

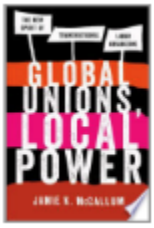


“A Deeper-Dive into some of today’s key issues”

Corporate Campaigns - *A real-life horror story; the players; the issues; the anatomy of a corporate campaign; and keeping your company out of the headlines.*

Employee Relations through the lens of Gens X, Y and Z. - *A #walkout - the emergence of collective employee voice without unions; the influence of social networks; Intended and unintended activists; Clicktivism, apptivism, E-mocracy, pop up protests and other new concepts; Managing grievances and escalations in a modern world.*

Looking around corners – using data and assessing risk. - *Developing a country risk map; and predicting changing employee relations risk at the site level. With working tools to take away.*



Could this be you?



SEIU Reaches Agreement with Wackenhut

Agreement paves way for partnership on mutual goals



Rana Plaza

Report on Deadly Factory Collapse in Bangladesh Finds Widespread Blame



Bangladesh Police Charge 41 With Murder Over Rana Plaza Collapse

Bangladesh factory collapse: Gap refuses to back safety deal

Attempt to improve conditions for textile workers frustrated by American retailer

 www.industriall-union.org

ACTION on Bangladesh

On 24 April 2013, the Rana Plaza collapsed, killing 1,100 workers and injuring thousands more. Since then, more than 200 global brands and retailers have signed the historic the Accord on Fire and Building Safety and more than 1,500 factory inspections have been carried out. The Rana Plaza compensation fund, set up for the victims and their families, has finally reached its target of US\$30 million.

For a truly safe and sustainable garment industry strong trade unions are needed - IndustriALL is relentless in pursuing our goal to organize and to fight for a living wage for all garment workers.

The problem in Bangladesh's garment industry is three times bigger than anyone suspected



TUESDAY, MAR 19, 2019, 4:06 PM

6 Years After Rana Plaza Collapse, an Accord to Improve Bangladesh's Worker Safety Is in Jeopardy

H&M fails to make fire and building safety repairs in Bangladesh

Same game, different players,



“Labor Rights are Human Rights”

Two flavors of global union ...

International policy making



International Trade Union Confederation (ITUC)

- International Labour Organization
- OECD (TUAC)
- World Economic Forum
- United Nations
- World Bank
- Capability building



Interface with international companies

Global Union Federations (GUFs)

- Corporate Campaigns
- International Framework Agreements
- Expert advice and capability (e.g. European Works Councils)



Global Union Federations

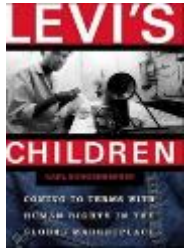


“In a world where influence and wealth are increasingly concentrated in the hands of the few, UniGlobal builds union power to improve workers lives everywhere”

Christy Hoffman UniGlobal



Corporate campaigns

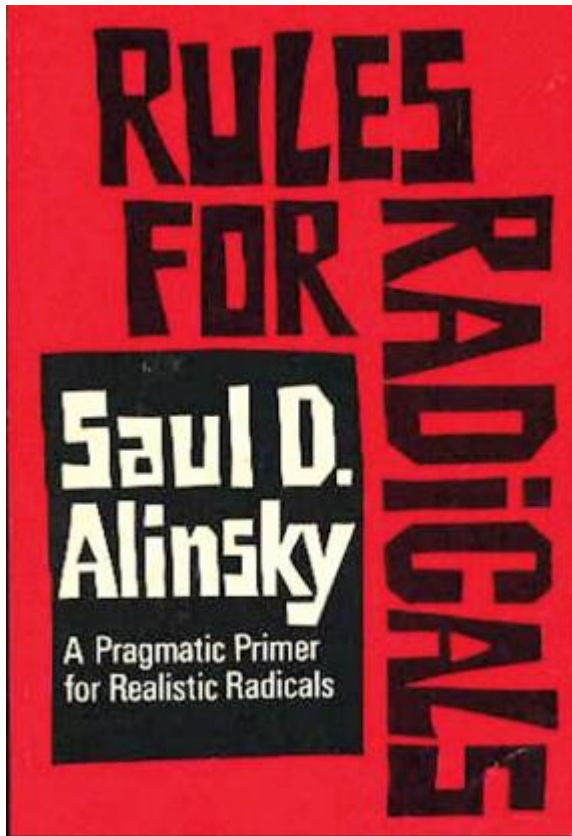


Mattel's real toy story: slave labour in sweatshops



- Global campaigns started in the early 1990's with companies like Nike, Mattel and Levi Straus
- More recently “name and shame” campaigns have attacked Nestle, Coca Cola, WalMart, Unilever, UPS, H&M, Apple, Amazon and users of “conflict minerals”
- Campaigns seek to put pressure on companies by damaging their reputation through impacting clients, customers, investors and governments
- Campaigns can be “direct” or link a trade union objective to an identified vulnerability targeting a position of power
- Increasingly trade unions, NGOs and anti-globalization activists have cooperated.

