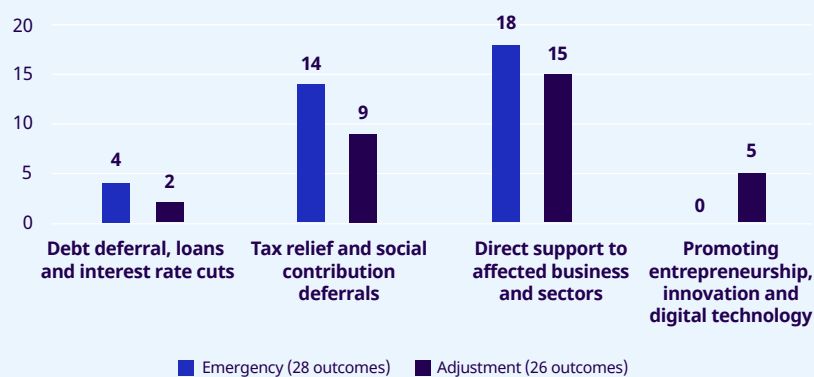
49 http://english.eslc.go.kr/bbs/data/view.do?menu_idx=2102&bbs_mst_idx=BM0000000122&data_idx=BD0000000054

50 https://www.cpsu.org.au/content/union-wins-paid-covid-19-leave-casuals?utm_source=miragenews&utm_medium=miragenews&utm_campaign=news

51 <https://www.ccoo.es/b49d117971509aae8a8f04c47efa2247000001.pdf>

52 <http://www.cnt-nar.be/AVIS/avis-2179.pdf>

► **Figure 11. Contents of outcomes on supporting and sustaining enterprises**



In **North Macedonia**,⁵³ a second set of measures proposed by the government was agreed on by the tripartite partners in the Economic and Social Council on 31 March 2020. It featured measures aimed at reprogramming, lowering, or delaying loan instalments to financial institutions for six months. Moreover, €8 million in interest-free loans was provided to microenterprises and to small and medium-sized enterprises (SMEs), distributed according to the number of workers employed, and bankruptcy proceedings were frozen during the crisis. In the **Republic of Korea**,⁵⁴ the Economic, Social and Labour Council reached a tripartite agreement on 18 March 2020 containing measures aimed at supporting SMEs, small merchants and local economies. This included support measures for local merchants, tax rebates for small business owners suffering severely from the crisis, and special measures for sectors and regions severely affected by the pandemic. In **Cabo Verde**,⁵⁵ four lines of credit and a guarantee line were added in the 2020 government budget in March 2020, to support large companies, hard-hit sectors (such as tourism, catering, event organization and related sectors, travel agencies, transport and entertainment), microenterprises and SMEs. In **Portugal**, a tripartite agreement contained multiple measures to support enterprises (Box 5).

► **Box 5. Portugal: Tripartite agreement for enterprises**

On 9 March 2020, a comprehensive tripartite agreement aimed at providing tax relief and direct support to Portuguese enterprises. Measures included financial support for heavily affected economic sectors such as restaurants, food catering, travel agencies, tourism-related activities, and textiles, clothing and footwear industries; postponement of enterprises' tax payments; extension of the deadline for submitting corporate income tax declarations; temporary suspension of tax and social contributions proceedings against enterprises; and a one-third discount on social security contributions between March and May 2020 (the remaining contributions for these months would be paid in instalments in the third quarter of 2020). These measures applied automatically to all companies with 50 or fewer employees. Those with 50–250 employees could access this mechanism if their turnover was down by 20 per cent or more because of the pandemic.

Source: <https://expresso.pt/economia/2020-03-09-Covid-19-Linha-de-credito-para-apoio-a-empresas-duplica-para-200-mil-hoes>

53 <https://www.ilo.org/global/topics/coronavirus/country-responses/lang-en/index.htm#MK>

54 http://english.eslc.go.kr/bbs/data/view.do?menu_idx=2102&bbs_mst_idx=BM0000000122&data_idx=BD0000000054

55 <https://www.governo.cv/acordo-de-concertacao-social-demos-um-grande-passo-para-mitigar-os-efeitos-no-emprego-no-rendimento-e-na-vida-das-em-presas-ulisses-correia-e-silva/>

► 3. Recovery outcomes

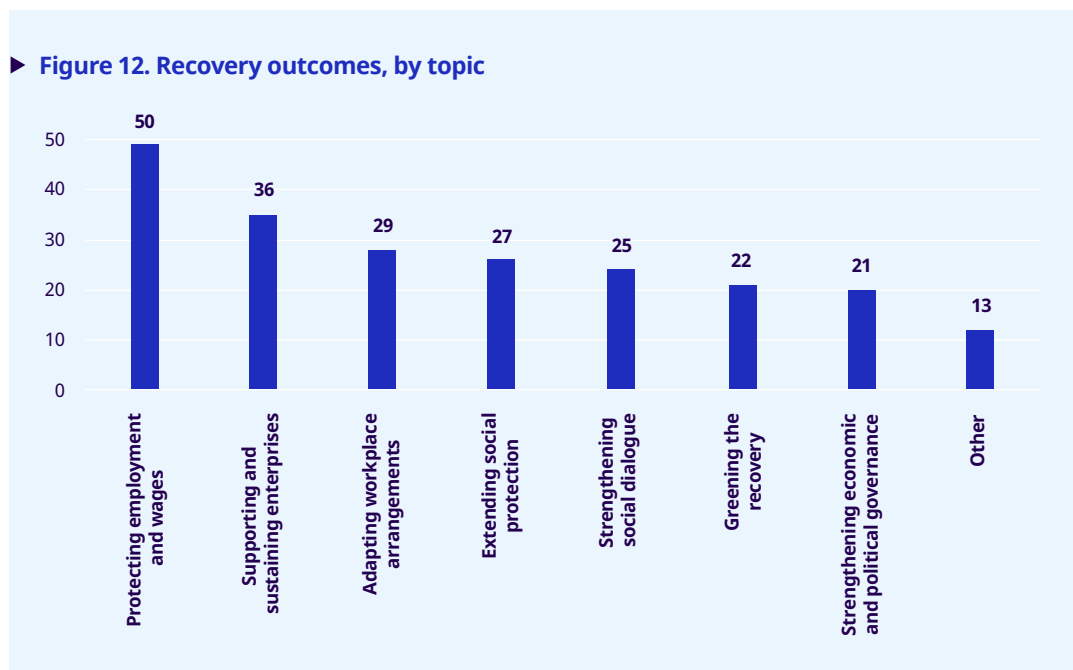
Recovery outcomes include post-emergency measures, such as policy and regulatory action, in areas that have become more prominent because of the crisis. They adopt a longer-term perspective – of two or more years – with structural interventions aimed at more dynamic resilience.

