

THE SWEDISH WORKPLACE PROGRAMME

Swedish
Workplace
Programme

What the employer should stop
1- One way communication (top-down communication)
2- They have the monopoly of information
knowledge is withheld

Workplace
Programs (WPPs)

Sustainable
Business
Platform
(SBP)

Learnings and
partnerships





This is a business focused on generating profit, but we feel that the Committee has given us a new meaning, it has changed us.

– SWP WORKPLACE

THE SWEDISH WORKPLACE PROGRAMME

The Swedish Workplace Programme contributes to decent work and sustainable business by promoting workplace cooperation and dialogue. It provides a practical set of tools and meeting points to support change and development at workplaces in SWP Hubs; Colombia, South Africa, Kenya and Vietnam. The programme is implemented in partnership with the Swedish Industrial and Metal Workers' Union, IF Metall, during 2019-2023 and is funded by Sida.





I believe that partnership-driven workplaces are a recipe to future-proof companies. Our workplace programmes have proven that the model adds value and has an innovative approach adapting to each workplace's unique pre-requisites, culture, and challenges.

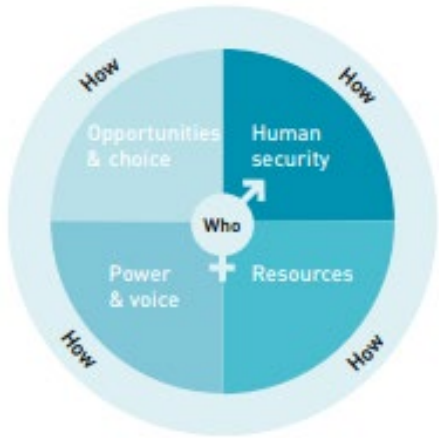
Alessandra Cornale
Programme Director

Swedish Workplace Programme



SOCIAL DIALOGUE

A SOLUTION TO LOST OPPORTUNITIES?



8 DECENT WORK AND ECONOMIC GROWTH



WHY DOES SWP EXIST? The absence of well-functioning workplace cooperation is a huge lost opportunity when it comes to productivity, innovation, and securing rights at work.

Social Dialogue has bearing on several poverty reduction perspectives. But as stated by the international trade union ITUC, there is still a limited knowledge and cases of social dialogue in development countries. Historically stable labour relations has served most countries well. But countries are at different stages of economic development and institutional capacity. SWP analyses this in its contexts offering different perspectives on contribution. The long-term outcome of SWP can have a direct impact on poverty reduction.

As economies continue to struggle with the impact of the pandemic, the decent work agenda is more relevant than ever to build back societies. The pandemic has accelerated already ongoing transformations. Digitalization and Industry 4.0 is changing the landscape of production and work, which will generate demands for new skills. These

issues must also be understood against the transformation needed to cope with climate change and its impact on traditional jobs.

Income is vital for all. But for the individual person **work** extends beyond salary. It also concerns aspects of health and safety, inclusion, and the possibility to have influence on one's daily life. Precarious work is common, and informality keep many out of or in lack of access to social security systems. Currently basic labour rights are systematically violated in many countries.

From the organizational perspective absence of workplace cooperation most likely means loss of productivity, conflict or a working environment maintaining precarious working conditions.

The process of Workplace Cooperation improves inclusiveness, democratic ownership and accountability by introducing problem-solving and dispute resolution. All these have bearing on innovation capability and productivity. These are also crucial preconditions for creating a trust-based environment to solve and cope with all kinds of

challenges that workers and companies are facing today and tomorrow.

So, in creating decent work and sustainable companies there are positive gains for all parties. And this is the space where the Swedish Workplace Programme promote change and new leaderships!