How to plan a corporate campaign



The best book on campaign development is Rules for Radicals written in 1971 by Saul Alinsky. His suggested tactics were used in Barrack Obama's Presidential election campaign.

1. **Power is not only what you have but what the enemy thinks you have**
2. Never go outside the expertise of your people
3. Whenever possible go outside the expertise of the enemy
4. **Make the enemy live up to its own book of rules**
5. **Ridicule is man's most potent weapon**
6. **A good tactic is one your people enjoy**
7. A tactic that drags on too long becomes a drag
8. **Keep the pressure on**
9. **The threat is usually more terrifying than the thing itself**
10. The major premise for tactics is the development of operations that will maintain a constant pressure upon the opposition
11. If you push a negative hard and deep enough it will break through into its counterside
12. The price of a successful attack is a constructive alternative
13. **Pick the target, freeze it, personalize it, and polarize it."**



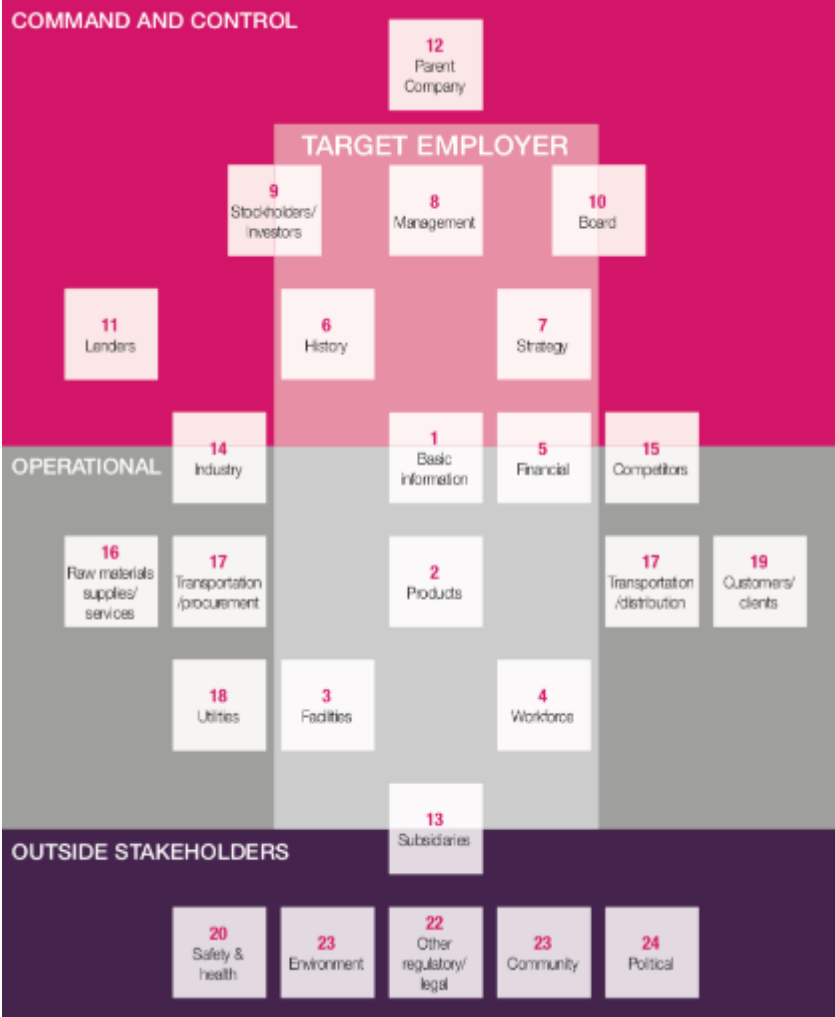
Identifying company vulnerability



WHAT KIND OF COMPANY ARE YOU KEEPING?

A short guide to Strategic Corporate Research

	WORKPLACE	COMPANY			INDUSTRY		
Membership participation in the union	Membership participation in organising and wider campaigns	Company density	Customer and supplier density	Sector/industry density	Extent of organising activity and success		
Quality and representativeness of union leadership	Local union	National union	TUC	Company councils	Industry councils	Global union federations	Membership participation in political activity around labour issues
Quality and extent of membership education, and reps development programs	Quality, extent and enforcement of local agreements	Quality, extent and enforcement of agreements companywide	Existence, quality, extent and enforcement of sector agreements	Quality and extent of union community and political alliances			





Keeping up to date

LabourStart

Where trade unionists start their day on the net.

