



LUND UNIVERSITY

Attacks on union organizing

Reversible and irreversible changes to the Ghent-systems in Sweden and Denmark

Kjellberg, Anders; Lyhne Ibsen, Christian

Published in:

Den Danske Model set udefra - komparative perspektiver på dansk arbejdsmarkedsregulering

2016

Document Version:

Publisher's PDF, also known as Version of record

[Link to publication](#)

Citation for published version (APA):

Kjellberg, A., & Lyhne Ibsen, C. (2016). Attacks on union organizing: Reversible and irreversible changes to the Ghent-systems in Sweden and Denmark . In T. P. Larsen, & A. Ilsøe (Eds.), *Den Danske Model set udefra - komparative perspektiver på dansk arbejdsmarkedsregulering : Et festskrif t til professor emeritus Jesper Due og og professor emeritus Jørgen Steen Madsen* (pp. 279-302). Jurist- og Økonomforbundets Forlag.

Total number of authors:

2

General rights

Unless other specific re-use rights are stated the following general rights apply:

Copyright and moral rights for the publications made accessible in the public portal are retained by the authors and/or other copyright owners and it is a condition of accessing publications that users recognise and abide by the legal requirements associated with these rights.

- Users may download and print one copy of any publication from the public portal for the purpose of private study or research.
- You may not further distribute the material or use it for any profit-making activity or commercial gain
- You may freely distribute the URL identifying the publication in the public portal

Read more about Creative commons licenses: <https://creativecommons.org/licenses/>

Take down policy

If you believe that this document breaches copyright please contact us providing details, and we will remove access to the work immediately and investigate your claim.

LUND UNIVERSITY

PO Box 117
221 00 Lund
+46 46-222 00 00

Attacks on Union Organizing

Reversible and Irreversible Changes to the Ghent-systems in Sweden and Denmark

Anders Kjellberg and Christian Lyhne Ibsen

Introduction

In this chapter, we analyse the motivation and consequences of Swedish and Danish reforms of the Ghent-systems. While still among the best organized in the world, Swedish and Danish trade unions have experienced declining densities in the recent two decades. We trace this decline to institutional changes to the Ghent-system in both Sweden and Denmark by bourgeois governments.

A key explanation for the relatively high union densities in the two countries is the union administered unemployment benefit systems, which have created a norm for employees of having dual-membership of both unemployment insurance funds and trade unions (Due and Madsen 2007; Due et al. 2010). After the reforms, more and more workers would chose to free-ride on the collective agreements that unions have negotiated with employers. Institutional changes to the Ghent-system of unemployment insurance, thus, weakened unions in both countries.

In Sweden, the bourgeois attack on union organizing involved an increase in unemployment insurance costs by raising fund fees considerably in January 2007, and by the tighter aligning of the fees with the risk of unemployment from July 2008. By reducing the incentive to join unemployment insurance funds, the incentive to join unions also diminished and union densities fell dramatically, from 77% in 2006 to 71% in 2008 (table 1). The introduction of differentiated fund fees then caused a very dissimilar development of union density among blue-collar workers

compared to white-collar workers due to the considerably higher rate of unemployment among the former. Starting from an equal density in 2006 (77%), the blue-collar density fell to 66% in 2013, while the white-collar density, after dropping to 72% in 2008-09, recovered to 73% in 2010-13. In the private sector, the contrast is even more marked.

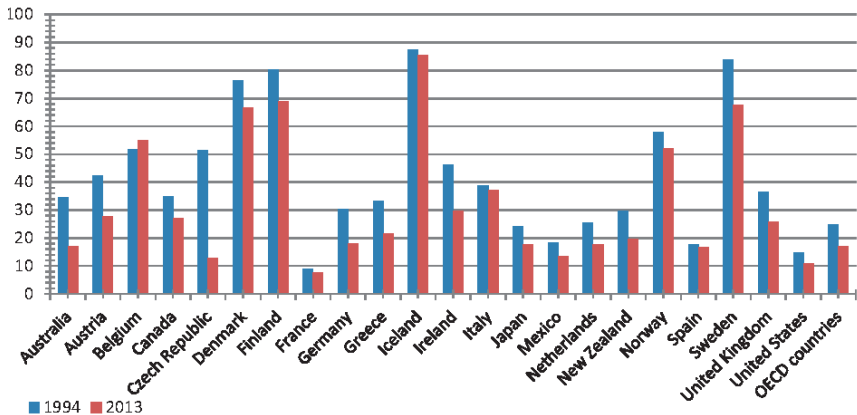
In Denmark, the attack came in a different way. The government abolished the traditional requirement for employees to join unemployment insurance funds within their occupations in 2002. By allowing cross-occupational funds to tap into the hitherto occupational monopolies of the traditional occupational unemployment insurance funds, a new market for unemployment insurance – and thus, an alternative to union administered funds – was created. Consequently, cross-occupational unemployment funds offered membership of wage-earner organisations that are not party to collective agreements and, therefore, can offer low-cost memberships. Especially, the LO-related unions were hit hard by the competition that made the secular decline due to structural changes in the labour market even worse. In 2000, LO-related unions accounted for 62,4% of all union members. By 2015, the LO-share of union members was down to 46,7%. By contrast, the alternative unions went from 3,6% of all union members in 2000 to 14% in 2015.

While the effects of the reforms on union densities for traditional unions were dramatic in both countries, the reversibility of the reforms turned out to be quite different. In Sweden, the increase in membership fees could be rolled back and the unemployment benefit has been increased. In contrast, the Danish liberalization of unemployment has proven irreversible – even under a Social Democratic government – and wage-earners continue to flow into the alternative organisations, while the LO-related unions continue to bleed members.

The chapter is structured as follows. First, we describe the similar causes of high union density in the two countries. Second, we analyse the Swedish reforms and the effects they had on union densities for different groups of workers. The Swedish analysis shows that the reforms in Sweden – while dramatic – were reversible when the political climate changed. Despite this, the cleavage between white-collar and blue-collar union densities is still growing. Third, we analyse the Danish reforms and the effects they had on union density. In Denmark, the changes have proven irreversible with the effect that Danish trade unions that negotiate collective agreements are now in fierce competition with alternative organisations.

Similar causes of high union densities in Denmark and Sweden

Figure 1 shows the development of union density across selected OECD countries in 1994 and 2013. Clearly, the Ghent-countries, Belgium, Denmark, Finland, Iceland and Sweden stand out as countries with high union densities. Norway does not have a Ghent-system. From 1994 to 2013, we also see that the general trend has spread to Sweden and Denmark with substantial declines in both countries. In the following, we will show how this decline was not only a secular decline, but also politically manufactured. First, we provide some background on the similar causes for high union density in Denmark and Sweden. It is appropriate to view the Danish, Finnish Norwegian and Swedish labour market models as versions of the Nordic ‘family’ which share multiple common features that are conducive to high rates of unionization.



Source: OECD.stat 2016 based on various national sources (surveys or administrative data) compiled by Jelle Visser

Note: Union density refers to share of union members out of total number of wage and salary earners

Figure 1. Union density across selected OECD-countries 1994 and 2013.

A key common feature of the Danish and Swedish models is the union-led state-supported unemployment funds, usually labelled as Ghent systems. In countries with non-mandatory union membership, unionization is subject to free-rider problem when the public goods produced by trade unions – typically the collective agreement – can be enjoyed at no extra cost and with no exclusivity by non-members (Olson 1965). The Ghent-system solves this problem by providing a selective incentive – unemployment insurance for the individual – when union and unemployment fund membership are viewed as one (Due and Madsen 2007; Lind 2009). As we will see, the Danish and Swedish Ghent systems are far from identical, although both, like the Finnish counterpart, have promoted an internationally very high union density. The Ghent-system for decades made high union density relatively resilient to both economic cycles and structural changes in the labour markets. In contrast to non-Ghent countries, union density in the past even tended to increase during recessions and decline in times of tight labour markets (Björklund et al. 2015, 273; Pedersen 1990).

Another basic characteristic is the key role of collective agreements, which means that trade unions together with employer associations account for a significant part of the labour market regulation. This is based on a high coverage of collective agreements and a high density of trade unions and employer associations. The regulation by the labour market parties themselves is often called self-regulation in contrast to state regulation (Due et al. 1993). Neither of the two countries, for example, has legislation on minimum wages or state mechanisms to extend collective agreements to whole industries. Such legislation could be considered a sign of union weakness.

Moreover, Danish and Swedish industrial relations share the combined centralization and decentralization distinguished by co-operative labour market parties (Due et al. 1993). Together with the high density of employer associations, it has prevented a fragmentary union coverage and promoted a high coverage of collective agreements. Through decentralization, referring to the extensive coverage of union workplace organizations, unions are brought close to the rank-and-file members (Kjellberg 2009 a). The close articulation of bargaining at central and local level is called centralized decentralization in Denmark (Due et al. 1993), and in Sweden described as combined centralization and decentralization (Kjellberg 1992). Union presence at workplaces is important for recruiting and keeping members through face-to-face contact and by giving the union a

capability of providing results in interaction with the members directly at the workplace. The local union of course has a clear role also when central agreements are implemented by local negotiations. In countries with no or few industry-wide agreements, as in the UK, workplace unions tend to be weakened and union density to be low. Both one-sided decentralization and one-sided centralization appear to retard the rate of unionization.

In contrast to most countries, Scandinavian countries have a socially divided union structure, containing a confederation dominated by blue-collar unions (LO), a confederation of professional associations recruiting graduates (Danish AC; Swedish Saco) and another confederation of white-collar unions (Danish FTF, Swedish TCO) recruiting both graduates and non-graduates. This pattern is most pronounced in Sweden, where it is reinforced by the wide definition of blue-collar workers (Kjellberg 2000). The number of affiliates to the LOs has been reduced considerably by mergers, particularly in Denmark. As a result, the historically very fragmented Danish LO, which included many occupational unions, has become more similar to its Swedish equivalent, but never shifted to pure industrial unionism (Due and Madsen 2001). In both countries, the relatively homogeneous social composition of each union is conducive to solidarity among the different categories of workers and facilitates membership recruitment.

