



Overview  
of the Internal and External Communication of  
Employers' Organizations and Trade Unions in  
Construction in Southeastern EU Region  
(Bulgaria, Croatia, Cyprus, Greece, Hungary,  
Slovenia)

# **SUPPORT OF SOCIAL DIALOGUE FOR AN EFFECTIVE FUTURE CONSTRUCTION**



Key SuSodCo Research Findings:  
**3rd report**

Co-founded by  
the European Union



**Author: ITPIO, BULGARIA OCTOBER 2020**  
**Contributors: project consortium members**

The SUSODCO Consortium:

The coordinator:

Chamber of Construction and Building Materials Industry of Slovenia (CCIS CCBMIS)

Partners:

The European federation of building and woodworkers (EFBWW)

Federation of Building, Wood and Building Material Workers' Unions (EFEDOSZSZ)

National Federation of Hungarian Building Contractors (EVOSZ)

Trade union of construction industry of Croatia (SGH)

Trade union of construction workers of Slovenia (SDGD)

Institute for training of personnel in international organisations (ITPIO)

Construction, Industry and Water Supply Federation (FCIW Podkrepa)

Bulgarian construction chamber (BCC)

Panhellenic association of engineers contractors of public works (PEDMEDE) Federation of the building contractors associations of Cyprus (OSEOK)

Contact information: [susodco.eu](http://susodco.eu)

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## Introduction

The project social dialogue partners in the construction industry mainly from Central (Slovenia, Hungary), Southeastern (Croatia, Bulgaria) and Southern Europe (Cyprus, Greece) members countries willing and committed to collaborate more actively through proposed consortium, have decided upon the preliminary research, showing common challenges and issues, to apply for a new EU-project (SUSODCO) focused in social dialogue topics, which are aimed at reinforcement and capacity building of firstly national sectoral SD and secondly in more active contribution to the ESD. This project focuses in capacity building, promotion, visibility and mutual recognition and mutual trust of social dialogue partners in the construction industry from Central and Eastern European and South-eastern Member States. In this framework, the SUSODCO project key objective is to equip national sectoral social dialogue partners with missing key capacities that will enable them to be more engaged in sectoral social dialogue and strengthen their operational functions (capacities) on national level, enable their growth, development and active inclusion sectoral ESD activities.

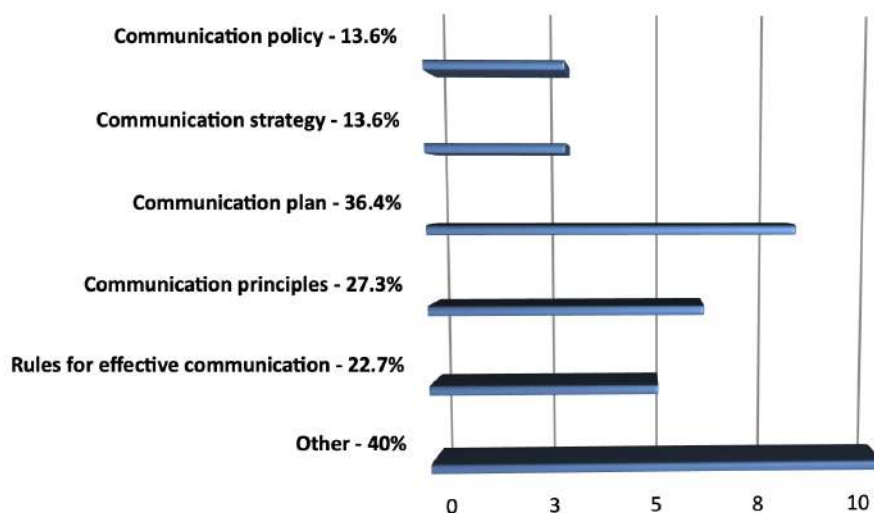
Taking into account that national social dialogue activities require experts' support, and include feedback on national and on best SD practices initiatives, on planning and comparison of concepts used, outcomes, studies, twinning visits, dissemination of project results, on guidance for EU funding tools etc., the current project aims to gather all the above features and outcomes in one coherent, transparent, updated in terms of content and expertise supportive tool, a special sector web SD platform. New platform will reflect past and ongoing SD sectoral activities and activities related to other EU initiatives important for construction sector and strengthen knowledge of historical SD development of EU and national level. In particular, the platform will facilitate national sectoral social dialogue organizations to cooperate effectively and efficiently in social dialogue, to raise awareness in major issues for the sector, to promote training, to attract members, to invest in capacity building, to create synergies and eventually to foster social dialogue in future (being equipped for this). Finally, new platform can also sustain and further disseminate past and ongoing SD sectoral initiatives and projects.

The project idea for capacity building, reactivation of SD organizations and development of sectoral social dialogue is based on the outcomes of previous sectoral social dialogue (SD) relative initiatives and actions aimed to strengthen the system of industrial relations in the construction industry on EU and national level as well. With reference to latter there is an evident common need in project consortium for direct, intense, focused and materialized support of national sectoral social dialogue partners. The current need is considered to be crucial for a series of EU countries where social dialogue is underdeveloped or needs to be further strengthened, in order to enable achieving better double sided and tripartite social dialogue and fostering their basic mission for ensuring that essential SD topics will being successfully presented, addressed and eventually fulfilled. Mutual understanding and communication is sometimes not present on national level, which is reflected further also at company level. This all leads us to restructuring a social dialogue, enhancing proactive and fair communication and starting with creation of new SD initiatives reducing disparities between both SD parties and favouring decisions taken enabling further growth of the construction industry.



