

NEWSLETTER #9

NEGOTIATING INCLUSIVE POLICIES IN THE WORKPLACE
A PRACTICAL GUIDE FOR TRADE UNION REPRESENTATIVES
FROM FAIRFORWARD'S LEARNING TO PRACTICAL ACTION



**NEGOTIATING INCLUSIVE POLICIES
IN THE WORKPLACE**
A PRACTICAL GUIDE FOR TRADE
UNION REPRESENTATIVES

"An inclusive workplace does not come about by itself. It must be listened to, negotiated, documented, implemented, monitored and collectively defended".

Following the completion of the FairForward research, training and exchange activities, the project has now developed the Manual on Negotiating Inclusive Policies in the Workplace – A Practical Guide for Trade Union Representatives.

The Manual brings together the knowledge and experience generated throughout the project, including findings from the national focus groups, comparative legal framework analyses, the Inclusivity Forum, and the CIAT and SIAT training activities.

Its purpose is to provide workers' representatives with a practical resource to help turn Diversity, Equity and Inclusion (DEI) principles into concrete workplace policies, agreements and collective bargaining measures.

FROM WORKERS' EXPERIENCES TO COLLECTIVE ACTION

The Manual starts from a simple principle: inclusive workplaces do not come about by themselves.

Formal equality and legal protections are essential, but they do not always guarantee equal opportunities in practice. Workers may still face barriers related to discrimination, pay, recruitment, promotion, accessibility, working conditions, workplace culture or protection from harassment.

The role of trade unions is therefore essential in turning workers' experiences into collective demands and ensuring that commitments are translated into concrete measures.

The Manual provides a practical step-by-step approach:

DIAGNOSE → DEFINE THE DEMAND → PREPARE → NEGOTIATE → DOCUMENT → IMPLEMENT → MONITOR

This approach helps trade union representatives identify problems, build evidence-based demands, prepare negotiations, reach concrete agreements and follow up on their implementation.

WHAT DOES THE MANUAL OFFER?

The Manual is designed as a practical working tool for trade union representatives.

It provides guidance on different areas of workplace inclusion, including:

- Recruitment and employment
- Equal pay and pay transparency
- Promotion, training and development
- Working time and work-life balance
- Disability and accessibility
- Atypical forms of employment
- Harassment, violence and protection against retaliation
- Participation and representation
- Inclusive workplace culture

For each area, the Manual provides diagnostic questions, possible trade union demands, sample provisions and implementation measures, helping representatives adapt the proposed solutions to their own workplace and national context.



A TOOL FOR STRONGER COLLECTIVE BARGAINING

A key message of the Manual is that the law sets the minimum, while collective bargaining can help make these rights a reality and negotiate further improvements. The Manual therefore connects legal and policy frameworks with practical negotiation.

It helps trade union representatives ask:

What is the problem?

Who is affected?

What does the law already provide?

What additional measures can we negotiate?

How will we implement and monitor the agreement?

By connecting workers' experiences, evidence, legal rights and negotiation strategies, the Manual supports trade unions in strengthening their role as active drivers of inclusive workplace transformation.

FROM FAIRFORWARD TRAINING TO A RESOURCE FOR THE FUTURE

The Manual represents the next step in the FairForward capacity-building pathway.

The knowledge developed through the CIAT and SIAT trainings, together with the findings from the focus groups, legal reports and Inclusivity Forum, has been consolidated into a resource that can continue to be used by trade unions and workers' representatives beyond the project activities.

The Manual also includes case studies and practical tools that can support representatives in preparing and conducting negotiations and monitoring the implementation of agreed measures.

Through this approach, FairForward aims to contribute to stronger social dialogue and to the development of workplaces where diversity is valued, inclusion is actively promoted and all workers can participate with dignity.

THE MANUAL IS NOW AVAILABLE!

The Manual on Negotiating Inclusive Policies in the Workplace – A Practical Guide for Trade Union Representatives is now available in six languages:

English | Italian | Spanish | Polish | Lithuanian | Serbian/Montenegrin

The Manual is a practical resource for trade unions and workers' representatives seeking to promote inclusive workplace policies and strengthen diversity, equity and inclusion through social dialogue and collective bargaining.

READ & DOWNLOAD THE MANUAL

<https://www.dropbox.com/scl/fo/xfjknqgmi447dz8rpb6sx/AGE24Is3VXN7q0tZDuwqw2M?rlkey=l3bd1rz8p29uwyhsx6f18o8lk&st=8ydra36w&dl=0>

The Manual is being disseminated through the FairForward project communication channels and the websites and social media channels of the participating organisations.

An inclusive workplace does not come about by itself. It must be listened to, negotiated, documented, implemented, monitored and collectively defended.

#FairForward #InclusiveWorkplaces #DEI #SocialDialogue
#CollectiveBargaining #TradeUnions #InclusionMatters #EUProjects

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