

# U. N. I. C. E.

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## SECOND U.N.I.C.E. MEMORANDUM ON SOCIAL

### POLICY IN THE E.E.C.

#### Introduction

In its Memorandum on Social Policy of 9 December 1966, U.N.I.C.E. stated, in general terms, its ideas on the subject of a Community social policy.

It is the purpose of this Memorandum to develop these ideas within the context of the new requirements of European integration.

As a preliminary, we should like to acknowledge the favourable response accorded to many of the points raised by U.N.I.C.E. in 1966. This was particularly the case in connection with the free movement of workers, social security provisions for migrant workers and the reform of the European Social Fund. However, the E.E.C. has to a very large extent been able to attain the social objective assigned to it in the Treaty of Rome, for instance "constantly improving the living and working conditions of their peoples" (Treaty preamble), as well as an "accelerated improvement in the standard of living" (Article 2). Private enterprise has to a very large extent contributed to the attainment of these objectives.

At the same time, it is regrettable that Member States have not, as part of the close collaboration between Member States provided for in Article 118 of the Rome Treaty, directed their social policies so as to achieve the "convergence in the development of national social systems" desired by U.N.I.C.E. and referred to in point 17 of its 1966 Memorandum. All too often, Member States have passed laws which took no account of trends in the social policies in neighbouring countries, thereby hindering any natural tendency for policies to converge. Is it inconceivable that national governments should keep one another informed or even consult with each other before introducing a bill on social legislation?

The attitude of national legislators previously referred to would seem today to be completely incompatible with the wishes of the Governments expressed at the Paris Conference in 1972 which clearly emphasized the need to give greater consideration to social aspects of European integration.

U.N.I.C.E. also believes a strengthened social policy is the necessary concomitant of Economic and Monetary Union. Progress in these two spheres should be closely correlated and go hand in hand since any social progress must be based on corresponding progress in the economic sphere.

Moreover, in response to the wish expressed in the final Communiqué of the Paris Summit Conference, U.N.I.C.E. may consider "an increasing share by both sides of industry in the social decisions of the Community".

When considering the actual content of a programme of social harmonisation, it is U.N.I.C.E.'s opinion that three basic principles must be observed, viz.

1. Respect for the autonomy of employers and labour and for the individual responsibilities of the enterprise
2. The need to coordinate social policy, i.e. to ensure a definite alignment which will eliminate differences which are too marked without aiming for a Utopia, bringing all social provisions up to the highest existing level. No economic system would be able to bear the financial burden which this would involve.
3. It is vital, when drafting a Community Social Policy, to ensure that European companies will be able to compete effectively with companies in other highly industrialised areas, if their growth or even their existence is not to be threatened.

In this Memorandum U.N.I.C.E. expands the ideas set out in December 1966 on the main aspects of Community social policy.

1. The first chapter, examines employment policy.
2. The Memorandum then discusses realistic possibilities for industrial relations at Community level.
3. The third chapter deals with the improvement of working and living conditions in industry.
4. In the fourth chapter, U.N.I.C.E. explains what it means by the word "dialogue" in terms of worker participation in company management.
5. The report then describes U.N.I.C.E.'s wages policy.
6. Finally, the Memorandum recognizes the constraints involved in harmonizing social security systems.

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## 1. EMPLOYMENT POLICY

For several years U.N.I.C.E. has stressed the need for a dynamic employment policy as a necessary part of Economic and Monetary Union.

Such a policy can only be achieved by collaboration with both sides of industry both at national and Community level. The role of the Standing Committee on Employment will become increasingly important to this effect.

The Community still has to solve a number of employment problems of a qualitative and quantitative nature, but whereas in the past such a policy had to deal mainly with short-term economic difficulties, the Community is now being faced increasingly with problems of a structural nature.

These structural problems relate primarily to the regions and to certain groups of workers.

1. There are regions in the Community where structural unemployment could never be completely eliminated and where a relatively large number of unemployed and under-employed are still to be found.
2. In other parts of the Community, the main problems in the field of employment result from rapid technological development, intra-Community and international competition and changes in consumer spending.
3. In certain Member States, there is considerable unemployment among certain groups because of their nature (female workers, young, old or handicapped workers).