THE PROGRAMME OBJECTIVES



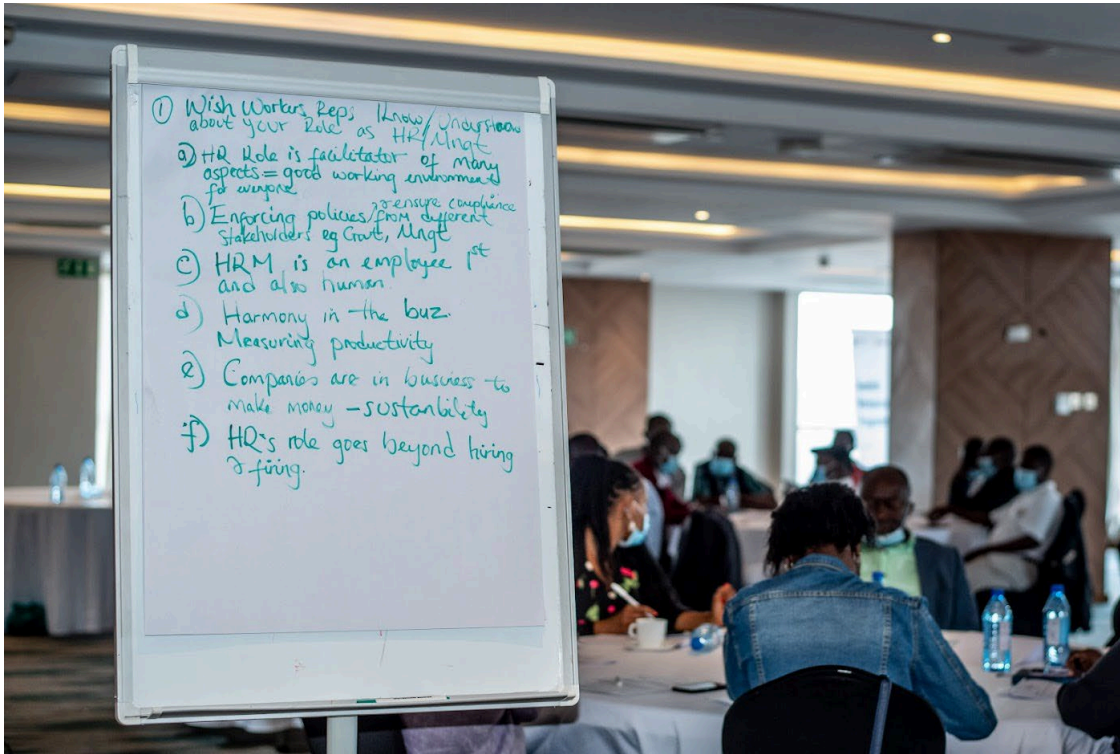
Contribute to improving the conditions for decent work and sustainable business in the **eco systems** of Swedish companies.



Contribute with learnings and best practice on workplace cooperation and develop the necessary partnerships and forums that can benefit local development.

Business Eco System understood as actors: **the workplaces** (*employees and management*), their relationships (*trade unions and employers organisations as well as suppliers & customers*), in the context and surrounding institutions (*norms and rules*).

These also constitute the key actors SWP work with - the change agents of the programme.



STRATEGIC PILLARS HOW SWP CREATE CHANGE

Inspired by the Swedish model of labour market cooperation, the SWP programme improve the conditions for social dialogue. SWP engage with Swedish multi-national companies and trade unions to promote workplace cooperation and social dialogue to grow sustainable businesses. Companies are a partner and tool to inspire solutions to some of the root causes that

impedes decent work and sustainable business practices. Using the lenses of companies and unions, SWP makes best practices available to other workplaces. These practices and learnings are building blocks for partners to strengthen workplace cooperation in their supply chains and local business ecosystems.

STRATEGIC PILLARS HOW SWP CREATE CHANGE

The programme facilitates transformation of policy to practice through three strategic pillars or operations areas.



The Workplace Programmes are a structured step-by-step way to engage management and employees in cooperation. Cooperation brings about solutions to challenges that are crucial for the sustainability of business, creating a dynamic and decent work environment promoting voice, diversity, and inclusion. With the right conditions in place, companies are equipped to drive sustainability and transformation by turning policies into practice.



The SBPs are re-occurring meeting points to showcase best practices, creating new partnerships and generate active cooperation between companies. Keeping labour relations and workplace cooperation at the centre of the platforms while addressing sustainability challenges and opportunities.