Top news

Global Global Unions launch toolkit to support LGBTQI+ workers under ILO C190 [IndustriALL] 20-01-2024

Argentina What is happening in Argentina? [PSI] 20-01-2024

Global Trade unionism and Chinese multinational companies: The Building and Woodworkers' International (BWI) experience [GLC] 20-01-2024

Argentina BWI in solidarity with Argentinian workers and trade unions [BWI] 19-01-2024

UK Northern Ireland 16 unions walk out in Northern Ireland's biggest-ever strike [BBC] 18-01-2024

Europe Trade unions alarmed by EU's industrial collapse [Euroactiv] 17-01-2024

Global ILO submits dossier related to the right to strike dispute to the International Court



Staying under the radar

The big issues will not go away

Activists need a “poster child”

Unions need a “worst company on the planet”



... don't let it be you



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No Union ... No Problem? ... a #walkout

[UK Google lays off 1,000 workers, union says](#) 2024-01-14 [Guardian]
[USA Alphabet Workers Union Calls Google Layoffs 'Needless'](#) 2024-01-13 [Tech Report]
[USA Workers Union kicks as Google sacks hundreds in fresh layoffs](#) 2024-01-11 [Nairametrics]
[USA Google illegally refused to bargain with YouTube workers union, says federal labor board](#) 2024-01-06 [KTVZ]
[USA Google and Cognizant lose US labour case to workers' union](#) 2024-01-05 [CNBC]
[UK Calling for transparency for the use of creators' works in Google's new Gemini AI system](#) 2023-12-21 [Society of Authors]
[USA At SF Google, Thousands Demand No Tech For Genocide & Google Workers Speak Out](#) 2023-12-15 [LVP]
[Canada Unifor calls federal government deal with Google over Online News Act a step in the right direction](#) 2023-11-30 [Unifor]
[Spain YouTuber sues Google Spain for wrongful dismissal](#) 2023-11-24 [The Globe and Mail]
[USA Google workers overcome retaliation to secure union representation with AWU-CWA](#) 2023-11-09 [UNI]
[USA Group of Google contractors who work on Search and Bard win union vote](#) 2023-11-08 [CNBC]
[USA Google Content Writers at Accenture Vote to Join Union](#) 2023-11-07 [BNN]
[Poland Google employees in Poland form first-ever union amid layoffs](#) 2023-10-10 [UNI Global Union]
[USA Google Flat-Out Refuses to Bargain With Workers, Prompting YouTube Music Strike](#) 2023-09-21 [VICE]
[USA Google illegally cut contract staff who worked on AI, union alleges](#) 2023-08-04 [Bloomberg/Daily Maverick]
[USA 'Incredibly suspicious': A union is accusing Google of violating labor law by retaliating against workers for organizing](#) 2023-08-04 [Fortune]
[USA Google contract workers accuse Alphabet and Accenture of violating labor law](#) 2023-08-04 [Engadget] miltzberg
[USA Google union pushes back on three-day return-to-office mandate](#) 2023-06-09 [BNN]
[Korea \(South\) Google Korea workers form a union](#) 2023-04-15 [UNI]
[UK Google workers in London stage walkout over job cuts](#) 2023-04-05 [O Canada]
[UK Unite Google workers strike outside London HQ over alleged 'appalling treatment'](#) 2023-04-05 [The Evening Standard]
[UK Google Kings Cross HQ protest over sackings and union busting](#) 2023-04-03 [Unite]
[Europe First Google European Works Council to increase worker representation](#) 2023-04-02 [UNI]
[Canada Unifor seeks update on Competition Bureau's display ad investigation into Google](#) 2023-03-29 [Unifor]
[USA / Global Google workers hit back at CEO over layoffs: 'Nowhere have workers' voices been adequately been considered'](#) 2023-03-17 [Fortune]
[Switzerland Google workers stage walkout as job cuts hit Europe](#) 2023-03-16 [O Canada]
[USA Labor board ruling that Google is legally employer of YouTube contract workers has implications beyond tech industry](#) 2023-03-05 [Fortune]
[Japan Google workers in Japan have joined a labor union in response to planned layoffs](#) 2023-03-02 [Yahoo]
[USA Google Subcontractors Face Low Pay, Inadequate Benefits, Union Survey Finds](#) 2023-02-23 [Bloomberg]



LabourStart


























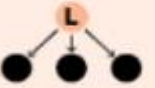
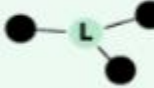
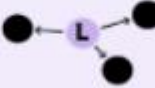
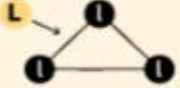
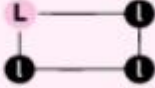
Where trade unionists start their day on the net.



2018 was just the start

Employee Relations through the lens of Generations X, Y and Z

Where are you?