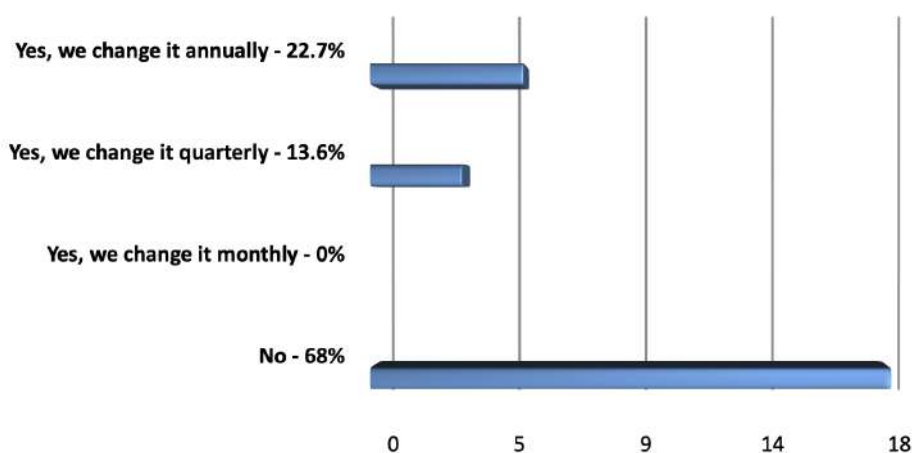
## 1. Overview of Research Results

### Do you have any specific documents, defining your communication practices?



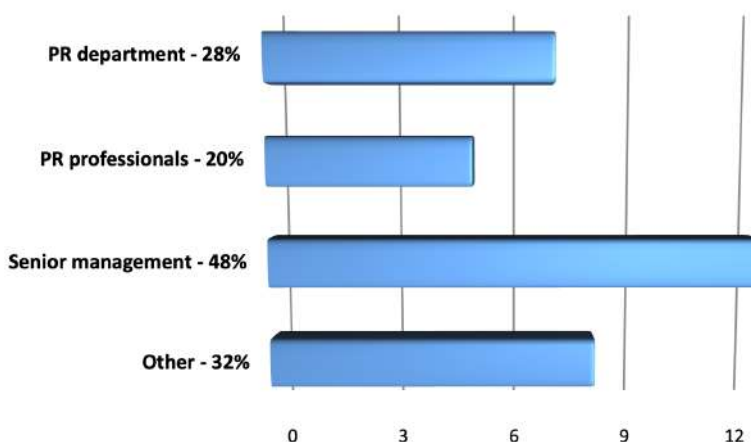
Less than 1/3 of the organisations included in the survey have a communication plan, and only 13.6% say they have communication policy and communication strategy in place. This reveals their lack of understanding that a communication plan should be based on communication policy, communication strategy, and communication principles. Less than 1/4 of the respondents state they have rules for effective communication in place.

### Does your organisation have an external communication plan?



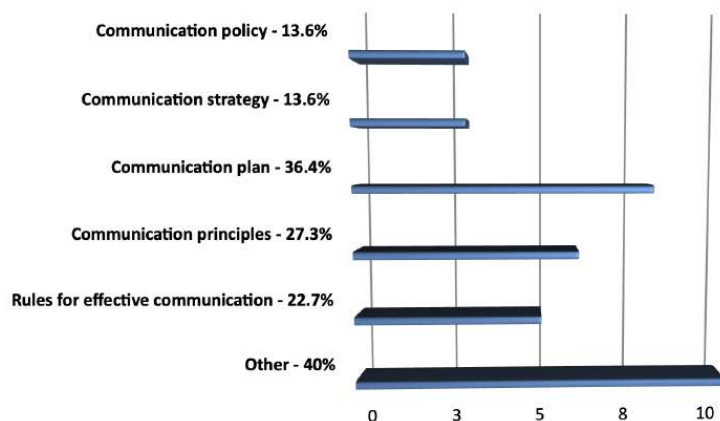
Most of the organisations – 68%, do not have an external communication plan. Less than 1/4 of the respondents have an external communication plan and change it on an annual basis, while only 13.6% change it every 3 months.

## Who is responsible for the media communication with stakeholders?



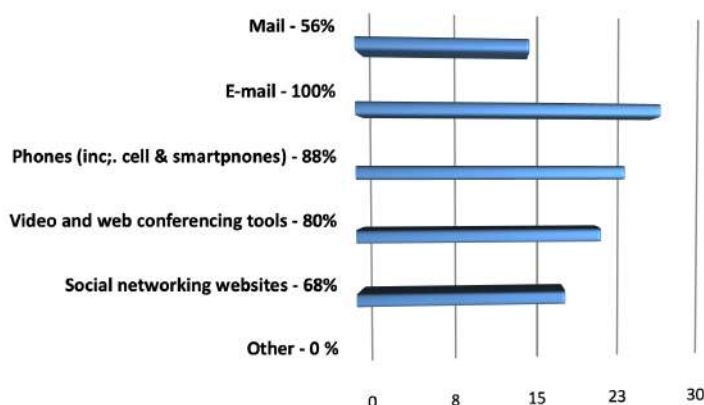
The research shows that in almost half of the organisations – 48%, the senior management is responsible for the media communication with stakeholders, while 28% have a PR department, and in 20% communication is the responsibility of PR professionals.

## Which communication channels do you use for external communication?



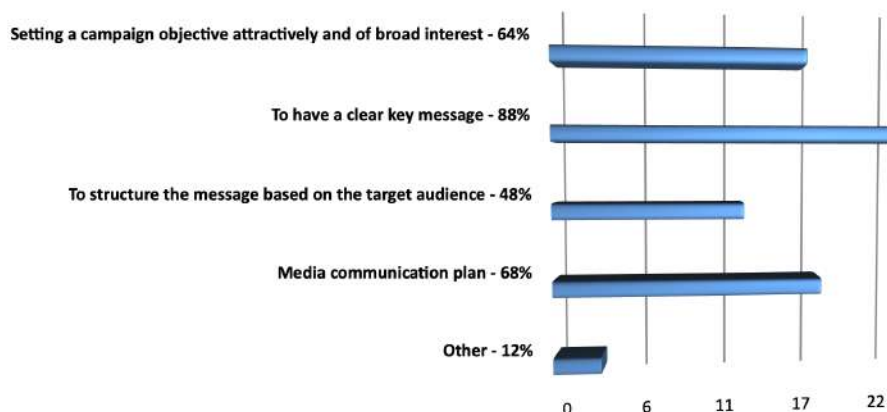
Written methods of communication, such as statements, articles, reports, interviews, etc., are preferred by the largest percentage of respondents – 82%, media communication, e.g. via print media, broadcasting (radio and television), etc. gathers 72% of the replies, and electronic communications channels (intranet, websites, social media platforms, etc.) are also among the most widely used (68%). Face-to face or personal communication is also largely spread – 64% of the answers point to it.

## What communication tools does your organisation use for internal and external communication?



The survey results show that organisations use a variety of tools for both internal and external communication. E-mails are practically used by all (100%), phones (including cell phones and smartphones) rank second (88%), video and web conferencing tools (Skype, Zoom, Microsoft Teams etc.), and social networking websites (Facebook, LinkedIn, Twitter) gather 68% of the replies, while just a little over half of the respondents – 56%, point to mail as a communication tool.

## What is important of a successful communication campaign?



Most of the respondents – 88%, are adamant that clear messages are of utmost importance for successful communication campaigns, and a significant number of them – 64%, believe the objectives of the campaigns should be set attractively, 68% point also to the relevance of media communication plans, and 48% state that the structure of the message should be based on the target audience.

## **2. Aims and Objectives of the Report**

The Desk research on internal and external communication of EOs and TUs in participating 6 EU countries (for example Identification, comparison and overall report of a communication & media & marketing strategies, plans, approaches of participating SD partners etc., communication channels and tool used etc.)

The Organization analysis that was carried out is a diagnostic process that helps to better understand the performance of each organization. It was undertaken after an initial capacity assessment through the delivery of a questionnaire, to obtain a deeper knowledge about the causes of organizational weaknesses and to identify emerging opportunities.