In the future, Community labour policy will tend to be influenced by a shortage of manpower in the medium and long term, although outstanding unemployment problems remain in certain countries. The relative reduction in the working population as a proportion of the total population, increases in the length of vocational training and of holidays, combined with a reduction in the number of working hours will all contribute to this. It will require considerable effort to meet the demand for a labour force that is sufficiently qualified and appropriate to the requirements of modern technology. In this respect, more emphasis on permanent training, should be stressed.

Supply and demand on the labour market can be balanced by encouraging both the geographical and vocational mobility of sufficiently qualified workers seeking employment and by using incentives compatible with a market economy to attract investment towards regions where a large labour force is available. This should be enhanced by greater effort

in the development of production techniques.

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U.N.I.C.E. believes that the following measures would help to solve these problems :

1. A dynamic employment and vocational training policy should be pursued within the Community. The aim of this employment policy should be to create and maintain a high level of employment in all the regions of the Community, and the policy should be carefully coordinated with the Community's economic policy, particularly short term economic policy, as well as industrial, agricultural and regional policy.
2. The prerequisites of a common employment policy are readily available statistics sharing the state of the labour market and improved forecasting techniques. Special attention should be given in this context to new possibilities afforded by data processing, particularly the co-ordination of information systems to make possible the standardization of data.
3. The most important requirement of a dynamic employment policy is a selective regional and structural policy which enables the encouragement of more balanced economic development within the Community. It is, therefore, important to do everything possible to create sufficient jobs in regions where there is underemployment, beginning with expanding sectors of industry. However, this will only be possible if consideration is given to the profit factor. Special attention should also be given to the transfer of labour from the agricultural sector. Finally, it should be recalled that at the Paris Summit Conference, particular stress was laid on the need for a regional policy in the Community.
4. Vocational training is a key problem. Every worker should be enabled to perform the job for which he is best suited physically and intellectually, making due allowance for the trends of the labour market

Vocational training should not be directed solely towards providing the qualifications necessary for existing jobs but should also serve as a basis for further training and/or retraining. This should be carried out in close cooperation with individual companies.

Because the chance of staying in certain types of jobs is decreasing, it is important that occupational mobility be improved. At the same time, training standards within the Community should be coordinated, while respecting the originality of the methods and means which produced the standards of each country.

A continuous exchange of information on the methods used is obviously necessary. It is equally essential, to work towards clarification of the meaning of qualifications and diplomas awarded in each Member

State, if labour mobility is to be encouraged.

5. In the future, the Community will be unable to do without a substantial number of migrant workers. Freedom of access to all sources of labour is an additional way of ensuring full employment as well as employment that is better in qualitative terms. It will be necessary to ensure a satisfactory balance between the implementation of the principle of priority for the Community labour market and employers' freedom of access to all sources of manpower.

Now that legal obstacles have been abolished, the free movement of workers should be encouraged.

6. The Community should also actively seek solutions to problems connected with the employment of specific classes of workers (female workers, the young and the old, handicapped workers). It is particularly worthy of note that in future, the structure of employment will be characterised by an increasing proportion of old people in the population as a whole. U.N.I.C.E. also wishes to stress new problems connected with the employment of women.

Finally, the integration of handicapped workers, whose number is unfortunately steadily increasing, requires common measures by all Member States.

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To achieve a dynamic and selective employment policy, the Community has the following instruments available : on one hand, the renovated Social Fund with its considerably increased resources and, on the other hand, the European Investment and Development Bank, the EAGGF and the European Regional Development Fund.

Clearly, the Member States must provide all the Community agencies with the means they need in order to carry out their work of implementing the Community employment policy decided upon by the Council of Ministers.

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## II. INDUSTRIAL RELATIONS IN THE COMMUNITY

1. Industrial relations in the various Community countries have developed within very different institutional frameworks. The enlargement of the Community will introduce new models which it will be even harder to reconcile, trade union structures and social climate are also very different in each country.

In some countries, although powerful workers organisations will sometimes oppose the social and economic systems, they will still be willing to make contracts with employers. In others, an important proportion of trade union membership is dominated by a spirit of irreconcilable dispute and impedes the development of stable and orderly industrial relations and seeks to maintain a climate of permanent conflict.

2. Although this situation would justify reservations and scepticism with regard to a European policy for industrial relations, there are nonetheless points at which policies converge. For instance, all employers' organisations share a philosophy of industrial relations based on the idea of dialogue with workers' representatives.

