VIRAL **IR in aviation pre-Covid-19** CA = Collective Agreement CB = Collective Bargaining EO = Employers' Organisation		**Denmark**	**France**	**Germany**	**Italy**	**Ireland**	**Poland**	**Spain**
1	**the main actors in aviation**	***The state:*** *CPH airport:* Owner till 1994 – as of 2019, the state owns 39.2 % of CPH *SAS:* The state was owner (w/Sweden and Norway) until 2001, after that owner of stocks in SAS (Denmark 14.2 % – Sweden 14.8 %, Norway is out) ***Employers' organisations:*** *Confederation of Danish Industry* (Dansk Industri, DI): Est. 20 member companies in aviation, covering est. 35,000 employees ***Trade unions aviation:*** *Union of Airline Staff (Flyvebranchens Personale Union, FPU)* Pilots and cabin crew, from nine airline; est. 1,500 members, 70% organization rate Density with regard to the union domain 70 % Estimated 1,500 members *Danish Air Traffic Controllers Association (Dansk flyvelederforening, DATCA)*		***The state:*** Until 1997 Lufthansa was partly state owned, now totally privatized. In the case of airports, a more complex picture emerges, with all the main hubs only partly privatized. The local Länder (States) remain the majority shareholder. Interestingly, though, on average around 20 of ground services are provided by third parties. ***Trade unions:*** Aviation is home to a new development in German IR, employees organized in professional unions in some branches – aviation being one such branch. The two main unions are VC (pilots) and UFO (cabin crew mainly within the Lufthansa Group). The other union, Ver.di organizes a limited number of Lufthansa cabin crew, has been quite successful at organizing Ryanair cabin crew. Ver.di is also the union that organizes airport ground staff. With regards the employer side, Condor, Tui, Lufthansa, Lufthansa	**The state:** The state has, and continues, to play a weak role, especially after the 2008 privatization of Alitalia. Airports compete with one another in an unregulated fashion, with not overall guiding principles or coordination from the state. **Trade Unions:** Prior to 2008, the most important actors were Alitalia and the craft unions representing the most skilled occupations. The number of employer associations was limited and the historic labor confederations represented primarily lower-skilled occupations. The Alitalia CA set the tone for the entire industry. Post 2008, craft unions have lost membership to the traditional confederations. The main actors are now the traditional unions, with the focus of bargaining now the airport, not the airlines: FILT-CGIL FIT-CISL UIL Trasporti			

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		Est. 300 members, organizational rate 100 % *Cabin Attendants Union (CAU)* *Est. 1,550 members* SAS cabin crew; pursers, stewards and stewardesses, organizational rate 95 % *Danish Airline Pilot's Union (Dansk Pilot Forening, DPF): SAS-pilots, 600* members, SAS pilots, organizational rate est. 100 % *United Federation of Danish Workers (Fagligt Fælles Forbund, 3F)* Est. 5,000 members in the sector; transport workers, handling assistants in airports; organizational rate est. 75 % *Danish Metalworkers' Union (Dansk Metalarbejderforbund, Dansk Metal)* Technicians and flight mechanics; organizational rate est. 80 % (estimated); est. 1,000 members (new development in 2021: Many		Cargo and Eurowings are members of the Bundesverband der Deutschen Fluggesellschaften (BDF). The BDF is not a collective bargaining body, though. Its main task is lobbying. ***Airports*:** Arbeitsgemeinschaft Deutscher Verkehrsflughäfen represents the interests of German airports (21 City airports and 8 regional airports). Again, though, its main task involves lobbying on the airports behalf. The Arbeitgeberverband der Bodenfertigungsdienstleister der Luftverkehr (ABL). ABL lobbies on behalf of private third party companies that provide ground services at airports. ABL has 6 members AHS, Losch, Swissport-Losch, Wisag, Aviapartner and Acconia.	UGL Trasporto Aereo **Employer Organizations:** Post 2008, association of airport operators appears to be the most important organization. New associations have emerged, following liberalization and privatization in the sector, to represent each sector in the industry. Airline association appears to be the weakest, as it only represents ITA, no longer the market leader. Main actors: Assaeroporti (Airport operators) Assaero (Domestic airlines) Assohandlers (Ground handling) Assocontrol (ATM) Federcatering (Catering) Fairo (Foreign airlines)			

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		SAS pilots now also members of Danish Metalworkers' Union) *Union of Commercial and Clerical Employees in Denmark (Handels- og Kontorfunktionærernes Forbund, HK)* Est. 1.950 members in the sector (members of HK/Private); salaried employees, white-collar, commercial and clerical workers; Merged with *Federation of Salaried Employees in Air Transport (Luftfartsfunktionærerne, LFF) in 2008.* organizational rate est. 45-50 % *Danish Union of Electricians (Dansk El-Forbund, DEF)* 76 members, according to administrative data; organizational rate est. 80 % *Danish Association of Managers and Executives (Ledernes hovedorganisation, Lederne)* Est. 600 members in Copenhagen Airport.						