This will allow an organization to assess its internal weaknesses and strengths, external challenges and opportunities. This helps to plan long- and short-term objectives strategically, and to adapt to changing environments with foresight. The aim is to define the Organizational capacity that refers to an organization's endowment of resources (i.e. its human, physical and financial capital) and to the systems and processes used for managing this capital (e.g. strategic leadership, programming and process management), with reference to support the social dialogue process. The analysis took into account also, as defined by the WP2 approach, the impact on the organization of the External environment. This refers to the external factors that facilitate or impede an organization's performance. These include a country's political rules, its economic situation, sociocultural norms, etc., as well as the quality of relations that an organization has established with other organizations and stakeholders. The process implemented aims to improve the ability of each organization to measure their capacity and to harness organizational culture in optimizing performance with particular reference to better sustain the social dialogue process.

### **3. Target countries and target groups**

The project addresses 6 EU Countries as Bulgaria, Croatia, Cyprus, Greece, Hungary, Slovenia. The sectoral social partners of the construction industry of above countries are the key and 1st target group. The project is addressed to all persons and TU organization directly or indirectly involved in industrial relations and their implementation. The project activities provide also that other European countries -with similar project aim can join the project and will be invited to project events and be included in project dissemination and exploitation activities. The 2nd target group (country representatives of social dialogue committee for the construction industry). The survey, through the delivery of questionnaires, was addressed to:

- Trade unions recipients (Federation of Construction, Industry and Water Supply (FCIW Podkrepa), Bulgaria; Association of the Trade Unions of Construction, Wood and Building Materials Workers (ÉFÉDOSZSZ), Hungary; Trade Union of Construction Industry Workers of Slovenia (SDGD); Trade Union of Construction Industry of Croatia (SGH)
- Employers' organizations recipients (Bulgarian Construction Chamber (BCC); National Federation of Hungarian Building Contractors (EVOSZ); Chamber of Commerce and Industry of Slovenia (CCIS); Federation of the Building Contractors Associations of Cyprus (OSEOK); Panhellenic Association of Engineers Contractors of Public Works (PEDMEDE), Greece)



#### 4. Administration of Questionnaires in each participating country

The WP2 section 2.3 is dedicated to the acquisition, within the partner organizations, of data related to their capacity on Internal and External Communication to fostering actions to prepare and engage in national social dialogue. In order to acquire the necessary data to evaluate this process a questionnaire was first prepared and then distributed among the partner organizations. The questionnaire combines open-ended questions and multiple-choice questions with predefined answers offering respondents the possibility to choose among several options. For some questions, an optional space is provided to elaborate on the answer. This open part is considered of great importance for this type of survey as it contributes to improving the interpretation of its overall results and provides with additional valuable material.

The project partners carried out a special tailor-made desk research to obtain information about the internal and external communication of employers' organisations and trade unions in the construction industry in the 6 project partner countries (Slovenia, Croatia, Hungary, Bulgaria, Cyprus, Greece).

In the desk research respondents were asked to fill in a questionnaire consisting of 17 questions, most of them multiple-choice questions with predefined answers, offering respondents the possibility to choose among several options. For some questions, an optional space was provided to elaborate on the answer. There are only 2 open-ended questions.

The recipients of the questionnaires in total are:

##### Trade unions

- Federation of Construction, Industry and Water Supply (FCIW Podkrepa) – BG
- Association of the Trade Unions of Construction, Wood and Building Materials Workers (ÉFÉDOSZSZ) – HU
- Trade Union of Construction Industry Workers of Slovenia (SDGD) – SL
- Trade Union of Construction Industry of Croatia (SGH) – HR
- Federation of Independent Trade Unions in Construction (FITUC) – BG
- Union of Autonomous Trade Unions of Croatia – HR
- European Federation of Building and Woodworkers (EFBWW) – EU

##### Employers' organisations

- Bulgarian Construction Chamber (BCC) – BG
- National Federation of Hungarian Building Contractors (EVOSZ) – HU
- Chamber of Construction and Building Materials Industry of Slovenia at the Chamber of Commerce and Industry of Slovenia (CCBMIS - CCIS) – SL
- Federation of the Building Contractors Associations of Cyprus (OSEOK) – CY
- Panhellenic Association of Engineers Contractors of Public Works (PEDMEDE) – GR
- Confederation of Employers and Industrialists in Bulgaria (KRIB) – BG
- Croatian Employers' Association - Construction Employers' Association – HR
- Real Estate Association at Chamber and Commerce and Industry of Slovenia – SL
- National Association of Entrepreneurs and Employers – HU
- European Construction Industry Federation (FIEC) – EU

## **5. Results gained**

The results gained from the questionnaire from all partner organizations are contained in the annex n.1. The results of the analysis of the answers collected by the questionnaires, within each partner organization, represent a fundamental tool useful to initiate a reflection process that can lead to planning for organizational change. It is important to consider that the results differ substantially from country to country, as they reflect the specific and particular economic, social, political and cultural situation that distinguishes each country. In this sense there is therefore no quality assessment, based on the analysis of the answers received, therefore a form of rating of a result of the survey carried out, but rather the interpretation and evaluation of the answers which are therefore the tool to define the communication capacity of the partner organization, considering the specific context in which it operates. As a whole, the partner organizations therefore differ not only in their ability to implement communicative approaches at a corporate level to support social dialogue processes, but manifest to have different challenges and of consequence should adopt different approaches to implement their internal and external communication process.

## 6. Analysis of the results gained

The analysis, for each partner organization, is based on evaluation of the answers gained by the respondents in coherence with the thematic questions and the aim of the questionnaire. For a better definition of a general framework for each partner organization, the questions were grouped into 6 distinct thematic groups. Each group contains and expresses the meaning and the object of a series of questions which together have a common denominator. Such approach is aimed to give an overall clear picture about the capacity for communication of the partner organizations. This will allow an organization to assess its internal weaknesses and strengths, external challenges and opportunities. This helps to plan long- and short-term objectives strategically, and to adapt to changing environments with foresight.

### Bulgaria

**Organization:** Federation of Construction, Industry and Water Supply (FCIW Podkrepa)

#### ***Visibility, Communication practices and successful communication campaign***

The organization to tackle its visibility, heavily relies on its brand image (as logo and organization of topical events, Facebook, website, specific messages, position papers, brand design and management), while for attracting new members, uses overall face to face meetings, specific messages and approaches and core activities targeted to members. A dedicated PR department is dealing with the media communication with stakeholders. According to the answer gained, the organization has a clear approach to successful carry out communication campaigns, using targeted communication messages structured according to the specific status on the target audience. The organization has specific other documents that defines its communication practices as Communication policy and communication plan. The success of communication campaigns is based on setting a campaign objective attractively and of broad interest, to have a clear key message and on Media communications plan. The organization has a large variety of corporate identity elements, as logo, brand colours, business cards, stationery, brochures, visual appearance of gifts and product packaging.

### ***External Communication Plan***

The organization has not a specific external communication Plan.

### ***Methods for information toward colleagues about key SD developments and collaboration with other organizations in SD topics***

The organization uses a large method to inform colleagues about key SD developments and to ensure a good flow of the communication, as all the tools mentioned in the specific question. The organization declared that collaborated with other organizations that deal with the same SD topics, running joint campaigns and with the participation in various tripartite and bipartite social committees and bodies.