The Danish union movement, however, is challenged by several emerging yellow unions, which are not covered by the Basic Agreements between union confederations and employer confederations and have a negligible role – if any – in collective bargaining. Alternative unionism, among them the Christian union, Krifa, had very modest membership figures throughout the 20th century, but exploded in membership after the recent reforms of the unemployment funds. Such alternative unions never prospered in Sweden and the recent reforms did nothing to change this. We reflect on this difference below in the comparative analysis.

Finally, the high proportion of public sector employees, which usually have a higher rate of unionization than private sector workers, is also conducive to a high union density in the Scandinavian countries. Often this is driven by strong profession-based unions in the public sector, strong public collective bargaining systems and lower labour turnover (Due et al. 2010).

Analysis

The data on unionisation reported in the analysis is based on previous research by the authors. The figures for Sweden are primarily based on calculations of labour force survey data and union membership data from the trade unions (see Kjellberg 2013 for more on the data and methods). The figures for Denmark are primarily based on calculations of administrative data provided by Statistics Denmark and union membership data from the trade unions (see Ibsen et al. 2011 for more on the data and methods). The figures for Sweden and Denmark are not calculated in the same way and cross-national comparisons are only indicative. Rather than comparisons of levels of union densities across countries, we are mostly interested in intra-country trends over time and similarities and differences of these trends across countries.

The remodelling of the Swedish unemployment insurance

Never before in the Swedish history did government intervention have such a negative impact on union density as the actions taken by the centre-right government in 2007 and 2008. It involved significantly raised fees to unemployment funds from January 2007 and a closer link between the fees and the unemployment in each fund from July 2008 (Kjellberg 2011 a). To pave the way for this, the government dismantled the system of solidaristic redistribution of fees between the funds. Secondly, tax deductions on fees to unions (25%) and unemployment funds (40%) were abolished.

The incentive to join unions diminished and union densities fell dramatically, from 77% in 2006 to 71% in 2008 (table 1). In the years 2007 and 2008, Swedish unions lost in all 245 000 members, or 8% of active union members. Considering the long-term decline in union density – on average less than one percentage point per year from 1999 to 2006 –, it is remarkable from both a short- and a long-term perspective that such a large subsequent drop of six percentage points occurred in the course of just two years. In the preceding two-year period, the decline had been limited to two percentage points (from 79% in 2004 to 77% in 2006), but then the union density suddenly began to fall three times faster. About two thirds of the six-point drop in 2007 and 2008 could be attributed to the remodelled Swedish unem-

ployment insurance (Kjellberg 2011 a).¹ The changed composition of the labour force was one of the long-term developments causing the preceding gradual union decline. Another was the gradual erosion of the dual-membership of unions and union funds starting in the 1980s.

Table 1. Union membership and union density in Sweden 1985-2015.

	1985	1990	1993	2000	2005	2006	2007	2008	2010	2014	2015
LO	2.004	1.962	1.955	1.753	1.587	1.564	1.442	1.385	1.318	1.267	1.271
TCO	1.108	1.144	1.148	1.045	1.040	1.026	975	958	963	1.043	1.061
Saco	219	260	289	355	419	425	420	427	454	486	491
Outside confederations	21	21	21	79	87	87	83	86	94	101	102
- of which Ledarna	-	-	-	61	71	72	70	74	82	92	93
Total	3.352	3.388	3.412	3.232	3.133	3.102	2.921	2.856	2.829	2.898	2.926
Union density	83-84%	81,4%	84,9%	80,6%	77,8%	76,9%	73,4%	71,2%	71,2%	69,9%	69,49%
Blue-collar density	-	82,2%	86,49%	82,6%	77,4%	77,0%	73,52%	70,7%	69,0%	64,45%	62,9%
White-collar density	-	80,5%	83,5%	79,0%	78,1%	76,8%	73,4%	71,52%	72,9%	73,6%	73,8%

Remarks. Membership in 1000s, including unemployed union members. Pensioners, students and in Saco also self-employed are excluded. Union density refers to employees (i.e. excluding unemployed) 16-64 years excluding full-time students working part-time (employed union members as a per cent of employed workers). Observe that unemployed union members are included in the number of union members in the upper section of the table, but not in the union density statistics provided by Statistics Sweden.

Sources. Information from union headquarters (number of union members) and Statistics Sweden (labour force surveys on union density).

1. The average annual decline from 1993 to 2006 was just 0,6- 0,7 percentage points among blue-collar workers and 0,5 percentage points among white-collar workers. In the seven years 1999-2006 it varied from zero to just over 1 percentage point, and was significantly greater among blue-collar workers (on average almost 1 percentage point per year) than among white-collar workers (0,5 percentage points). As a result, blue-collar density (84% in 1999, 77% in 2006) and white-collar density (80% in 1999, 77% in 2006) converged.

The losses of union unemployment funds were larger or 399 000 fewer members (minus 11%) at the end of 2008 than two years earlier (table 2). The independent Alfa Fund, whose fee was higher than that of almost all union funds, lost 12 000 members (minus 14%) and the funds for employers and self-employed 51 000 (minus 27%). The proportion of the labour force outside unemployment funds became almost twice as large in the space of a few years: from 16% at the end of 2005 to 30% at the end of 2008 or in numbers from about 700.000 to 1.400.000 people.

The government made the unemployment insurance less attractive also by hollowing out benefits. From January 2007, compensation levels were reduced and unemployed recent graduates were entitled to no benefits at all. In 2008, the benefits for part-timers looking for a full-time job were worsened. Furthermore, the ceiling of the insurance (the highest monthly wage compatible with benefits amounting to 80% of previous earnings) was not adjusted upwards between 2002 and September 2015. This resulted in an expansion of supplementary insurance schemes financed and managed by the unions themselves in order to compensate for low benefits for those earning more than the ceiling. The blue-collar LO unions IF Metall and the Construction Workers' Union, risking high unemployment among their members, have no such schemes as they would be very expensive and cause greatly increased union fees. The expanding white-collar TCO union *Unionen* has recruited many new members by its income insurance, which is not a financial burden for the union due to the relatively low unemployment among the members.

With considerably raised fund fees in 2007, both blue-collar and white-collar unions lost several members in this year. From 2006 to 2007, the union density fell as much among white-collar workers as among blue-collar workers, or by 3,4 and 3,5 percentage points respectively (table 1). Only when the government in July 2008 more closely linked fund fees to the unemployment rate for each fund, did the higher unemployment among blue-collar workers compared to white-collar workers polarize fees in socio-economic terms. Since the subsequent economic crisis hit private sector blue-collar workers harder than other employees, the socio-economic polarization of fees was further widened, which in turn was reflected in the development of union density. The increasingly differentiated fund fees – and thereby also total union fees – were accompanied by an increasingly divergent trend in membership of blue-collar and white-collar unions. From 2007 to 2010, the blue-collar density decreased by 5 percentage points in contrast to a very small white-collar decline.

Table 2. Membership and density of unemployment funds in Sweden 1985-2015.

	1985	1990	1993	2000	2005	2006	2007	2008	2010	2014	2015
LO funds	1.837	1.823	2.004	1.878	1.738	1.719	1.533	1.484	1.464	1.489	1.509
TCO funds	1.299	1.355	1.280	1.203	1.112	1.095	979	958	970	1.004	1.012
AEA fund (Saco)	221	271	319	427	595	596	564	582	628	678	687
Other union funds	23	21	27	92	103	104	92	91	96	98	98
Total union funds	3.380	3.471	3.630	3.599	3.548	3.515	3.170	3.116	3.157	3.269	3.306
Alfa fund	-	-	-	26	77	86	75	74	74	91	97
Employers' funds	51	85	135	168	182	185	145	134	140	132	131
All funds	3.431	3.556	3.765	3.793	3.807	3.786	3.390	3.324	3.370	3.492	3.534
Labour force	4.398	4.611	4.431	4.487/	4.510	4.572	4.711	4.733	4.776	4.948	5.007
Density all funds	78,0%	77,1%	85,0%	84,5%	84,4%	82,6%	72,0%	70,2%	70,6%	70,6%	70,6%
Density employees' funds	84,9%	82,7%	90,7%	87,6%	89,1%	87,1%	75,9%	74,2%	74,5%	75,1%	74,9%
Density union funds	84,9%	82,7%	90,7%	87,0%	87,2%	85,0%	74,1%	72,4%	72,9%	73,1%	72,7%
Directly affiliated to union funds		ca 3%	6,4%	11,1%	14,2%	15,1%	15,3%	16,2%	18,5%		

Remarks. Memberships in 1000s per 31. December. Labour force (including employers and self-employed) 16-64 years, yearly averages 1990-2000, last quarter of the year 1985, 2005-2015. Density of all funds is calculated by dividing the number of persons in all funds by the labour force aged 16-64 (persons older than 64 years can't be members of Swedish unemployment funds). Density of employees' funds is calculated by dividing the number of members in union funds + the Alfa fund by the number of employees + unemployed persons in the labour force.

Sources. IAF (The Swedish Unemployment Insurance Board), labour force surveys and own calculations.

With respect to the entire period 2006-2015, white-collar union density declined by three percentage points: from 77% to 74% (table 1). Among blue-collar workers, the decline was more than four times larger: from 77% to 63%. The blue-collar drop was particularly strong among hotel and restaurant workers (from 52% to 28%) and construction workers (from 81% to 65%; Kjellberg 2013). The union density declined significantly more among temporary workers (from 63% to 41% in 2005-2015) than among those with permanent employment (from 83% to 71%).²

In the private sector, the white-collar union density was almost the same in 2015 (68%) as in 2006 (69%), which meant an almost complete recovery after the drop to 65% in 2007 and 63% in 2008. Before the remaking of the unemployment insurance, the union density of blue-collar workers in the private sector clearly exceeded that of the white-collar workers: 74% and 69% respectively in 2006. Four years later, both had dropped to 65% implying double the decline among blue-collar compared to white-collar workers. After another four years, the union density of white-collar workers in the private sector *surpassed* that of blue-collar workers by nine percentage points: 68% and 59% respectively in 2015. An evident inversion, thus, had taken place since 2006.

Considering the even more massive membership losses of union unemployment *funds*, three categories of workers stand out in 2007 (Kjellberg 2009 b).