Category	Builders Born: 1925-1945	Baby Boomers Born: 1946-1964	Generation X Born: 1965-1979	Generation Y Born: 1980-1994	Generation Z Born: 1995-2009	Gen Alpha Born: 2010-2024
Slang terms	 We prefer proper English if you please	 Be cool Peace Groovy Way out	 Dude Ace Rad As if Wicked	 Bling Funky Doh Foshizz Whassup?	 Fam GOAT Slay Yass queen	 lit yeet hundo oof rn idrc
Social markers	World War II 1939-1945	Moon landing 1969	Stock market crash 1987	September 11 2001	GFC 2008	COVID-19 2020
Iconic cars	 Model T Ford Final, 1927	 Ford Mustang 1964	 Holden Commodore 1978	 Toyota Prius 1997	 Tesla Model S 2012	 Autonomous vehicles 2020s
Iconic toys	 Roller skates	 Frisbee	 Rubix cube	 BMX bike	 Folding scooter	 Fidget spinner
Music devices	 Record player LP, 1948	 Audio cassette 1962	 Walkman 1979	 iPod 2001	 Spotify 2008	 Smart speakers Now
Leadership style	 Controlling	 Directing	 Coordinating	 Guiding	 Empowering	 Inspiring
Ideal leader	Commander	Thinker	Doer	Supporter	Collaborator	Co-creator



Social media has changed the game



The New York Times

WITH JULIAN FOWLER

She's 26, and Brought Down Uber's C.E.O. What's Next?

In her first interview since the essay that started a wave of sexual-harassment revelations, Susan Fowler tells her life story and looks to the future.




Update On Strike In Matamoros, Mexico
Posted on January 27, 2018 by admin




Walkout

FOR REAL CHANGE

November 1
11:10am



Collective complaints – social style



- Collective social protests can be designed to support a trade union organized campaign ... “fight for 15”
- Social protests may be against a deal struck between trade unions and the company ... the employee trusts neither party to work in their interest ... Brazil
- Employees organize a strike without a union - #Googlewalkout
- Amazon UK ... 232 stoppages in three weeks with no union
- Employees organize a strike despite the union – China & Mexico
- How do you negotiate with a leaderless protest group?
- What happens when your protest gets taken over – “gilet jaunes”
- “Immature” systems most at risk



... and two weeks later



Unintended activists in the workplace



- Not all viral social media posts are deliberate attempts to disrupt.
- Postings can take on a life of their own.
- Innocent posts can be hi-jacked by activists and the media.
- Lawyers trawl social media sites for clients.
- Unions build influence by picking campaigns up e.g. Amazon, Google, Microsoft.

Christy Hoffman, General Secretary of UNI Global Union said: "It is inspiring to see Google employees organizing their global workplace for equality and transparency."

UNI Global news

Bloodbath Begins At IBM India; Workforce Axed & Humiliated

trak.in/tags/business/2014/02/13/ibm-job-cuts v

In a move which has been described as slaughtering and **bloodbath**, **IBM India** has axed a number of employees from its Systems Technology Group located in Bangalore office. All that they sent was a ...

Bloodbath at IBM India - dnaindia.com

www.dnaindia.com/india/report-bloodbath-at-ibm... v

Bloodbath at IBM India - 2,000 may lose job in country, 13,000 layoffs worldwide.

BLOODBATH: India's IT market crashes, 500,000-600,000 LAYOFFS ...

thomasdishaw.com/bloodbath-indias-market-crashes... v

Very bad news coming out of **India**. According to this ZD report, approximately 500,000 IT professionals will be losing their job over the next three years. To make matters worse there are now reports that **IBM India** will also be dumping 5,000 employees over the next few quarters.

BLOODBATH: India's IT market crashes, 500,000-600,000 LAYOFFS ...

steemit.com/ibm/@jtest/bloodbath-india-s-it... v

IT Giant **IBM** to layoff 5000 Employees. The ongoing layoffs by the leading IT companies in **India** is continuing, in fact on an increasing note with **IBM** joining the league newly. In a major development, sources close to **IBM** disclosed that the company may release at least 5,000 employees over the next few quarters. "The process has already started.

IBM Is Planning To Sack 100,000 People And Here're 5 Things ...

www.indiatimes.com/news/world/ibm-is-planning-to... v

We had initially reported that **IBM India** would see a massive global layoff. **IBM** is calling these layoffs a 'million **bloodbath**) 'Project Chrome'. Here's what we found out today from leading eng site IEEE Spectrum. **IBM's** denial ...

Next Week's Bloodbath At IBM Won't Fix The Real Problem

www.forbes.com/sites/robertcringely/2015/01/22/... v

India's Richest Indonesia's Richest ... Next Week's **Bloodbath At IBM** Won't Fix The Real Problem ... Opinions expressed by Forbes Contributors are their own. I am a Silicon Valley iconoclast who ...