### ***Target audience for SD***

The organization has a wide range of target audience for SD with an average high rate of relevance and importance, with particular reference to EOs, TUs, national public authorities, VET centres, Online and print Media, FIEC, EFBWW and workers in the enterprises. All the other organizations listed in the question have less relevance and importance. Thus showing that the organization is full engaged with the SD process.

### ***Communication channels for external communication***

The organization uses a wide range of communication channels, in particular all those ones mentioned in the questionnaire, with reference to the Electronic communication channels, websites and social media platforms uses email, internet, own website, external websites, Facebook and Collaboration Tools such as Teams and idloom wall.

### ***Communication tools for internal and external communication***

The organization uses a wide range of communication tools for internal and external communication, in particular all those ones mentioned in the questionnaire.

### ***Participation of representatives of the organization in Educational trainings in the field of PR and Communication, budget for communication purposes and other issues***

Representatives of the organization have participated in Educational trainings in the field of SD and communication, ILO training course. The organization allocates annual budget and budget for particular campaigns. No other issues are marked.

## **Bulgaria**

**Organization:** Bulgarian Construction Chamber (BCC)

### ***Visibility, Communication practices and successful communication campaign***

The organization uses different tools to tackle its image, as logo, website, position papers, organization of topical event and by its own media subsidiary “Stroitel” newspaper. New members are attracted by using invitation letters, core activities targeted to the members and face to face meetings. The communication practices are based on communication principles and by maintaining communication rules for publications in newspaper "Stroitel". The communication procedure is defined in a strategic document. The success of the communication campaigns is ensured by all the tools mentioned into the specific question. The organization corporate identity design elements are based on logo, brand colours, business cards, stationary, brochures, visual appearance of gifts and book covers.

### ***External Communication Plan***

The organization has not a specific external communication Plan.

### ***Methods for information toward colleagues about key SD developments and collaboration with other organizations in SD topics***

The organization uses different tools as general meetings and other communication channels (website, intranet, etc.) to inform colleagues about key SD developments. The organization has regular face-to-face meetings on topical SD issues with other organizations.

### ***Target audience for SD***

The organization has a large target audience in SD topics, with a high involvement especially related to EOs, TUs, National Public Authorities, VET centres, VET schools, faculties, FIEC, EFBWW and Members of European Parliament. A less engagement with all the others listed in the related question.

### ***Communication channels for external communication***

The channels used for external communication are mainly based on the use of face to face or personal communication, Media Communication, written methods of communication and some social media as LinkedIn and own and external websites.

### ***Communication tools for internal and external communication***

The organization uses a wide range of communication tools for internal and external communication, in particular all those ones mentioned in the questionnaire.



***Participation of representatives of the organization in Educational trainings in the field of PR and Communication, budget for communication purposes and other issues***

No participation in any Education trainings is envisaged. The organization allocates annual budget and budget for particular campaigns. No other issues are marked.

**Bulgaria**

**Organization:** Federation of Independent Trade Unions in Construction (FITUC)

***Visibility, Communication practices and successful communication campaign***

The organization is tackling its visibility using website, position papers and organization of topical events. The attraction of new members is based on face to face meetings and core activities targeted to members. The documents used to support the communication practice are mainly a communication plan and rules for effective communication. To ensure the success factors of communication campaigns, the organization bases its approach on setting a campaign objective attractively and of broad interest. The corporate identity design elements is based mainly on logo, brand colours, company vehicles, business cards, brochures, product packaging and other visual elements as flags.

***External Communication Plan***

The organization has a communication plan that is annually updated.

***Methods for information toward colleagues about key SD developments and collaboration with other organizations in SD topics***

The organization uses different tools as general meetings, email and face to face meetings to inform colleagues about key SD developments. The organization has collaboration with other organizations on topical SD issues, using general meetings.

***Target audience for SD***

The target audience for SD of the organization is restricted to TUs, similar interest organizations, business clubs and EFBWW, with a high level of ranking.

### ***Communication channels for external communication***

The communication channels for external communication used by the organization are related to face to face or personal communication and written method of communication, as emails, external websites, social media as Facebook, and collaboration tools such as Teams, Idloom wall.

### ***Communication tools for internal and external communication***

The organization uses a wide range of communication tools for internal and external communication, in particular all those ones mentioned in the questionnaire.

### ***Participation of representatives of the organization in Educational trainings in the field of PR and Communication, budget for communication purposes and other issues***

No participation in any Education trainings is envisaged. The organization allocates annual budget and budget for particular campaigns. No other issues are marked.

## **Bulgaria**

**Organization:** Confederation of Employers and Industrialists in Bulgaria (KRIB)

### ***Visibility, Communication practices and successful communication campaign***

The organization is tackling its visibility using all the tools covered by the question. The attraction of new members is based on invitation letters, specific messages, face to face meetings and core activities targeted to members and Conferences, Business delegations, Workshops, National and regional Business meetings, Events. The documents used to support the communication practice are all those mentioned in the question. To ensure the success factors of communication campaigns, the organization bases its approach on setting a campaign objective attractively and of broad interest, to have a clear key message, to structure the message based on the target audience and Media Communication plan. The corporate identity design elements are based mainly on logo, brand colours, office or shop décor, business cards, brochures, visual appearance of gifts, book covers, product packaging and other visual elements as banners.

### ***External Communication Plan***

The organization has an External Communication Plan that change annually.

### ***Methods for information toward colleagues about key SD developments and collaboration with other organizations in SD topics***

The organization uses different tools as phone, email and face to face meetings to inform colleagues about key SD developments. The organization has collaboration with other organizations on topical SD issues, but did not specify exactly how.

### ***Target audience for SD***

The target audience for SD of the organization is Eos, Local, Regional and national Public Authorities, Members of European Parliament and Branch organizations at national level with a high rate of importance, while with Faculties, similar interest organizations, Online and Print Media, Consultation body, the organization has collaboration but with a low level of importance.

### ***Communication channels for external communication***

The organization uses for external communication Face-to-Face or Personal Communication, Media Communications (print media, broadcasting (radio and television), Written Methods of Communication (statements, articles, reports, interviews, etc. and Electronic Communications Channels as email, internet, own website, external websites.

### ***Communication tools for internal and external communication***

The tools used by the organization for internal and external communication are mail, email, phone and Video and web conferencing tools (Skype, Zoom, Microsoft Teams etc.).

### ***Participation of representatives of the organization in Educational trainings in the field of PR and Communication, budget for communication purposes and other issues***

The representatives of the organization participate in training courses in Brussels. The organization allocates annual budget and budget for particular campaigns. No other issues are marked.

## **Slovenia**

**Organization:** Chamber of Construction and Building Materials Industry of Slovenia at the Chamber of Commerce and Industry of Slovenia (CCBMIS - CCIS)

### ***Visibility, Communication practices and successful communication campaign***

The organization is tackling its visibility using logo, website, Brand design and management, specific messages and organization of topical events. The attraction of new members is based on invitation letters, specific messages, core activities targeted to members and face to face meetings. The documents used to support the communication practice are rules for effective communication. To ensure the success factors of communication campaigns, the organization bases its approach on setting a campaign objective attractively and of broad interest, to have a clear key message, to structure the message based on the target audience and Media Communication plan. The corporate identity design elements is based mainly on logo, brand colours, company vehicles, business cards, brochures and visual appearance gifts.