First, low-paid workers facing considerably higher fund fees, above all LO members in the private service sector, among them hotel and restaurant workers, maintenance workers and transport workers. Despite a high risk of unemployment, many felt they could no longer afford to be members of an unemployment fund and/or a trade union.

Another category of employees abstained from fund membership for the opposite reason, namely well-paid workers with only a small risk of unemployment and relatively small fund fees.

The third category is workers with relatively secure jobs, but with only a few years to retirement. Many public sector blue-collar workers and public sector professional employees belong to this category. Six out of ten Saco members were employed in the public sector. In 2007, when all fund fees were doubled or more, the Saco fund AEA and also the Saco unions lost members. Considering the continuous increase in numbers of

2. Refer to blue-collar workers in the first quarter of the year (Larsson 2015).

professional employees in the labour force, the latter is remarkable. When adding decreased inflow and increased outflow, membership losses of unemployment funds were most frequent among the youngest (aged 16-24) and the oldest (aged 60-64). The decline was particularly conspicuous among workers with low income, who accounted for 60% of total losses during the two-year period 2007 and 2008 (Kjellberg 2014 b).

In 2007, a new phenomenon that appeared was the rapidly growing proportion of union members abstaining from membership of unemployment funds – some of them because they could not afford to pay the high fees, while others felt they were exposed to a very low risk of unemployment. In 2008, both the proportion of union members staying outside unemployment funds and the share of those directly affiliated to unemployment funds (that is without being union members) expanded. It should be observed that the Swedish Ghent system was weakened as a union recruitment instrument long before 2007. Up to the 1980s, not many people were aware about the possibility of joining a union unemployment fund without being a union member. The newspaper *Expressen* launched a campaign to encourage workers to choose this option in the early 1980s. At first, the share of private sector white-collar workers doing so expanded rapidly. In the 1990s, direct affiliation to union funds spread to blue-collar workers and to public sector employees. The norm for dual-membership of funds and unions was particularly weakened at workplaces without “union clubs” (Kjellberg 2001). From 1993 to 2006, the average rate of direct affiliation increased from 6% to 15% (table 2). During the same period, the union density gradually declined. The considerably raised fund fees in 2007 caused massive membership losses of *both* unions and union unemployment funds. The density of the latter dropped from 87% to 76% in one year or considerably more than the union density decline by four percentage points (table 1). In 2007, also the number of individuals directly affiliated to union funds decreased, although the average *share* remained unchanged at 15%. From 2007 to 2010, this share increased fastest among LO funds (from 11% to 16%), but it was still highest among the white-collar TCO funds (20%) and AEA, the fund of professional employees common for Saco and the TCO union of nurses (23% in 2010, 27% in 2015).

Direct affiliation to union funds – not competition from alternative unions/funds – has undermined the recruitment of members to the traditional Swedish unions. The expanding direct affiliation limited the market for alternative unions/funds, in particular as no political initiatives were taken to allow competing funds. The largest alternative union, a breakout

from the syndicalist SAC, merely has one thousand members. SAC itself, founded after the LO defeat in the big 1909 strike, today comprises just a few thousands members. Most members of its cross-occupational unemployment fund are directly affiliated. The aim of the independent and cross-occupational Alfa fund, founded in 1998, is to provide the basic unemployment insurance to those not affiliated to any fund. At the end of 2015, the Alfa fund merely accounted for 2,7% of the total number of fund members.

In January 2014, fund fees were restored to about the same levels as before 2007. It was done by the same centre-right government which seven years earlier had raised the fees considerably. The restoration was part of a compromise in which the unions promised to conclude agreements on “vocational introduction”. Before that, the Confederation of Swedish Enterprise had left the tripartite talks on a “Job Pact” due to dissatisfaction with the fact that the Law on Employment Protection would not be changed. The leading government party, labeling themselves “the New Moderates” and “the new labour party”, however, stood by its policy not to make any major changes to this law. The government had invested a lot of prestige in the Job Pact. What remained of it was the compromise with the unions. This could be seen as a way for the government to save face regarding both the failure with pact and the increasingly criticized system of differentiated fund fees.

The critique stemmed not only from the Federation of Insurance Funds (SO), the unions and the social democratic party, but also from the Swedish Fiscal Policy Council, appointed by the government itself and headed by the leading economist Lars Calmfors. According to Calmfors and Marthin (2011) it now appeared clear that the differentiated fees, contrary to expectations, did not influence wage formation at all (see below). Secondly, hundreds of thousands of persons had left the funds. The finance minister Anders Borg admitted that the reform “had not been quite successful” (Kjellberg 2014 a, 63). A report from the Ministry of Finance noted no positive effects on employment. Therefore, the large number of people outside the unemployment funds became a burden on the government. The original plans of the reform included compulsory fund membership, but were never implemented. There are several possible reasons: (1) the fund fee would in practice be a new tax contrary to the government’s policy on tax reductions, (2) already in the autumn 2006, several thousand persons left the funds when they got to know what would happen with the fees from January 2007; to force them back would

not be very popular, and (3) to put an end to union unemployment funds as voluntary associations would challenge the unions even more.

The almost absent recovery of fund members in 2014, despite the abolishment of the raised and differentiated fees, may be explained by the successively deteriorating benefits. This might change as the ceiling of the unemployment insurance was by the social democratic government adjusted upwards in September 2015. Given the socio-economically polarized fees, the effects of the reduced fees were, as could be expected, largest among blue-collar workers. The Hotel and Restaurant Fund grew by 15% in 2014.³ All other LO funds increased much less or even continued to lose members. The largest fee reduction occurred in the Hotel and Restaurant Fund (from SEK 390 to 140), while the fees of most white-collar funds were not affected at all. Also in 2015, the Hotel and Restaurant Fund stands out with 11% membership growth (Kjellberg 2014 b). The two largest funds, the white-collar AEA and the Unionen fund, grew by merely 1% each.

The making of a market for unions and unemployment insurance in Denmark

In 2002, the incoming centre-right government led by Anders Fogh Rasmussen passed a law allowing cross-occupational unemployment funds (*Lov om Tværfaglige a-kasser*), thus, breaking the traditional *de facto* monopoly⁴ of occupational-based unemployment insurance in Denmark (Due et al. 2010). The law should turn out to be catastrophic for the trade unions that are party to collective agreements with employers – especially the LO-related unions representing the most disadvantaged workers in the Danish labour market. The reform added to the existing decline in union membership by introducing free-choice and competition between organisations. The Ghent-system was already under pressure due to reforms that scaled-back the early-retirement scheme (*efterløn*) which had

3. A 3% growth occurred in 2013 despite the very high fee, SEK 390 per month. It might be attributed to the considerable expansion of the hotel and restaurant industry.
4. Workers in Denmark were never forced to join a union when signing up for unemployment insurance (*a-kasse*). The Danish constitution (*Grundloven*) secures the freedom to organise (§ 78) – both the positive and negative freedom. Nevertheless, in 2006, the European Court of Human Rights ruled that there had been a violation of Article 11 (freedom of association) of the European Convention on Human Rights in the cases *Sørensen v. Denmark* and *Rasmussen v. Denmark*. The ruling referred to the Danish practice of closed shops. Since 2006, and in response to the ruling, closed shops have been unlawful in Denmark.

served as an important recruitment mechanism for unemployment funds. Moreover, in 2010, the centre-right government put a cap on tax deductions on fees to unions at 3,000 DKK, which hit the traditional unions with higher fees hard. Altogether, reforms in the 2000s of the unemployment insurance systems were historically bad for traditional unions.

Table 3. Union membership and union density in Denmark 1985-2015.

Union confederate groupings 1985-2015							
	1985	1995	2000	2005	2010	2014	2015
LO	1.119	1.208	1.167	1.142	955	867	844
FTF	309	332	350	361	358	346	344
AC	74	132	150	163	137*	203	209
LH	24	75	80	76	83	97	100
Alternative Unions ⁵	13	53	68	94	173	236	253
Outside Confederations ⁶	161	62	55	57	98*	54	57
Total	1.700	1.862	1.870	1.893	1.804	1.803	1.807
Total (excl. Alternative Unions)	1.687	1.809	1.802	1.799	1.631	1.567	1.554
Labour Force	2.434	2.547	2.614	2.640	2.676	2.605	2.670
Union Density	69,8%	73,1%	71,5%	71,7%	67,4%	69,2%	67,7%
Union Density (excl. Alternative Unions)	69,3%	71,0%	68,9%	68,1%	60,9%	60,2%	58,2%

Remarks: Memberships of unions and Labour Force reported as 1000s of persons. Memberships are per 1st of January in the year. Since 2011, we use Labour Force Survey 4th quarter figures, i.e. 2011: 4th quarter 2010. Before 2011, we used 1st quarter of the year in question. Labour force consists of employed and unemployed aged 15-64 years. Union density is calculated by dividing the membership figures with labour force figures for any given year.

Sources: Ibsen et al. 2015 based on data from Danish Statistics and Labour Force Survey.

5. Alternative Unions are: Det faglige Hus (dvs. Funktionærkartellet/Teknikersammenslutningen, Fagforeningen Danmark og 2B – Bedst og Billigst) samt Kristelige Fagforening. Since 2012, FRIE Funktionærer og JOB Tryghed are included.
6. The organisations are not considered alternative as they bargain collective agreements.

The 2002-law created a new market for alternative trade unions and unemployment insurance funds that had hitherto played a very marginal role in Denmark. By the time of the reform, these alternative organisations – that are typically not party to any collective agreements – represented only a small fraction of workers. In 2015, they represented around 14% of all trade union members in Denmark – see table 1 above. The main reason for this success is the Ghent-effect. Workers choose the alternative unions due to a significantly lower price for the Ghent-package – union membership + unemployment insurance – compared to traditional unions. The latter provides collective goods such as negotiating and enforcing collective agreements, administering educational programmes and lobbying politicians and this comes with a price (Due et al. 2010; Ibsen et al. 2012). Indeed, a recent survey reports that 78% of former HK/3F members stated that price was the main reason for changing to an alternative union (Høgedahl 2013, 24). Because collective agreements and the other activities cover workers irrespectively of union membership, members of the alternative unions get the public goods that members of traditional unions pay for. In other words, since the reform the Danish system suffers from serious free-rider problems that used to be cleared with the *de facto* monopoly of providing occupational unemployment insurance (the selective incentive).

