

Challenges for Organising and Collective Bargaining  
in Care, Administration and Waste collection sectors  
in Central Eastern European Countries

# National Report on Collective Bargaining in Care Sector in Serbia



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# 1. Methodological preface

The research focuses on the care sector, specifically examining social protection institutions founded by the Republic of Serbia. During the research, a desk analysis of relevant public policy documents and statistical data was conducted, including sources from the Statistical Office of the Republic of Serbia, the Official Gazette of the Republic of Serbia, the Social and Economic Council of the Republic of Serbia, *Paragraf* legal database ([propisi.online](http://propisi.online)), the Ministry of Labour, Employment, Veteran and Social Affairs, the Republic Institute for Social Protection, and the websites of representative unions at the national level. Data was also collected through interviews with employees (2 interviews), union representatives (2 interviews), and employers in the Care Sector (1 interview).

## 2. General characteristics of the sector

According to Article 10 of the Law on Welfare<sup>1</sup>, social protection institutions may be established by the Republic of Serbia, an autonomous province, a local government unit, or other legal entities. Social Work Centres may only be established by local government units, while Social Protection Institutes and institutions for the education of children and youth can only be established by the Republic of Serbia or an autonomous province. A list of licensed social protection institutions in the Republic of Serbia is published on the website of the Ministry of Labour, Employment, Veteran and Social Affairs, Social Protection Sector<sup>2</sup>. Currently, 970 social protection institutions hold licenses to operate in the Republic of Serbia.

Unlike the public sector, in the private sector regulations are set by the head of the institution.

During the interviews, respondents emphasised a very important issue affecting working conditions and employees in the social protection sector: the shortage of skilled employees, experts, and collaborators. Another significant aspect affecting working conditions is that not all employees in social work centres in the Republic of Serbia have undergone training for the digital SOZIS programme, which further impedes and complicates their work. The SOZIS programme consolidates 511 different types of procedures that the public accesses through these social work centres. The Republic of Serbia has enacted laws establishing the Social Cards Registry and the Social Protection Information System.<sup>3</sup>

According to the Report on the Work of Social Services Centres<sup>4</sup> for 2022:

On 31 December 2022, there were 1,671 employees with permanent contracts. A total of 1,080 employees were involved in case management, 112 in supervision, and 103 employees were engaged in both case management and supervision. Other professional roles were filled by 376 employees, with 61.4% being lawyers. From 2013 to 2022, there was a 13.6% decrease in the number of skilled employees. The age distribution showed that the largest group of employees was between 40 and 49 years of age (28.5%), and 18.4% were over 60. This indicates a significant number of employees nearing retirement, highlighting the urgent need for new hires.

In 2022, social services centres served a total of 707,188 beneficiaries, with 569,961 remaining on 31 December 2022. This represents an 8% increase compared to 2013. On average, 100 out of every 1,000 people in Serbia were beneficiaries of social services centres in 2022.

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1 Law on Welfare, RS Official Gazette Nos. 24/2011 and 117/2022 – decision of the CC, Article 10: [https://www.paragraf.rs/propisi/zakon\\_o\\_socijalnoj\\_zastiti.html](https://www.paragraf.rs/propisi/zakon_o_socijalnoj_zastiti.html)

2 Ministry of Labour, Employment, Veteran and Social Policy, Registries, Social Protection Sector, See: Table No. 1 entitled: List of All Issued Licenses to Social Welfare Organisations, 7 July 2024: <https://www.minrzs.gov.rs/sr/registri/sektor-za-brigu-o-porodici-i-socialnu-zastitu>

3 Tanjug, "Selaković: SOZIS enabled the digitalisation of 511 different types of procedures" 10 March 2023: <https://www.tanjug.rs/srbija/politika/18363/selakovic-sozis-omogucio-digitalizaciju-511-razlicitih-vrsta-postupaka/vest>

4 Republic Institute for Social Protection, Report on the Work of Social Work Centres for 2022, pgs. 5 and 6 chart Nos. 3.2 and 4: <https://www.zavodsz.gov.rs/media/2572/izvestaj-o-radu-csr-u-2022-godini.pdf>