Recovery outcomes are less numerous (90) than emergency and adjustment outcomes, but display a wide diversity of topics.

Some recovery outcomes have taken the form of comprehensive sets of measures with a cross-sectoral

scope, often identified as “national recovery plans”. Other are sector specific, but contain multiple measures for a swift recovery. In some cases, recovery outcomes are very focused and target a specific aspect of the recovery. The topics addressed in these outcomes provide an indication on how the social dialogue agenda may look like in the post-COVID-19 era. Many of these topics were already subject to social dialogue before the outbreak (Figure 12).

► **Figure 12. Recovery outcomes, by topic**



These topics are notably associated with technological, demographic and environmental changes, such as telework/remote work, environmental sustainability/green jobs, migration, skills enhancement, self-employment (including “gig” work), working time, OSH and other areas, which the pandemic has placed at the top of the socio-economic policy and regulatory agenda.

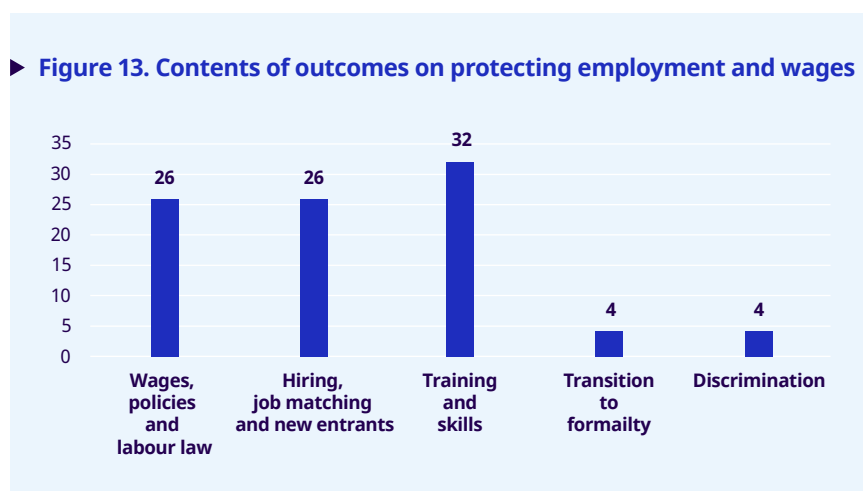
The main topics identified in the recovery outcomes were protecting employment and wages, supporting and sustaining enterprises, extending social protection, adapting workplace arrangements, and strengthening social dialogue.

Protecting employment and wages

Two topics have dominated recovery outcomes in protecting employment and wages.

In the 50 outcomes on protecting employment and wages as well as enhancing skills, the two main topics are adjusting wages (and relevant policies and laws), and the (re-)integration of workers in the labour market, notably through technical and vocational education and training (TVET). For the first, wage considerations in social dialogue outcomes often reflected the need to recognize the importance of workers who proved essential during the pandemic (Figure 13).

► **Figure 13. Contents of outcomes on protecting employment and wages**



In **Italy**,⁵⁶ for instance, the employers' organization Assodelivery, which represents the main food-delivery platforms, signed the country's first national collective agreement on the gig economy with the Unione Generale del Lavoro on 16 September 2020. The agreement sets a minimum hourly salary comprising actual delivery times, but also special allowances that cover night shifts, work during national holidays and bad weather. In **France**,⁵⁷ the tripartite partners agreed on wage increases in the health sector in July 2020, while in **Sweden**,⁵⁸ several changes to the labour law are planned following an agreement between social partners. In **Congo**,⁵⁹ the tripartite National Consultative Labour Commission examined draft legislation aimed at reviewing existing regulations on partial unemployment in light of COVID-19 in ways that safeguard jobs in times of crisis, during exceptional circumstances or in the event of force majeure.

The hiring, job matching and TVET for assisting new entrants to access the labour market are key topics in recovery outcomes, as in **Singapore** during the early months of the pandemic (Box 6).

► **Box 6. Singapore's National Jobs Council**

In **Singapore**, a National Jobs Council was established in June 2020 to support close to 100,000 jobseekers through the creation of new vacancies, traineeships and skills-training venues. The government, with the Singapore National Employers Federation and the National Trade Union Congress, agreed on identifying and developing jobs; mobilizing the tripartite partners and training providers; and ensuring tight coordination across government and social partners. After one month (July 2020) some 24,000 jobseekers had already benefited from actions launched by the Council.

Sources: <https://www.mti.gov.sg/-/media/MTI/Newsroom/Press-Releases/2020/05/Press-Release---First-Meeting-of-National-Jobs-Council.pdf>; <https://www.mti.gov.sg/-/media/MTI/Newsroom/Press-Releases/2020/05/Press-Release---First-Meeting-of-National-Jobs-Council.pdf>

56 <https://www.planetlabor.com/en/industrial-relations-en/national-industrial-relations/italy-first-ever-national-collective-agreement-covering-delivery-riders-signed-between-assodelivery-and-ugl/>; <https://secureservercdn.net/160.153.137.14/3be.191.myftpupload.com/wp-content/uploads/2020/09/Cs-AssoDelivery-UGL-CCNL-RIDER.pdf>

57 <https://solidarites-sante.gouv.fr/systeme-de-sante-et-medico-social/segur-de-la-sante-les-conclusions/>

58 https://www.kommunal.se/avtal20/nyttavtal_skr_sobona#:~:text=Kommunal%20och%20arbetsgivarna%20Sveriges%20kommuner,%C3%B6verens%20om%20arbetsmarknadens%20st%C3%B6sta%20avtal.&text=Det%20nya%20avtalet%20inneb%C3%A4r%20bland,satsning%20p%C3%A5%20yrkesutbildade%20i%20v%C3%A4rlden

59 <https://lasemaineafricaine.net/fonction-publique-vers-un-statut-general/>

In **Portugal**,⁶⁰ in line with commitments made in the Economic and Social Stabilization Programme, an initiative called Incentive ATIVAR.PT was launched on 27 August 2020 to promote the hiring of unemployed people who have stayed away from the labour market for a long period. Similarly, the tripartite partners in **Uruguay**⁶¹ launched, in July 2020, a financial support scheme for companies hiring new employees or people receiving unemployment insurance. Facilitating the integration of young workers in the labour market has been a top priority also in **Austria**,⁶² where the social partners emphasized the need to implement measures to support youth in their professional path in January 2021, and in **Denmark**,⁶³ where a new partnership between the social partners led to the release of recommendations on reducing unemployment of newly qualified graduates in October 2020.

