

Strengthening the **Participation** and Consultation capacity of **workers** after COVID19 in
Transport Companies (**NeNPIC**)

National Report of Spain

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1. SETTING THE NATIONAL SITUATION OF THE TRANSPORTATION SECTOR

Where we come from as a sector, in the face of the COVID 19 scenario.

In general, it can be said that the pandemic has had a significant impact on the transport sector in Spain, as well as throughout the world. This impact has been especially significant in air and sea transport, although it has also affected road passenger transport and freight transport. Below, we present in more detail the reality experienced by the sector during this period:

- **Air transport:** Air transport has been one of the sectors most affected by the pandemic worldwide. In Spain, most airlines had to cancel or drastically reduce their routes due to travel restrictions and falling demand. Although airlines have tried to gradually recover activity, they are still far from pre-pandemic levels.
- **Maritime transport:** Maritime transport has also been greatly affected by the pandemic, especially with regard to cruise ship and passenger traffic. In addition, many ports and terminals were affected by the pandemic prevention measures, which caused delays and logistical problems in the sector.
- **Road passenger transport:** Road passenger transport also suffered the consequences of the pandemic, especially during periods of confinement. Many companies had to temporarily suspend their activity or drastically reduce it due to the drop in demand.
- **Freight transport:** Freight transport was one of the sectors least affected by the pandemic in relative terms, as it was considered an essential service during the pandemic. Despite this, the sector also suffered the consequences of the pandemic, especially in terms of reduced demand and logistical restrictions.

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Regarding the future evolution of the transport sector in Spain, it is difficult to make a precise prediction due to the uncertainty that still persists regarding the global economic situation with the current war against Ukraine. However, there are some trends that can be identified:

- Demand for road passenger transport is likely to recover more quickly , especially for short-haul trips and for tourism purposes within the country.
- Regarding the transport of goods, it is possible that it will remain stable due to the expansion of electronic commerce and the need to transport products related to essential services, such as food and pharmaceutical products, etc.

The evolution of the transport sector in Spain after the COVID-19 pandemic:

- One of the positive consequences of the pandemic has been the increase in health security measures in the transport of passengers and goods. Depending on the policies of each country, some of the strict hygiene protocols continue to be maintained in all modes of transport, from the mandatory use of masks, to the disinfection of surfaces and the reduction of capacity in some means of transport.
- The pandemic has also accelerated the need for further digitization in the transport sector. Technologies for package tracking and tracking have been implemented and deliveries with no contact or through automated delivery devices have been encouraged.
- In land passenger transport, there has been a greater adoption of online services and the sale of electronic tickets to reduce physical contact and improve the efficiency of the reservation process. Said digitization of the service has favored, among other factors, the recovery of the sector.
- In turn, the pandemic has created opportunities for innovation in the transport sector. For example, some companies have started using drones to transport medical supplies and food in hard-to-reach areas, and others are using artificial intelligence to improve efficiency in transport route scheduling and decision-making.

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It should be noted that currently the policies of the Government of Spain are focused on the recovery of the transport sector towards safe and sustainable mobility.

The conclusions presented in this setting have been extracted from the following official sources:

- Reports and statistics from the Spanish Ministry of Transport, Mobility and Urban Agenda (<https://www.mitma.gob.es/>). The Ministry of Transport of Spain has a series of reports and statistics on the transport sector.
- Publications and analysis of international organizations: The World Tourism Organization (UNWTO) and the European Union, among other organizations, have published reports and analyzes that show the evolution of the transport sector in Spain during the pandemic.

2. CHARACTERIZATION OF THE SAMPLE ON THE TARGET POPULATION

The companies that have participated in the research of this project are those that appear below. Their participation has been through any of the three resources used during the investigation, they have collaborated in distributing the survey among their workers, in conducting in-depth interviews and in holding the Focus Group where they have shared their experiences with the sector.