3. Employers may, therefore, consider implementing an active policy of industrial relations at Community level but this will only be possible if one essential condition is fulfilled in every country of the Community. The recent history of social policy in the six countries shows how little consideration has been given to the European dimension. Governments and industrial organisations in each country should take into account the social policies of the other memberstates when developing their own. The desire to promote industrial relations at European level thus indicates the development of a new attitude by both the public authorities and employers and workers in the Member States.

4. Despite these difficulties, industrial dialogue at European level has already started to be a reality.

U.N.I.C.E. calls for a dialogue which should take place in a well-defined context and on certain conditions. It will be necessary to decide :

- a) the level at which such a dialogue would be conducted (within an industry or at national level)
- b) the contents of the dialogue.

On certain subjects referred to in paragraph 5 below, U.N.I.C.E. will not in principle and a priori oppose any contractual solution at European level when it seems feasible and desirable in specific cases, so long as it takes account of the general development of the Community and its political integration. Social harmonization cannot be achieved solely by means of laws and regulations.

5. If this attitude may be adopted with regard to contacts at national level between industries, the same is not true of contacts at the sectorial level. The obvious danger here is that the Community's social policy might develop in a fragmentary manner with each sector of industry entering into agreements regardless of agreements concluded in other sectors. Should the fact that joint committees would work under the aegis of the Commission of the European Communities provide a sufficient guarantee of coherence for the Community's social policy as a whole ?

If, however, despite these dangers a dialogue were to develop at the single-industry level, this could only take place in close coordination with the Employers' Liaison Committee which would take care that any arrangement made at single-industry level would remain in the framework of an overall social policy. It should also be added that the joint committees for each sector of industry would only be able to deal with those questions particular to the sector concerned and to the extent that these matters might be the subject of harmonization under the Rome Treaty.

Bilateral contacts between European trade union organisations interested in the development of this dialogue can also take place on the fringe of formal consultative institutions. Furthermore, U.N.I.C.E. has already organised such contacts in the past.

6. What would be the content of such a dialogue? It is already being urged in spheres such as employment and vocational training where there are more chances of finding definite questions on which employers and workers are both liable to agreement. The dialogue could also be extended to problems of a more general nature. All countries in Europe are at present faced with the acute problem of inflation, of which one of the main causes is too great an increase in wages and salaries. It is conceivable that a dialogue on this subject with the trade union organisations, should they wish to take part, would be less heated and consequently more fruitful at European level. The development of an attitude that is hostile to industrialisation might also bring to light interests shared by employers' and workers' organisations.

There are some who consider that industrial relationships should be established on the basis of collective agreements. It is U.N.I.C.E.'s opinion that this is not necessarily so.

The legal obstacles to such instruments have often been listed: national laws do not coincide on such basic questions as the nature of contractual obligations, the capacity of the parties, the effects of agreements on employers and workers who are not affiliated to the signatory organisations, the obligation to maintain industrial peace, (1) the role of the government etc. Moreover, the enlargement of the Community has further complicated the situation by making it necessary to take into account systems very different from those existing in the original countries of the Community. At the moment, therefore, it is impossible to envisage a common European legal system on collective agreements. The devising of a European law on this subject will require lengthy and difficult work which has not yet been commenced.

In addition to these legal obstacles, there are greater difficulties which result from the concept of contract or obligation held by the trade unions. It is essentially the attitudes of both sides of industry which make for a solid and effective system of collective agreements. The trade unions as a whole must show that they are ready to assume the responsibility and the discipline inherent in a European system of collective bargaining.

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(1) This refers to the "Friedenspflicht" idea, prevailing in the German Federal Republic.

U.N.I.C.E. would like to stress the importance of such problems, linked as they are to the need to devise solutions which enable the goal of increased efficiency to be more satisfactorily combined with respect for the individual.

3. This is why cooperation at Community level would appear especially desirable :

- a) to agree on concerted action to eliminate factors of risk or harm and to improve the working environment.
- b) to encourage the study, on the basis of scientific analyses, of the psychological and physiological repercussions of technical and organisational progress and to seek means of adjustment and new ways of avoiding negative consequences? This involves reference to ergonomics and industrial medicine.