According to the Report on the Work of Social Welfare Institutions for Adults and the Elderly with Mental, Intellectual, Physical or Sensory Disabilities<sup>5</sup>, in the period from 2013 to 2022, the use of home accommodation is continuously high. In 2022, the capacity occupancy of institutions with home accommodation was 90.1% in 16 home accommodations where rooms with 5 to 9 beds dominate 32%, 26% four-bed, 20% two-bed and 16% three-bed, there were a total of 4.297 users. Of these: 0-17 years 1 user, 18-25 years 65 users, 26-64 years 3,138 users and 65+ 751 users. The gender structure of the housing base is uniform: 52% men and 47% women. The age structure is dominated by adults with a share of 77%, young people are poorly represented at only 1.5%. Article 22 of the Rulebook on closer conditions and standards for the provision of social protection services specifies that accommodation services are provided to persons over the age of 26 who, due to physical, intellectual or mental functioning difficulties, need intensive and all-day supervision, care and support during 24 hours, whose needs cannot currently be met in a family setting or community services. In 2022, the dominant category, with a share of 32%, consists of users who have been in accommodation for more than 20 years. In 2022, the dominant category consists of users with mental disabilities with a share of 51.6%, followed by users with intellectual disabilities 29.9% and multiple disabilities 11.3%. If we have an insight that every year in these institutions there is a very high degree of utilization of accommodation capacities and multi-bed rooms dominate, the question is whether and to what extent the minimum standards can be met, among other things that each user in multi-bed rooms has the right to 5m<sup>2</sup> of their space. In institutions on 31.12.2022. there were a total of 1,483 employees, of which 87.3% were employed for an indefinite period of time. The dominant category consists of associates 44.2%, technical workers 37%, professional workers 6.7%, professional associates 4.7%.

According to the Report on the work of institutions for the accommodation of children and youth for the year 2022<sup>6</sup> In 2022, there were a total of 19 institutions for housing children and young people, namely: 10 institutions for children and young people without parental care and children and young people with developmental disabilities, of which 6 institutions for children and young people with developmental disabilities and 3 institutions for education of children and youth. The Law on Social Protection stipulates that institutions for accommodation for children and young people cannot have a capacity of more than 50 places. Out of 6 institutions for children and youth with developmental disabilities, 4 institutions have a capacity for over 100 users. The average occupancy of these capacities in the past 5 years is 89% The total number of employees was 1,368 compared to 2018, when there were 1,429 employees, the total number decreased by 4.2%. In the age structure, 41.3% of employees are over 50 years old. In the past 5 years, the share of employees over the age of 60 has been increasing, for 2018 it was 6.3% and for 2022 it is 9.9%. In ten institutions for children and youth without parental care and for children and youth with developmental disabilities for the year 2022, 87% of the rooms are in accordance with the standard, that is, double and triple rooms dominate. The structure of rooms in institutions for the education of children and youth is the most favourable: 82.7% of the rooms are double rooms and there are no rooms with more than 4 beds. The number of users in home accommodation for children and young people in 2022 was 2,119 users, there were 35 children under the age of 3 in the accommodation. In 2022, the trend of a dominant share of adult users continued, even though we are talking about institutions intended for children and young people. On 31.12.2022. 47.8% of users in 19 institutions are over 26 years old, the share of children is 29.8% and the share of young people is 22.4%. Gender structure of the users of accommodation for children and young people: male users are the most represented with 58%, while in educational institutions male children and young people also dominate. Users according to disabilities and disabilities of the total number of users, 74% have disabilities. In institutions for children and youth with developmental disabilities in 2022, all children and all youth had developmental disabilities. With 43.3%, users with intellectual disabilities dominate, and with 31.6%, users have multiple disabilities. In institutions for children and youth without parental care and children and youth with developmental disabilities, multiple disabilities are the most prevalent, registered in 53.6% of users. In institutions for children and youth with developmental disabilities on 31.12.2022. 75.8% of all users stay in institutions for more than 10 years: 24.2% stay between 10 and 19 years, and even 51.7% of users stay longer than 20 years. In educational institutions in 2022, 54.2% of children and young people with mental or psychiatric difficulties were recorded. In institutions for the education of children and youth, 35.7% are

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5 Republic Institute for Social Protection, Report on the Work of social Welfare institutions for Adults and the Elderly with mental, intellectual, physical or sensory disabilities (Table 7 p. 11, Graph 5, p. 14, Chart no 6, p. 15 and Table 3, p. 9):