As can be seen from table 3, overall union density has been relatively stable over the recent three decades (1985-2015), peaking in 1995 at 73,1% of the dependent labour force and then dropping to 67,7% in 2015. In cross-national comparison, this decline is neither exceptional nor big (OECD. stat 2016). However, if we deduct the alternative unions that are rarely party to collective bargaining, the union density rate is down from 71% in 1995 to 58,2% of the labour force in 2015. The table also shows that FTF (confederation for salaried workers) and AC (academics) have increased their membership figures – largely owing to changes in the employment structures towards longer educated workers – while the LO-related unions have lost 364.000 members since 1995 (30%). The decline is evidently due to structural changes in the labour market with fewer unskilled workers in the Danish labour market. Recent studies, however, show that the LO-unions were losing ground within their key constituencies of the labour market before the 2002-reform (Toubøl et al. 2015). Nevertheless, the competition from the alternative unions is undeniable. Since 2000, the alternative unions went from 3,6% of all union members in 2000 to 14% in 2015 – or from 68.000 members to 253.000 members.

The 2002-law was especially problematic for LO-related unions representing unskilled/short-education workers – notably 3F (General Workers' Union) and HK (Commercial and Clerical Workers Union). First, because workers in these unions are typically in low-paid jobs and, therefore, have the greatest economic incentive to save money on the union fee (Ibsen et al. 2011). Second, low skill workers often do not benefit from decentralised wage bargaining (Due et al. 1993), which makes the local union work less relevant for them. Hereby, decentralized wage bargaining arrangements probably diminishes the incentive to be a member of the negotiating union. Third, HK suffers from the so-called 50-% rule which stipulates that HK has to organise at least 50% of HK-related jobs in a workplace before the collective agreement applies. This evidently drives the bargaining coverage down, which has a negative knock-on effect on the incentive to be member of the negotiating trade union.

Indeed, 3F and HK have suffered from the largest membership declines since 2002. In 2004, 3F had 337.783 members and HK had 266.214 members. A decade later, 3F is down to 253.430 members (-25%) and HK now has 193.547 members (-27%) – and the decline in membership has been compensated by numerous absorptions of smaller unions by 3F and HK. In other words, the decline would have been even more dramatic had these absorptions not taken place (Zeuthen 2015). The competition from the alternative unions is fierce. In 2000, the alternative unions organised 6,4% of all unskilled union members. By 2008, the alternative unions organised 15,3% of unskilled union members. Moreover, in 2000 7,6% of workers with vocational education in commerce (predominately HK-area) were members of the alternative unions. In 2008, the share was up to 14% (Ibsen et al 2011, 107). In transport-related jobs (typical 3F area), the alternative unions increased their membership share of the workers by 14 percentage points 1995-2012, whereas the LO-related unions lost 26 percentage points in the same period (Toubøl et al. 2015).

It is typically workers under 45 years that have joined the alternative unions. In 2000, the alternative unions had similar shares of union members across all age groups. By 2008, this had changed dramatically. Over 20% of young union members aged 18-24 years were now members of alternative unions – against only 5,8% before the reform in 2000 (Ibsen et al. 2011, 112). Similar shares had developed for the 25-34 year old. From 35 year old to 39 years old, the share is 13,6% and for 40-44 years old the share is 13,6%. For 45-49 years old, the share is 10.5 and for the older age groups, the shares are below 10% (Ibsen et al. 2011, 112). Probably, the

higher share of alternative union membership among young workers can be attributed to their shorter and looser attachment to the labour market. Alternative unions are cross-occupational and have virtually no representation at the workplace. Once a young worker gets a foothold into stable employment within her/his occupation and within a work environment with social customs about unionization (Booth 1985), then the probability for joining a traditional union increases (Ibsen 2013; Ibsen et al. 2012). The transition into a stable job arguably happens with age. Moreover, older workers that are already members of a traditional union are probably less likely to change to an alternative compared to a young person who has never been a union member. In other words, there is probably some inertia in decisions about union membership (Budd 2010).

The propensity of alternative membership seems to be negatively related to income. The alternative unions were especially popular with low-income wage-earners. In the first income decile, 25% of all double-members (union membership + unemployment fund) belonged to an alternative organisation in 2008. In 2000, only 9.5% belonged to the alternative organisation. Conversely, the shares of alternative members in three top income deciles are approximately 10% in 2008. As noted above, the negative relationship between alternative membership and income can be explained with the lower membership fee in the alternative organisations (Ibsen et al. 2011, 119).

Also, more wage-earners opted for single-membership of either trade unions or unemployment insurance funds during the 2000s. 9% of wage-earners in 2008 were sole union members (up from 7,9% in 2000) and 12.3% were sole unemployment fund members in 2008 (up from 10,4% in 2000) (Ibsen et al. 2011, 46). The increase in single-membership points to a weakening of the Ghent-effect which might be attributed to the introduction of 'free-choice' of labour market organisations and to the low risk of unemployment during this decade (Lind 2009; Due and Madsen 2007).

Danish trade unions – specifically the LO-unions – were already showing signs of membership decline before the reforms (Toubøl et al. 2015). However, this trend was clearly exacerbated by, the Danish 2002-reform which has had a clearly negative effect for the traditional unions. Taken together with the steady decline in replacement rates of unemployment benefits (benefits are not adjusted with wage developments) and the various reforms of the early retirement scheme, the reform has reduced the incentive to have unemployment insurance and, thus, weakened the Ghent-effect. The reform, moreover, has proven irreversible. When the

Centre-Left government came into power in 2011, there were no serious attempts to roll back cross-occupational unemployment insurance. The only change was an increase of the tax exemption on union membership fees, but the monetary effect of this change is minor compared to the price difference between alternative and traditional unions. In other words, competition from alternative trade unions is there to stay in Denmark.

Comparison and Perspectives

In the following, we first reflect on what the comparative analysis tells us about the Ghent-effect. Next we consider the aims and consequences of the union membership reforms in Sweden and Denmark.

In both Sweden and Denmark, the Ghent-effect on union membership has proven very sensitive to reforms. The Ghent-systems theoretically solve the free-rider problem in unionization by providing a selective incentive to union/unemployment insurance (Due and Madsen 2007). Some authors have shown that the Ghent-system is one of the key explanations for cross-national divergences in union densities (Cecchi and Visser 2005). Our analysis clearly shows that wage-earners in Sweden and Denmark, indeed, reacted to the changed selective incentive of unemployment insurance by opting out of union membership – or in the case of Denmark choosing the cheaper alternative union. While neither the Swedish nor the Danish government dismantled the Ghent-system, they produced noticeable effects in a relatively short period of time by tweaking the design of the systems. Our analysis nuances the literature on Ghent-systems by showing how specific rule-changes can have effects for particular groups by changing incentives.

Clearly, the reforms – while different in design – had similar consequences for the organizational strength of traditional unions. In Sweden, the reforms entailed significantly raised fees to unemployment funds from January 2007 and a closer link between the fees and the unemployment in each fund from July 2008. In Denmark, the 2002-reform allowed for cross-occupational unemployment insurance funds, which turned the Ghent-effect against the traditional unions. Suddenly, they were competing over members with organisations that could offer a substantially lower price for the Ghent-package (unemployment insurance + union membership). While these reforms are thus quite different, they did nevertheless have similar consequences. Union densities started to drop for low

skill/low wage, blue-collar workers, and young workers did not join the traditional unions to the same extent as before. Organisationally, it was the LO-unions that were hit hardest.

Our analysis also shows – in line with other research (Due et al. 2010; Høgedahl 2013; Ibsen et al. 2012) – that reforms can exacerbate existing trends. Specifically, we find that the reforms have pushed a ‘mental’ effect, whereby wage-earners no longer accept ‘dual-membership’ of union and unemployment insurance as the only option. Wage-earners begin to opt for single-membership – they begin to act as ‘consumers’ (Ibsen 2013). The reforms – perhaps intentionally – highlighted that membership is an individual (economic) decision – something which goes counter to the ideology of most traditional unionism. Clearly, however, this economic logic appeals more to some segments of the workforce than to others. Some workers will be relatively immune to changes in incentives due to professional or ideological reasons (Due et al. 2010).

We argue that by turning the Ghent-effect against traditional unions, the selective incentive inherent in unemployment insurance could be used for political/ideological aims.

The Swedish government’s principal aim for significantly raising and differentiating fund fees was to press unions with high fund fees to moderate their wage claims (Kjellberg 2009 b; 2011). Increased fund fees were thought to function as a kind of penalty tax on wage increases that caused growing unemployment. Economists argued that unemployment-related fund fees would work well as a “policy that raises the marginal cost of wage increases” (part of them would disappear because of higher fees) and would thereby be “unambiguously good for employment” (Holmlund and Lundborg 1999, 413). Secondly, a more direct effect was anticipated. In a Ghent system, the level of state subsidy of unemployment insurance is considered “one of the crucial factors” influencing union density. Reduced subsidies would have a negative impact on union membership and consequently result in more moderate wage increases as the balance of power shifted between the social partners. Conversely, heavily subsidised Ghent systems “always raise the unionisation rate” and weaken wage moderation (Holmlund and Lundborg 1999, 412). To summarise, a system with lower state subsidies would (1) deter trade unions from high wage claims, and (2) weaken unions as they will lose members as a result of increased fund fees caused by the decreased state subsidies and through increased unemployment.

Both in the 2007 and 2010 Swedish bargaining rounds, LO unions with many low-wage members and high fund fees, such as the Hotel and Restaurant Workers' Union, in fact obtained higher wage increases than all others. According to the economic theory that inspired the government, collective bargaining should not be coordinated. In reality, however, wage negotiations are coordinated within the blue-collar confederation LO, in the Confederation of Swedish Enterprise and within the manufacturing industry between, among others, the largest private sector union in Sweden, Unionen (TCO), the largest private sector LO union (IF Metall) and the largest Saco union (the Association of Graduate Engineers). A corresponding coordination takes place between the employers' associations in the manufacturing industry. Furthermore, there is a norm in the Swedish labour market that the export industry should function as a wage-leader. This norm is even written into the statutes of the Mediation Office, which is assigned an important coordinating role in "promoting an efficient wage formation process". In the 2011-2012 bargaining round, for example, the industry norm of 2,6% wage increases made a big impact on the whole labour market.