An important aspect of the programme is to provide the 'world of work' with best practices on how to apply workplace cooperation and dialogue in different contexts. By using a practical approach, SWP answers to the HOW, making it an excellent complement to other more policy-oriented initiatives.

PROGRESS

As by the end of 2021 SWP have 18 ongoing workplace programmes in the four hubs plus two union workplace programmes involving clusters of companies. Among the outcomes are participants changing their approach and establishing new working ways as a direct result of interacting with the SWP programme.

The change in perceptions on both participating managers and employees has paved the way for establishment of workplace committees and personal engagements. Workplace programmes have successfully established new working committees undergoing the SWP training cycle. As a result these companies introduce the programme to their local value chain companies.

Several of the workplaces now jointly participate in the development of a Women Leadership Programme.

17 meetings on business and local sustainability challenges have been hosted by SWP. The Sustainable Business Platforms change the readiness by actors to increase their ownership. The platforms have been coordinated with embassies to be able to create more value for a broader set of Swedish related actors.

Platforms have generated new partnerships between companies on sustainability and new workplaces to engage in SWP programmes.

DEVELOPMENT OF THE SWEDISH WORKPLACE PROGRAMME

2019

SWP inception year to explore the pre-conditions and possibilities to implement the programme with stakeholder consultations resulting in a multi-year plan specifying location of hubs workplans and the organisational set up of the programme.

2020

In midst of the full-fledged corona crisis SWP managed to begin implementation after recruiting a team in the 4 hubs. **Six** workplace programmes were developed and the Sustainable business platforms delivered opportunities to establish networks. Key outcomes was the initial positioning of SWP as a reliable and interesting initiative to explore for both companies and trade unions.



Participants at a joint union management training in Nairobi Kenya 2021

A key learning in 2020 was the hard work and time required to develop the essential buy-in by stakeholders in the programme, especially management. SWP coordinators were diligent in developing the necessary relationships and strategies to how to make this happen.

<h1>2021</h1>	KENYA	SOUTH AFRICA	VIETNAM	COLOMBIA	GLOBAL
 <p>WORKPLACE PROGRAMMES</p>	5+1 UP	3+1 UP	3	7	
 <p>SUSTAINABLE BUSINESS PLATFORMS</p>	<ul style="list-style-type: none"> • UP! And Unions • Introducing SWP • Post-covid realities 	<ul style="list-style-type: none"> • Future of Work • UP! And unions • HR network meeting 	<ul style="list-style-type: none"> • Sustainable Sourcing Network 	<ul style="list-style-type: none"> • Gender Equality • Transformation • Sustainable Sourcing • Human Capital 	<ul style="list-style-type: none"> • Let's Meet SWP
 <p>KNOWLEDGE & PARTNERSHIPS</p>	<ul style="list-style-type: none"> • Social dialogue consultative stakeholder meeting 	<ul style="list-style-type: none"> • ILO INDUSTRY ALL Reference Group • High level union leadership forum 	<ul style="list-style-type: none"> • HR Network • Union network meetings 	<ul style="list-style-type: none"> • Women Empowerment Programmes • Regional Global Deal • Gender workshop 	<ul style="list-style-type: none"> • EXPO – Swedish model • DRC - CoCreator in the NKELO BANTU Platform

OVERVIEW OF SWP PROGRAMME ACTIVITIES AND PLATFORM TOPICS

WORKPLACE PROGRAMME PARTNERS 2021



COLOMBIA

**SKF
Securitas
Epiroc
Atlas Copco
Astra Zeneca
Electrolux
Dotacalle**



KENYA

**Volvo
Atlas Copco
Shreeji Chemicals
Scania East Africa
VCB Bank
UP!
(+18 comp. in
automotive industry)**



SOUTH AFRICA

**Electrolux
Hemocue
UD Trucks
UP!
(Assa Abloy
UD Trucks
Autoliv
NCM (Epiroc)
Sandvik
Volvo Group)**



VIETNAM

**Hitachi Energy
ABB Automation
Ngoc Son**

VOICES

The workplace step-by-step process:

1. Management Buy-In
2. Interest Need Assessment
3. Committee Formation
4. Election of Worker Reps.
5. Training/Topical
6. Committee Action Plan
7. Implementation

“Thanks to SWP, we have reviewed our sustainability policy and adjusted our vision to look beyond philanthropy. Instead, we are looking at how we can support the society and SDGs. We are now including others in this process and as an example, we are establishing a sustainability platform together with our distributors.”