In **Italy**,⁶⁴ a sectoral agreement between the social partners in the telecommunications sector was reached on 12 November 2020, which contains measures for training and upskilling, including a bilateral solidarity fund to support the structural transformation of the sector (notably owing to digitization). The Fund – jointly financed by companies (two thirds) and workers (one third) – is intended to enable retraining and re-skilling for workers and to provide compensation to workers in the event of job cuts, as well as incentives for voluntary departure. In **Viet Nam**,⁶⁵ the social partners released a joint statement on 22 June 2020 requesting more investment in the education of workers

to increase their employability. In **Luxembourg**⁶⁶, a task force was established in July 2020 to decide on measures on training and training allowances for workers. In **Aruba**,⁶⁷ an advisory on food security by the Social and Economic Council published in November 2020 highlighted the importance of agriculture for the country, in particular in conditions of crisis, and recommended the promotion of training opportunities in primary and secondary education and of vocational training.

Recovery outcomes related to the transition to formality and employment discrimination remain limited.

The **Moroccan**⁶⁸ Social and Economic Council published in October 2020 a comprehensive plan for the creation of a (reduced) single contribution that would encompass all contributions and deductions (retirement, medical coverage, taxes and duties) in case local sellers, artisans and small informal production units transit to the formal economy.

Supporting and sustaining enterprises

Investments are top priorities for numerous recovery outcomes, with 27 of the 36 outcomes containing such measures; many focus on creating an enabling environment for enterprises and job creation (Figure 14).

60 <https://dre.pt/web/guest/pesquisa/-/search/141259625/details/maximize>

61 <https://www.gub.uy/ministerio-trabajo-seguridad-social/sites/ministerio-trabajo-seguridad-social/files/documentos/noticias/ACTA%20CST%2007%20DE%20JULIO%202020.pdf>

62 <https://noe.orf.at/stories/3082986/>

63 <https://www.da.dk/politik-og-analyser/beskaeftigelse/2020/fagforening-og-arbejdsgivere-gaar-sammen-om-at-finde-loesninger-paa-de-nyuddannede-ledighed/>

64 <https://www.slc-cgil.it/images/20201117 - CCNL TLC 2020 - Sintesi modifich.pdf> ; <https://www.planetlabor.com/wp-content/uploads/2020/11/871146-na201112-tlc-verbale-ipotesi-di-accordo-rinnovo-ccnl.pdf>

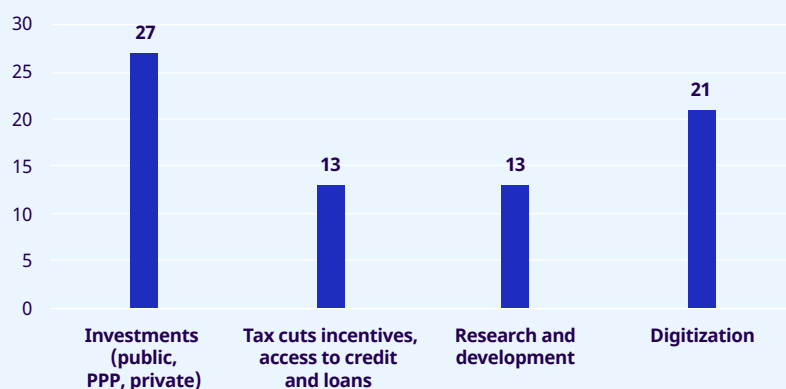
65 <https://www.cnvinternationaal.nl/en/our-work/news/2020/june/historic-joint-statement-signed-in-vietnamese-garment-industry> ; <https://en.qdnd.vn/economy/news/cooperation-statement-inked-to-support-garment-footwear-workers-companies-517847>

66 https://gouvernement.lu/fr/actualites/toutes_actualites/communiqués/2020/07-juillet/03-tripartite.html

67 <https://www.ser.aw/pages/wp-content/uploads/2020/12/Advies-Voedselzekerheid-op-Aruba-Nov-2020.pdf>

68 <https://www.cese.ma/media/2020/11/E-book-Etude-covid-VF.pdf>

► **Figure 14. Contents of outcomes on supporting and sustaining enterprises**



In **South Africa**,⁶⁹ the recovery plan of 15 September 2020 jointly agreed on by the government and social partners in the National Economic Development and Labour Council (NEDLAC) encourages investment in large-scale infrastructure programmes as a way to boost aggregate demand, revive the construction sector and strengthen employment creation (see also Box 8 below). In September 2020 in **Barbados**,⁷⁰ the social partners on the Social and Economic Council and the government agreed on a stimulus plan based on public investment in tourism – a critical sector for the economy. In **Belgium**,⁷¹ the social partners of the Group of 10⁷² on 7 September 2020 issued a joint declaration with a preliminary list of recovery measures and invited the government to include them in a future recovery plan of action. At the core of their recommendations were public investment in energy and renewable resources, transport and mobility, and digitization.

Tax cuts and facilitated access to credit also feature in recovery outcomes, as in **France**,⁷³ where the Social, Economic and Environmental Council considered, in an advisory opinion released on 9 July 2020, the provision of access to loans at reduced rates and bank guarantees to SMEs.

Many social dialogue outcomes refer to the role of digital transformation as vital for supporting and sustaining enterprises.

This approach has been reflected, for instance, in opinions and roadmaps on recovery adopted by the **Bulgarian** Economic and Social Council (14 September 2020),⁷⁴ the Social and Economic Council in the **Netherlands** (19 October 2020)⁷⁵ and the COVID-19 Economic Recovery Task Force “Rebuild **Jamaica**” (30 June 2020).⁷⁶ Similarly, research and development is part of a number of joint reports and recommendations on recovery, as in **Santa Lucia**.⁷⁷

69 https://www.gov.za/sites/default/files/gcis_document/202010/south-african-economic-reconstruction-and-recovery-plan.pdf

70 <https://gjisbarbados.gov.bb/blog/best-plan-a-stimulus-package-for-the-tourism-sector/>

71 <http://www.cnt-nar.be/DOSSIERS/Covid-19/G10-2020-09-07-verklaring-declaration-FR.pdf>

72 The Group of 10 gathers the governing bodies of workers’ and employers’ organizations. There are five representatives of the three unions (CSC, FGTB and CGSLB) and five representatives of employers’ federations, including FEB.