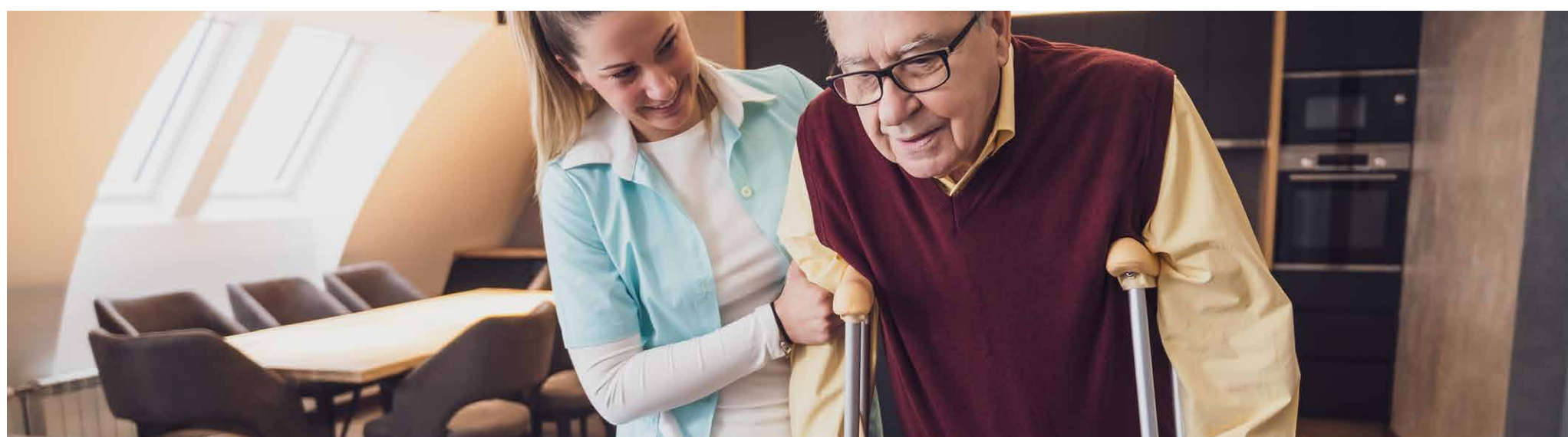
<https://www.zavodsz.gov.rs/media/2574/izvestaj-o-rad-u-ustanova-za-osi-2022.pdf>

6 Republic Institute for Social Protection, Report on the work of institutions for the accommodation of children and youth for the year 2022 (Table 2, p.6; Chart no.2, p. 7; Graph 4, p. 9; Graph 6, p.11; Graph 7, p. 13; Graph 8, p. 15; Graph 12, p. 20 and Chart no. 8, p. 15)

<https://www.zavodsz.gov.rs/media/2573/izvestaj-o-rad-u-ustanova-za-decu-i-mlade-2022.pdf>

users who have been issued an educational measure. The Republic of Serbia continued to reduce the number of children and young people in institutions and can boast one of the lowest rates of institutional placement of children in Europe, which is 4.8 (per 10,000 children). In the past 10 years, the reduction in the number of children in the period from 2000 to 2010 decreased by 52%. The current structure of workers, especially professional workers, is in accordance with the regulation. A positive trend is registered for 43.1% of children and 61.5% of young people from institutions for children and young people without parental care, for whom termination of placement means leaving the protection system (return into the biological family, he/she become an independent person or adoption) or transitioning to a less restrictive form of protection (family placement), as well as for 50% of beneficiaries whose placement in institutions for the education of children and youth with an imposed educational measure has been terminated do not stay longer than 2 years, which is in accordance with the Law, while 18.5% of children and young people placed in these institutions stay in the institution for more than two years without a pronounced measure.