### ***External Communication Plan***

The organization has not an External communication plan.

### ***Methods for information toward colleagues about key SD developments and collaboration with other organizations in SD topics***

The methods used by the organization to inform colleagues about key SD developments are based on emails, face to face meetings and other communication channels (website, intranet, etc.). The organization collaborates with other organizations dealing with the same SD topics, but did not specify how this collaboration is carried out.

### ***Target audience for SD***

The target audience in SD for the organization is composed by all the organizations mentioned in the questionnaire, with a high ranking for importance the TUs, national public authorities, hired lobbying experts, Political parties, FIEC and members of European Parliament.

### ***Communication channels for external communication***

The external communication channels of the organization are based on Media Communications (print media, broadcasting (radio and television) and on Written Methods of Communication (statements, articles, reports, interviews, etc.).

### ***Communication tools for internal and external communication***

The tools used by the organization are E-mails, video and web conferencing tools and social networking websites (Facebook, LinkedIn, Twitter).

***Participation of representatives of the organization in Educational trainings in the field of PR and Communication, budget for communication purposes and other issues***

No participation in any Education trainings is envisaged. The organization allocated budget for particular campaigns. No other issues are marked.

**Slovenia**

**Organization:** Trade Union of Construction Industry Workers of Slovenia (SDGD)

***Visibility, Communication practices and successful communication campaign***

The organization is tackling its visibility using logo, website, specific messages and organization of topical events. The attraction of new members is based on invitation letters, core activities targeted to members and face to face meetings. The documents used to support the communication practice is a communication plan. To ensure the success factors of communication campaigns, the organization bases its approach on setting a campaign objective attractively and of broad interest, to have a clear key message and Media Communication plan. The corporate identity design elements is based mainly on logo, brochures and visual appearance gifts.

***External Communication Plan***

The organization has an External communication plan, that changes annually.

***Methods for information toward colleagues about key SD developments and collaboration with other organizations in SD topics***

The methods used by the organization to inform colleagues about key SD developments are based on phone, emails, face to face meetings and general meetings. The organization collaborates with other organizations dealing with the same SD topics, but did not specify how this collaboration is carried out.

***Target audience for SD***

The target audience in SD for the organization is composed by all the organizations mentioned in the questionnaire, with a high ranking for importance the EOs, TUs, national public authorities, similar interest organizations, business clubs, Online and Print media, consultation bodies, hired lobbying experts, Political parties, FIEC, EFBWW and members of European Parliament.

***Communication channels for external communication***

The organization uses for external communication Face-to-Face or Personal Communication, Media Communications (print media, broadcasting (radio and television), Written Methods of Communication (statements, articles, reports, interviews, etc. and Electronic Communications Channels as email, internet, own website, external websites.



### ***Communication tools for internal and external communication***

The tools used by the organization are mail, E-mails, phones, video and web conferencing tools.

### ***Participation of representatives of the organization in Educational trainings in the field of PR and Communication, budget for communication purposes and other issues***

The participation of representatives of the organization in Education trainings is provided for appearing in front of Media. The organization allocated budget for particular campaigns. No other issues are marked.

## **Hungary**

**Organization:** Association of the Trade Unions of Construction, Wood and Building Materials Workers (ÉFÉDOSZSZ)

### ***Visibility, Communication practices and successful communication campaign***

The organization to tackle its visibility, uses website, organization of topical events and newsletter. The process of attraction and retain members to the organization is made by using core activities targeted to members and face to face meeting. The documents that define the communication practices of the organization is related to ad hoc decision. The organization, for the success of the communication campaigns, relays into setting a campaign objective attractively and of broad interest, to have a clear key message and to structure message on target audience. The corporate identity design elements are based mainly on logo and brand colours.

### ***External Communication Plan***

The organization has an External Communication Plan that change annually.

### ***Methods for information toward colleagues about key SD developments and collaboration with other organizations in SD topics***

The method used to inform colleagues about SD is based on email and general meetings. The organization collaborates with other organizations in the same SD topics, by joint actions and publications.

### ***Target audience for SD***

The target audience in SD for the organization is composed by all the organizations mentioned in the questionnaire, with a high ranking for importance the EOs, TUs, national public authorities, Online and Print media, EFBWW. All the other organizations mentioned in the list of the question, have less relevance and importance.

### ***Communication channels for external communication***

The organization uses for external communication, Electronic Communications Channels as email, internet, own website and Facebook.

### ***Communication tools for internal and external communication***

For the internal and external communication, the organization uses emails, phones and social networking websites.

### ***Participation of representatives of the organization in Educational trainings in the field of PR and Communication, budget for communication purposes and other issues***

No participation in any Education trainings is envisaged. The organization does not allocate any budget for communication purposes. No other issues are marked.

## **Hungary**

**Organization:** National Federation of Hungarian Building Contractors (EVOSZ)

### ***Visibility, Communication practices and successful communication campaign***

The organization to tackle its visibility, uses logo and website. The process of attraction and retain members to the organization is made by using invitation letters, specific messages and face to face meeting. The documents that define the communication practices of the organization is related to rules for effective communication. The organization, for the success of the communication campaigns, relays to have a clear key message. The corporate identity design elements are based mainly on logo, brand colours and business cards.

### ***External Communication Plan***

The organization has an External Communication Plan that change annually.

### ***Methods for information toward colleagues about key SD developments and collaboration with other organizations in SD topics***

The method used to inform colleagues about SD is based on email and face to face meetings. The organization does not collaborate with any other organizations in the same SD topics.

### ***Target audience for SD***

The target audience in SD for the organization is composed by all the organizations mentioned in the questionnaire, with a high ranking for importance the Eos and FIEC. All the other organizations mentioned in the list of the question, have less relevance and importance.

### ***Communication channels for external communication***

The organization uses for external communication, face to face or personal communication, Media Communications (print media, broadcasting (radio and television), etc. and Written Methods of Communication (statements, articles, reports, interviews, etc.). The Electronic Communications Channels used are email, own website.

### ***Communication tools for internal and external communication***

For the internal and external communication, the organization uses emails and phones.

### ***Participation of representatives of the organization in Educational trainings in the field of PR and Communication, budget for communication purposes and other issues***

No participation in any Education trainings is envisaged. The organization does not allocate any budget for communication purposes. No other issues are marked.

## **Hungary**

**Organization:** Employers' association - National (Hungarian) Association of Entrepreneurs and Employers

### ***Visibility, Communication practices and successful communication campaign***

The organization to tackle its visibility, uses logo, website, specific messages, organization of topical events. The process of attraction and retain members to the organization is made by the support of the country offices. The organization has not any specific documents that define the communication practices. The organization, for the success of the communication campaigns, relays to have a clear key message. The corporate identity design elements are based mainly on logo, brand colours and business cards.

### ***External Communication Plan***

The organization has an External Communication Plan that change annually.