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EMPRESA	MEDIO	CONTENIDO DEL TRANSPORTE	SERVICIOS
LUIS SIMOES	CARRETERA	MERCANCIAS	DISTRIBUCIÓN, LOGISTICA
DHL	CARRETERA, FERROVIARIO, MARÍTIMO, AEREO	MERCANCIAS	DISTRIBUCIÓN, LOGISTICA
CORREOS	CARRETERA, FERROVIARIO, MARÍTIMO, AEREO	MERCANCIAS	DISTRIBUCIÓN, LOGISTICA
AMAZON	CARRETERA, FERROVIARIO, MARÍTIMO, AEREO	MERCANCIAS	DISTRIBUCIÓN, LOGISTICA
SUPERMERCADOS MAS	CARRETERA	MERCANCIAS	DISTRIBUCIÓN, LOGISTICA
CARREFOUR	CARRETERA	MERCANCIAS	DISTRIBUCIÓN, LOGISTICA
METRODE SEVILLA	FERROVIARIO	PASAJEROS	VIAJE
AGENCIA PUBLICA PUERTOS DE ANDALUCÍA	MARÍTIMO	MERCANCIAS, PASAJEROS	DISTRIBUCIÓN, LOGISTICA, VIAJE
PUERTO DE SEVILLA	MARÍTIMO	MERCANCIAS, PASAJEROS	DISTRIBUCIÓN, LOGISTICA, VIAJE
BOLUDA	MARÍTIMO	MERCANCIAS	DISTRIBUCIÓN, LOGISTICA
ADIF	FERROVIARIO	MERCANCIAS, PASAJEROS	DISTRIBUCIÓN, LOGISTICA, VIAJE
AENA	AEREO	MERCANCIAS, PASAJEROS	DISTRIBUCIÓN, LOGISTICA, VIAJE
AUTOPISTAS	CARRETERA	MERCANCIAS, PASAJEROS	DISTRIBUCIÓN, LOGISTICA, VIAJE
ALSA	CARRETERA	PASAJEROS	VIAJE
CONSORCIO DE TRANSPORTE METROPOLITANO	CARRETERA	PASAJEROS	VIAJE
HEINEKEN	CARRETERA	MERCANCIAS	DISTRIBUCIÓN, LOGISTICA
APETAM	CARRETERA	PASAJEROS	VIAJE
ATEPAM_RIO AUTOCARES	CARRETERA	PASAJEROS	VIAJE
APETAM_AUTOCARES MATEOS	CARRETERA	PASAJEROS	VIAJE
APETAM_AUTOCARES DIEGO MORAL	CARRETERA	PASAJEROS	VIAJE
APETAM_GUILLERMO OLMEDO	CARRETERA	PASAJEROS	VIAJE
AS. CETRAMA	CARRETERA	PASAJEROS	VIAJE
<i>A FECHA DEL INFORME NO HAN PODIDO PARTICIPAR POR AGENDA</i>			
ACOTRAL	CARRETERA, FERROVIARIO, MARÍTIMO	MERCANCIAS	DISTRIBUCIÓN, LOGISTICA
TRANSPORTES PANTOJA	CARRETERA	MERCANCIAS	DISTRIBUCIÓN, LOGISTICA
APM TERMINAL	MARITIMO	MERCANCIAS	DISTRIBUCIÓN, LOGISTICA

In prospecting for information among these companies, we have contacted profiles such as:

- Logistics Managers.
- Mobility Managers
- Human Resources Managers.
- Occupational Health and Safety Managers.
- Responsible for Coordination and Planning.
- Directors/managers.
- Operations Directors.
- Managers of Business Associations.
- Businessmen.
- Self-employed.

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the greatest difficulty when it comes to obtaining information with the different resources with the “worker survey” format, mainly for these reasons.

1. Due to the security regulations of these companies, DO NOT USE the mobile. The *online* survey allowed to be answered from a smartphone.
2. The great organizational difficulty of shifts being able to access a company computer in the office buildings to answer the form, without risk.
3. The “formal” times and deadlines required by internal protocols for the processes of information/consultation with the legal representatives of the workers regarding the interest in giving the workers participation at the different levels of the hierarchical organization chart, in this project. (research topic)

On the other hand, participation in interviews and in the focus group has been very fruitful depending solely on the difficulty of the agenda of the participants.