“Better ways of communicating with management”

“Helped us to engage with management and employees working as a team. Before the top management didn’t deal with employees – now they are sitting with us in one boardroom and sharing company plans”

“Different approach in a meeting to avoid conflict and to avoid deadlock. If we handle things differently it won’t lead to a deadlock”

“We have seen a very big change in the shop stewards’ confidence and attitude towards union and management engagement”



Kenya: One of four platform meetings during 2021. Ministry of Labour, Central Organisation of Trade Unions, Federation of Kenyan Employers and human resource managers from Swedish and local companies discussing concrete action steps to introduce social dialogue as a tool to improve workplace cooperation.



Vietnam: SWP initiated two networks. *The Sustainable Sourcing* network covered anti-corruption, human rights due diligence and Covid-19 measures. And a *HR cross-cultural network* exchanging leadership practices on diversity and inclusion and strengthening relations between Vietnamese and Swedish HR practitioners. As an **OUTCOME**; companies took action to get involved with SWP Workplace programmes.



SWP supported us to reengineer the entire workplace environment measurement process. What we have achieved is to generate a leadership system where the leaders of the organization are involved in all human matters and bring the Swedish philosophy and the work of SWP to the operation. In part, this is closely integrated into our corporate values, which are integrity, efficiency, and service.

COMPANY IN SWP 2021

TEST AND MONITOR THE PROGRAMME ASSUMPTIONS – USING A “*SWEDISH APPROACH*” TO SUPPORT DEVELOPMENT?

The Swedish model on workplace cooperation has been successful to create stability on the labour market with sector wide collective bargaining, providing predictability and implementation of agreements. It serves as an important part of driving innovation, just- and green transition specific to the Swedish context.

However as it is based on respect for a number of universal themes such as dialogue, transparency and inclusion, similar workplace cooperation approaches, can be developed and applied across different contexts.

Swedish companies are a potential vehicle as implementers of policy, showcase behaviour and drive value creating change in business environments. Through extensive policy commitments and geographical presence Swedish companies can change the positive impact and reduce negative implications of business operations.

A key for SWP is to empower employees and management with knowledge and tools and both individual and organisational capabilities towards these ends.

CROSS CUTTING ISSUES:

- DIVERSITY AND INCLUSION
- CONFLICT



“From the work of the Committee towards inclusion, we have implemented changes in the recruitment process. This includes modifying the published vacancies to include our commitment to diversity and no discrimination. An internal review step in the recruitment process has been added to minimize biases in procedure has been priority

– SWP WORKPLACE



DIVERSITY & INCLUSION

In many organisations today Diversity and inclusion is a strategic goal with specific targets. It helps companies provide insight into the needs of the entire client and customer base, rather than just a small part of it, contributing to the overall value creation. Companies with values based on diversity and equal value of human beings also create good conditions for successful companies that can offer an attractive environment and good jobs.

Despite the positive effects there are many different challenges to diversity and inclusion and aspects ranging from conflicts, racism or gender roles driving behavior. A reoccurring problem is that many industries are gender dominated in different ways making company

diversity and inclusion policy hard to achieve. Skills and Cultural perceptions are also impeding on the will or ambition to reach such goals .

Covid-19 has affected women harder with more job loss and slower recovery according to ILO.

Therefore, in SWP, Diversity and inclusion is a prioritized and basic perspective. It is a core component when developing the SWP Committees - to achieve representativeness . That dialogues reflects the workplace composition of people when it comes to gender, ethnicity or the basic inclusion of employees.

From SWP a set of gender specific outcomes has emerged.

DIVERSITY & INCLUSION



“An experience that is very important from the work with SWP, is the recruitment of women in the security sector. In these two years, we have exceeded 26% of women in our payroll, and at this time we are pioneers and changing paradigms in Colombia ...”.