73 https://www.lecese.fr/sites/default/files/pdf/Fiches/2020/F117_RAEF_2020.pdf

74 <http://www.esc.bg/en/documents/category/11?download=404%3Adigital-transformation-in-bulgaria-challenges-and-opportunities-in-the-context-of-europe-s-digital-future>

75 <https://www.ser.nl/nl/adviezen/hoewerktplatformeconomie>

76 Document Centre - COVID-19 Economic Recovery Task Force “Rebuild Jamaica” - Ministry of Finance & Public Service (mof.gov.jm) p.11

77 <https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&cad=rja&uact=8&ved=2ahUKEwif68DtIkrAhVoMewKHUziC0E4ChAWMAF6BAQ-BEAI&url=https%3A%2F%2Fwww.finance.gov.lc%2Fresources%2Fdownload%2F2104%2F.pdf&usq=AOvVaw2B8CjMunmLx6-00q2btp>

Adapting workplace arrangements

Teleworking and work-life balance are key topics of recovery-related social dialogue outcomes (29 of all the 90 recovery outcomes, Figure 15).

In, for example, **Moldova**,⁷⁸ the Tripartite National Commission for Consultation and Collective Bargaining; in **Panama**,⁷⁹ the Tripartite Dialogue Table for the Economy and Labour Development; and in **Congo**,⁸⁰ the National Consultative Labour Committee, have reviewed and approved draft legislation on teleworking and flexible working arrangements. Other countries such as the **Russian Federation** (Box 7), have enacted laws on teleworking after consultation with the social partners, while in **France**⁸¹ the social partners reached a cross-sectoral agreement on teleworking on 26 November 2020.

► Box 7. Russian Federation: New legislation on telework after tripartite social dialogue

After a series of tripartite discussions initiated by trade unions, new legislation was adopted to regulate telework. In force since 1 January 2021, the new law offers special protection of teleworkers from dismissal, the possibility to regulate teleworking conditions through collective bargaining agreements, a “right to disconnect” (that is, switch off from work outside of normal working hours), and the provision by the employer of information and communications technology equipment or adequate compensation for use of private equipment during teleworking.

Source: https://www.ilo.org/actrav/media-center/news/WCMS_764042/lang--en/index.htm

► Figure 15. Contents of outcomes on adapting workplace arrangements



In **Italy**,⁸² on 16 September 2020, the social partners agreed on an updated national collective agreement for the rubber and plastics sector. The agreement, covering 130,000 workers, contains measures allowing for greater flexibility in working time for workers with children who have learning

disabilities, and the creation of a “solidarity hours bank” that allows workers to transfer their leave to employees with sick or disabled children.

78 https://trade.ec.europa.eu/doclib/docs/2020/october/tradoc_158996.pdf

79 <https://industriales.org/wp-content/uploads/2020/07/Informe-de-la-Mesa-de-Moderaci%C3%B3n-oficial-definitivo.pdf>

80 <https://lasemaineafricaine.net/fonction-publique-vers-un-statut-general/>

81 <https://travail-emploi.gouv.fr/actualites/presse/communiqués-de-presse/article/teletravail-la-ministre-salue-l-accord-entre-partenaires-sociaux>

82 <https://www.planetlabor.com/en/industrial-relations-en/national-industrial-relations/italy-renewal-of-the-collective-agreement-for-the-rubber-plastics-sector/>; <https://www.industriagomma.it/index.php/2020/09/17/gomma-plastica-raggiunto-l'accordo-sul-contratto/>

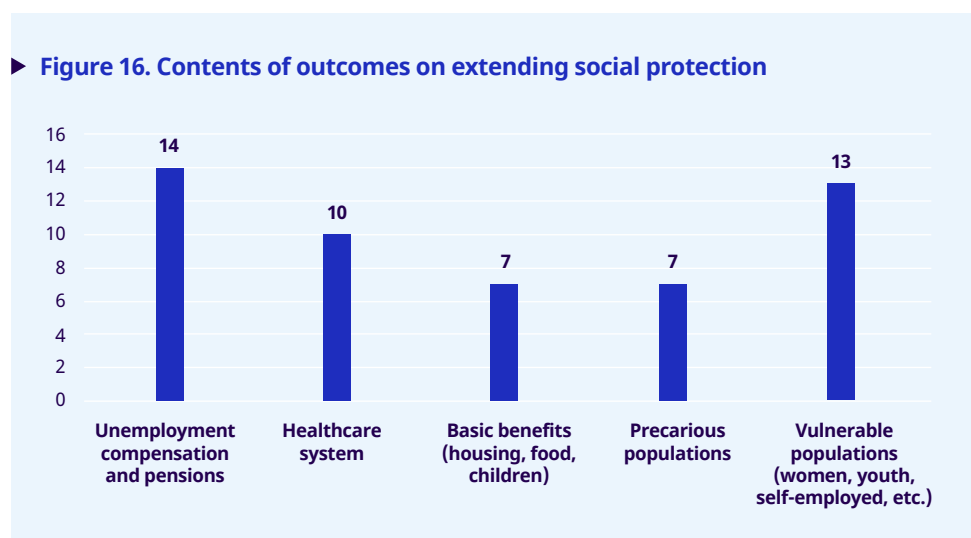
Extending social protection

Many recovery outcomes on extending social protection include measures to enhance the protection of vulnerable groups (13 out of 27 – Figure 16).

In **Spain**,⁸³ the Economic and Social Council (CES), through an advisory published on 30 September 2020, advocates for the transformation of the Youth Guarantee⁸⁴ to combat unemployment among people under 25 more effectively. In the **Netherlands**,⁸⁵ the Social and Economic Council stressed preventive healthcare in an advisory published on 19 June 2020 – also to raise productivity and reduce socio-economic disparities in health.

OSH measures are still the object of outcomes, including as part of recovery roadmaps.

Many such measures, often temporary in emergency and adjustment outcomes, have become more permanent or formally regulated in recovery outcomes. In **France**,⁸⁶ for example, the crisis accelerated the adoption of a national interprofessional bipartite agreement on health and disease prevention, which emphasizes prevention of all occupational risks in companies, including psychosocial and emerging risks such as those tied to new technologies, and promotion of well-being at work. Similarly, **Honduras** decided to reactivate by 31 March 2021 the tripartite National Commission for Workers’ Health of Honduras (CONASATH), and to update the National Occupational Health and Safety Profile and the National Plan for Occupational Safety and Health, incorporating issues related to COVID-19 and psychosocial risks (as well as to update accompanying legislation). Tripartite consultations held in the Labour Advisory Council of the **Dominican Republic** led to a resolution on 12 November 2020 by the Ministry of Labour aimed at the regulation of teleworking.⁸⁷



83 <http://www.ces.es/documents/10180/5226728/Inf0220.pdf>

84 The Youth Guarantee is a commitment by EU Member States to guarantee that all young people under the age of 25 receive, within four months of becoming unemployed or leaving formal education, a good quality work offer to match their skills and experience; or the chance to continue their studies or undertake an apprenticeship or professional traineeship.