3. RECOMMENDATIONS TO FAVOR THE PARTICIPATION AND CONSULTATION OF WORKERS

The investigator's recommendations should be included according to the information he has collected.

A) Recommendations for EMPLOYERS, EMPLOYEES and BUSINESS and UNION Organizations:

We believe that it will be strategic for workers, businessmen and personnel in the sector's chain of command to have sufficient, clear and timely information about the need for evolution in the sector and what this evolution implies for the activities, jobs and tasks that are currently being developed from canons and patterns that do not 100% favor sustainability. And therefore for the maintenance of their jobs.

The role that union organizations play as advisors and legal representatives of workers will be crucial, being close to workers in order to convert periods of

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"uncertainties" into periods of "development opportunities" for workers who will not be able to continue performing its functions from the classic models used up to now.

It is very important to assume that the negotiations that will appear will have to be approached from the possible scenarios and not from the desirable scenarios, since in the face of this need for change that marks Europe, there is no possibility of turning back. It is not good for the planet, nor for the markets.

It is recommended that these issues be introduced in the formal meetings established by the internal consultation and participation protocols in order to work from consensus on these future scenarios towards which the evolution of the transport sector is going.

B) Recommendations to the sector regarding the participation of workers in decision-making regarding SUSTAINABILITY and RESPONSIBLE ENERGY CONSUMPTION according to the United Nations 2030 Agenda:

In Spain there are numerous studies that identify transport as one of the sectors with the greatest weight in global greenhouse gas emissions,

In turn, the European Environment Agency points out that road transport accounts for approximately one fifth of the emissions in the European Union .

Having this situation a double negative impact:

- Direct on climate change.
- Air pollution is a serious threat to human health.

Fostering mobility towards more sustainable modes of transport will contribute to great benefits such as economic growth, well-being, security and social inclusion.

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In Spain there is aid derived from the Government's public policies on incentives that promote the manufacture and purchase of clean energy vehicles, micro mobility (public bicycles, electric scooters, etc.), investment in infrastructure for sustainable mobility, and the development of alliances between actors.

The transport sector is facing a stage of great challenges that arise from the need to decarbonise the economy, promoting connectivity and intermodal logistics chains and applying digitization and technological advances.

Therefore, this NEW Normal that is aspired to in the transport sector will be successful if it is the result of a Global Systemic project, in which Sectors such as technology, construction and energy will be essential to develop all the technology and the necessary innovations that transport infrastructures and services require. Also the financial sector that must ensure an adequate channeling of resources to carry out the transformation of mobility.

It is key to work on transfer channels of the Consultation and Participation BBPP experienced in the period of the pandemic, in which negotiations on issues related to the health crisis and the economic crisis have been successfully addressed.

Since without a doubt the transformation of CURRENT MOBILITY TO SUSTAINABLE MOBILITY will bring us, for example, a transfer of labor from the traditional automobile sector to industries related to energy and charging infrastructures. To ensure a fair transition that leaves no one behind, a training plan will be necessary to adapt workers to the new needs of the industry. In this regard, there are studies in Spain that estimate that 165,000 jobs will require specific qualifications.

The approval of the European Green Deal in the European Union and its goal of achieving climate neutrality by 2050 requires a 90% reduction in transport-related greenhouse gas emissions by 2050.

Among the proposals for the transport sector are:

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- implement an infrastructure for recharging or composting vehicles with alternative fuels
- and provide alternative sources of power supply to ships in ports and parked aircraft
- At the same time, the use of sustainable fuels in maritime and air transport is promoted.
- The train is presented as a sustainable and safe alternative to communicate Europe and facilitate the movement of both goods and people

In Spain, strategies, mobility plans and regulations are also being developed together with aid plans that promote cleaner, more sustainable, accessible and safer mobility from the central government.