– SWP WORKPLACE



Vietnam, A Gender expert at a SWP workplace training. Sexual harassment in the workplace has long been an undiscussed topic. However, a new amended labour code includes extensive regulations on sexual harassment. Tools and Awareness on how to meet these demands are often lacking. The new regulations on sexual harassment provides an opportunity for SWP to support companies to be compliant with the new regulations and to create an inclusive workplace culture.



Colombia, SWP and Campetrol gender equality initiative for the private sector including national and international companies. Three panels consisting of representatives from Swedish and Colombian companies, Swedish Embassy, GRI, UN Women and FIP unpacked the topic and shared experience of promoting gender equality in the workplace.



DIVERSITY & INCLUSION

Colombia - Women Empowerment Programme



Started in September 2021 to empower and promote women leaders, and to create an enabling environment within the workplace. This initiative is an outcome of the SWP workplace programmes. Two companies identified struggling to keep up with their own gender targets, both in male dominated sectors.

The analysis by the workplace committees quickly identified, career opportunities and skills, as obstacles that were partly internal and partly

external to the individual workplace. The realisations was that to find solutions partnering with other companies and organisations was key.

The programme is currently starting to change processes at their workplaces to identify action plans that include leveraging education and public institutions.



COLOMBIA

Using the SWP pillars to co-create outcomes (Conflict reduction)

Colombia remain one of the most difficult countries for human rights and union leaders in the world. The absence of dialogue amongst the social partners is present at any level of the system; decent work conditions in large companies, union security and rights promotion. Having ratified most ILO conventions on decent work and employee rights, significant gaps in implementation of standards remains.



LEADERSHIP AND BEST PRACTICE, November, 2021

Based on the positive partnership so far, the Swedish Embassy has identified SWP as an asset in its broader relation and sustainability work in Colombia. Inviting SWP to lead a session during the Regional Global Deal event in Cartagena. Bringing together representatives of workers, employers, and Latin American governments, debate and exchange on good practices of social dialogue.

SWP led a panel with Securitas and SKF that promoted their programmes on how active listening, empathy, seeing others differently and understanding had moved the workplaces of transforming policies to practice, improving workplace relations.

The messages was received positively by participants for promoting and encouraging a view of transformation to a positive and constructive approach in a tense and critical situation.

TO MITIGATE CONFLICT - *UPSKILLING OF UNION SHOP STEWARDS IS A FIRST STEP*

SWP has developed a different approach to engage with companies in South Africa and Kenya. The programme needed a strategy on how to involve the trade unions more to get a different kind of impact and sustainability of the programme.

The SWP consulted with Trade Unions in South Africa and Kenya to identify common issues they face during the Pilot phase of the program in 2019. Among the issues identified was the lack of an enabling environment for social dialogue, and most so at the workplace level, despite the provision of legislative Acts that protect and promote workplace cooperation.



South Africa. October 2021, During the Final Joint Workshop of the UP! Skilling programme SWP brought together managers and shop stewards (despite an ongoing strike) to practice newfound skills on cooperation and business literacy. SWP created the SWP **UP! Programme** targeting skills development of the union Shop Stewards with 6 Swedish companies during 2021. Among some of the imminent outcomes were the individual skills to engage more meaningfully with management, as they often felt disempowered and unable to do so. An improved understanding of roles and responsibilities and for management participant feedback suggests practical changes with shop stewards indicating that they now strive to avoid adversarial relationships. Finally, also highlighting gaps to unions and companies on cooperation.





SOUTH AFRICA - SWP outcomes reinforce each other



South Africa: *Upskilling programme UP!* For workplace union representatives in six Swedish companies in South Africa with National Union of Metalworkers, NUMSA Trainings involved joint sessions with union reps and HR managers to improve dialogue and cooperation.



South Africa – SWP together with the Swedish Embassy in Pretoria and Industry All Global, hosted union leaders from the mining, manufacturing and textile sectors in a leadership symposium. SWP shared learnings from the UP! Programme.