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		(The members in the others Danish airports are registered under a single group called 'transport', which means that they cannot be registered separately). Lederne has an estimated 600 members in all other airports in Denmark. Thus, in total, it has an estimated 1,200 members in the sector.						
2	**2a: Financial situation in aviation**	From mid-90's onwards fierce competitions, especially putting pressure on the dominating legacy airline SAS. Prices on airline tickets have gone down, and recurrent saving plans have been implemented from mid-1990's onwards. At the same time, CPH Airport has grown from 18 million passengers in 2002 to 30 million per year. CPH is an important hub in Scandinavia, not least for connecting flight, and CPH Airport has prospered. CPH Airport was privatized in 1994 and SAS in 2001.		Lufthansa Group controls the largest share of the German passenger market, 56%, followed by Ryanair, 8.4%. Lufthansa transported over 145 million passengers in 2019. Combined, other key players, these include Qatar, Emirates, United, China Air and Turkish Air, control 27.9% of the market. Personal costs represent 23% of Lufthansa's total costs. Twice as high as Ryanair, 11%. The basis salary of Lufthansa cabin crew is 20.000 Euro, Ryanair 12,000 Euro. In response to such competition, the Lufthansa Group now owns low-cost airlines such as	Between 2004 and 2019, passenger traffic doubled in Italy. In 2019, low-cost carriers covered 55% of total traffic, with Ryanair flying 21% of passengers. The Italian market is primarily European, with within-EU flights accounting for 77% of the total. The domestic market is likewise dominated by low cost operators, which fly 57% of passengers. Italy counts 120 operating airports across all regions. 29 are considered "of national interest", with 10 being "strategic" and three serving as international hubs (Venice, Roma Fiumicino, Milano Malpensa). Airports fall under the purview of the			

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			German and Eurowings. Also, wet and dry leasing is an integral part of Lufthansa's strategy. In terms of airports, Frankfurt, the home of Lufthansa, is Germany's largest airport. In 2019, just under 5 million passengers either flew from or landed in Frankfurt. Altogether over 243 million passengers travelled to and from German airports – just under three times the people living in Germany and nearly double the number of passengers in 2021.	regional governments, and may be operated private, publicly or by public-private partnerships. Airports, in the Italian air transport value chain, have significant resources, including public funding. Turnover was €9.2 billion in 2018, or about 3.6% of national GDOP			
2b: Employment in aviation	As of 2019, some 25,000 are employed in CPH airport including all support functions. The airport is servicing some 30 million passengers/year. An est. 1600-1700 employees are working in Billund Airport. The airport itself employs app. 800 and 800-900 are employed in other companies active in the airport. The airport serves		According to the Bundesverband der Deutschen Fluggesellschaften 825,000 employees are employed in the German aviation industry, of which the Lufthansa group employ just over 130,000 people.	On the basis of occupation codes, 20,195 are employed in the air transport industry, down from the 2011 high of 25,240. Total airport-based employment is about 120,000, 30% of whom are on furlough. Considering the industry multiplier, direct and indirect employment in the sector is 880,000.			

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		3.6 million passengers as of 2019 While SAS had some 35,000 employees in the start-1990's, in 2019 some 10,000 was employed in SAS and ¼ of the routes were wet- or dry-leased abroad. As Ryanair has no bases, they have no employees in Denmark.						
3	**Form of employee representation Union rep Works councils Both?**	Most companies in aviation are large and fulfill the requirements to a) have a shop steward (five employees or more and/or b) to have a cooperation committee (works council). Hence, most employees in companies and airlines with bases in Denmark have trade union representation as well cooperation committees.		Within the Lufthansa Group and main hub airports (key German cities) union and woks council representation is widespread. In the case of Ryanair and regional airports Ver.di and VC have had some success in achieving union recognition and setting up works councils. Such an arrangement appears fragile, though, as Ryanair in response to such moves has switched operations outside of Germany – the point in case here being Bremen.	The most common form of employee representation is the RSA, a type of works council whose members are directly appointed by labor organizations.			
4	**Union density**	***Aviation:*** SAS-unions: 95-100 % Other companies/unions: 10-90 %		***Aviation:*** High, above 80% amongst pilots (VC) within all airlines and possibly even higher	All figures are estimates, since no official statistics exist.			