Looking for the Correlation of initiatives in Spain for Sustainable Mobility with the Green Pact 2050 agenda and its positive impact on the SDGs, Agenda 2030, we have:

PROPOSED INITIATIVES in Spain Pro-Sustainable Mobility		IMPACTS SDGs (2030 agenda)
1st	Rail as a means of transporting goods	SDGs: 8, 9, 13
2nd	Development of Big-Data and Artificial Intelligence to manage the large amount of data generated in the new Mobility models	SDGs: 9, 11
3rd	Design of intelligent resources that improve the functionality of circulation routes	SDGs: 9, 11, 12
4th	Digitization of the transport of the supply chain to obtain an Intelligent Logistics	SDGs: 8, 9, 12
5th	Development of renewable energies and more sustainable fuels with less carbon footprint for maritime transport	SDGs: 7, 9, 13
6th	Application of the Circular Economy in vehicle production processes	SDGs: 8, 12, 13

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7th	Electrification of last-mile freight transport	SDGs: 7, 8, 13
8th	Technological solutions to facilitate the travel experience for users	SDG: 9
9th	Research in the manufacture of electric, hydrogen-powered and hybrid aircraft	SDGs: 7, 9, 13

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4. ANALYSIS OF THE INVESTIGATOR'S CONCLUSIONS

A. Conclusions regarding the transfer of Good Practices (BBPP) for the participation and consultation of workers in the management of other types of crises from Trade Unions and Business Organizations.

Undoubtedly, trade union organizations and business organizations are going to have a fundamental "role" in advising their respective members. On how to transfer the "lessons learned in the COVID 19 pandemic" from the "consulted and participated" management in the ECONOMIC CRISIS caused by the paralysis of the economy worldwide during this period.

Said advice should be materialized from Information, training, support, preparation of informative materials, and even in the search for financial aid that the sector can access from the dialogue of the social and economic Agents with the central and regional governments. Likewise, Trade Union Organizations and business organizations will be expected to work together to ensure that no legislative measure that has not been previously negotiated with the representatives of the Sector is published or enforced. Because only then can its application be viable and effective.

B. Conclusions regarding the functioning of social dialogue in the management of the COVID19 crisis for the transport sector.

It is considered necessary to sensitize the transport sector to the need for change in current Mobility processes, towards a Sustainable Mobility model.

Hence; Governments, business organizations and union organizations will have to make a great effort to visualize and analyze the impacts that this need for change will cause in the current transport model. So that from consensus and Social

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Dialogue, be prepared on how to achieve the evolution of the Sector successfully, anticipating a Crisis situation.

It would be convenient to take advantage of the experience of managing the economic crisis that took place with COVID 19, to plan each of the stages of the transformation of mobility from the consensus of the Social Dialogue

It will be, therefore, that of these Organizations, a mediating role and an interlocutor role of the transport sector with the governments. Being close to its member associates to collect both the economic needs and the training and development needs of workers to maintain their jobs, using other technologies in the immediate future. These organizations must be very close to their members in order to anticipate this new reality, which will emerge as the sector's Commitment Agenda with the Green Pact is followed.

C. Conclusions regarding the importance of the different types of support from Central Governments to the sector

It is urgently required that in Spain the " **Next Generation funds** " aimed at promoting sustainable, safe and connected mobility. They are distributed quickly with final objectives for actions of; information, awareness of society, direct training for workers to train them in the new technologies that will be required in the new industrial processes, joint plenary actions of the social and economic Agents of each transport subsector to adapt them to the specific needs of each collective, without forgetting the entrepreneurs/autonomous workers.

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D. Conclusions to the Good Practices (BBPP) implemented by Employers and Employees to successfully achieve the participation and consultation of workers in the management of the crisis caused by COVID-19 in the transport sector.

As a result of the interviews and the Focus Group, it has been verified that a determining factor of success in the negotiations and in the Consultation and Participation processes in the actions that were carried out for the management of the health and economic crisis caused by the pandemic, has been, having the advice and support of *experts in Occupational Health and Safety*. It has been widely commented by the occupational health and safety experts who have participated in the Focus Group activity for information prospecting in this research study, the strengthening and enhancement of the knowledge in this matter of the experts who had both trade union and business associations how staff experts in large companies. That they have gained notably in credibility in this time of crisis. Not taking any decision, or addressing proposals that did not go through the approval and "technical approval" of said experts in the field.