Indian IT layoffs in 2017 top 56,000, led by Infosys and ...

qz.com/india/1152683/indian-it-layoffs-in-2017... v

56,000 layoffs and counting: **India's** IT **bloodbath** this year may just be the start. By Ananya Bhattacharya December 27, 2017. For Indian techies, 2017 was the stuff of nightmares.

Bloodbath Begins At IBM India; Workforce Axed & Humiliated

Gens Y & Z seek influence beyond pay and benefits ...

Disney workers walk out over 'don't say gay' bill as company sends mixed messages

Debate over Florida legislation has forced Disney into a balancing act between expectations of a diverse workforce and demands from a politicized marketplace



Google employees staged a protest over Trump's immigration ban

Walking off the job in eight offices worldwide

By Casey Newton | @CaseyNewton | Jan 30, 2017, 6:30am EST

THE VERGE



The New York Times

WITH ...SILVIA FOMLER

She's 26, and Brought Down Uber's C.E.O. What's Next?

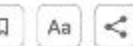
In her first interview since the news that ousted a wave of sexual-harassment revolutionaries, Susan Fowler tells her life story and looks to the future.

A portrait of Susan Fowler, a woman with dark hair, looking directly at the camera.

New York Times tech workers to strike over return-to-office rules

Reuters

October 31, 2023 1:32 AM GMT · Updated 3 months ago



npr

BUSINESS

Microsoft Workers Protest Army Contract With Tech 'Designed To Help People Kill'

February 22, 2020 · 5:00 PM ET

AME SCHNEIDER | LAURA SPORILL



McDonald's employees stage first #MeToo strike

PUBLISHED FEB. 26, 2018 11:02 AM EDT · UPDATED FEB. 22, 2023 10:30 PM EDT

Sarah Williams

KEY POINTS

- McDonald's employees staged a strike in 10 cities Tuesday to draw attention to sexual harassment at the burger giant.
- Carrying signs that read "#MeToo McDonald's," hundreds of cooks and cashiers walked out on their jobs to gather and speak out, organizers said.
- Ten McDonald's employees have filed charges against the company, according to Law360, a subscription legal news service.



INSIDER

Netflix tells employees they can quit if they don't want to work on content they disagree with, according to new company culture guidelines

Parvati Tripathi · May 16, 2022, 2:10 PM



Individual grievances - traditional solutions don't work well with Gen Y & Z

Single access point

Company controlled

Internal

Rulebound

Issues limited by company

Confidential

Gradual escalation

Boring

Solution oriented

Fact based investigation controlled by company

Takes control out of employee hands

Takes months

Courts of law

Employee choice of mechanism

Out of control

External

No rules

Public

Viral escalation

Fun

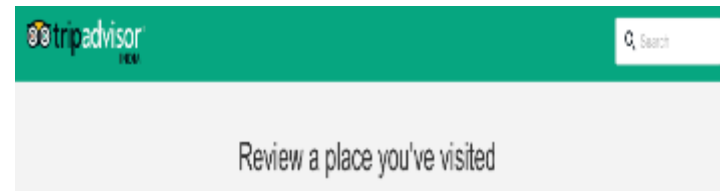
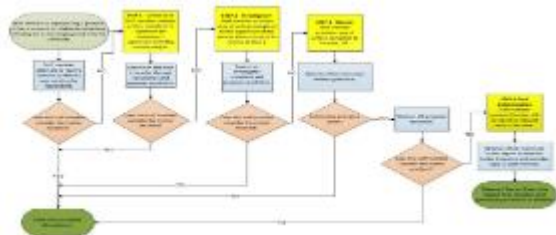
Protest based

“Fake facts?” .. Complainer bias

Employee centered

Takes minutes

Public opinion



Caterpillar Reviews

4.0 ★★★★★



5.0 ★★★★★

Some solutions

- Be analytical and predictive
- Novel ways of listening
- Close to communities
- Monitor new issues
- Fast, accessible and trusted tools
- An opportunity just to talk
- Ready feedback
- Assure social media access to employees
- Clear reporting
- Beyond the country
- SWAT team
- Strong reputation and examples ... surely not IBM?