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		Ryanair employees: N/A ***Ground staff:*** 50 to 80 % (See 'Actors' above)		amongst Lufthansa pilots. Cabin crew, UFO, has a density rate of around 25% across all airlines, is specifically higher, above 70% within the Lufthansa Group. Within non-German airlines, e.g. Ryanair it is low. Ver.di, though, appears to have made some in-roads, although limited, in organizing Ryanair cabin crew. ***Ground staff:*** Ver.di's organization of ground staff is reported to be above 50% nationally, and at the larger airports above 60%.	Among pilots and cabin crew, density is 75-80%. Among ground services, the number is around 60% across occupations. Within Ryanair estimates are about 50%.			
	Employers' organisation rate	High 80-100 percent		High 80-100 percent	High, nearly 100% (MA NON CREDO CHE ABBIAMO DATI)			
	Collective bargaining coverage	High 80-100 per cent in aviation as well as ground staff		Within Lufthansa high, 80-100%. Ryanair low. In terms of pilots, cabin crew and ground staff company level collective bargaining is the dominant form. Huge discrepancies prevail, though. Within	The Air Transport CA covers about 40,000 out of 120,000 total employees in the industry. This number includes 100% of Alitalia employees. The remaining employees not covered by the Air Transport CA are covered under other CAs, like the national multi-service CA,			

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		Ryanair: 0 per cent		partly state owned airports, collective bargaining remains solid. Also in the non-low-cost airlines unions are recognized as bargaining parties, here collective bargaining is solid, too.	or are not covered by any industry-wide CBAs. Ryanair recently signed a company-level CA with CISL and several craft unions. EasyJet recently signed a company-level CA with the main confederations.			
5	**The role of the state in aviation**	State has limited influence on IR in aviation. However, the state has had considerable influence on aviation as infrastructure until 1990's. CPH Airport owned by the state until mid-1990's – then sold as stocks to among other equity fond SAS owned by Denmark, Sweden and Norway 2001, when it became a joint stock company, however still owned 50 % by the three States.		In response to the EU's liberalization of aviation, the state oversaw the full privatization of Lufthansa. Regarding airports, a public/private approach was mainly adhered to, with the states appearing to retain a controlling stake in the main hubs, Berlin, Hamburg, Frankfurt, Dusseldorf and Munich. In the case of Frankfurt, Fraport Plc, the following arrangement exists: Hessen 31%, City of Frankfurt 20%, 49 % in private hands – 5% of which Lufthansa controls. The ownership structure of Munich is an interesting case, though. The state the sole owner; Bavaria 51%, City of Munich 23% and the	The state plays a minimal, and passive, role in terms Competition among airports is unregulated. Airports themselves are the competency of regional governments. There is evidence of "race-to-the-bottom" competition to attract low cost routes. Airports may be operated publicly, privately, or through public-private partnerships. The Transportation Ministry is largely absent in IR and indeed has not formal structures to support IR or industrial planning in the sector. This role was traditionally played by Alitalia, when it was the state owned flagship.			

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				German Government 26% - 100% state owned.				
6	**Legislation that affects aviation**	Legislation is comprehensive regarding the formal rules and procedures for aviation but very little legislation affecting working conditions in the Danish aviation industry as this is governed in the collective bargaining system.		In 2019, the state altered the Works Constitution Act to allow employees working for airlines to set up works councils. Prior to 2019, seafarers and aircraft crew were only allowed access to such a body if negotiated by collective bargaining, a strange anomaly of the German IR system.	2001 reform of Title V of the Italian Constitution, granting authority over airports to regional governments. 2003 agreement between unions and the Authority on Strikes in Essential Public Services. Law n. 77 of 2020 to combat social dumping among low-cost operators.			
7	**Organisation of collective bargaining (sector/branch/company)**	***Aviation***: While the labour market in Denmark generally is dominated by branch and sector unions, in *aviation* there are a mix between branch unions and kind of company unions. 'Company unions' exist in legacy airline SAS, As such, union structure in aviation is somehow fragmented, but still adhering to the Danish IR model with unions negotiating on behalf of staff.		***Aviation:*** Company level, the opposite of traditional arrangements within German IR, is where CB takes place within airports and airlines. Airports. Although employer association membership is high, these organizations play a lobbying and not negotiating role.	Since 2010, bargaining in the sector has been coordinated among 4 labor confederations (CGIL, CISL, UIL, UGL) and the relevant employer associations covering airport operators, Arlines, catering, handling, and ATM. A general, or introductory, part of the contact is first negotiated, with separate, independent CAs negotiated successively for each sector (airports, airlines, catering, etc.) Typically the airport CB is negotiated first.			