### ***Methods for information toward colleagues about key SD developments and collaboration with other organizations in SD topics***

The method used to inform colleagues about SD is based on email general meetings and other communication channels (website, intranet). The organization collaborates with other organizations and branch associations in the same SD topics, taking part in the tripartite and bipartite social dialogue. The collaboration is a must but not always successful.

### ***Target audience for SD***

The target audience in SD for the organization is composed by all the organizations mentioned in the questionnaire, except FIEC and EFBWW, with a high ranking for importance for Local and regional public authorities, Business clubs, Online and Print Media, Consultation bodies and entrepreneurs including organization's members. All the other organizations mentioned in the list of the question, have less relevance and importance.

### ***Communication channels for external communication***

The organization uses for external communication, face to face or personal communication, Media Communications (print media, broadcasting (radio and television), etc. and Written Methods of Communication (statements, articles, reports, interviews, etc.). The Electronic Communications Channels used are email, internet, own website, Facebook and Collaboration Tools such as teams, idloom wall.

### ***Communication tools for internal and external communication***

For the internal and external communication, the organization uses emails, phones and Video and web conferencing tools (Skype, Zoom, Microsoft Teams etc.).

### ***Participation of representatives of the organization in Educational trainings in the field of PR and Communication, budget for communication purposes and other issues***

No participation in any Education trainings is envisaged. The organization does not allocate any budget for communication purposes. No other issues are marked.

## **Cyprus**

**Organization:** Federation of the Building Contractors Associations (OSEOK)

### ***Visibility, Communication practices and successful communication campaign***

The organization to tackle its visibility, uses website, position papers, Brand design and management, specific messages and organization of topical events. The process of attraction and retain members to the organization is made by using invitation letters, core activities targeted to members and face to face meeting. The documents that define the communication practices of the organization is related to invitation to open discussion. The organization, for the success of the communication campaigns, relays into setting a campaign objective attractively and of broad interest, to structure message on target audience and to Media communication plan. The corporate identity design elements are based mainly on logo, business cards, brochures and company vehicles.

### ***External Communication Plan***

The organization has not an External communication plan.

### ***Methods for information toward colleagues about key SD developments and collaboration with other organizations in SD topics***

The method used to inform colleagues about SD is based on email, face to face and general meetings. The organization collaborates with other organizations in the same SD topics, by open discussions in the contest of the SD between the social partners, as the Labour Department, the Employers Organizations (Employers and Industrialists Federation, Contractors Associations Federation) and the Trade Unions.

### ***Target audience for SD***

The organization has a wide range of target audience for SD, all the organizations included in the list of the specific question, except the political parties and with particular reference, having a high rate, to EOs, TUs, NGOs, Research organizations, local public authorities, regional and national public authorities, VET centres, VET schools, similar interest organizations, Business clubs, Online and print media, consultation body, FIEC, EFBWW, members of European Parliament, ETEK (Technical Chamber of Cyprus), while all the others listed have less relevance and importance.

### ***Communication channels for external communication***

The organization uses for external communication, the face to face or personal meetings, written Methods of Communication (statements, articles, reports, interviews, etc.) and Electronic Communications Channels (email, websites, intranet (idloom-wall, Teams, etc.), with particular reference to email, internet, own website and Facebook.

### ***Communication tools for internal and external communication***

For the internal and external communication, the organization uses all the tools covered by the question list.

### ***Participation of representatives of the organization in Educational trainings in the field of PR and Communication, budget for communication purposes and other issues***

No participation in any Education trainings is envisaged. The organization allocated budget for particular campaigns. No other issues are marked.



## Croatia

**Organization:** Trade Union of Construction Industry of Croatia (SGH)

### ***Visibility, Communication practices and successful communication campaign***

The organization to tackle its visibility, uses all the tools included in the specific question. The process of attraction and retain members to the organization is made by using all the tools included in the specific question. The organization has not any specific documents that define the communication practices. The organization, for the success of the communication campaigns, relays into setting a campaign objective attractively and of broad interest, to have a clear key message and to Media communication plan. The corporate identity design elements are based mainly on logo, uniforms or colours worn by team members, company vehicles, business cards, brochure and visual appearance of gifts.

### ***External Communication Plan***

The organization has not an External communication plan.

### ***Methods for information toward colleagues about key SD developments and collaboration with other organizations in SD topics***

The organization collaborates with other organization dealing with the same SD topics with HUP-UPG via Social council for construction industry. The method used to inform colleagues about SD is based on using all the methods mentioned in the specific question.

### ***Target audience for SD***

The target audience for SD of the organization covers a wide range of different organization with a different level of importance. The most important target audience for SD are Eos, TUs, national public Authorities and TU members and non-unionized workers. The research organizations, NGOs, local and regional Public Authorities, have less or medium relevance for the organization.

### ***Communication channels for external communication***

The communication channels used for external communication by the organization are Face to face or personal communication, Media Communications (print media, broadcasting (radio and television), etc., Written Methods of Communication (statements, articles, reports, interviews, etc.) and Electronic Communications Channels as email, own website, Facebook and collaboration tools such as teams and idloom wall.

### ***Communication tools for internal and external communication***

The internal and external communication tools are based in all the tools listed in the questionnaire.

### ***Participation of representatives of the organization in Educational trainings in the field of PR and Communication, budget for communication purposes and other issues***

No participation in any Education trainings is envisaged. The organization allocated budget for particular campaigns. No other issues are marked.

## **Croatia**

**Organization:** Croatian Employers' Association - Construction Employers' Association

### ***Visibility, Communication practices and successful communication campaign***

The organization tackles the needs for its visibility through logo, website, specific messages, position papers and organization of topical events. The attraction and retain of new members to the organization is ensured by invitation letters, specific messages, core activities target at members and face to face meetings. The organization's communication practices are based on specific documents as communication plan, communication principles and rules for effective communication. To ensure successful communication campaigns, the organization uses setting a campaign objective attractively and of broad interest, having a clear key message, to structure the message based on the target audience and Media communications plan (incl. media coverage, press releases, etc.). The corporate identity design elements are based on logo, brand colours, business cards and brochures.

### ***External Communication Plan***

The organization has an external communication plan that changes quarterly.

### ***Methods for information toward colleagues about key SD developments and collaboration with other organizations in SD topics***

The communication toward colleagues about key SD developments is ensured by e-mail and general meetings. The organization does not collaborate with any other organization dealing with SD topics.

### ***Target audience for SD***

The target audience for SD of the organization covers only TUs and National Public authorities, with a high rate of importance.

### ***Communication channels for external communication***

The communication channels used for external communication by the organization are Face to face or personal communication, Media Communications (print media, broadcasting (radio and television), etc., Mobile Communications Channels (Viber, WhatsUp, etc.), Written Methods of Communication (statements, articles, reports, interviews, etc.) and Electronic Communications Channels as email, internet, own website, LinkedIn, Collaboration tools such as Teams, idloom wall.

### ***Communication tools for internal and external communication***

The internal and external communication tools are based in all the tools listed in the questionnaire, except mail.