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**Looking around corners – using data and assessing risk. -
*Developing a country risk map; and predicting changing employee relations risk at the site level. With working tools to take away.***



“Left of Boom”

Washington Post - *“IED attacks and overall violence in Iraq for May 2007 ... one of the deadliest months for U.S. troops since the war began”*



Looking around corners –using data and assessing risk

Fixing problems is a core Employee Relations skill

BUT

Prediction, management and avoidance of risk is even more important



Amazon's "Nothing Happened" award

Baseline or long-term risk

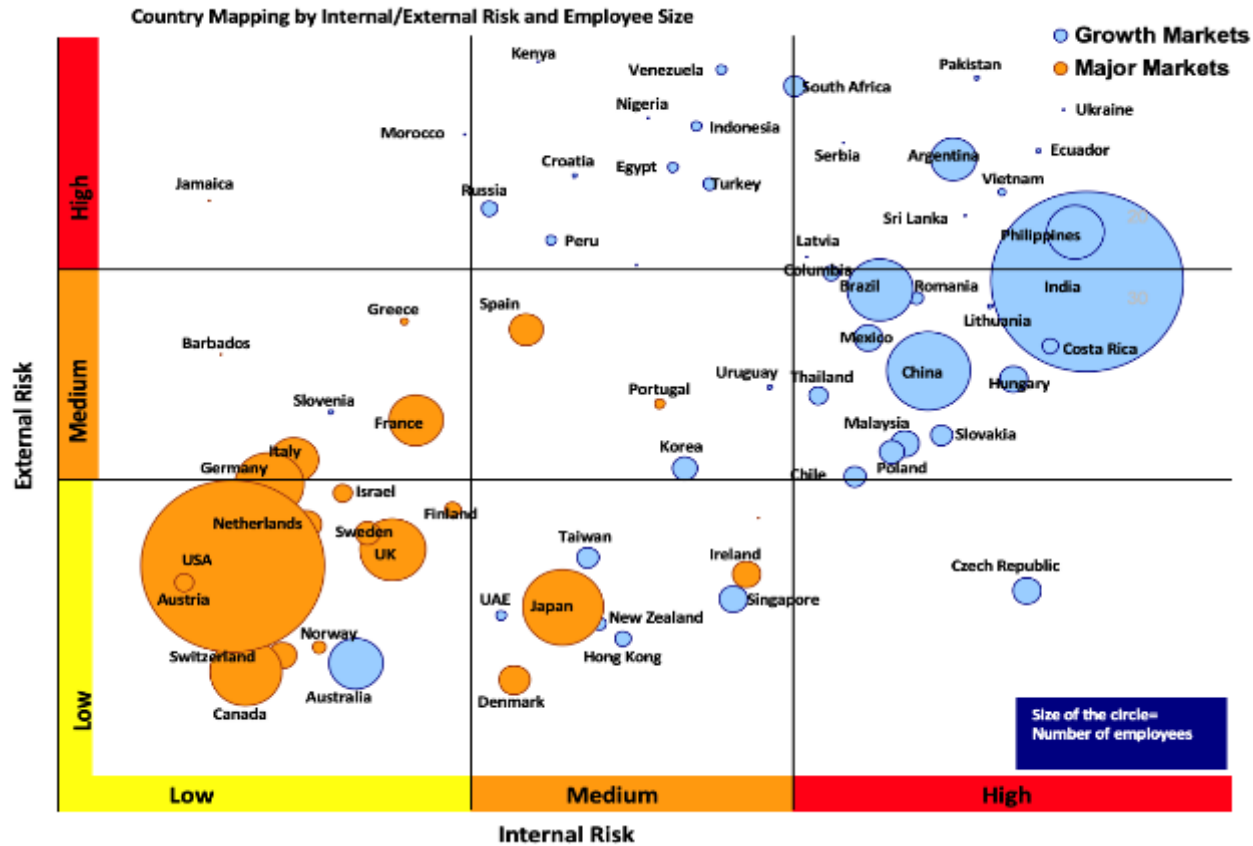
... good for macro or country analysis and resource allocation

Short term or "shifting" risk

... good for short term and site-based risk and action planning

... data and analytics are core skills for the ER professional today

“Baseline” risk



External risk

The risk faced by everyone in the same geography or industry

Internal risk

Risk specific to the company's operation or practices

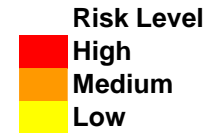
Countries can be Ranked Based on their Potential for Internal and External Volatility

Country Rankings by Risk Index and Individual Components

IBM's Risk Components

- 30 of the 77 countries (39%) have the same risk level for both internal and external index:
- 25 of 77 (32%) have higher int. risk level than ext.**
- 22 of 77 (29%) have higher ext. risk level than int.