Despite large variations in Swedish fund fees in the manufacturing sector during the bargaining rounds, wage increases in practice have been identical within this sector, irrespective of the level of fund fees. Had the wage claims been influenced by the size of the fees, then the manufacturing sector would have been unable to "set the mark" in bargaining rounds. At the end of 2010, the members of the Association of Graduate Engineers, for example, paid SEK 90 per month to their unemployment fund. The fund fee for members of Unionen (TCO) was SEK 196. All this was far below the SEK 390 fee paid by IF Metall members. Considering the failure of the remodelled Swedish unemployment insurance to moderate wage claims in bargaining rounds, it cannot be precluded that the main motive of the reform was to weaken the unions, and in particular the LO unions. In any case, the considerably raised and differentiated fund fees definitively had such consequences.

In Denmark, the 2002-reform meant that more wage-earners had left the core organisations in the Danish collective bargaining system. Moreover, the most vulnerable wage-earners – low-skilled, young and low-income – were most likely to be either unorganised or members of the alternative unions. There is a paradox in this development. The most vulnerable should benefit from the traditional union movement as collective bargaining increases terms and conditions above the market-clearance (Calmfors and

Driffil1988) – however, the most vulnerable are also the most likely to be free-riders due to tighter budgets. More importantly perhaps, low skill groups might not perceive the benefits of belonging to the traditional unions, since representatives of traditional unions might not be present at their workplaces (e.g. in retail, hotels and restaurants, transport).

There is another paradox in the reform. By stressing free-choice of organisation, the Danish centre-right government wanted to promote competition between unemployment insurance funds – and, thus, better service. However, trade unions work for the exact opposite, i.e. neutralizing the competition between organisations to avoid down-ward pressure on terms and conditions of employment. The alternative unions with the exception of the Christian union, Krifa – have very few collective agreements and these are usually not at par with the LO-union agreements (3F 2012). In other words, the extent of competition between agreements is modest.

More importantly, the traditional unions are generally weakened by lower membership rates which could – in the future – have knock-on effects on terms and conditions in several ways. First, in sector-level bargaining, the threat of strike is weakened when several industries have few members. Notably, LO-unions used to be able to ‘shut-down the country’, using strikes by transport workers. However, with a lower proportion of transport workers in LO-unions, this threat is not as credible as before. Second, with decentralized wage bargaining, wage increases beyond the minimum wage levels in sector level agreements depend on union representatives at the company level. With fewer members, there might not be any union representatives for local bargaining. Third, employers might not give in to union demands in companies with few or no union members. Fourth, the legitimacy of traditional unions vis-à-vis governments depends on their representativeness and political resources. With fewer members both representativeness and political resources will dwindle.

The crucial difference between the remaking of the Danish and Swedish Ghent systems is that in Denmark only the established unions lost members, in Sweden both unions and unemployment funds lost a large number of members. For the Swedish centre-right government, the large union decline, at least the massive membership losses of LO unions, probably was a desired outcome. The even stronger decline in unemployment funds certainly was not. With no benefits from unemployment funds, a growing number of individuals had to get income support from the municipalities. From the summer 2012 the other parties in “the alliance government” began openly to criticize the re-modelled Ghent system.

In Denmark, unemployment funds overall lost members up until the economic crisis in 2009, but the losses were modest. The main consequence of the Danish reforms was a new market space for alternative unions. One reason for the irreversibility of the Danish reforms might, therefore, be that unemployment insurance coverage rates in Denmark did not plummet – the alternative organisations merely took over. Moreover, once the option for alternative organisations is opened and wage-earners get used to it, it is hard to take it away again. Thus, any reversals of the reforms could have been criticized for doing the traditional organisations a favour. And as Social Democrats in Denmark have done much to distance themselves from criticism of camaraderie with union officials, doing traditional unions favour was not politically viable.

Reforms in both countries have – willingly or not – succeeded in weakening the traditional union movement – especially at the bottom of the skill distribution. At the time of writing, the Swedish unions are, however, in a comparatively better position than their Danish colleagues. The reversal of the reforms has – in conjunction with organizing initiatives – put a halt to union decline and for the first time in 25 years, LO-unions experienced increased membership. Conversely, the Danish traditional unions are stuck with competition over members and have to ‘share’ the Ghent-effect with substantially less expensive organisations. This difference between Sweden and Denmark underlines how important legislative changes are to union membership and, thus, also how crucial the balances between politics and organisations are for Scandinavian labour markets (Andersen et al. 2014).

References

- 3F. 2012, Sammenligning på hotel- og restaurationsområdet mellem de to overenskomster pr. 1 marts 2012: KAF-KRIFA og Horesta-3F (juni 2012). 3F, København.
- Andersen, S.K., Dølvik, J.E. and Ibsen, C.L. 2014, Nordic labour market models in open markets. ETUI, Brussels.
- Björklund, A., Edin, P.-A., Fredriksson, P., Holmlund, B. and Wadensjö, E. 2015, Arbetsmarknaden, Studentlitteratur, Lund.
- Booth A. 1985, “The free rider problem and a social custom theory of trade union membership” *Quarterly Journal of Economics* 100, pp. 253-261.
- Budd J.W. 2010, “When Do U.S. Workers First Experience Unionization? Implications for Revitalizing the Labor Movement”. *Industrial Relations: A Journal of Economy and Society* 49, pp. 209-225.

- Calmfors, L. and Driffil, J. 1988, "Bargaining Structure, Corporatism and Macroeconomic Performance". *Economic Policy* vol. 3, no. 6, pp. 13-61
- Calmfors, L. and Marthin, G. 2011, "Vad bör göras med arbetslöshetsförsäkringen?", *Ekonomisk debatt* no 6, pp. 5-19.
- Checchi, D. and Visser, J. 2005, "Pattern Persistence in European Trade Union Density: A longitudinal analysis 1950-1996". *European Sociological Review* vol. 21, no. 1, pp. 1-21.
- Due J. and Madsen, J.S. 2001, *Fagbevægelsens struktur i det 20. århundrede: Forhandlingsystemet som problemløser og hindring for udvikling*, LO, København
- Due J. and Madsen J.S. 2007, *Det danske Gent-systems storhed - og fald? Arbejdsløshedsforsikringen og den faglige organisering - den historiske baggrund og fremtidens udfordringer*, in JH Pedersen and A Huulgaard (eds) *Arbejdsløshedsforsikringsloven - 1907-2007*. Arbejdsdirektoratet, København.
- Due J., Madsen J.S. and Dalskov M.P. 2010, *Udviklingen i den faglige organisering: Årsager og konsekvenser for den danske model*, LO, København.
- Due J., Madsen J.S. and Strøby Jensen C. 1993, *Den Danske Model: En Historisk Sociologisk Analyse af det Kollektive Aftalesystem*, Jurist- og Økonomforbundets Forlag, København.
- Holmlund, B. and Lundborg, p. 1999, "Wage bargaining, union membership and the organisation of unemployment insurance", *Labour Economics*, vol. 6 no. 3, pp. 397-415.
- Høgedahl L. 2013, "Medlemsvandringer og krise i den danske aftalemodel?" *Økonomi og Politik* vol. 86, no. 1, pp. 18-30.
- Ibsen C.L., Due J. and Madsen J.S. 2015, *Fald i organisationsgraden... igen, igen*, FAOS, København.
- Ibsen C.L., Madsen J.S. and Due J. 2011, *Hvem organiserer sig - Forklaringer på medlemskab af fagforeninger og a-kasser*, LO, København.
- Ibsen C.L. 2013 "Gul eller Rød? Indførslen af frit valg på organisationsmarkedet". *Økonomi og Politik*, vol. 86, no. 1, pp. 5-17.
- Ibsen F., Høgedahl L. and Scheuer S. 2012, *Kollektiv Handling - Faglig organisering og skift af fagforening*, Nyt fra Samfundsvidenskaberne, Frederiksberg.
- Kjellberg, A. 1992, "Sweden: Can the Model Survive?", in A. Ferner and R. Hyman (eds) *Industrial Relations in the New Europe*, Blackwell, Oxford.
- Kjellberg, A. 2000, "Faglig organisering och partsrelationer i Sverige och Danmark", in F. Ibsen and S. Scheuer (eds) *Septemberforliget og det 21. århundrede*. Jurist- og Økonomforbundets Forlag, København.
- Kjellberg, A. 2001, *Fackliga organisationer och medlemmar i dagens Sverige*. Arkiv förlag, Lund.
- Kjellberg, A. 2009 a, "The Swedish Model of Industrial Relations: Self-Regulation and Combined Centralisation-Decentralisation", in C Phelan (eds) *Trade Unionism since 1945: Towards a Global History*. Peter Lang, Oxford.
- Kjellberg, A. 2009 b, "The Swedish Ghent system and trade unions under pressure", *Transfer - European Review of Labour and Research* vol. 15, no 3-4, pp. 481-504.
<http://lup.lub.lu.se/luur/download?func=downloadFile&recordOid=1510654&fileOid=1510661>
- Kjellberg, A. 2011 a, "The Decline in Swedish Union Density since 2007" *Nordic journal of working life studies*, vol. 1, no. 1, pp. 67-93.