Therefore, at present, it is completely necessary to identify *experts in the field of mobility and sustainability* . Hence the request in the research methodology of this study, that experts in this matter be contacted, which will undoubtedly be the future scenario to which to transfer the Good Practices of Consultation and participation in the Covid 19 crisis.

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5. ANNEX: CONTRIBUTIONS FROM PARTICIPANTS

We highlight in this section the most frequent answers from the participants, which we think are of interest to reflect in this section.

A) Questions on Good Practices (BBPP) on the right to Information, Consultation and Participation of workers

1) ***ORIGIN OF GOOD PRACTICE (BBPP)***

Motivation: The reason why it was decided to carry out the information, consultation and participation of the workers was:

- To have the point of view of the workers of the company.
- It is my obligation.
- In addition to responding to the established legal requirements, the certification by the ISO 45001 standard.
- To generate active and positive involvement throughout the organization.

Type of BBPP: The BBPPs carried out were aimed at:

- Contagion Prevention
- Reorganization of work due to reduced activity in the sector

Scenarios / Circumstances / Problems to be resolved: The scenarios or circumstances in which the Consultation and Participation Good Practice (BBPP) is contextualized are the following:

- It was carried out through periodic meetings with the Health and Safety Committee to analyze the measures proposed by the company to stop the spread of the pandemic.

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- pandemic .
- Regardless of the pandemic context, the consultation and participation of all the legal representatives of the workers was required in the local committees as well as in an established inter-centre committee that required the presence from different geographical areas.
- Generate efficiency in the provision of public services in crisis situations.

Impacts: Some of the impacts of this crisis situation have been:

- Travel reduction.
- reduction of face-to-face meetings.
- implementation of measures against COVID, and change when relating them.
- In our case, it has valued our work as business representatives.
- Maximum participation avoiding displacements, allowing flexibility and work-personal balance.
- Show organizational deficiencies, the need to establish other processes, different relational needs, new contact habits with users.

The positive incidence of having exercised the right to information, consultation and participation of workers regarding the **Recognition of the promoters of the initiative** has been manifested as follows:

- It is shown that transparency, participation,... Assessment of decisions in crisis situations.

The positive incidence of having exercised the right to information, consultation and participation of workers on the **Retention of talent** has been manifested as follows:

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- The staff have felt cared for by the company.
- the team values concern for their health.
- I do not know this parameter, in any case, it makes people recognize themselves as more responsible in the objectives of the health and safety process.
- Lower staff turnover.

The positive incidence of having exercised the right to information, consultation and participation of workers on **the business Strategy and the viable future of the business** has been manifested as follows:

- Acceleration of the digitization of the company.
- It makes it possible to demonstrate consultation and participation, and it also makes it possible to be more precise when outlining objectives and prioritizing action plans.
- Further strategic reflections.

The positive incidence of having exercised the right to information, consultation and participation of workers on **Mental Health** has been manifested as follows:

- The workers came to work without fear of getting infected and they work calmly in the company
- The loss of fear of relating to peers.
- By positively influencing any aspect related to the safety and health of workers and the organization, therefore, it has a positive impact on mental health.

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The positive incidence of having exercised the right to information, consultation and participation of workers on **Social / Relational Health** has been manifested as follows:

- The workers felt integrated into the decision-making process.
- False myths have been banished.
- In fact, consultation and participation have an impact on the best relations between the different parties involved.
- Better work environment.

The positive incidence of having exercised the right to information, consultation and participation of workers on **their Empowerment** has been manifested as follows:

- Workers have been heavily involved in the decision-making process through union representatives.
- Yes, for the reasons stated in the previous answers.
- Greater confidence in performance.