Report on the work of accommodation institutions adults and the elderly for the year 2022<sup>7</sup> According to the data of the Republic Institute of Statistics, in 2021 there were a total of 6.8<sup>8</sup> million inhabitants in Serbia. Almost 1.5 million inhabitants are over 65 years old<sup>9</sup>. In 2022, institutions for the accommodation of adults and the elderly will have a total of 8,100 accommodation units: 3,960 accommodation units in the public sector and 4,140 accommodation units in the general sector. The corner is dominated by two-story rooms with a share of 31%, and at least one-story rooms with a share of 11%. So, the accommodation service was provided by 297 institutions, namely 40 institutions of the public sector and 257 institutions from the general sector. Compared to 2018, the total number of institutions for the accommodation of adults and the elderly increased by 19%. In 2022, 6,699 workers were engaged in the provision of accommodation services, which is 8% more than in 2018. However, the most pronounced shortage that threatens the quality of service is caregivers and medical staff. Narrative reports emphasize the need for an additional number of workers, as well as the problem of employee turnover. In relation to the gender structure of workers, 80% of those engaged in providing home accommodation services are women, which has not changed in the previous 5 years. In institutions for adults and the elderly on 31.12.2022. there were 16,151 users. In 2022, 12,478 users were admitted, which is 21% more than in 2018. Of the total number of beneficiaries admitted in 2022, 56% are over 80 years old, and 64% are women. Women with 65% compared to 35% of men. According to the level of support needed, 66% of users need intensive support, and 22% of users can function and take care of themselves with the supervision and support of another person. 12% of users can function independently with reminders. In 2022, 11,883 or 74% of users of home accommodation had a disability or some kind of difficulty. In the total number of users with disabilities, the representation of users with mental disabilities is continuously growing. In 2022, there were 9% of users with mental difficulties. In relation to the way of paying for the service, 87% are dominated by users who have their own income, i.e. personal, family or agricultural pension, while 44% of users pay for the service with the help of relatives, while 8% of users pay the entire amount from the Budget of the Republic of Serbia. 10,455 users had their accommodation terminated, which is 7% more than in 2021. The most common reason for the termination of accommodation is for 2022 year was the death of the user in 74% of cases. The cause of death in 99% of cases is the user's illness, while 14% of the users returned to their home.



7 Republic Institute for Social Protection, Report on the work of accommodation institutions adults and the elderly for the year 2022 (Graph 7, p. 9; Graph 9, p. 10; Graph 14, p. 13; Graph 16, p. 14; Chart 18, p. 15; Graph 24, p. 18 Graph 25, p. 18; Graph 28, p. 20; Chart 30, p. 21)  
<https://www.zavodsz.gov.rs/media/2575/izvestaj-o-rad-u-ustanova-za-starije-2022.pdf>

8 Republic Institute for Statistics, Population estimation for 2021: <https://data.stat.gov.rs/Home/Result/180107?languageCode=sr-Cyrl>

9 Republic Institute for Statistic, Table 1, Estimated population of the Republic of Serbia, 2002–2023.  
<https://www.stat.gov.rs/sr-latn/oblasti/stanovnistvo/procene-stanovnistva/>

### 3. Major problems and challenges in the sector

National Strategy on Ageing: Until 2015, Serbia had a National Strategy on Ageing<sup>10</sup>. However, no new document addressing the needs of individuals aged 65 and over was adopted until 2023. There is an urgent need for a new strategic document that addresses security, rights, employment, social and health care, anti-discrimination, and combating stereotypes for the elderly. The Ministry of Family Care and Demography conducted a public debate in 2023 on the proposed strategy for improving the position of the elderly for the period 2024-2030.<sup>11</sup> However, no further steps toward its adoption have been taken to date.

Most respondents rated the relationship between employers and unions as one of mistrust, indicating that employers have stronger negotiating power compared to unions. This imbalance arises because employers are both the owners and the parties with greater influence, while unions are often fragmented. The process of forming a union organisation with an employer was rated as straightforward by the respondents. The administrative procedure involves the union representative filling out and submitting a form to the Ministry of Labour, Employment, Veteran and Social Affairs for the registration of the union organisation with the employer. Respondents noted that, in principle, employers are interested in collective bargaining in social protection, as evidenced by the existence of the Special Collective Agreement. The bigger problem is that there are several different unions at the same employer.

The shortage of labour in the social protection sector is attributed to natural attrition and migration due to inadequate working conditions and relatively low wages. As a result of the reduced workforce, employees in social protection are forced to cover up to three positions and are compelled to work overtime. Overtime compensation is limited by the Employment Act and is paid at a fixed rate rather than proportionally to the actual hours worked, leading to work-related injuries due to exhaustion. The trends are negative, and further deepening of issues caused by the lack of staff is expected.