- Kjellberg, A. 2011 b, "Trade Unions and Collective Agreements in a Changing World", in A Thörnquist and Å-K Engstrand (eds) *Precarious Employment in Perspective. Old and New Challenges to Working Conditions in Sweden*. Peter Lang, Brussels.
- Kjellberg, A. 2013, *Kollektivavtalens täckningsgrad samt organisationsgraden hos arbetsgivarförbund och fackförbund*. Department of Sociology, Lund University: *Studies in Social Policy, Industrial Relations, Working Life and Mobility*. Research Reports 2013:1 (updated 2016).
<http://lup.lub.lu.se/luur/download?func=downloadFile&recordOid=1545448&fileOid=1545800>
- Kjellberg, A. 2014 a, *Växande avgiftsskillnader i a-kassan - och utvecklingen därefter*. Department of Sociology, Lund University: *Studies in Social Policy, Industrial Relations, Working Life and Mobility*. Research Reports 2014:1 (updated 2016).
<http://lup.lub.lu.se/luur/download?func=downloadFile&recordOid=1473727&fileOid=1486417>
- Kjellberg, A. 2014 b, *Vilka "hoppade av" a-kassan eller avstod från att gå med? En studie av a-kassornas medlemsras*. Department of Sociology, Lund University: *Studies in Social Policy, Industrial Relations, Working Life and Mobility*. Research Reports 2014:2 (updated 2016).
<http://lup.lub.lu.se/luur/download?func=downloadFile&recordOid=1668584&fileOid=1669879>
- Larsson, M. 2015, *Facklig anslutning år 2015*, LO, Stockholm.
- Lind, J. 2009, "The end of the Ghent system as trade union recruitment machinery?" *Industrial Relations Journal* vol. 40, no. 6, pp. 510-523.
- OECD.stat. 2016, *Union density figures from OECD and J. Visser, ICTWSS database (Institutional Characteristics of Trade Unions, Wage Setting, State Intervention and Social Pacts, 1960-2010)*, version 3.0. (extracted on April 29 2016)
- Olson, M. 1965, *The Logic of Collective Action: Public Goods and the Theory of Groups*. Harvard University Press, Cambridge.
- Pedersen, p. 1990, "Arbejdsløshedsforsikring og faglig organisering, 1911-85", *Nationaløkonomisk Tidsskrift* vol. 28, no. 3, pp. 230-246.
- Toubøl J., Ibsen C.L., Jensen D.S. 2015, *Det mobile danske arbejdsmarked og organisering af lønmodtagere*. LO-dokumentation, LO, København.
- Zeuthen M. 2015, *Medlemsudviklingen i sammenlagte fagforbund i det 21. århundrede*. Sociologisk Institut. Københavns Universitet, København.

Trine Pernille Larsen & Anna Ilsøe (red.)

Den Danske Model set udefra



Jurist- og Økonomforbundets Forlag
2016

Trine Pernille Larsen & Anna Ilsøe (red.)
Den Danske Model set udefra

1. udgave, 1. oplag

© 2016 by Jurist- og Økonomforbundets Forlag

Alle rettigheder forbeholdes.
Mekanisk, elektronisk, fotografisk eller anden gengivelse af
eller kopiering fra denne bog eller dele heraf
er ifølge gældende dansk lov om ophavsret ikke tilladt
uden forlagets skriftlige samtykke eller aftale med Copy-Dan.

Sats: PBJ-Sats
Omslag: PBJ-Sats
Tryk: Clemenstrykkeriet, Viborg

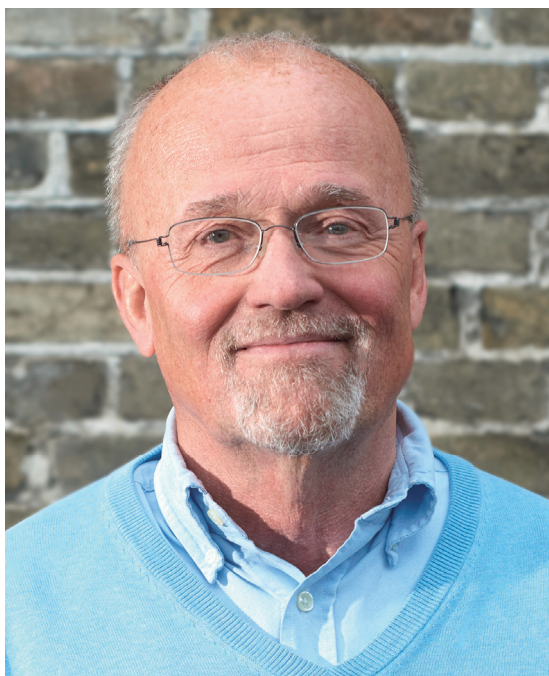
Printed in Denmark 2016
ISBN 978-87-574-3620-4

Jurist- og Økonomforbundets Forlag
Gothersgade 137
1123 København K

Telefon: 39 13 55 00
e-mail: forlag@djoef.dk
www.djoef-forlag.dk



Jesper Due



Jørgen Steen Madsen

Trine Pernille Larsen & Anna Ilse (red.)

DEN DANSKE MODEL SET UDEFRA

Komparative perspektiver
på dansk arbejdsmarkedsregulering

Et festskrift til professor emeritus Jesper Due
og professor emeritus Jørgen Steen Madsen

Jurist- og Økonomforbundets Forlag

Indholdsfortegnelse

Forord	13
<i>Jørn Neergaard Larsen</i>	
Redaktørernes forord	17
<i>Trine Pernille Larsen & Anna Ilse</i>	
Kapitel 1. Introduktion til Den Danske Model og bogens kapitler	21
<i>Trine Pernille Larsen og Anna Ilse</i>	
Indledning	21
Den Danske Model – et begreb i udvikling	22
Den Danske Model og andre arbejdsmarkedsmodeller – ligheder og forskelle	25
Aktuelle udfordringer for Den Danske Model	28
Bogens kapitler	36
Referencer	46
Afsnit I. Kollektive forhandlinger – Fortid og fremtid	
Kapitel 2. Variation in Decentralization – Articulation and Legal Culture	53
<i>Jelle Visser</i>	
Introduction	53
Decentralisation – five possible components	54
The benefits and costs of multi-employer bargaining	59
Organized decentralization – how to account for the differences?	64
Additional enterprise bargaining: from articulation to disarticulation	67
Opening clauses and derogation from legal and sectoral standards ..	75
Conclusions	78
References	80

Kapitel 3. Danish, German and European Perspectives on (Statutory) Minimum Wages	85
<i>Thorsten Schulten</i>	
Introduction	85
Trends in Danish and German collective bargaining	86
Wage inequality and low wages in Denmark and Germany	91
The introduction of a statutory minimum wage in Germany	94
Outlook: Why Danish unions should support a European minimum wage policy	97
References	99
Kapitel 4. The Danes' Uneasy Relationship Between Collective Bargaining and Legislation in Implementing EU Workers' Rights – The Case of Minimum Wage Setting	103
<i>Jon Erik Dølvik</i>	
Introduction	103
A Nordic perspective on the Danish approach to EU labour market regulations	104
Danish actors determination to stick to the model	107
National minimum wage setting in open European labour markets .	111
Conclusion and Discussion	118
References	122
Kapitel 5. Different Pathways to the Decentralisation of Industrial Relations – Denmark and Australia Compared	127
<i>Søren Kaj Andersen, Sarah Kaine and Russell Lansbury</i>	
Introduction	127
The Origins of the Danish and Australian Systems of Industrial Relations	131
Diverging Pathways to Reforming the Industrial Relations Systems	132
The Rapid Shift to Decentralised Industrial Relations Systems	135
Legal versus Negotiated Changes to Industrial Relations Systems: Two Pathways to Reform	138
Conclusions	143
References	144

Kapitel 6. Flexibilitet gennem stabilitet – Institutionaliseringsen af lokale arbejdstidsforhandlinger i industrien	147
<i>Anna Ilsoe og Trine Pernille Larsen</i>	
Indledning	147
Arbejdstidsforhandlinger i industrien – decentralisering og variation i arbejdstiden	149
Det virksomhedsbaserede aftalesystem – en analyseramme	152
Metode og anvendt datamateriale	158
Analyse	160
Konklusion og diskussion	170
Litteraturliste	174
Kapitel 7. Den Danske Model – er det historiske fundament ved at smuldre?	179
<i>Jens Kristiansen</i>	
Indledning	179
Den Danske Models historiske grundlag	180
Fra et aftalebaseret mod et (mere) lovbaseret regelsystem	183
Fra organisationerne mod »juristerne« som centrale aktører	184
Fra et tillidsbaseret mod et konfliktorienteret samarbejde	185
Den Danske Model i begyndelsen af det 21. århundrede	187
Referencer	188
Afsnit II. Den Danske Model efter krisen	
Kapitel 8. Flexicurity and the Crisis	191
<i>Colin Crouch</i>	
Introduction	191
The concept of flexicurity	192
Flexicurity and the crisis: the evidence	195
Conclusions	205
References	207

Kapitel 9. From Tigers to Pussycats? – Revisiting Four European Labour Market Models	209
<i>Per Kongshøj Madsen</i>	
Introduction	209
And the winner is	210
The four tigers and the rest – an overview	213
The four tigers and the Great Recession	215
So what did we learn?	217
Is the Danish flexicurity model sustainable?	218
References	220
Kapitel 10. Trajectories of Collective Bargaining in Denmark and Portugal – From National Determined ‘Organized Industrial Relations’ to Supranational Determined ‘Disorganized Industrial Relations’?	223
<i>Maria da Paz Campos Lima and Carsten Jørgensen</i>	
Introduction	223
The trajectories of Nordic and Southern European countries	224
The international crisis and the new terms of the polarization between Nordic and Southern European countries	226
The trajectories of Denmark and Portugal	228
Conclusions	246
References	247
Kapitel 11. Danske trepartsforhandlinger og europæiske samfundsmæssige pagter: En asynkron historie	251
<i>Mikkel Mailand</i>	
Introduktion	251
Trepartssamarbejde – hvad og hvorfor?	253
Trepartsforhandlinger og trepartsaftaler i Danmark	258
Trepartsforhandlinger og samfundsmæssige pagter i Europa	265
Diskussion og konklusion	271
Referencer	273

Afsnit III. Arbejdsmarkedsorganisationer i forandring

Kapitel 12. Attacks on Union Organizing – Reversible and Irreversible Changes to the Ghent-systems in Sweden and Denmark	279
<i>Anders Kjellberg and Christian Lyhne Ibsen</i>	
Introduction	279
Similar causes of high union densities in Denmark and Sweden	281
Analysis	284
Comparison and Perspectives	296
References	300
Kapitel 13. A Comparative Perspective on Collective Bargaining and the Role of Employers	303
<i>Erling Rasmussen</i>	
Introduction	303
The Danish Model of collective bargaining	305
The New Zealand employers’ role in the decline in New Zealand collective bargaining	309
Conclusion	318
References	319
Kapitel 14. Statslige arbejdsgivere mellem politik og voluntarisme i Danmark og Sverige	323
<i>Nana Wesley Hansen</i>	
Introduktion	323
Offentlige arbejdsgivere i litteraturen	324
Den statslige arbejdsgiver i Danmark og Sverige	328
Fra indkomspolitik til tekniske beregninger	331
Forvaltningspolitik og decentralisering af lønnen i den offentlige sektor	335
Grænserne for politisk indblanding og arbejdsgivernes normsættende rolle	338
Referencer	340