The positive incidence of having exercised the right to information, consultation and participation of workers regarding the **sense of belonging to the company / organization** has been manifested as follows:

- The integration of the workers was increased .
- Of course, consultation and participation, in one way or another, exerts an influence on personal involvement and, therefore, on the feeling of belonging to the organization.

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The positive incidence of having exercised the right to information, consultation and participation of workers on **Training / professional development** has been manifested as follows:

- Workers received information and training to protect their health.
- When the consultation and participation exercise is carried out, knowledge of the objectives in terms of safety and health is favored, and it is possible to create a forum for debate that, at the same time, "teaches" or strengthens experiences, criteria, concepts, legal interpretations , etc.
- More training plans.

2) **EMPLOYEE INVOLVEMENT PROCESS**

The **professional profiles** through which workers have exercised the right to information, consultation and participation have been:

- directors
- supervisors
- Human Resources
- Occupational Health & Safety
- union representatives

The **way** in which workers have been involved in exercising the right to information, consultation and participation has been:

- The workers have been directly involved and consulted

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- They have participated and consulted through their legal representatives

The **right to CONSULTATION** of workers has been exercised at the following moments of the process:

- At the beginning of the Diagnosis
- In the Design of Alternative Solutions
- In Decision Making about the Solutions to put into practice
- In the Development and Implementation of the agreed Measures

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The **right to PARTICIPATION** of workers has been exercised at the following moments of the process:

- At the beginning of the Diagnosis
- In the Design of Alternative Solutions
- In Decision Making about the Solutions to put into practice
- Most of the participants agree that participation has not been exercised in the Development and Implementation phase of the agreed Measures or in the Efficacy / Satisfaction evaluation

3) ***ASPECTS TO CONSIDER IN RELATION TO THE INVOLVEMENT OF WORKERS IN CRISIS MANAGEMENT***

The involvement of workers in the management of the crisis with respect to human relations was as follows:

- All the participants agree that at the time of the Pandemic, involvement was very easy, no difficulties arose since everyone was willing to do their part so that everything turned out as well as possible from the possibilities that existed in this enormous health and economic crisis.

The involvement of the workers in the management of the crisis regarding the time dedication in the management of agreements was as follows:

- The reality that the transport sector reflects is that the larger the company, the more dedication of hours were used to manage agreements. In small companies, agreements and meetings were not so formal, so management was much more agile. In the case of large companies with union representation, the processes have been

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regulated, observing all the steps regulated by prevention regulations.
of occupational hazards, which has meant a greater time dedication in
the management of agreements.

**In the exercise of the right to information, consultation and participation of
workers, the OBSTACLES encountered were:**

- The companies interviewed state that they did not encounter any
obstacles on the part of the union for the consultation and participation
processes

**In the exercise of the right to information, consultation and participation of
workers, the FACILITATING MEANS that were found were:**

- It is important to have a model that makes it possible to manage the
action plans and, above all, the agreements reached, carrying out
exhaustive monitoring of it.

4) **ASSESSMENT OF GOOD PRACTICE**

Advantages and Disadvantages: according to the experience lived by the
MANAGEMENT, the advantages and disadvantages in relation to the exercise
of the right to information, consultation and participation of the workers, were
the following:

- **Disadvantages:**
 - Some disagreements when implementing very restrictive
measures by the company.
 - Personal and sensitive data that had to be shared with the team
to understand some measures.

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- The Management, initially, has not seen clearly the positive repercussions to the consultation and participation, however, it allowed the initiative to be carried out by demonstrating the importance that this has on a basis of ISO 45001 standard requirement, from there, a path is opened in which as many ingredients are easily added as are necessary to achieve the greatest transparency and participation.
- Those inherent to the implementation of new initiatives.
- **Advantages:**
 - Harmony in coexistence.
 - Adaptation of each measure to each member of the team.
 - Understanding the need for positive discrimination.
 - Better knowledge of each team member .