Components		
1	Compensation	Internal
2	Contractor	
3	Employee to Manager Ratio	
4	Manager Tenure (<5yrs)	
5	Market Served	
6	Voluntary Attrition	
7	Band (1-6)	
8	Tenure (<5yrs)	
9	Employment Regulation	External
10	Inflation	
11	Political Instability	
12	Unemployment	
13	Human Development Index (reversed ranking)	
14	RFT Employee Head Count	



2010 Country	Rank			Internal								External				RFT Count		
	Total	Int	Ext	1	2	3	4	5	6	7	8	9	10	11	12		13	
PAKISTAN	1	11	31	1	43	31	18	3	33	24	12	7	11	31	5	164	57	
UKRAINE	2	11	7	2	14	2	16	5	54	3	32	3	3	67	24	38	57	
PHILIPPINES	3	3	22	26	71	6	15	2	3	2	8	35	20	13	29	12	10195	9
INDIA	4	2	28	17	64	8	13	3	1	10	9	34	24	48	33	6	109726	1
ECUADOR	5	6	12	1	29	18	27	6	33	29	23	2	15	21	1	135	58	
KENYA	6	47	11	70	66	5	18	67	75	13	50	22	4	1	4	26	70	
BULGARIA	7	1	38	13	33	4	5	4	11	1	5	47	25	27	39	30	640	43
VIETNAM	8	3	17	29	25	5	18	4	22	4	44	4	50	51	8	344	51	
VENEZUELA	9	32	2	23	29	59	18	7	37	34	1	1	5	16	22	444	49	
COSTA RICA	10	5	36	25	46	56	12	1	2	3	7	22	12	64	46	27	903	39
ARGENTINA	11	13	13	22	26	4	38	6	19	23	16	45	6	7	25	37	7079	13
SRI LANKA	12	12	29	16	19	18	17	2	21	46	10	5	50	15	1	96	50	
SOUTH AFRICA	13	25	4	14	47	4	15	25	56	29	31	13	9	12	3	1841	28	
LITHUANIA	14	10	31	67	3	4	16	38	18	10	24	15	24	52	39	174	58	
HUNGARY	15	9	40	11	12	15	14	7	36	11	26	42	33	21	45	2962	20	
SERBIA	16	22	11	52	58	6	18	15	42	6	30	28	20	3	28	69	61	
ROMANIA	17	16	30	30	3	30	21	9	30	40	12	10	26	21	65	35	637	44
SLOVAKIA	18	14	47	31	11	54	16	16	41	18	18	41	46	30	52	49	1877	27
CHINA	19	15	39	4	36	23	29	13	16	34	15	33	35	41	59	16	21748	3
BRAZIL	20	19	29	37	12	41	11	31	30	28	9	36	33	20	23	13707	7	
COLOMBIA	21	23	27	15	5	9	24	18	37	21	19	57	27	10	8	20	912	38
CZECH REPUBLIC	22	7	66	16	21	10	11	4	16	15	11	56	58	60	45	51	2906	22
ESTONIA	23	27	24	58	17	19	16	49	3	39	5	16	17	42	47	1	23	72
LATVIA	24	28	25	54	27	28	18	26	37	27	13	17	16	48	36	1	30	63
INDONESIA	25	34	3	3	34	3	19	29	49	39	19	14	3	18	10	1	439	0
MEXICO	26	20	35	5	6	32	34	16	44	35	31	18	32	26	57	32	2970	19
MALAYSIA	27	17	48	15	22	51	23	12	6	36	22	60	37	18	62	31	2931	21
TURKEY	28	33	16	61	36	17	18	34	32	23	29	19	15	24	17	1	775	40
POLAND	29	18	49	26	56	11	19	10	20	26	20	38	49	49	12	42	2464	24
NIGERIA	30	38	8	66	72	8	18	67	74	2	61	16	19	2	1	43	66	
EGYPT	31	35	14	23	16	65	43	14	43	41	30	37	3	34	14	11	458	48
CHILE	32	21	52	24	69	2	36	17	47	12	17	49	22	39	55	38	1824	29
GHANA	33	41	5	74	1	18	67	77	1	36	1	1	3	1	1	1	1	77
THAILAND	34	24	42	25	21	37	18	10	28	32	59	39	8	73	14	1	1571	33
MOROCCO	35	63	10	65	52	69	16	45	26	40	2	45	29	11	7	1	90	50
CROATIA	36	44	15	87	44	48	18	40	31	43	7	31	25	5	34	1	180	54
TUNISIA	37	39	26	37	62	50	19	33	18	54	29	41	45	4	18	1	81	63
URUGUAY	38	28	41	14	28	68	18	60	29	37	48	21	37	27	33	1	169	56
PERU	39	46	23	63	57	48	18	50	27	36	21	29	11	18	26	1	460	47
RUSSIA	40	51	19	29	41	41	30	18	29	58	25	28	11	19	41	25	949	37
SURINAME	41	52	32	1	18	67	1	75	43	30	13	13	1	1	1	1	3	76
PORTUGAL	42	37	43	13	33	40	18	62	63	60	14	61	42	26	43	1	585	49
SPAIN	43	48	34	10	45	26	18	64	59	49	3	70	32	7	58	1	3973	14