4. At the level of the individual firm, the basic human need for maximum job satisfaction should be encouraged. To achieve this objective and ensure conscious involvement, an efficient system should be set up for information and communication about the main aspects of the firm's activities, as much for the individual worker as for their representative bodies. It is, in particular, a question of achieving the best possible combination of man and machine while giving the necessary priority to the human factor.

An appropriate training programme can be of great importance here, as was discussed earlier in this report.

Furthermore, concrete action at individual firm level cannot be either simple or multivalent, it must be the result of compromise.

What we are concerned with here is a number of problems whose nature and emphasis vary according to the sector of industry concerned; conditions of the environment inside and outside the firm and individual needs which vary according to age, sex, education and physical and psychological attitudes, all of which make it extremely difficult to decide on the exact course of action to be taken.

5. U.N.I.C.E. would like to state its readiness to study the ways and means of improving all aspects of work organisation and working conditions. It is important to stress that the aims we have mentioned will only be fulfilled if all those concerned in the production process cooperate in their achievement.

However, whether at Community or national level, these are not matters which can be put right by legislation. At Community level, the role of U.N.I.C.E., as well as that of the Commission of the European Communities, must be to make people aware of the need to do something and to provide some guidance, but it is at the level of the individual firm that specific measures must be decided upon and taken.



At national level, industrial and employers' organisations will seek the ways and means of solving problems at individual firm level. This could be done in cooperation with trade union representatives and representatives of the firm's staff.

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#### IV. WORKER PARTICIPATION

1. In order to ensure the profitability which is a proof of its social usefulness, a firm must effectively associate all the factors contributing to its existence.

This need does not vary according to the origin or the legal status of the firm nor according to the legal system within which it operates. The stipulations that govern its creation, life, and internal and external relations may either increase or reduce its effectiveness but do not provide for it.

2. This means that the reality of a firm, which is in constant evolution, should not be approached from the purely philosophical or ideological point of view but from a more objective standpoint.

It is, in fact, clear that private initiative has been the cause of considerable progress in the economies of countries in Western Europe and its virtues and benefits, when set against the disadvantages unavoidable in any work of man, show a definite credit balance.

3. The role of the worker has, however, taken increasing importance within the firm. This is due to a number of factors including a greater consideration for human values, new scales of relationships as the size of firms increases, a general raising of the level of education, an increased awareness on the part of middle management as an essential factor contributing to the smooth-running of the company, the development of trade unions and an increase in social security contributions.

The successful running of a firm depends upon the degree of interest it arouses in its workers. This interest, which is largely a matter of personal relations with the head of the firm in a smaller company, fades and often disappears in larger companies.

It is basically this gradual estrangement which has given rise to actions and movements to encourage "worker participation". The response to this desire varies according to circumstance and is frequently inspired by considerations of a doctrinal or academic nature.

4. It is U.N.I.C.E.'s opinion that the individual's need for "participation", which becomes greater with increasing maturity and is

sometimes exacerbated by feelings of insecurity, should be met at two levels.

Firstly, it should be met at the level of continually up-dated knowledge of the operation and fortunes of the industrial or commercial unit in which the worker is employed. Not all workers wish to accept responsibilities and take management decisions or to be involved in making a choice from a wide range of possibilities which such decisions require. But workers do wish to be informed of the context within which they work and of any changes it undergoes. Their jobs and living standards are involved here and this becomes more and more apparent as the rate of development increases.

In all the E.E.C. countries, employers' organisations recommend the need for a continuous dialogue between management and workers, through their appointed representatives and the appropriate joint bodies, so that workers can be given regular information about the market, results achieved and the prospects of the firm, and so that consultations can take place on problems of organisation and labour relations which directly effect workers' activity.

A special but increasingly important problem arises from the sort of participative dialogue mentioned above ; it is vital to find the right form for it to take so that it meets the genuine aims of the work force.

The actual methods used to achieve this common aim may vary since the powers assigned, the subjects discussed and the form of representation used may not always be identical but rather adapted to suit the stage of development of the social dialogue.

Since a dialogue of this kind is generally accepted in principle, U.N.I.C.E. is also in favour of consultations taking place between the management of European companies founded on the basis of the new statute and a multi-national body representing the employees of the company.

It is questionable whether this kind of participation meets a need and fully satisfies the aspirations of the worker who is much more motivated by his immediate environment, the way in which his activity is organised and carried out in his team, workshop or department.