A Reference Group is supporting the Upskilling programme with representatives from Academia, ILO and Industry All Global to improve and validate the programme but also to share learnings to peers



KENYA

In Kenya SWP created the SWP **UP! Programme** targeting skills development of the union Shop Stewards from 18 companies in the Automotive sector in Kenya during 2021. **As a result**, the Shop Stewards were able to use their skills to build trust and cooperation with management in new ways to avoid conflicts. A 2nd cohort of training in close cooperation with union AUKMW takes place in 2022.



Based on this shop steward upskilling, I feel confident that as a union we now have change ambassadors that will grow the industry, protect, and promote decent work principles for both the employer and the employees represented. And that disputes will be dealt with at the workplace level by consultative dialogue.

Rose Omamo,
General Secretary
Amalgamated Union of Kenya Metal Workers





Issues are solved best by those who are affected by them, with the right training and tools

Michael Lyngsie,
Union President, Scania

Knowledge Exchange. The engagement of Swedish company union representatives in the conversations and trainings are an important, and by the participants, often requested feature in SWP made possible by the partnership of *IF Metall* and *NIR*. To the left, Michael “Stålis” Lyngsie from Scania taking part in final joint workshop with union representatives and managers of the **UP! Skilling** workplace programme in Kenya in October 2021.



DEMOCRATIC REPUBLIC OF CONGO

DRC struggles with numerous challenges; political instability, armed clashes, child labour, poor infrastructure, access to electricity (in rural areas, less than 1% of the population has access to electricity), corruption (169 of 180 countries) and consequently extremely low trust for the decision-making power and institutions.

SWP is partner to co-organise the Nkelo Bantu summit in Kinshasa. 2021 was the second summit focusing on transformational leadership as a prerequisite for developing inclusive workplaces. Participants from private and public sector, civil society and trade unions discussed challenges and solutions in relation to the development of human capital in the DRC. SWP together with the Swedish Embassy in Kinshasa contributing with panelists and organizing workshops on main topics.

The events are covered by national media outlets. They have become a set event in the annual business calendar. We see that the partnership approach is an efficient way to reach agenda-setting, by having the mindset “by Congolese for Congolese”.

A main takeaway from Nkelo Bantu has been the strong interest from multiple actors on *dialogue mechanisms*, how to apply them in practice and to understand sustainability and ESG beyond CSR. For SWP DRC seek to apply how learnings and knowledge over time from the other hubs can be incorporated and in small-scale support institutional development and trust mechanisms among business and unions that can serve as best practice.





Partnership is the new Leadership

Martin Lundstedt,
CEO, Volvo Group



EXPO 2020 Dubai, December 10, SWP organized two panels in the Swedish pavilion on partnership driven workplaces. Panellists included the CEO of Volvo Group, senior managers from SAAB and Ericsson and the International Secretary of IF Metall. The panel stressed the importance of inclusion and partnerships at workplace level as key to build business that is sustainable.

A win win



It's time we stop talking about each other and start talking with each other. As both businesses and unions have a common interest and goal of seeing productive, profitable, and sustainable businesses. Because if this isn't achieved, there will be no business or decent jobs.

– **Mats Svensson**
International Secretary IF Metall

2021 IN SHORT

- 18 workplace programmes with Swedish and value chain companies.
- Implementation of skills development programmes for union representatives from 27 companies leading to reduced conflict at the workplaces.
- Launch of Women Empowerment Programmes to promote women leadership in the workplace.
- SWP related topics incorporated in company policies in HR policies and annual employee surveys.
- SWP inspired a company committee to establish a human rights platform at the workplace and conduct trainings for internal and value chain staff.
- Increased contribution to Embassies and Team Sweden work in the private sector.
- Influenced change in mindset that inclusive leadership improves motivation and increases productivity.
- Awareness on Swedish values, workplace culture and inclusive leadership practices as business success factors generated interest from local companies.
- Sharing learnings on dialogue and workplace cooperation increases the global footprint of the Swedish labour market model.
- Influenced companies to conduct transparent voting processes when selecting members to workplace committees to generate trust and legitimacy for the process.





IFMETALL

www.swpglobal.org

NIR

Näringslivets Internationella Råd
International Council of Swedish Industry