### ***Participation of representatives of the organization in Educational trainings in the field of PR and Communication, budget for communication purposes and other issues***

The representatives of the organization participate in Media training courses. The organization allocates budget for particular campaigns. No other issues are marked.

## **Croatia**

**Organization:** Union of Autonomous Trade Unions of Croatia

### ***Visibility, Communication practices and successful communication campaign***

The organization tackles the needs for its visibility through logo, website, brand design and management and position papers. The attraction and retain of new members to the organization is ensured by core activities target at members. The organization's communication practices are based on a communication strategy. To ensure successful communication campaigns, the organization uses a clear key message and Media communications plan (incl. media coverage, press releases, etc.). The corporate identity design elements are based on logo, brand colours, uniforms or colours worn by team members, business cards, stationery and brochures.

### ***External Communication Plan***

The organization has an external communication plan that changes quarterly.

### ***Methods for information toward colleagues about key SD developments and collaboration with other organizations in SD topics***

The communication toward colleagues about key SD developments is ensured by face to face and general meetings. The organization collaborates with other organization dealing with SD topics carrying out common actions.

### ***Target audience for SD***

The target audience for SD of the organization covers a wide range of different organization with a different level of importance. The most important target audience for SD are TUs, Research organizations, similar interest organizations, Online and Print Media, Consultation bodies and political parties. All the others listed in the questionnaire have less or medium relevance for the organization.

### ***Communication channels for external communication***

The organization uses a wide range of communication tools for external communication, in particular all those ones mentioned in the questionnaire. For the Electronic Communication channels uses emails, internet, own website and Facebook.

### ***Communication tools for internal and external communication***

For the internal and external communication, the organization uses e-mails and social Networking websites.

### ***Participation of representatives of the organization in Educational trainings in the field of PR and Communication, budget for communication purposes and other issues***

The representatives of the organization participate in Public speaking training courses. The organization does not allocate budget for communication purposes. No other issues are marked.

## **Croatia**

**Organization:** Trade Union of Construction Industry of Croatia (SGH)

### ***Visibility, Communication practices and successful communication campaign***

The organization to tackles its visibility, uses logo, website, organization of topical events and campaigns. The process of attraction and retain members to the organization is made by using specific messages, core activities targeted to members and Facebook demonstration. The documents that define the communication practices of the organization is a communication plan. The organization, for the success of the communication campaigns, relays into have a clear key message, to structure message on target audience and on Media Communication plan. The corporate identity design elements are based mainly on logo, brand colours, business cards, brochures, book covers and product packaging.

### ***External Communication Plan***

The organization has an external communication plan that changes quarterly.

### ***Methods for information toward colleagues about key SD developments and collaboration with other organizations in SD topics***

The communication toward colleagues about key SD developments is ensured by emails, general meetings and other communication channels (website, intranet, etc.). The organization collaborates with other organization in SD topics, in join campaigning on trade union topics (minimum wage, etc.).

### ***Target audience for SD***

The target audience in SD for the organization is composed by all the organizations mentioned in the questionnaire, with a high ranking for importance the TUs, research organizations, NGOs, similar interest organizations. All the others listed in the questionnaire have less or medium relevance for the organization

### ***Communication channels for external communication***

The organization uses for external communication are Media Communications (print media, broadcasting (radio and television), Written Methods of Communication (statements, articles, reports, interviews, etc. and Electronic Communications Channels as email, internet, own website, external websites, Facebook and Collaboration Tools as Teams, idloom wall.

### ***Communication tools for internal and external communication***

The tools used by the organization are E-mails, phones, video and social networking websites.

### ***Participation of representatives of the organization in Educational trainings in the field of PR and Communication, budget for communication purposes and other issues***

The representatives of the organization participate in Education trainings several times, on national and regional level, on some projects carried out by the organization and some of them organized by ETUI. The organization does not allocate budget for communication purposes. No other issues are marked.

## **Greece**

**Organization:** Panhellenic Association of Engineers Contractors of Public Works (PEDMEDE)

### ***Visibility, Communication practices and successful communication campaign***

The organization tackles the needs for its visibility through logo, website, position papers, organization of topical events and dissemination of a weekly based Newsletter to its members. The attraction and retain of new members to the organization is ensured by core activities target at members and face to face meetings. The organization's communication practices is based on specific documents as communication principles. To ensure successful communication campaigns, the organization uses setting a campaign objective attractively and of broad interest, having a clear key message and Media communications plan (incl. media coverage, press releases, etc.). The corporate identity design elements are based on logo, brand colours, business cards and brochures.

### ***External Communication Plan***

The organization has not an External communication plan.

### ***Methods for information toward colleagues about key SD developments and collaboration with other organizations in SD topics***

The communication toward colleagues about key SD developments is ensured by emails and general meetings. The organization does not collaborate with any other organization in SD topics.

### ***Target audience for SD***

The target audience for SD of the organization covers a wide range of different organization with a different level of importance. The most important target audience for SD are Eos, local public Authorities, Regional public Authorities, National Public Authorities, similar interest organizations, political parties, FIEC, EFBWW and members of European Parliament. All the others listed in the questionnaire have less or medium relevance for the organization.

### ***Communication channels for external communication***

The communication channels used for external communication by the organization are Written Methods of Communication (statements, articles, reports, interviews, etc.) and Electronic Communications Channels (email, websites, intranet (idloom-wall, Teams, etc.), websites, social media platforms (Facebook, LinkedIn, Twitter, etc.).

### ***Communication tools for internal and external communication***

The internal and external communication tools are based in all the tools listed in the questionnaire.

***Participation of representatives of the organization in Educational trainings in the field of PR and Communication, budget for communication purposes and other issues***

No participation in any Education trainings is envisaged. The organization allocated budget for particular campaigns. No other issues are marked

**Organizations at EU level**

**Organization:** European Federation of Building and Woodworkers (EFBWW)

***Visibility, Communication practices and successful communication campaign***

The organization tackles the needs for its visibility through logo, website, specific messages, position papers, organization of topical events. The attraction and retain of new members to the organization is ensured by invitation letters and core activities target at members. The organization's communication practices are based on communication strategy. To ensure successful communication campaigns, the organization uses setting a campaign objective attractively and of broad interest, having a clear key message, to structure the message based on the target audience and Media communications plan (incl. media coverage, press releases, etc.) and internal communication plan. The corporate identity design elements are based on logo and brand colours.

***External Communication Plan***

The organization has an external communication plan that changes annually.

***Methods for information toward colleagues about key SD developments and collaboration with other organizations in SD topics***

The organization uses different tools as face to face and general meetings to inform colleagues about key SD developments. The organization collaborates with FIEC on SD topics.

***Target audience for SD***

The target audience of the organizations in SD topics, with a high involvement, as TUs, research organizations, similar interest organizations, Political parties, FIEC and EFBWW. With some of the other organizations listed in the related question, the organization has a less engagement.

***Communication channels for external communication***

The organization uses tools to support external communication mainly Electronic Communication channels as email, own website, external websites, Facebook, LinkedIn and Twitter.