85 <https://www.ser.nl/-/media/ser/downloads/engels/2020/future-of-dutch-healthcare.pdf>

86 <https://www.fnasfo.fr/wp-content/uploads/2020/12/ani-sante-au-travail-copy.pdf>

87 <https://www.mt.gob.do/images/documentos/RESOLUCION%2023-2020%20SOBRE%20REGULACION%20DEL%20TELETRABAJO%20COMO%20MODALIDAD%20ESPECIAL%20DE%20TRABAJO.pdf>

Strengthening social dialogue

Committing to strengthen social dialogue is widespread in many recovery outcomes.

Twenty-three outcomes contain strong commitments to social dialogue for the design of policies and regulation, and the strengthening of dialogue institutions. In **Argentina**, for example, tripartite social dialogue with the participation of the Minister of Productive Development and the Minister of Labour, and trade unions and business leaders, was launched on 19 October 2020 to discuss the implementation of a roadmap to recovery driven by sectoral needs, such as construction, textiles and food. **Uruguay**⁸⁸ reaffirmed the relevance of social dialogue in devising recovery measures through the establishment of the Tripartite Social Dialogue Commission for Quality Employment and the Sustainability of Companies (7 July 2020) and of Tripartite Sectoral Councils (28 October 2020), which are mandated to agree on specific measures for boosting employment creation. In **Burkina Faso**,⁸⁹ the High Council for Social Dialogue submitted to the country's president a report on the socio-economic impacts of the pandemic as well as a draft tripartite agreement (27 July 2020), which aims at strengthening tripartite efforts to address the consequences of COVID-19. In **Spain**,⁹⁰ a tripartite social pact was signed on 3 July 2020 committing signatories to working jointly on labour reforms and the implementation of policies for economic and social rebuilding. In **Costa Rica**,⁹¹ the government and social partners agreed on the launch of an Economic and Social Consultative Council by 31 March 2021. They also undertook action – with ILO assistance – towards operationalizing it, including through the training of its 54 members and the establishment of its secretariat. In **Nicaragua**, tripartite meetings were held at the National Tripartite Commission of the Free Trade Zone in October and November 2020, to update the national strategy of the textile sector.

Greening the recovery

Green-economy considerations are part of 22 outcomes, in particular comprehensive national strategies for overcoming the crisis.

In **Barbados**, the Barbados Employment and Sustainable Transformation plan of 15 September 2020 is a massive investment project for sustainable tourism designed with the social partners. It includes commitments for greening the sector through water conservation and increased use of renewable energy.⁹² In **France**, social partners from the metallurgy sector, in a joint communiqué published on 28 August 2020, called for the promotion of carbon neutrality by 2050. Similarly, the Opinion on Major Plan Options for 2021–2023, approved at a plenary meeting of the **Portuguese** Social and Economic Council of 10 June 2020, focuses on prioritizing the fight against climate change as part of the post-pandemic economic recovery.⁹³

88 https://medios.presidencia.gub.uy/tav_portal/2020/noticias/AG_985/Di%C3%A1logo%20Social%20Tripartito%20Medidas%20acordadas.pdf ; <https://www.montevideo.com.uy/Noticias/-Que-consensos-hubo-en-el-Dialogo-Social-Tripartito-del-gobierno-empresas-y-trabajadores--uc768993> ; <https://www.gub.uy/ministerio-trabajo-seguridad-social/comunicacion/noticias/dialogo-social-tripartito-empleo-calidad-sustentabilidad-empresas> ; <https://www.presidencia.gub.uy/comunicacion/comunicacionnoticias/dialogo-social-tripartito>

89 https://www.hcds.gov.bf/article?tx_news_pi1%5Baction%5D=detail&tx_news_pi1%5Bcontroller%5D=News&tx_news_pi1%5Bnews%5D=34&cHash=1b-878685d012c46db9ab136fca37bff5

90 <https://www.planetlabor.com/en/industrial-relations-en/national-industrial-relations/spain-government-unions-and-employers-sign-pact-to-boost-jobs/> ; <https://www.lamoncloa.gob.es/presidente/actividades/Paginas/2020/030720-sanchezpacto.aspx>

91 <https://www.presidencia.go.cr/comunicados/2020/12/instalado-consejo-consultivo-economico-y-social-acordado-por-dialogo-multisectorial/>

92 <https://gisbarbados.gov.bb/download/throne-speech-delivered-september-15-2020/>

93 <http://www.ces.pt/storage/app/uploads/public/5f7/ded/ec1/5f7dedec17896720695817.pdf>

Strengthening economic and political governance

Twenty-one outcomes relate to strengthening the economic and political governance of countries, including those for ensuring the sustainability of social protection systems.

These outcomes' aim is to ensure healthy state finances, efficient delivery of state programmes and services, and close collaboration with stakeholders. In **Costa Rica**,⁹⁴ representatives from 62 sectors participated in a national dialogue convened by the government and Legislative Assembly. The dialogue led to the approval of 58 recommendations on 21 November 2020, including one to the executive to prepare a proposal for increased efficiency and transparency in managing programs and social investment, and in simplifying procedures for reducing poverty; and one to the Ministry of Finance on establishing guarantees for efficient public spending, improved tax collection and strengthened anti-fraud mechanisms. The Recovery Plan produced by NEDLAC in **South Africa**⁹⁵

recommends the improvement of the state's capacity through skills enhancement of public servants at national, provincial and local levels, alongside better coordination between national and provincial levels. In **Belgium**,⁹⁶ in a joint declaration dated 7 September 2020, the social partners at the National Labour Council underlined the importance of stakeholders' consultation at different levels to ensure policy coherence across regions during the recovery phase.

In other countries, the crisis has also highlighted the crucial role of social protection and public services in times of crisis and transition, and the need to rethink and strengthen them. In **France**,⁹⁷ the Economic, Social and Environmental Council published in June 2020 a resolution on "Building Tomorrow," stressing the need for "a new social pact, protective of all, oriented towards an inclusive society based on strengthened and modernized public services", with an emphasis on the need to rethink the health system and its governance. In **Portugal**,⁹⁸ the Social and Economic Council also pointed to the need to improve resilience of the national health system.