KOREA	44	35	51	1	31	35	53	18	23	73	52	26	42	36	65	1	2280	25
CYPRUS	45	29	57	7	7	73	18	11	44	51	39	40	52	61	46	1	46	64
JAMAICA	46	74	18	34	69	71	18	67	24	72	67	5	28	10	19	1	31	69
GREECE	47	58	33	30	39	70	18	57	38	60	6	48	22	22	56	1	309	52
IRELAND	48	30	64	2	19	46	32	16	35	39	41	58	14	45	40	71	3896	6
TRINIDAD	49	55	46	49	55	46	62	18	67	16	64	62	18	44	43	29	45	58
SINGAPORE	50	31	67	9	14	67	27	18	12	43	35	70	51	43	70	52	3013	17
FRANCE	51	57	45	8	45	26	54	18	58	46	71	4	71	36	30	62	9178	10
TAIWAN	52	43	62	16	28	40	66	18	26	57	47	1	51	1	1	1	1820	30
SLOVENIA	53	64	44	57	49	39	18	61	51	46	3	34	58	35	50	1	216	53
FINLAND	54	54	36	43	28	37	18	33	28	56	17	53	66	38	61	1	959	36
ITALY	55	67	50	7	52	18	65	18	65	50	73	27	57	40	34	55	7902	12
BAHAMAS	56	60	55	70	45	18	67	13	55	54	63	28	40	1	1	1	23	71
NETHERLANDS ANTILLES	57	75	21	68	20	74	18	67	20	76	65	4	1	1	1	1	22	73
ISRAEL	58	63	54	49	63	32	18	52	64	48	51	43	31	44	63	1	1580	32
BARBADOS	59	73	37	27	71	72	18	67	17	74	38	5	41	1	1	1	32	63
HONG KONG	60	48	72	12	38	42	53	18	63	45	71	66	54	53	57	1	1177	8
GERMANY	61	69	53	60	16	55	18	59	45	66	16	62	57	27	67	1	15051	6
UN. ARAB. EMIR.	62	50	69	27	50	73	7	18	48	72	14	66	53	69	48	1	526	46
JAPAN	63	45	68	5	9	31	57	18	63	47	68	53	67	59	56	66	19936	4
SWEDEN	64	61	59	18	22	61	18	39	69	69	25	68	67	37	68	1	2246	26
UNITED KINGDOM	65	59	61	10	20	35	60	18	46	70	62	59	55	47	47	53	13650	8
NEW ZEALAND	66	44	70	63	59	23	18	61	61	64	63	61	64	53	73	1	3716	43
NETHERLANDS	67	66	58	24	53	52	18	54	62	59	19	69	56	54	70	1	3024	16
BELGIUM	68	70	60	44	48	64	18	51	60	61	52	47	55	36	60	1	1752	31
BERMUDA	69	77	6	18	67	76	77	1	1	1	1	1	71	2	1	1	1	76
UNITED STATES	70	72	63	21	39	50	58	18	56	66	63	73	52	35	32	72	101799	2
BRUNEI	71	56	71	18	71	18	67	4	18	67	6	68	73	64	44	1	4	78
DENMARK	72	49	77	40	19	33	18	61	69	72	65	60	69	72	59	1	3274	15
AUSTRALIA	73	62	75	19	42	68	42	18	32	65	53	72	44	62	53	74	9066	11
NORWAY	74	65	73	59	42	56	18	24	67	65	11	59	70	68	75	1	718	41
AUSTRIA	75	78	65	32	37	67	18	66	71	67	40	56	63	63	54	1	1382	34
SWITZERLAND	76	68	74	48	61	44	18	42	68	57	64	64	65	66	64	1	2602	23
CANADA	77	71	76	28	35	38	51	18	53	52	58	68	72	68	43	69	16629	5



There is an easy way!!

- ? Where are you
- ? How big are you
- ? What is your operational risk
- ? What is your workforce profile – go beyond employees
- ? What is the country climate
- ? What is the climate in your sector
- ? What is *YOUR* ER climate
- ? What new laws are coming
- ? What do you plan to do next as a business



Short term risk ... is more volatile and more local

- ✓ Don't invent the wheel - look at the **regular business reporting** that you already undertake;
- ✓ Identify proxies for the employee relations climate
 - ✓ Unwanted attrition
 - ✓ Quality
 - ✓ Absenteeism
 - ✓ Productivity
 - ✓ Grievances
 - ✓ Union/employee representative quality of relationship
 - ✓ Engagement scores/pulse results
 - ✓ Social posting sentiment
- ✓ Create an automated monthly dashboard
- ✓ Look for those sites improving and deteriorating





"Don't let the perfect
be the enemy
of the good."

~ Voltaire