The Social Protection Sector is in constant demand for qualified employees and professional staff. This demand is due to natural attrition, specifically the retirement of certain staff, and the migration of employees to European Union countries, primarily Germany. According to the testimonies of respondents, upon joining the workforce social workers generally start with fixed-term contracts and, after two years, secure permanent employment contracts. However, they often receive permanent contracts earlier due to the shortage of staff, after the probation period of 3 months as defined by the Employment Act.



<sup>10</sup> Ministry of Family Care and Demography, Title: Proposal for the Strategy of Active and Healthy Ageing in the Republic of Serbia for the period from 2024 to 2030 - Public Debate, Strategy Explanation: <https://www.minbpd.gov.rs/wp-content/uploads/2023/07/Obrazlozenje-Predloga-strategije.pdf>

<sup>11</sup> Republic of Serbia, Ministry of Family Care and Demography, No. 560-00-00206/2023-03 of 27 July 2023, Public Debate: <https://www.minbpd.gov.rs/wp-content/uploads/2023/07/Uputstvo-2.pdf>

## 4. Characteristics of social dialogue organisations in the sector

In this connection, a project was launched in Serbia by the International Labor Organization in cooperation with the Delegation of the European Union, the project is called "Strengthening of Social Dialogue in the Republic of Serbia", starts on September 2024, in which, in addition to the Union of Employers of Serbia, there are also two representative unions in the Republic of Serbia, namely the Trade Unions Confederation "Nezavisnost" and the Union of Independent Trade Unions of Serbia.

The project aims to strengthen the capacities of the state administration, national and local social and economic councils, as the highest forms of tripartism and social partners<sup>12</sup>.

### 4.1. Challenges for organising employees

The interviewees pointed out that there is no barrier to the formation of a trade union by an employer, but that the formation of several different trade union headquarters at the same employer is a bigger problem. Because the employees are divided into several different unions that work for the same employer.

The bigger problem is that the trade union headquarters in Serbia do not have a strategy for attracting new and retaining old members.

The interviewees also pointed out that the employees themselves report late to the union for some kind of help. Most often, when it is too late to help them in a legal sense, because all the deadlines for submitting any complaint to the employer or lawsuit to the court have already passed.

### 4.2. Good practices for organising employees

The interviewees pointed out the employee sports games as a way of attracting new members and keeping the old ones. The employee sports games last 4 days, once a year, where employees from different sectors of care gather, where comrades, they exchange knowledge and experiences.

They also emphasized the organization of public gatherings that can be attended by employees who are not union members. But all this is without any concrete strategy in action.

Trade union representatives reach new members by being on the ground where a problem arises, they come to the trade union organization itself and help the trade union that has a problem with the employer at that moment or some other type of problem in organizing the trusteeship, thus leaving a good impression. The interviewees highlighted the field work as a good practice.

### 4.3. Characteristics of employer representation

Relevant employer representation varies according to the level at which the collective agreement is concluded and the type of agreement. In general, there are three types of collective agreements in the Republic of Serbia: 1. general, 2. special and 3. collective agreement with the employer. The level of the Collective Agreement depends on who is negotiating. In point 3, the collective agreement

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<sup>12</sup> Union of Employers of Serbia, category News, Posted 18.9.2024. "Strengthening of Social Dialogue in the Republic of Serbia" <https://poslodavci.rs/da-izgradimo-jak-socijalni-dijalog-u-srpskom-maniru/>



with the employer is negotiated only by the representative trade unions that operate with the employer, and only the employer will be on the other side. When concluding other types of collective agreements, there are more unions and more employers on the opposite sides. They must all have a so-called quota, negotiation ID. that is, meet the conditions to be part of the negotiations at the level at which they are negotiating. Employers, if negotiations are carried out at a level that is at a higher level than the individual employer, must always be united. The employers' association must also be representative, i.e. fulfill the legal requirements that are similar to those for trade unions. Collective agreements between unions and employers that meet the legal requirements can be signed for the provincial and local level of the Republic of Serbia. The validity of those contracts is also 3 years. According to Art. 256 of the Labour Law, the general and special collective agreement are directly applicable and binding on all employers who at the time of concluding the collective agreement were members of the employers' association - participants in the collective agreement. Also, the special collective agreement binds employers who subsequently became members of the employers' association. Finally, the special collective agreement binds employers 6 months after leaving the association of employers - participants of the collective agreement. In this case, the founder of the care sector is Republic of Serbia, which means that is also a signatory on behalf of the employer) a branch, group, subgroup, or activity are concluded by representative employers' associations and representative trade unions for that branch, group, subgroup, or activity. Additionally, the validity of a collective agreement may be territorially limited, as SCAs may also be concluded for the territory of an autonomous province or a local government unit.