94 <https://www.elfinancierocr.com/economia-y-politica/estos-son-los-58-acuerdos-que-se-lograron-en-el/OFVYIGIY2VGBZP3XG67ENQ47K4/story/>

95 https://www.gov.za/sites/default/files/gcis_document/202010/south-african-economic-reconstruction-and-recovery-plan.pdf

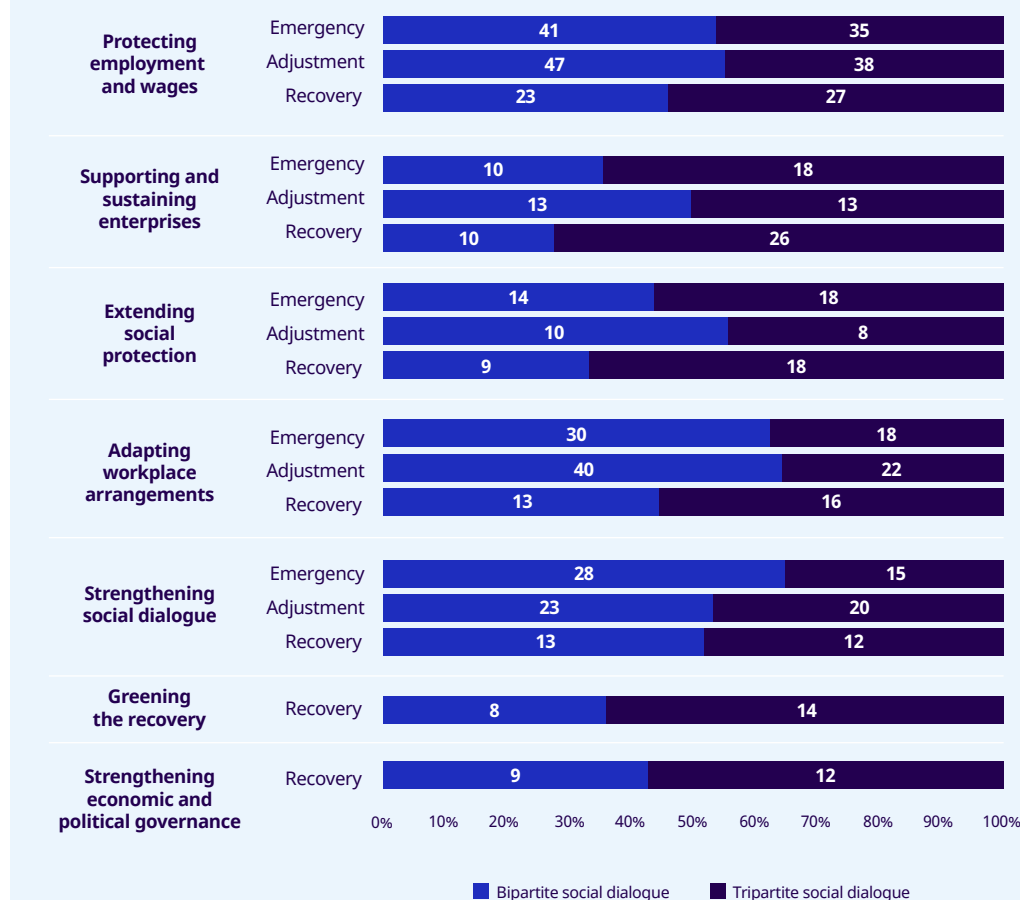
96 <http://www.cnt-nar.be/DOSSIERS/Covid-19/G10-2020-09-07-verklaring-declaration-FR.pdf>

97 https://www.lecese.fr/sites/default/files/pdf/Avis/2020/2020_12_construire_demain.pdf

98 <http://www.ces.pt/storage/app/uploads/public/5f7/ded/ec1/5f7dedec17896720695817.pdf>

► 4. Forms of social dialogue used to shape outcomes

► Figure 17. Share of outcomes by type, main topics addressed and form of social dialogue used



Bipartite social dialogue and tripartite social dialogue were concentrated in different outcome measures.

Emergency and adjustment outcomes containing measures on protecting employment and wages, adapting workplace arrangements, and strengthening social dialogue, were adopted mainly through bipartite social dialogue (Figure 17). Outcomes of the same types linked to measures for supporting and sustaining enterprises, extending social protection, and for (improving) training and skills were reached mainly through tripartite social dialogue.

Especially during the early stages of the pandemic, bipartite social dialogue took the form of recommendations, joint proposals and requests to government. They were widely used to request greater inclusion of social partners in policymaking, as in **Belgium**⁹⁹ and **Malawi**.¹⁰⁰ As seen, many emergency and adjustment outcomes negotiated directly between the social partners aimed at ensuring the regular or partial payment of wages by employers.

99 <http://www.cnt-nar.be/COMMUNIQUE/2020-03-06-FR-corona.pdf>

100 <https://www.ilo.org/global/topics/coronavirus/country-responses/lang-en/index.htm#MW>

Many contained joint recommendations and proposals on wage subsidies to government, the exact level of which were agreed on mainly through national tripartite social dialogue agreements. In general, outcomes containing measures to support enterprises or sectors were more often than not the result of tripartite social dialogue.

In **Mali**,¹⁰¹ the social partners addressed a joint proposal to the government on 29 April 2020, requesting it to adopt measures on “the extension of the ‘Company restructuring and upgrading programme’ to all companies operating in sectors affected by the pandemic and the establishment of a support fund for the private agricultural sector in order to maintain supply chains, essential for the revival of the activities of the industry”. Likewise in **Switzerland**,¹⁰² social partners from the restaurant and hotel sector published a joint proposal in November 2020, which called for the cancellation of rental payments. A large share of bipartite social dialogue outcomes (38 per cent of emergency outcomes and 41 per cent of adjustment outcomes) consisted of agreements on workplace arrangements, many of which were tailor-made by sector, as in **Belgium**,¹⁰³

France¹⁰⁴ and **Italy**.¹⁰⁵ These types of agreements were often updated to consider new knowledge about the virus and its impacts on workers and enterprises.

Contrary to emergency and adjustment outcomes, most recovery outcomes were achieved through tripartite social dialogue (53 out of 90).

This trend may well be related to the increased role of both permanent and ad hoc national social dialogue bodies in the design of long-term solutions to the crisis (39 of these 53 outcomes were designed through social dialogue structures, permanent and ad hoc). This trend seems also to have shaped the scope of outcomes, with many comprehensive recovery plans containing far-reaching measures, as in **Morocco**,¹⁰⁶ where the Social, Economic and Environmental Council presented on 22 October 2020 a broad set of measures to stimulate recovery. Similar developments were observed in, for instance, **Portugal**,¹⁰⁷ **Santa Lucia**¹⁰⁸ and **South Africa** (Box 8), to mention just a few.