Afsnit IV. Internationalisering og segmentering

Kapitel 15. MNCs in Denmark and the UK – Accommodating to or Transforming National Industrial Relations?	345
<i>Steen E. Navrbjerg and Paul Marginson</i>	
Introduction	345
The DK and UK industrial relations systems – and challenges expected from MNCs	351
The method and survey data	354
Analysis	356
Conclusion: Host-country or country-of-origin effects?	362
References	365
Kapitel 16. Sectoral Social Dialogues in Professional Football – Freeway or Dead End Towards Europeanization?	369
<i>Berndt Keller</i>	
Introduction	369
Corporate actors at European and national level	371
Problems of implementation	375
Summary and outlook	378
References	381
Kapitel 17. Er Den Danske Model kvindevenlig? – Den Danske Arbejdsmarkedsmodel set fra en udefra-indefra-position	385
<i>Lise Lotte Hansen</i>	
Indledning	385
Den Danske Arbejdsmarkedsmodels grundlag, reproduktion og centrale udfordringer	387
Fra potentielt kvindevenlig til lighed i deltagelse	390
Analyse: Tre kønnede cases og Den Danske Models grundlag, reproduktion og udfordringer	392
Diskussion: Skaber Den Danske Arbejdsmarkedsmodel lighed i deltagelse?	401
Konklusion og Den Danske Model set fra en udefra-indefra-position	405
Referencer	406

INDHOLDSFORTEGNELSE

Kapitel 18. Den Danske Model og behov for højtuddannet udenlandsk arbejdskraft – en ny udfordring?	409
<i>Nikolaj Lubanski og Mirwais Fedai</i>	
Indledning	409
Hvad er udfordringen?	410
Danmarks evne til at tiltrække udenlandske højtuddannede	412
Udenlandske højtuddannede og virksomhederne	414
Går arbejdsgiverne foran?	415
Fagforeningerne – bekymring for ny social dumping?	417
Kan Den Danske Model tilpasse sig?	418
Referencer	420
Afsnit V. Den Danske Model til debat	
Kapitel 19. Udfordringerne for Den Danske Aftalemodel	425
<i>Pernille Knudsen</i>	
Kapitel 20. Det er viljen, der driver Den Danske Model	435
<i>Lizette Risgaard</i>	
Kapitel 21. En model under pres og udvikling	443
<i>Kim Graugaard</i>	
Kapitel 22. Den Danske Model virker	451
<i>Claus Jensen</i>	
Kapitel 23. Den Danske Model – Klædt på til tiden?	457
<i>Michael Ziegler</i>	
Kapitel 24. Den Danske Model set fra FTF's formandsstol	465
<i>Bente Sorgenfrey</i>	
Oversigt over bidragsydere	471

Oversigt over bidragyderne

Søren Kaj Andersen is associate professor, PhD, and has since 2006 headed the Employment Relations Research Centre (FAOS), Department of Sociology, University of Copenhagen. His research includes studies on collective agreements and bargaining relationships in a Danish, Nordic and European perspective. Søren Kaj Andersen especially focuses on collective bargaining in the private sector and labour migration. In recent years, he together with research colleagues has published *Nordic labour market models in open markets* (ETUI, Brussels) as well as books on posted companies and workers in construction and the use of Eastern European workers in Danish companies.

Colin Crouch is professor emeritus of the University of Warwick, UK, and an external scientific member of the Max Planck Institute for the Study of Societies, Cologne, Germany. He has specialised in social policy and employment relations in European countries and problems of relations between neoliberalism and democracy. His recent books include: *Making Capitalism Fit for Society* (Polity 2013), *Governing Social Risks in Post-Crisis Europe* (Elgar, 2015), *The Knowledge Corrupters: Hidden Consequences of the Financial Takeover of Public Life* (Polity 2015), *Society and Social Change in 21st Century Europe* (Palgrave-Macmillan, 2016).

Jon Erik Dølvik is a sociologist, dr.philos., and senior researcher at Fafo Institute for Labour and Social Research, Oslo, Norway. He has published extensively in the field of comparative labour market governance, employment relations, labour migration, and social models in Europe. Among his most recent publications, are *European Social Models from Crisis to Crisis: Employment and Inequality in the Era of Monetary Integration* edited with A. Martin (Oxford University Press 2015); *Nordic labour market models in open markets* co-written with S.K. Andersen and C.L. Ibsen, Fafo/ETUI 2014, and »Setting wage floors in open markets: The role of the social

partners in Europe's multilevel governance« co-written with L. Eldring and J. Visser 2014, in the book edited by S. Evju, *Regulating Transnational Labour in Europe, Department of Private Law*«, University of Oslo.

Mirwais Fedai er for nylig dimitteret fra CBS med en uddannelsesbaggrund som cand.soc. i politisk kommunikation og ledelse. Han arbejder som Project Assistant hos Copenhagen Capacity, hvor han har assisteret med implementeringen og eksponeringen af socialfondsprojektet »Vækst gennem udenlandske højtuddannede«. Endvidere har Mirwais Fedai deltaget i Politikens debattør- og kritikerkole i 2014, hvilket resulterede i flere artikler og debatindlæg.

Kim Graugaard er cand.scient.pol. fra Aarhus Universitet i 1987, hvor han samme år blev ansat i Dansk Arbejdsgiverforening som sekretær for foreningens internationale sekretariat. I de følgende år var han bl.a. sekretær for den adm. direktør, leder af ledelsessekretariatet og souschef for Afdelingen for Ansættelsesret og Kollektive Overenskomster, indtil han i 1993 blev ansat i Dansk Industri som afdelingschef. I 1995 blev han forfremmet til underdirektør, i 1999 til direktør, og i 2008 blev han udnævnt til viceadministrerende direktør.

Lise Lotte Hansen er mag.art. i kultursociologi, ph.d. i samfundsvidenskab og lektor i arbejdsmarkedets organisationer og institutioner på Institut for Samfundsvidenskab og Erhverv på Roskilde Universitet. Hun er også leder af Center for Køn, Magt og Mangfoldighed, Roskilde Universitet. Lise Lotte Hansen kombinerer forskning i arbejdsmarkedsrelationer med kønsforskning. Aktuelt er hun i gang med to forskningsprojekter. Det ene handler om solidaritetsdynamikker under globaliseringen (støttet af FSE), og det andet om demokrati og mangfoldighed i fagforeninger (medfinansieret af 3F).

Nana Wesley Hansen er ph.d. og adjunkt ved Forskningscenter for Arbejdsmarkeds- og Organisationsstudier (FAOS), Sociologisk Institut, Københavns Universitet. Hun forsker i overenskomstsyste­met i den offentlige sektor i Danmark og Norden og i det lokale samarbejde mellem medarbejdere og ledelse på de offentlige arbejdspladser. Hun har i 2015 udgivet bogen *Kollektivt samarbejde under kommunernes effektivisering* på Jurist- og Økonomforbundets Forlag og gæstere­digeret et temanummer om

»Konflikt og politik i den offentlige aftalemodel« i tidsskriftet *Økonomi og Politik*.

Christian Lyhne Ibsen is assistant professor, PhD, at the Employment Relations Research Centre (FAOS), Department of Sociology, University of Copenhagen. His research focuses on the development of collective bargaining systems in Europe and membership logics for trade unions and employers' organizations. His research is published in *Socio-Economic Review*, *British Journal of Industrial Relations*, *European Journal of Industrial Relations*, *International Journal of Human Resource Management* and *Economic and Industrial Democracy*. Christian Lyhne Ibsen is member of the editorial panel for the *Journal of Industrial Relations* and *Global Labour Journal*.

Anna Ilsøe er lektor, ph.d., ved Forskningscenter for Arbejdsmarkeds- og Organisationsstudier (FAOS), Sociologisk Institut, Københavns Universitet, samt formand for Dansk Sociologiforening. Hun har gennem en længere årrække forsket i den danske models udvikling og udfordringer i komparativt perspektiv og med et særligt fokus på virksomhedsniveauet. Af aktuelle projekter kan nævnes en større undersøgelse af digitaliseringens konsekvenser for arbejdsmarkedet. Hendes forskning er publiceret i *British Journal of Industrial Relations*, *European Journal of Industrial Relations*, *Economic and Industrial Democracy* og *Industrial Relations Journal*. Anna Ilsøe er medlem af redaktionen for *Nordic Journal of Working Life Studies*.

Claus Jensen blev i 2012 valgt som forbundsformand i Dansk Metal og formand for CO-Industri. Dermed blev han den toneangivende chefforhandler på det private arbejdsmarked, hvor han forhandler alle industriarbejdernes overenskomster. Claus Jensen er oprindeligt udlært plade- og konstruktionssmed på Lindøværftet på Fyn og startede sit faglige arbejde som ungdomsformand i Metal Odense. Han var fællestillidsmand på Lindøværftet indtil 2003, hvor han blev faglig sekretær i Dansk Metal og siden næstformand i 2008. Claus Jensen sidder i en række økonomiske, erhvervspolitiske og faglige råd og bestyrelser. Blandt andet Det Økonomiske Råd, Markedsmodningsfonden, Innovationsfonden og i eksekutivkomiteen for den europæiske organisation for industriarbejdere.

Carsten Jørgensen is MA and labour market researcher at Employment Relations Research Centre (FAOS), Department of Sociology, University of Copenhagen. Since 1999, on behalf of FAOS, Carsten Jørgensen has

contributed to Eurofound as correspondent for the EIRO network – now EurWORK – and ERM and has delivered numerous country specific articles and analyses regarding the regulation of the Danish labour market and issues concerning restructuring and Danish labour market policy.