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		Ground staff is organized along traditional branch/sector lines.			Following the signing of the national CAs, company-level CAs are then negotiated.			
7a	**Ryanair's approach to collective bargaining**	Ryanair have never engaged in collective bargaining in Denmark. Even though having a base in Billund 2012-15, Ryanair has denied engaging in CB. After a ruling in Labour Court forcing Ryanair to engage in CB in CPH, Ryanair withdrew from BLL as well as CPH. As of 2019, Ryanair still had not engage in CB, though discussion is taking place with FPU.		Mixed. Have signed a few collective agreements acknowledging Ver.di (cabin crew) and the VC (pilots) bargaining partners.	Until recently, Ryanair has refused both to engage in CB and to apply the relevant national-level CA for the industry. Instead, Ryanair had chosen to apply its own employment policies unilaterally, including a clause banning any contact with labor organizations and its employees. Unions sued Ryanair, with the courts requiring that Ryanair apply the aviation contract, which they have so far refused to do. In 2018 Ryanair signed a CA with CISL and 2 craft unions, the contents of which are not publicly available.			
8	**Balance of power between employee representatives and employers? (agreements, possible concession bargaining - differences btw. legacy airlines and Ryanair)**	***Aviation:*** Fierce international competition has forced airlines to employ recurrent saving plans and hence unions to accept successive concession bargaining rounds, especially in the legacy airline SAS.		***Aviation:*** Balance of power seems to constantly swing back and throw between employers, certainly in the case legacy airlines, in the last twenty years. Although in the early 2000s VC, Verdi and UFO recorded significant wins,	The main trend here seems to be of the strengthening of the historic labor confederations (plus UGL) in terms of representativeness, at the expense of craft unions, and a shift in the focus of negotiations away from airlines to the airports.			

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		However, as airlines are under constant pressure, employers are not getting stronger vis-á-vis unions. While not having bases in Denmark, Ryanair is never the less flying in and out of CPH with some 2.4 million passengers (2019), making Ryanair the 3rd biggest airline operating in CPH, thereby and showing unions that Ryanair can operate just fine w/o conceding to CB. ***Ground staff:*** Ground staff are much less exposed to international competition and are not engaging in concession bargaining.		mainly involving Lufthansa, regarding union recognition, pay and terms and conditions, between 2012-2014 employers appear to have crawled back some of their earlier losses, especially in the area pensions. Certainly, the bitter battles with Lufthansa has undermined the German notion of social partnership. Relations remain quite frosty. Regarding Ryanair relations have never been anything else than arduous, Ryanair refusing to recognize unions or concede to the setting up of works councils. More recently, though, both Ver.di and VC have made some slight inroads, sitting down with the company to discuss union recognition and the possibility of entering into negotiations. Interestingly m, Ryanair has insisted these negotiations take place in Dublin. ***Ground staff:***	The privatisation-bankruptcy of Alitalia, along with increased fragmentation among carriers and downward pressure on wages by low cost operators, has led to a general weakening in bargaining power on the part of labor vis-a vis carriers, with consequent deterioration in wages and working conditions for airline employees.			

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				In the case of ground staff at airports, many who work still work for partly state owned enterprises, relations appear to have remained cordial. It is even hoped that the employers will soon agree to enter into some form of branch level collective bargaining.				
9	**Tensions and conflicts in aviation pre-2020**	***Aviation:*** The recurrent saving plans especially in SAS led to recurrent conflicts and strikes, though very short and often solved quite fast. Generally, the trust level between employees and management in SAS has deteriorated ever since beginning of 2000's due to constant cuts in wages and working conditions. ***Ground staff:*** From time to time, luggage handlers have been on strike, but most often for just a few hours. However, mostly, industrial peace prevails in ground functions.		As indicated above relations between union and airlines, including the Lufthansa Group have been marked by a long series of industrial disputes. In fact, the spike in strikes in Germany in recent years can in part has been put down to tensions within the aviation industry.	The sector has been characterized by significant tensions and a high degree of conflict, primarily centering around attempts to privatize Alitalia, its successive bankruptcy and relaunch as ITA (with employment at the flagship carrier dropping from 22,000 in 2008 to 10,000 today).			

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10	**Changes from 2010 to 2020** **Power balance btw. employers(' organisation) and unions)** **Centralization/decentralization**	***Aviation*:** The balance btw. employers and unions has not changed significantly over the last decade until 2020. Both have been under pressure, and while unions have engaged in concession bargaining, employers do not seem to have profited from this as they have been forced to engage in saving plan. ***Ground staff:*** Power balance is unchanged from 2010 to 2020.		The arrival of Ryanair and state owned airlines, which has meant increased competition, to an extent has seen the aviation industry break with the traditional components of German industrial relations model, centralized collective bargaining, industrial piece/stability, influential works councils and a culture of working together.	Here conflicting trends seem to be the big headline. On the one hand, the move toward coordinated, industry-wide bargaining at the national level indicates increasing centralization. In terms of resources, the airport has become the main focus of CB in the sector. In this context the historic labor confederations have gained in power, importance and representativeness at the expense of craft unions. The situation with regards to the airline contract appears to be chaotic, with the national CA only applying to former Alitalia employees. Ryanair has only recently begun to engage in CB at the company level, but only with CISL and two craft unions. EasyJet now bargains at the company level with the main confederations and there is hope that this operator will soon be covered by the national CA.			