

Logistics in the Netherlands: Coverage challenges in a newly emerging sector

NOËLLE PAYTON

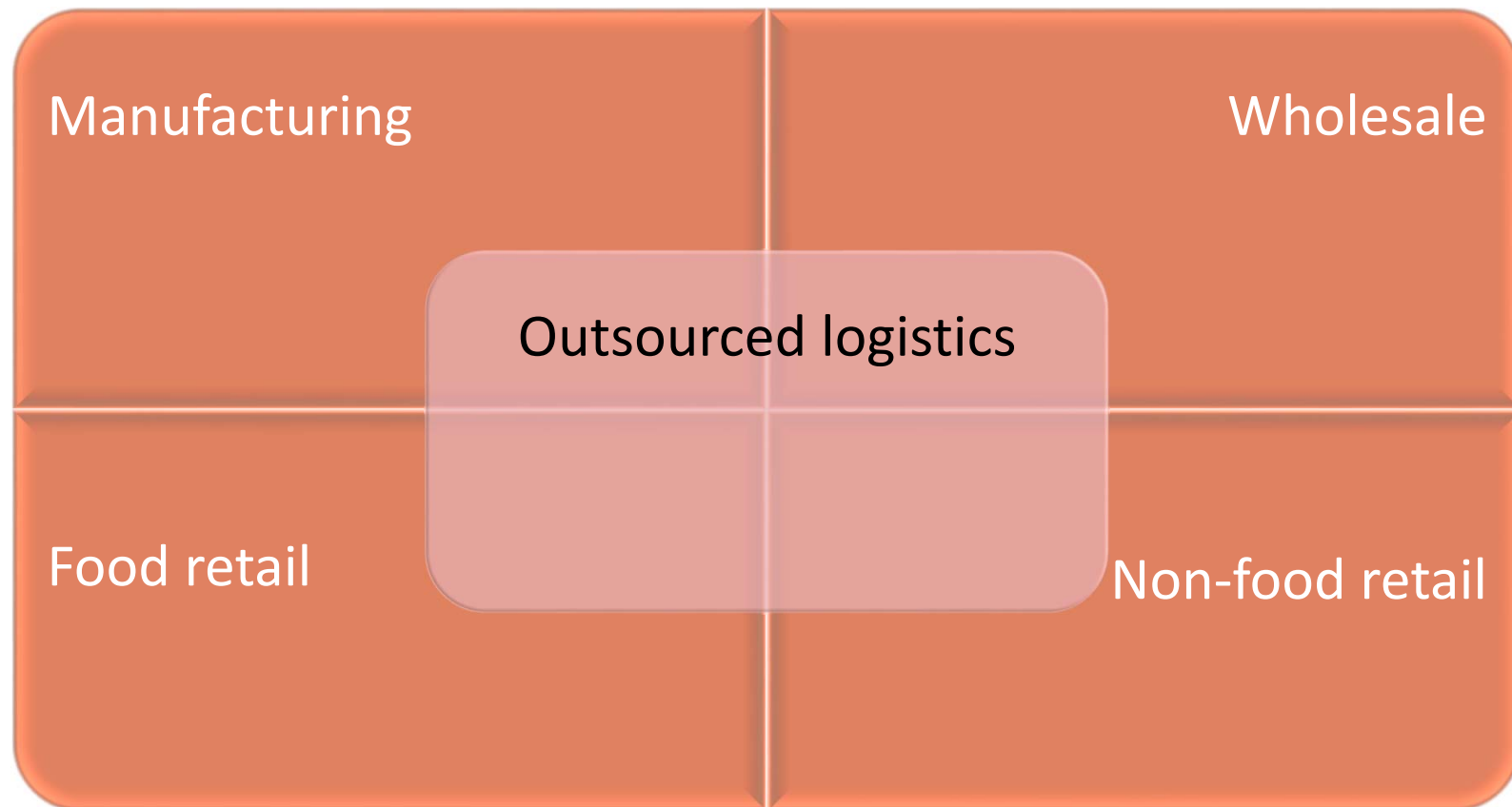
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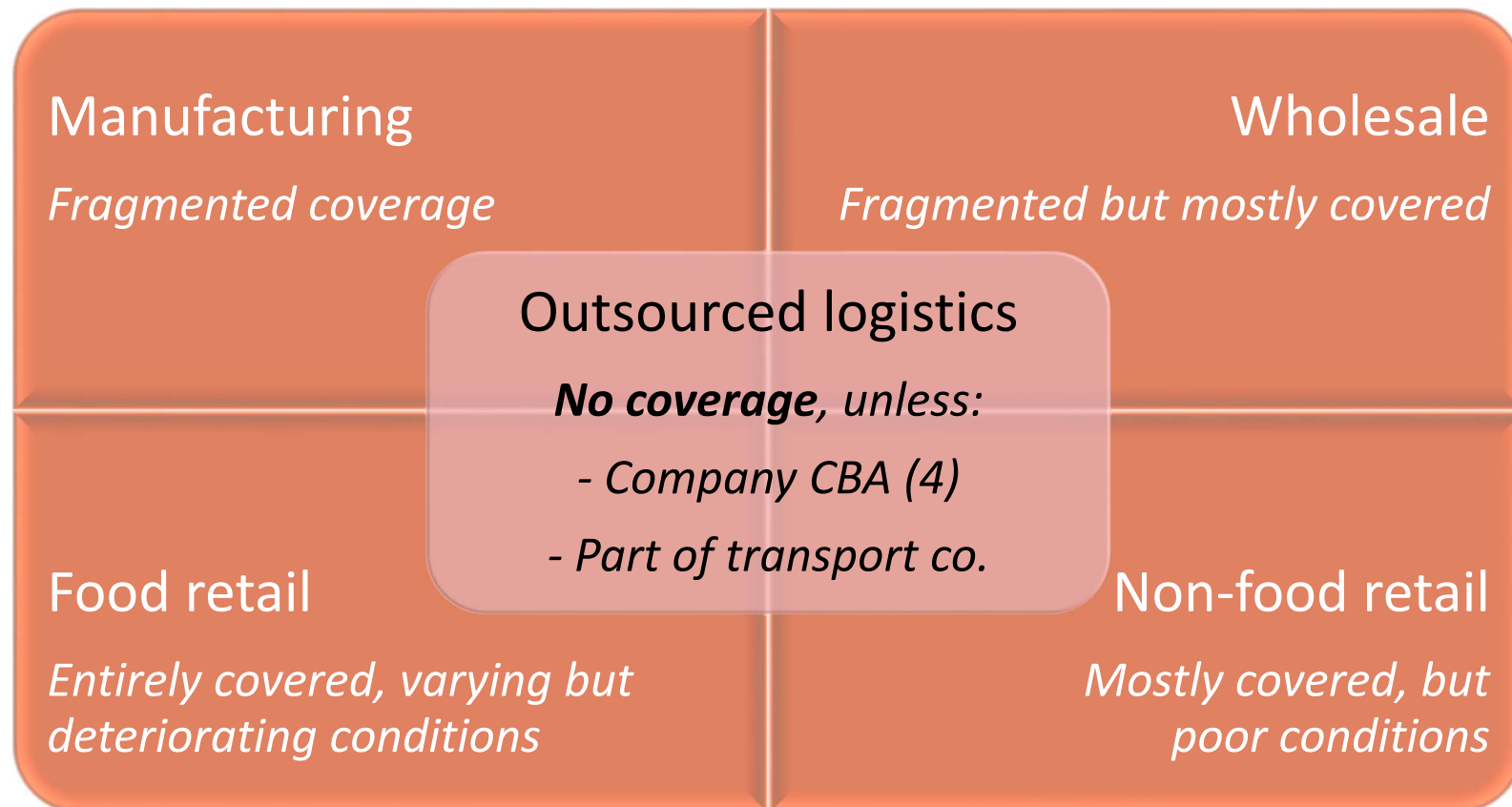
EMPLOYMENT, SOCIAL AFFAIRS & INCLUSION