To meet these aspirations, it is not enough to lay down formal rules giving rights and imposing obligations. Consideration should be given to the likelihood of job level discussions (which do not affect the firm's efficiency) requiring a more psychological and sociological approach and more pilot experiments, as well as involvement amongst personnel at all levels.

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## V. WAGES POLICY

### 1. General objectives

The basic aim of a wages policy at Community level should be to help to improve workers' actual standards of living without setting at risk the objectives of economic union, such as price stability, full employment and equilibrium in the balance of payments, while ensuring a satisfactory rate of economic growth.

Various attempts to enforce a policy of this kind at national level have so far only met with limited success and the results, taking into account, the effect of such policies on the unit costs of work, have not been convincing.

The differences in wage levels and structures within countries, regions and sectors is too great at the present time.

Consequently, until a sufficient degree of integration has been achieved with the Community, it will be impossible to consider a Community, i.e. supranational, wages policy. Any attempt to enforce a policy of this kind would be to disregard the realities of the situation.

In fact, a wages policy can only be constructed by means of a close link with the achievement of economic, monetary and conjunctural policies.

However, the estimated effects of a wages policy justify the effort to achieve a gradual approximation of national wages policies.

### 2. Enforcement problems

It will certainly be extremely difficult to produce a Community wages policy embracing the wide range of practices and contingencies encountered in the various countries.

However, common guidelines for harmonisation should be drawn up as a basis for national wages policies. When doing this, it will be necessary to bear certain important correlations in mind :

- a) Wage increases should not proceed more rapidly than the growth in productivity throughout the economy as a whole. Obviously, the connection between these two factors is not recognised, this kind of policy would only serve to further increase inflation. Moreover, the very existence of firms would sooner or later be threatened.
- b) In view of the relationships existing between wages and employment policies, Member States should endeavour to harmonise their own wages policy with Community employment policy. Otherwise the

effects of the latter are liable to be cancelled out by measures taken in respect of wages at national level. Any wages policy must, on the contrary, make it possible to maximise employment within the Community in both quantitative and qualitative terms.

- c) Similarly, there must be correlation between the different wages policies as well as between regional, short-term economic and industrial policies of the Community.

It should be pointed out that in attempting to achieve a wages policy at Community level, it is important to make sure that the autonomy of the parties to the collective agreement and the terms negotiated are respected.

### 3. Particular problems

- a) Mention should be made here of the problem of wage categories. In some countries there is an increasing tendency to reduce the number of such categories. U.N.I.C.E. is of the opinion that there are two dangers to be avoided, viz. too great a number of such categories and an excessive compression of wage scales. It is essential to maintain a wage scale which is wide enough to show seniority differentials, in order to keep alive the desire for vocational training and, more generally, for promotion. The structure of these wage scales can only be maintained if wages are increased in proportion to earning levels. Any other solution would lead in the long term to a levelling out of wages.
- b) One factor which must not be ignored in devising a wages policy is that of social security. Wage costs are in fact made up of direct and indirect wages. Contributions to social security made by employers are fairly heavy, particularly in those countries where direct wages are lowest. U.N.I.C.E. is of the opinion that burdens developing on the community at large should not be imposed on firms by means of indirect wages.
- c) Then again there is a noticeable trend in several Community countries towards payment on a monthly basis. The status of wage-earners and salary-earners could indeed be brought closer if this were done gradually according to the situation. However, a sudden changeover to monthly payment could have effects on the economies of the member countries which it would be difficult to withstand. Phased introduction is therefore essential. Another undesirable result of a general changeover to monthly payment could be an unwarranted increase in absenteeism.

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## VI. SOCIAL SECURITY

1. The usefulness of social security has been accepted by everyone in the Community, and over the past twenty years, its importance has steadily increased. Social benefits constitute a quarter or more of available household income (1) ; most of these payments come from social security which has now become a cornerstone in the organisation of society.

It would be desirable for the E.E.C. to move in the long term towards a common philosophy regarding the respective responsibilities of public authorities, employers and workers for social security matters.

Social security is composed of a number of complex institutions having such varied social, economic, financial and political repercussions that they can only be harmonised in the very long term. The development of social security in the sense of progress cannot be questioned but this progress must allow for socio-economic and historical contingencies which have caused each country, over a large period of evolution, to choose the social security systems it considered most appropriate to its needs.