Box 8. South Africa’s Economic Reconstruction and Recovery Plan

South Africa was one of the first countries to design and initiate a national recovery plan, following consultations at NEDLAC. Adopted on 15 September 2020, the Economic Reconstruction and Recovery Plan proposes priority interventions, reforms to enhance growth, a strategy for mobilizing resources, and institutional arrangements for enhanced implementation and accountability.

The Plan is anchored on the Social Compact on Economic Recovery agreed on by the social partners. This Compact aims at assuring

cooperation and collaboration for expanding the economy, protecting the poor and vulnerable, transforming the patterns of ownership in the economy and enhancing competitiveness through provision of high-quality services and infrastructure.

The criteria to identify these focus areas included not only those that can make a quantifiable impact on the economy, jobs and investment, but also those that can ensure deepened collaboration between the social partners – called “active social compacting”.

Source: https://www.gov.za/sites/default/files/gcis_document/202010/south-african-economic-reconstruction-and-recovery-plan.pdf

100 <https://www.ilo.org/global/topics/coronavirus/country-responses/lang--en/index.htm#MW>

101 <http://www.cnpm.ml/propositions-des-partenaires-sociaux-face-du-covid-19/>

102 https://www.hotelgastrounion.ch/fileadmin/files/PDF_Dateien/Medienmitteilungen/MM-sozialpartner_gastgewerbe-forderungen-03-11-2020-FR.pdf

103 <https://www.planetlabor.com/en/industrial-relations-en/national-industrial-relations/belgium-social-partners-in-construction-sector-pen-agreement-to-re-open-sites-with-social-distancing-measures-applied/> ; <https://cms.confederationconstruction.be/News/la-csc-et-la-cgslb-adherent-au-protocole-sectoriel-de-la-construction>

104 https://www.legifrance.gouv.fr/liste/idcc?facetteTexteBase=TEXTE_BASE&facetteEtat=VIGUEUR&facetteEtat=VIGUEUR_ETEN&facetteEtat=VIGUEUR_NON_ETEN&sortValue=SIGNATURE_DATE_DESC&pageSize=50&page=1&tab_selection=all#idcc

105 https://www.sic-cqil.it/images/20200527-Protocollo_Sicurezza_Covid19_27-5-2020_def_firmatari_e_aderentipdf.pdf

106 <http://www.cese.ma/media/2020/11/E-book-Etude-covid-VF.pdf>

107 <http://www.ces.pt/storage/app/uploads/public/5f7/ded/ec1/5f7dedec17896720695817.pdf>

108 <https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&cad=rja&uact=8&ved=2ahUKWif68DtIKrtAhVoMewKHUziCOE4ChAWMAF6BAG-BAI&url=https%3A%2F%2Fwww.finance.gov.lc%2Fresources%2Fdownload%2F2104%2F.pdf&usq=AOvVaw2B8CdmMunmLx6-00q2btp>

▶ 5. Policy observations

The above analysis of the 381 outcomes reached through social dialogue in 102 countries and territories from 1 February 2020 to 31 January 2021 shows that urgent policy responses and measures to address the pandemic's impacts have acted as a unifying theme for the tripartite constituents in the majority of countries and territories analysed. Social dialogue claimed a role both in shaping emergency responses to the COVID-19 crisis and in designing longer-term adjustment and recovery solutions. Solutions developed through social dialogue reflect better the real needs of employers and workers, and are likely to garner greater legitimacy and support during implementation.

The analysis does not, however, provide evidence on the quality of social dialogue itself, nor the impacts of policies and measures adopted through it. It does, though, suggest policy messages, some of which appear to be in line with the Employment and Decent Work for Peace and Resilience Recommendation, 2017 (No. 205). The latter underscores the key role of participation of employers' and workers' organizations in planning and implementing measures for resilience and recovery.

Social dialogue actors can be proactive in times of crisis.

Social dialogue actors in many countries and territories can be proactive in a crisis context. Faced with an unprecedented challenge – indeed, an existential threat – social partners rose to the challenge and to the expectations of workers, businesses and society at large by crafting solutions and shaping public policy. Even without fully operational bipartite or tripartite dialogue bodies, they reached out to governments and proposed solutions for supporting mobilization of public resources; for assisting businesses, workers and their families; and for helping to create conditions for recovery. The representative nature of employers' and workers' organizations facilitated swift action in member countries.¹⁰⁹

Social dialogue can shape both emergency and post-emergency policy measures.

In many countries and territories, social dialogue during the 12-month period proved crucial in the struggle for decent work and social protection, for health and safety at the workplace, and for adequate working conditions, jobs and incomes. Furthermore, social dialogue progressively secured a place in policy and law formulation to address

needs emerging from new realities in terms of workplace arrangements, business models, technological change and other challenges identified in the **ILO Centenary Declaration for the Future of Work**.

Long-term recovery demands proactive social dialogue in increasingly important areas.

Crisis situations are not static but dynamic. Social dialogue is now called on to go beyond policy formulation: social dialogue actors and institutions must participate in implementing and monitoring agreed-on measures, especially for promoting long-term reconstruction and resilience of the socio-economic fabric. In countries where governments start thinking of the future, national recovery strategies based on tripartite engagement seem to progressively shape the agenda of "post-emergency" social dialogue. The examples of recovery-related outcomes reviewed in this Brief provide an indication of some of the themes that actors and institutions of social dialogue may place high on their agenda. These include:

- ▶ Employment-protection regulation, with a focus on protecting certain categories of worker (for example, frontline and gig workers, and workers in non-standard forms of employment), rehiring dismissed workers, and facilitating transition to formality of informal workers and business units.
- ▶ Supporting business, with an emphasis on public investment in key sectors and digitization of businesses and the economy, as key measures for facilitating an enabling environment for enterprises and job creation.
- ▶ Teleworking and other forms of remote-work policies and regulation through consultations with the social partners.
- ▶ Social protection measures, with a focus on reforming unemployment benefits and pensions, and on strengthening the protection of women and vulnerable groups, in particular youth, and migrant and informal workers.
- ▶ Social dialogue and tripartite collaboration, including within ad hoc social dialogue bodies.
- ▶ Greening the economy.
- ▶ Strengthening the economic and political governance of countries, notably through more decentralized and participatory decision-making processes and better transparency and efficiency.

¹⁰⁹ ILO, 2021. [A Global trend analysis on the role of trade unions in times of COVID-19, 25 January](#).

The crisis is an opportunity and a further reminder of the need to improve the preconditions for sound social dialogue, and to strengthen tripartite actors' capacities.