## 5. Collective bargaining and other forms of social dialogue in the sector - characteristics

The Special Collective Agreement for Social Protection in the Republic of Serbia<sup>13</sup> (abbreviated as SCA for Social Protection) covers approximately 12,000 employees in the following institutions: social protection centres, social work centres, residential facilities, institutions for the care of the elderly/gerontology centres, and special institutions for abandoned children with illnesses, children with developmental disabilities, adult persons with disabilities, adult wards, accommodation for beneficiaries, and minor and child protection.

Also, one of the important feature of this sector it that the trade unions must meet the legal requirements for bargaining, depending on the level of negotiating. And that means that trade unions must be representative. It is not enough that the union just exists to be able to negotiate, it must have a certain number of members and must be independent in its actions. Trade unions can join together in various unions and confederations in order to jointly fulfill the legal requirements for negotiation, so that they could represent the workers in negotiations.

When we talk about the collective agreement mentioned above, unions must be representative at national level in order to be able to negotiate.

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<sup>13</sup> SCA for Social Protection in the Republic of Serbia, published in the RS Official Gazette Nos. 29/2019, 60/2020 and 88/2023: <https://www.paragraf.rs/propisi/poseban-kolektivni-ugovor-za-socijalnu-zastitu-u-republici-srbiji.html> the SCA for Social Protection includes Agreement No. 34/24 on extending its validity period to 19 April 2026, however, this is not recorded in Paragraf.

## 5.1. Content analysis of collective agreements

In the Republic of Serbia, there are two separate collective agreements that cover employees from health and social care.

And they are: Special collective agreement for health institutions founded by the Republic of Serbia and Special collective agreement for social protection in the Republic of Serbia and these are public data because Special Collective Agreements are required to be registered with the Ministry of Labour, Employment of Veterans and Social Affairs.

The number of concluded collective agreements with the employer is not known because there is no obligation to register them in a publicly available database.

The Special Collective Agreement for social protection defines one of the most important provisions related to reduced working hours of 35 to 38 hours per week, which is paid as full-time work of 40 hours for employees in the care sector for the accommodation and treatment of beneficiaries. Annual leave ranges from 35 to 40 working days, depending on job difficulty, years of service, and the employee's social circumstances. Employees are entitled to paid leave of up to 10 working days for marriage, childbirth, child's marriage, adoption of a child, or serious illness of a family member.

Respondents highlighted that the regular salary and additional benefits stipulated by this SCA are satisfactory. These include a 0.4% bonus for previous work, 110% pay for working on public holidays, and jubilee awards for 10, 20, 30, 35, and 40 years of service. However, few employees reach 40 years of service in social protection. The Collective Agreement is valid for three years from the date of signing. Signatories include the Government of the Republic of Serbia, the Health and Social Protection Employees Union of Serbia, and the Social Protection Employees Union of the Republic of Serbia.

The right to a paid leave of 10 working days for assembling bras, for union sports games, preventive vacations, adoption of children, death of a family member, unpaid leave in case of recovery. All employees are insured in case of injury at work, loss of working ability, death at the expense of the employer. Right to severance pay up to 3 average wages. In this collective agreement, however, an item of 40 years of service was inserted, which is more than the Labour Law offers when it comes to jubilee awards. The Labour Act offers a jubilee award for 10, 20, 30, 35 years of service, and the Collective Agreement also negotiated 40 years of service length of service and the payment of a jubilee bonus of 2.5 times the average gross salary. Protection of the trade union representative against termination of the employment contract, as well as paid hours for a trade union representative for work in the trade union from 40 to 60 hours per month. Also, the technical and material conditions for the work of the union office at the employer are provided, namely: technical equipment, office, as well as participation in administrative and supervisory boards without the right to vote.