Sarah Kaine is associate professor, PhD, at the University of Sydney, Australia. Her research has investigated alternative means of regulating labour standards, including the use of reflexive regulation and the integration of non-state actors, including trade unions. She has explored possibilities for regulatory alternatives in a number of industrial contexts, including publicly funded care service provision and in privately controlled road transport. Recent publications include (a), »Union Voice« in the book edited by A. Wilkinson *Handbook of Research on Employee Voice* (Edward Elgar, 2014) (b) »Union responses to regulatory change: Strategies of protective layering«, co-written with C. Brigden in *The Economic and Labour Relations Review* (2015) and (c) »Women and Industrial Relations in Australia in 2016« forthcoming in *Journal of Industrial Relations*.

Berndt Keller is Professor Emeritus of Employment Relations at the University of Konstanz, Germany. His present fields of research include forms of atypical employment/contingent work, public sector issues, European employment relations, and union mergers.

Anders Kjellberg is professor of sociology at the University of Lund, Sweden. His research focuses on the Swedish collective bargaining system from an EU perspective, labour migration from countries outside EU and union densities in an international perspective. He was awarded Arbetslöshetskassornas Samorganisations research award in 2015 for his research on how reforms of the Swedish unemployment system affected membership rates of Swedish unemployment funds. Anders Kjellberg is a member of the editorial panel for *European Journal of Industrial Relations*.

Pernille Knudsen er viceadministrerende direktør i Dansk Arbejdsgiverforening med ansvar for blandt andet overenskomstforhandlinger, uddannelse, konfliktløsning, EU-ret, arbejdsmiljø og integration. Pernille Knudsen har som advokat med møderet for landsretten blandt andet ført sager for EU-Domstolen og Arbejdsretten. Før Dansk Arbejdsgiverforening var hun i perioden 1996-2000 fuldmægtig i Kulturministeriet.

Jens Kristiansen er professor i arbejdsret ved Det Juridiske Fakultet på Københavns Universitet, med sit primære forskningsfelt inden for det arbejdsretlige system. Han har blandt andet publiceret en række bøger og artikler om Den Danske Aftalemodel og dens europæiske udfordringer – herunder *The growing conflict between European uniformity and national flexibility* og *The case of Danish flexicurity and European harmonisation of working conditions*, som udkom i 2015.

Russell Lansbury is Emeritus Professor at the University of Sydney, Australia. He gained a PhD from the London School of Economics (1973) and was awarded an honorary Doctor of Technology (hedersdoktor) by Lulea Technical University in 2014. He was a Visiting Scholar at the Department of Sociology at the University of Copenhagen (1970) where he fortuitously enrolled in a course with Professor Reinhard Lund who inspired his lifelong interest in industrial relations. Among Russell's publications is »Ny Teknologi: Indflydelse og Samarbejde« with the late Gert Graversen (University of Aarhus). He is former President of the International Labour and Employment Relations Association (ILERA).

Jørn Neergaard Larsen er beskæftigelsesminister i regeringen Lars Løkke Rasmussen II fra 28. juni 2015. Jørn Neergaard Larsen, der er uddannet cand.jur., var fra 1982 til 1996 administrerende direktør for Danmarks Jurist- og Økonomforbund. Han repræsenterede i den periode AC i KTO, hvor han var næstformand. I perioden 1996-2015 var han administrerende direktør for Dansk Arbejdsgiverforening.

Trine P. Larsen er lektor, ph.d. ved Forskningscenter for Arbejdsmarkeds- og Organisationsstudier (FAOS), Sociologisk Institut, Københavns Universitet. Hendes forskning omhandler Den Danske Models udvikling og udfordringer med et særligt fokus på samspillet mellem EU og medlemslandene inden for rammerne af den europæiske sociale dialog, atypiske ansættelser, familie-arbejdslivspolitikker og virksomhedsniveauet. Trine P. Larsen forskning er blandt andet publiceret i *Journal of Social Policy*, *Social Policy and Administration*, *Journal of Industrial Relations*, *Economic and Industrial Democracy* og af Oxford University Press.

Maria da Paz Campos Lima, PhD in Sociology, is a senior researcher at DINAMIA-CET - Lisbon University Institute and at CESIS - Centro de Estudos para a Intervenção Social, Portugal. She has been Assistant pro-

essor at Lisbon University Institute (ISCTE-IUL), Department of Sociology, between 1995 and 2012 responsible for the industrial relations area within the Portuguese team of the European Observatory of Working Life (EurWORK). She is member of the Editorial Committee of the *European Journal of Industrial Relations* and member of the Editorial Committee of *Transfer, European Review of Labour and Research Quarterly* of the ETUI-REHS. Her current research focus on austerity policies and reconfiguration of industrial relations regimes and on trade unionism and social movements.

Nikolaj Lubanski, ph.d., er direktør for Copenhagen Capacity's talentafdeling, der hjælper danske virksomheder med at tiltrække og fastholde udenlandske højtuddannede specialister. Han har en ph.d. i Sociologi fra Københavns Universitet og har tidligere været direktør for såvel offentlige som private virksomheder. I perioden 1994 til 2002 var Nikolaj ansat på FAOS, Forskningscenter for Arbejdsmarkeds- og Organisationsstudier, hvor han også skrev sin ph.d.. Nikolaj Lubanski har udgivet flere bøger om arbejdsmarkedsforhold og velfærdsinnovation og er en hyppigt anvendt foredragsholder inden for employer place branding, talenttiltrækning og innovation.

Per Kongshøj Madsen is cand.polit. from Copenhagen University in 1973. In 2005 he became professor of labor market research at the Department of Political Science, Aalborg University, where he is affiliated with the Centre for Labour Market Research (CARMA). His research has in recent years especially focused on flexicurity in relation to both the European employment strategy and the Danish labour market model.

Mikkel Mailand er lektor, ph.d. og forskningsleder ved Forskningscenter for Arbejdsmarkeds- og Organisationsstudier (FAOS), Sociologisk Institut, Københavns Universitet. Hans forskningsområder er p.t. overenskomstfornyelser på det offentlige arbejdsmarked, trepartssamarbejde, europæisk arbejdsmarkedsregulering og atypiske ansættelser. Han har publiceret flere danske monografier og bidraget til adskillige internationale antologier, samt publiceret en række artikler i internationalt anerkendte tidsskrifter, herunder *Journal of European Social Policy* og *European Journal of Industrial Relations*.

Paul Marginson is Professor Emeritus at the Industrial Relations Research Unit, University of Warwick, UK. He has research and published extensively on multinational companies and industrial relations; comparative European industrial relations and EU-level industrial relations. He is an Associate Editor of *ILR Review*, and has been part of the international research network INTREPID (Employment Practices of Multinationals in Organizational Context) since 2005.

Steen E. Navrbjerg is PhD and associate professor at Employment Relations Research Centre (FAOS), Department of Sociology, University of Copenhagen. His research interests are among others multinationals companies' employment practices and their impact on national labour market models; the management-employees relations at workplace level, including longitudinal studies of employee representatives' role as mediators and negotiators at the work place, employers' organisations and their function in industrial relations. He has been part of the international research network INTREPID (Employment Practices of Multinationals in Organizational Context) since 2008.

Erling Rasmussen is professor at Auckland University in New Zealand. He has worked with labour and human resource policies in the private, public and academic sectors in a number of OECD countries since the late 1970s. Erling Rasmussen has developed and evaluated labour market policy changes and has concurrently held numerous representative positions as an academic (see: www.aut.ac.nz). He is the editor of the *New Zealand Journal of Employment Relations* and the author of some of New Zealand's most well-known textbooks and of a number of academic books and articles.

Lizette Risgaard er formand for Landsorganisationen i Danmark (LO). Hun er uddannet kontorfunktionær og har en Master of Public Administration (MPA). Ud over at være formand for LO er Lizette Risgaard formand for Ulandssekretariatet og Lønmodtagernes Dyrftidsfond, ligesom hun også bestrider en række bestyrelsesposter, blandt andet i ATP, AE-rådet og Arbejdernes Landsbank. Hun er desuden medlem af det økonomiske råd, og tidligere formand for HK Service/Hovedstaden, næstformand i LO Hovedstaden og næstformand for LO Danmark.

Thorsten Schulten is a political scientist, dr. philos, and senior researcher at the Institute for Economic and Social Research (WSI) at the Hans Böckler Foundation in Düsseldorf, Germany. He has published extensively in the field of comparative industrial relations, collective bargaining and (minimum) wage policy in Europe. Among his most recent publications are *Minimum Wages, Collective Bargaining and Economic Development in Asia and Europe – A Labour Perspective* edited with Maarten van Klaveren and Denis Gregory (Palgrave, 2015) and *Wage bargaining under the new European Economic Governance* edited with Guy van Gyes (ETUI, 2015).

Bente Sorgenfrey har været formand for FTF siden 2003. Hun er uddannet pædagog og har været først faglig sekretær i BUPL og siden i årene 1994-2003 forbundsformand. Derudover er Bente Sorgenfrey medlem af en række udvalg, komiteer og bestyrelser mv., f.eks. Det Økonomiske Råd, Nationalbanken, ATP, Ulandssekretariatet, EFS (den europæiske fagbevægelse), Beskæftigelsesrådet og Arbejdsmiljørådet.

Jelle Visser is Emeritus Professor of Sociology at the University of Amsterdam. From 2000 to 2010 he was scientific director of the Amsterdam Institute for Advanced Labour Studies, AIAS. He is currently visiting professor at the Bremen International Graduate School for the Social Sciences BIGSSS. He can be reached at jelle.visser@uva.nl.

Michael Ziegler blev valgt som formand for KLs Løn- og Personaleudvalg i 2009, og har i den egenskab det øverste politiske ansvar for overenskomstforhandlingerne for 500.000 kommunalt ansatte. I den rolle har han stået i spidsen for overenskomstfornyelserne i 2011, 2013 og 2015. Michael Ziegler har været borgmester i Høje-Taastrup siden 2006, valgt for Det konservative Folkeparti. Han har været medlem af byrådet i Høje-Taastrup siden 1990. Michael Ziegler er student fra Høje-Taastrup Amtsgymnasium og civilingeniør fra DTU.