Fostering an enabling legal and institutional environment to promote respect for freedom of association and effective recognition of the right to collective bargaining should remain a standing feature of the action developed by governments and social dialogue actors and institutions. This is key not only for successful implementation of policies and laws, but also for enhancing societal trust in social dialogue. Crucially, policy and regulatory efforts in complex areas, such as telework, the green economy, OSH and skills enhancement, demand distinct technical capacities. The need to capacitate the key actors of social dialogue – labour administrations and social partners – is more pressing than ever.

In an increasingly divergent world, existing vulnerabilities are amplified. Social dialogue needs to tackle them urgently.

In most parts of the world, rollout of vaccines and treatment is slow – even as new virus mutations are spreading – and prospects for recovery vary among and within countries.¹¹⁰ Many billions of people remain highly vulnerable. Meeting their needs cannot be assured unless their collective representation is strengthened and their voice channelled through the right social dialogue structures in line with the stipulations of the [ILO Centenary Declaration for the Future of Work](#) and the goals of the 2030 Agenda for Sustainable Development, which provide the needed blueprint towards building forward better in the long run.

110 K. Georgieva, 2021. [The Great Divergence: A Fork in the Road for the Global Economy](#), IMF, 24 February.

▶ Annex – Note on methodology

The data presented in this Brief draw mainly on the ILO repository of country responses to the COVID-19 pandemic, which compiles information provided by governments and social partner organizations from 188 countries and territories, notably on “relying on social dialogue for solutions” and “employers’ and workers’ activities”, reported between 1 February 2020 and 31 January 2021. The ILO repository is a unique database with global coverage of country responses, but the following repositories and websites also provided pertinent information:

- ▶ Planet Labor: *Managing the Fallout of COVID-19*, is on the Planet Labor website, which specializes in the evolution of labour law and industrial relations, and publishes regular articles on initiatives of public authorities and social partners to respond to the COVID-19 pandemic;
- ▶ Eurofound’s COVID-19 EU PolicyWatch: database of national-level responses that collates information on the responses of government and social partners to the crisis, and that gathers examples of company practices aimed at mitigating the social and economic impacts.
- ▶ International Trade Union Confederation (ITUC), European Trade Union Confederation (ETUC), and International Organization of Employers (IOE): dedicated webpages and newsletters on the pandemic; and
- ▶ IR Share’s website: a focus on labour law and industrial relations developments in Europe and pandemic-related aspects.

Information from these repositories and websites has not been adjusted in any way and may be subject to reporting errors. When available, primary sources, such as joint statements, joint proposals and agreements resulting from social dialogue processes, have been used for verification purposes and to lower the risk of inaccurate “proxy” reporting.

Several ILO Social Dialogue and Labour Administration specialists in field offices assisted in this process and complemented when necessary the information collected through desk research. The data collected through the review of the above repositories and websites aimed to identify as many outcomes as possible of social dialogue. This Brief does not capture information on enterprise-level social dialogue outcomes, such as collective bargaining agreements, or outcomes stemming from consultations conducted between government and enterprises.

The collected information served to construct a dataset based on a simple coding, which aimed to capture elements related to: general information (country/region/date/period covered); outcomes of social dialogue (title/type/scope/coverage); process (tripartite/bipartite/other and within/outside an institution); process outcomes achieved/type of measures (building on other ILO briefs);¹¹¹ and content of social dialogue outcomes.

The three types of social dialogue outcomes – emergency, adjustment, and recovery – as defined in the text are classified by sub-categories as follows:

¹¹¹ ILO, “[National employment policies for an inclusive, job-rich recovery from the COVID-19 crisis](#)”, Policy Brief, September 2020; and ILO, “[A quick reference guide to common COVID-19 policy responses](#)”, September 2020.

	Emergency	Adjustment	Recovery
Protecting employment and wages	<ul style="list-style-type: none"> ▶ Wage subsidies protection / job retention schemes ▶ Payment of wages and wage freezes / deferral of negotiations ▶ Targeted public employment programmes ▶ Special bonuses ▶ Training and skills 		<ul style="list-style-type: none"> ▶ Wages, policies, labour law ▶ Hiring, job matching, new entrants ▶ Training and skills ▶ Transition to formality ▶ Discrimination
Supporting and sustaining enterprises	<ul style="list-style-type: none"> ▶ Debt deferral / loans / Interest rate cuts ▶ Tax relief and social contribution deferrals ▶ Direct support to affected business and sectors ▶ Promoting entrepreneurship, innovation and digital technology 		<ul style="list-style-type: none"> ▶ Investments (public, PPP, private) ▶ Tax cuts, incentives, access to credit and loans ▶ Research and Development ▶ Digitalization
Extending social protection	<ul style="list-style-type: none"> ▶ Adaptation of unemployment benefits ▶ Protecting the self-employed ▶ Extension of social protection to vulnerable groups ▶ Attribution of care and family leave ▶ Access to sick leave and healthcare 		<ul style="list-style-type: none"> ▶ Unemployment compensations and pensions ▶ Healthcare system ▶ Basic benefits (housing, food, children) ▶ Precarious populations ▶ Vulnerable groups (women, youth, self-employed, etc.)
Adapting workplace arrangements	<ul style="list-style-type: none"> ▶ Flexibility and work shifts ▶ Occupational safety and health at work ▶ Teleworking (short-term arrangements) 		<ul style="list-style-type: none"> ▶ Flexibility and work-life balance ▶ Occupational safety and health at work ▶ Teleworking (long-term arrangements)
Strengthening social dialogue	<ul style="list-style-type: none"> ▶ Using / strengthening existing social dialogue mechanisms ▶ Installing ad hoc covid-oriented social dialogue committees / tables ▶ Promoting social dialogue in response to the crisis at lower levels 		<ul style="list-style-type: none"> ▶ Using / strengthening existing SD mechanisms ▶ Installing ad hoc covid-oriented social dialogue committees / tables ▶ Promoting social dialogue at lower levels
Greening the economy	N/A		
Strengthening economic and political governance	N/A		

The likelihood that not all social dialogue outcomes have been captured in the dataset and Brief owing to lack of reporting cannot be excluded. Further, given the great variety of social dialogue and industrial relations landscapes across countries and territories, and the different reporting methodologies used by the above sources of information, the data is not directly comparable among countries and territories. The dataset does not provide any assessment

about the specific features of social dialogue institutions in each country or territory, the autonomy of workers' and employers' organizations, or any legal or political obstacles that social partners may be facing. Finally, information may be missing on cases of sectoral social dialogue, as these do not seem to have been reported as systematically as cross-sectoral social dialogue.

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