Relaunching Collective Bargaining in Outsourced Services

Where?



Coverage



Coverage



IN-HOUSE

Mostly covered, but:

- High fragmentation of sub-sectors
- Some spots without sectoral CBA's
- Relatively poor conditions

OUTSOURCED

Low coverage because:

- Transport companies splitting off logistics
- New sector: no tradition, pressure on costs
- Low employee organisation: high share of temporary work



CBA clashes and shopping



Bol.com

Strategy, marketing, sales

Customer service

Warehousing, distribution

Transport

Self-employed drivers

Coolblue

Strategy, marketing

Customer service

Warehousing, distribution

Transport

Drivers

RETAIL CBA



No sectoral CBA without extension



- Sectoral level is dominant
- Representativeness (>55%) = extension = ~~competition on labour costs~~
- Logistical activities in many existing sectors (ports, wholesale, etc.)
- Difficult to define a new sector
 - Without impinging on other sectors' representativeness
 - In a way that representativeness can be proved
- Minimum wage sector

“It is difficult to compete with absolute freedom”



Union strategies



Cross-sectoral cooperation along the chain

- Coalition-building with employers
- Prevent conditions from worsening elsewhere
- Targeting most powerful actor
- Combating Fraudulent Employment Act (chain responsibility for social costs)
- Condition: supportive union organisation

Targeting newly developing sectors

- Logistical services
- E-commerce

Conclusion and pointers



Main problems:

- Fragmentation allowing for CBA clashes and shopping
- Newly emerging sectors/ activities without tradition of organisation
- Pressure on costs because of competition
- Lack of willingness to negotiate without guarantee of extension



Conclusion and pointers



Suggestions for improvements:

- Mirror the structure the economy is taking on
 - Chain approach
 - Target new sectors and activities
- Remove or diminish barriers for extension
 - Lower representativeness standards
 - Allow exceptions for already-covered sectors/ companies to maintain their own CBA...
 - ...without it effecting representativeness for the newly defined sector