Finally, the mandatory systems cannot assume responsibility for all types of risks for everyone. Given the fact that the funds available for social security benefits are limited, it is necessary to concentrate them on the more important risks. Standards of living have now risen considerably and the individual must take his share of the responsibility through private insurances.

### 2. Scope of social security

U.N.I.C.E. agrees in this connection with the definitions contained in ILO. Convention No. 102 for "minimum social security norm". However, even if the Member States have adopted these general definitions, the forms which social security takes in the various countries still differ considerably.

Since, the setting up of the various branches of social security over the past 80 years, each national economy has made its own choice as to the specific needs to be covered and the way in which schemes were to be financed. Fundamental differences are seen to exist between the five branches of industrial accident, sickness, disablement pensions, retirement and widows, unemployment and family allowances.

Moreover, social development has confirmed the need for the self-employed to enjoy certain social security benefits. Future organisation of the social security system will not be able to ignore this need.

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(1) Between 22 % in Italy and 30 % in the Netherlands (Social Statistics of the Statistical Office of the European Communities - Book n° 2/1972)

### 3. Community social security studies

Studies so far carried out at Community level on the subject of social security allowances have resulted from the practical requirements of regulations governing social security provision for migrant workers. They were necessarily incomplete because they did not include complementary schemes which, according to international comparisons are of great importance in supplementing the deficiencies in state schemes.

Moreover, studies hitherto carried out do not show the overlap with the public sector especially in sickness insurance, permanent-health insurance and disability insurance.

A valuable means of acquiring information about social security would be the proposed elaboration of social security budgets in Europe.

### 4. Harmonisation of benefits

The first thing to be said in this connection is that any harmonisation will be lengthy and arduous because it involves basic rethinking on these subjects. Moreover, needs differ widely according to country, region, demography etc. At the same time, there have been set up within each member country, health and hospital services which could not be harmonised because their origin lies in a philosophy of the duties of the State which is far from accepted by public opinion in other Member States.

During the Conference on Social Security organised by the Commission of the European Communities in December 1962, it was justly stated that social security provision in the six Member States had gradually progressed. It has always been U.N.I.C.E.'s wish that national legislators should work towards harmonisation at Community level by natural convergence.

Moreover, there should be no mistake about the possible extent of any harmonisation of benefits within the E.E.C. As we have already pointed out, realities and needs differ widely within the Community. They must be met through adequate though not necessarily identical means. It would be difficult and useless to aim for complete harmonisation of benefits which could not be expected in the medium term. The point should also be made that wage levels will always vary within the Community according to sectors and regions.

However, U.N.I.C.E. believes that efforts should be made to reduce differences within a single system which are too great. Social security benefits under the various systems must be brought closer together, the first task being to do away with excessive differences so as to place on a similar footing both the workers receiving the benefits and the employers paying for them.

## 5. Financing social security

Because of its present importance, social security finance must be considered in close correlation with the economic growth of the E.E.C. and the burdens the latter is able to bear.

Representatives of industry state that where this problem of financing social security effects production costs unevenly it gives rise to economic distortions between countries. There could also be a deadlock where the financing of social security had too widely differing effects on the hourly wage rate, as well as on worker's earnings.

On specific issues, U.N.I.C.E. would make the following observations :

- additional costs deriving from the financing of social security should be assessed globally in terms of employers' costs in general.
- the financing of social security, particularly in connection with pensions, has departed from the actuarial principles which were accepted in the past. Most countries have, at least as far as their statutory systems are concerned, abandoned the insurance principle in favour of that of burden sharing implying solidarity with future generations. One might ask in this connection if the burden falling on these generations will be related to their ability in view of the current demographic trends.
- In many countries, financing the social security system is part of incomes policy. This means on the one hand that the law has to indicate the amount and distribution of contributions between employers and employees, thereby disturbing the independence of both sides of industry in collective bargaining, while on the other hand, it results in an increasing fiscalisation of the receipts of certain branches of social security. Here too the policies of Member States differ.

U.N.I.C.E. cannot approve of the use of social security as a means of redistributing income in favour of certain sections of the population. Such a policy would wrongly exceed the implementation of the principles of solidarity underlying social security.

## 6. Collaboration of both sides of industry in the sphere of social security

The institutions of social security systems to which employers and labour have contributed have proved most useful in achieving mutual cooperation and agreement, and U.N.I.C.E. is convinced that they should continue to progress on that road.

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