Advantages and Disadvantages: according to the experience lived by the WORKERS, the advantages and disadvantages in relation to the exercise of their right to information, consultation and participation, were the following:

- **Disadvantages:**
 - Disagreements when complying with health emergency measures.
 - loss of privacy

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- **Advantages:**

- Belonging to a team and active participation in a common project.
- All were advantages, the workers have found an appropriate discussion forum and have been listened to, thus creating an environment of active participation.
- Greater confidence in applied decisions.

Advantages and Disadvantages: according to the experience lived by the MEMBERS OF THE DEPARTMENT. SAFETY AND HEALTH, the advantages and disadvantages in relation to the exercise of the right to information, consultation and participation of workers, were the following:

- **Advantages:**

- Try to mediate with all parties involved and find the best protective equipment on the market.
- From the members of the SST team, a moment of success is reached since the possible advantages of a true consultation and participation were already known, however, it is a challenge that must reconcile the expectations of both the Management and the representation from the workers.
- If the compromise is reached in which all parties find a positive environment of consultation and participation, then a degree of success is achieved by the OSH team.

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Advantages and Disadvantages: according to the experience lived by the REPRESENTATIVES OF THE WORKERS, the advantages and disadvantages in relation to the exercise of the right to information, consultation and participation of the workers, were the following:

- **Disadvantages:**

- Agree with the measures implemented in the company.
- We don't have union representatives.
- L

- **Advantages:**

- The advantages become evident, since it is no longer just about putting everyday "problems" on the table, it is about working on the future, on the general objectives of the organization towards an increasingly healthy company.
- Positive implication .

5) **IMPROVEMENTS:**

In the field of **OCCUPATIONAL SAFETY AND HEALTH** , the improvements that have been achieved in the organization after the implementation of the exercise of the right to information, consultation and participation of workers have been:

- The main improvement was feeling safety and health closer to the workers and not as something negative or with a police nature.

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- new and good health habits (use of masks during colds, more hygiene, ...).
- In general, great advances are made in all OSH issues, the range is wide and difficult to enumerate, however, it is about improving the workplace, the work environment, as well as moving towards excellence that will not only reduce accidents, it is about advancing in all areas of OSH including psychosociology, healthy habits, equality, ...
- Greater awareness of labor protection.

In the field of **PREVENTIVE CULTURE**, the improvements that have been achieved in the organization after the implementation of the exercise of the right to information, consultation and participation of workers have been:

- Get to know and get closer to the prevention service technicians.
- Use of masks even in colds, teleworking so as not to worsen in case of previous symptoms.
- In my opinion, it is answered, one way or another, in the answers to the above questions.

In the field of **WORK CLIMATE**, the improvements that have been achieved in the organization after the implementation of the exercise of the right to information, consultation and participation of workers have been:

- achieve the integration of collaborators.

Strengthening the **Participation** and Consultation capacity of **workers** after COVID19 in
Transport Companies (**NeNPIC**)

B) Transfer of Good Practice (BBPP) on the right to Information, Consultation and Participation of workers to other organizations, other types of crises or other aspects of labor management.

The transfer of the BBPP would be possible to organizations with the following characteristics:

Size:

- Micro Business (Less than 10 workers)
- Small Business (From 10 to 25 workers)
- Medium Company (From 25 to 250 workers)
- Large company (More than 250 workers)

Activity:

- Goods
- passengers
- Infrastructure

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- Consultation and participation is an absolutely cross-cutting issue (in my opinion), it does not depend on the business sector, it only depends on the organization as to whether or not it wishes to advance in the improvement of organizational conditions.

Nature

- Private property
- Public ownership
- union organization
- Business organization
- I am not familiar with the public model, but I am convinced that this applies to any organizational environment.

Conveyance:

- Maritime
- aerial
- land by road
- land by rail

6) ***THE TRANSFER OF THE GOOD PRACTICE (BBPP) WOULD BE POSSIBLE TO...***

Other possible emergency situations - crises

- other health emergency, emergency in case of economic crisis or natural disaster.
- Any situation, with or without crisis.

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Other aspects of business management

- shifts
- Vacation
- work distribution
- Except for vacations, sick leave, etc., this applies to any shift or work rhythm