## 5.2. Other forms of social dialogue

In the Republic of Serbia, there is the Social and Economic Council of the Republic of Serbia, established in 2001. The Social and Economic Council includes a permanent working body for collective bargaining and the peaceful resolution of labour disputes.<sup>14</sup>

There is also the Republic Institute for Social Protection, which is responsible for monitoring the work of Centres for Social Work, Social Protection Institutions for adults and the elderly with mental, intellectual, physical or sensory disabilities, Institutions for the accommodation of children and youth, Institutions for the accommodation of adults and the elderly.

There is also a Department for Social Protection within the Ministry of Labour, Employment, Veterans and Social Affairs, which deals with the development strategy of social protection<sup>15</sup>.

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<sup>14</sup> Socio-Economic Council of the Republic of Serbia, Permanent Working Group for Collective Bargaining and the Amicable Resolution of Disputes: <http://www.socijalnoekonomskisavet.rs/cir/srt/kp%20i%20mrrs.htm>

<sup>15</sup> The social protection sector: <https://www.minrzs.gov.rs/sr/dokumenti/ostalo/sektor-za-socijalnu-zastitu>

### 5.3. Impact of European sectoral social dialogue

Trade Union Confederation "Nezavisnost" (TUC Nezavisnost) representative at the national level is member of the International Trade Union Confederation and European Trade Union Confederation. The President of the TUC Nezavisnost Čedanka Andrić, was elected for vice-president of the European trade union confederation.

Branch union of health and social care "Nezavisnost" which is representative at the national level, is a member of EPSU and PSI, as well as the Branch Union of Employees in Health and Social Protection of Serbia.

The respondents pointed out that for collective bargaining they use techniques and tools from the countries in the region as well as the countries of the European Union.



## 6. Conclusions and recommendations

The conclusion is that the Republic of Serbia must improve collective bargaining by ratifying International Labour Organization Convention No. 154, first and foremost. Additionally, it is necessary to adopt a new National Strategy on Ageing and a new Employment Act, with the involvement of social partners and other interested parties in the process.

Raising collective bargaining to an adequate level is achievable through the consolidation of employees and trade unions, and their joint efforts toward employers. Collective bargaining represents a form of labour law flexibility as it can be tailored to specific sectors or industries. To begin with, it is essential to adopt a new Employment Act that gives special attention to collective bargaining.

In terms of domestic legislation, it is necessary to achieve a significantly higher level of social dialogue. One way to do this is to achieve homogeneity within the trade union scene, which would strengthen their position.

With the construction of an efficient system of collective bargaining, better rights and working conditions than those regulated by law can be determined, and the law should only regulate it. The environment in which collective bargaining will take place. To begin with, it is necessary to adopt a new Labour Law in which special attention will be paid to collective bargaining, to educate. Unions and their membership in terms of rights and obligations based on work, and at the same time work on the social promotion of this extremely important institute of labour law.

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*"We still lack a tariff section in the Special Collective Agreement, where the exact amount of the price of labour is negotiated with the Government of the Republic of Serbia."*

*"For effective collective bargaining, unions use examples of best practices from the European Union; persuasion and persistence also help."*

*"The SOZIS programme was introduced either for the improvement of work or for the absolute control of employees in Social Work Centres."*



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## Respondents:

1. Name: Dr spec. Dragan Fudulović, doctor Function: employer Institution: Healt Centre, interviewed on 22.06.2024.
2. Name: Dragoslav Pantić, Function: Cheif commissioner in Syndicate Institution: employed at the City Center for Social work Belgrade, Interviewed on 17.06.2024.
3. Name: Nataša Milićević, Function: Union member Institution: employed at the Gerontological center Bgrade, Interviewed on 14.06.2024.
4. Name: Spec. clinical care Dragan Dašić, doctor Function: Cheif commissioner in Syndicate Institution: employed in the Clinic for infectious diseases Belgrade, Interviewed on 18.06.2024. godine
5. Name: Zoran Ilić Function: President of the Branch union of healt and social protection „Nezavisnost“, representative union at the national level, interviewed on 19.06.2024.



# COLLECTIVE BARGAINING