### ***Communication tools for internal and external communication***

The organization uses a communication tools for internal and external communication as email, Video and web conferencing tools and social network websites.

### ***Participation of representatives of the organization in Educational trainings in the field of PR and Communication, budget for communication purposes and other issues***

No participation in any Education trainings is envisaged. The organization allocates annual budget for communication purposes. No other issues are marked.

## **Organizations at EU level**

**Organization:** European Construction Industry Federation (FIEC))

### ***Visibility, Communication practices and successful communication campaign***

The organization uses different tools to tackle its image, as logo, website, specific messages, position papers, organization of topical event and newsletter and social media. New members are attracted by using specific messages, core activities targeted to the members and face to face meetings. The communication practices are based on the use of Vice President Communication and a communication assistant. The communication procedure is defined in a strategic document. The success of the communication campaigns is ensured by all the tools mentioned into the specific question and with the coordination of all stakeholders involved in the campaign. The organization corporate identity design elements are based on logo, brand colours, business cards, stationery and brochures.

### ***External Communication Plan***

The organization has not a specific external communication Plan.

### ***Methods for information toward colleagues about key SD developments and collaboration with other organizations in SD topics***

The organization uses different tools as emails, face to face and general meetings and other communication channels (website, intranet, etc.) to inform colleagues about key SD developments. The organization has collaboration on SD topics on case by case basis.

### ***Target audience for SD***

The organization has a large target audience in SD topics, with a high involvement especially related to EOs, TUs, National Public Authorities, Online and Print Media, Political parties, FIEC, EFBWW and Members of European Parliament. A less engagement with all the others listed in the related question.

### ***Communication channels for external communication***

The channels used for external communication are mainly based on the use of face to face or personal communication, Media Communication, written methods of communication and some social media and Electronic Communication channels as email, internet, own website, LinkedIn, Twitter and Collaboration tools such as Teams, idloom wall.

### ***Communication tools for internal and external communication***

The organization uses a wide range of communication tools for internal and external communication, in particular all those ones mentioned in the questionnaire, except mail.

### ***Participation of representatives of the organization in Educational trainings in the field of PR and Communication, budget for communication purposes and other issues***

The communication assistant of the organization participates in some Education trainings. The organization allocates annual budget and budget for particular campaigns. No other issues are marked. The organization allocates annual budget for communication purposes. No other issues are marked.

## 7. Conclusions for Partner Countries

### Bulgaria

Overall, the Bulgarian organizations that fulfilled the questionnaire, present as a whole, structures that have an articulated and well-defined system in the management of communication processes, both internal and external, and social dialogue, having also defined a vast network of collaborations with other organizations that are interested in issues related to social dialogue. Most of them, with particular reference to the Confederation of Employers and Industrialists in Bulgaria (KRIB), Federation of Independent Trade Unions in Construction (FITUC) and Federation of Construction, Industry and Water Supply (FCIW Podkrepa), has an external communication plan that support the development and implementation of their communication activities. All the organizations use a wide range of communication channels and tools to foster their internal and external communication. All of them allocate, with different purposes, an annual budget or a budget for particular campaigns to sustain the communication purposes. Only the representatives of the Federation of Construction, Industry and Water Supply (FCIW Podkrepa) and the Confederation of Employers and Industrialists in Bulgaria (KRIB) participate in educational trainings in the field of SD.

Elements that would foster a more effective social dialogue at national level include more human and financial resources dedicated to the SD process and more dedicated communication plans and activities.

### Slovenia

The Slovenian Organizations, the Chamber of Construction and Building Materials Industry of Slovenia at the Chamber of Commerce and Industry of Slovenia (CCBMIS - CCIS) and the Trade Union of Construction Industry Workers of Slovenia (SDGD), have different tools used to tackle their visibility, to attract new members to the organization and to sustain the internal and external communication processes, having a wide range of tools. Both organizations have, with a different ranking for importance, a large network of organizations with which they develop collaborations to sustain the social dialogue process. Only the Trade Union of Construction Industry Workers of Slovenia (SDGD) has an external communication plan and provides educational trainings for its representatives, for appearing in front of the Media. Both organizations, for communication purposes, allocate budget for particular campaigns.

Thus shows, overall, that the Slovenian organization give particular relevance to the Social Dialogue process sustaining it with different tools and efforts. Potential structural gaps at national level identified in the research include lack of representativeness who participate in educational trainings, developing the skills and expertise to foster the SD process.

## Cyprus

The Federation of the Building Contractors Associations (OSEOK) uses different ordinary tools to tackle its visibility and for the attraction of new members. The organization has not an External communication plan, it has a wide range of collaboration with other organizations dealing with SD topics, with a large range of target audience with different level of importance. The communication channels for external communication as the tools used for internal and external communication, cover a different and various spectrum of tools and channels, giving to the organization a high potentiality to adequately support the various communication process toward the different audience, also if the organization has not an External communication plan. Potential structural gaps at national level identified in the research include lack of representativeness that participate to educational trainings to foster the SD process and a more dedicated communication tools, plan, activities and channels dedicated to support the social dialogue process. Specific skills (such as industrial relations, negotiation, research and analysis, policymaking, advocacy, and soft and digital skills) should be supported.

## Croatia

The Croatian organizations, Croatian Employers' Association, the Construction Employers' Association and the Union of Autonomous Trade Unions of Croatia present overall the use of large and different tools, practices and approaches by which they tackle their visibility, corporate identity, the attraction of new member into the organization and they foster the whole communication process. All the organizations have an external communication plan that they change quarterly. The organizations, except the Croatian Employers' Association - Construction Employers' Association, collaborate with other organization dealing with SD topics carrying out common actions. The communication tools used for internal and external communication and the channels used for external communication, cover a wide range of tools and channels, providing an average high level of the organizations in dealing with the communication activities towards the different audience. All the organizations provide educational trainings for their representatives in different fields and topics, as Media and public speaking training courses. Only the Croatian Employers' Association - Construction Employers' Association allocates budget for particular communication campaigns. As whole, the organizations present an overall good level of implementation, development and improvement of communication activities and social dialogue process, showing a particular attention towards the thematic aspects of communication and social dialogue. Potential improvements could envisage in reinforcing and highlighting the methods for information toward colleagues about key SD developments and the collaboration with other organizations in SD topics

## Hungary

The Hungarian organizations, Association of the Trade Unions of Construction, the Wood and Building Materials Workers (ÉFÉDOSZSZ employer's association - National (Hungarian), the Association of Entrepreneurs and Employers and the National Federation of Hungarian Building Contractors (EVOSZ), as whole, present a high level of communication capacity, using different tools to support and to tackle their visibility and corporate identity. All the Hungarian organizations have an External Communication plan that is changed annually. As whole, the target audience for SD topics covers all the mentioned organizations listed in the questionnaire with a different level of importance. The tools and channels used for internal and external communication are different organization by organization but, as whole, cover a wide range.

The organizations, except the National Federation of Hungarian Building Contractors (EVOSZ), collaborate with other organizations in the same SD topics, by joint actions and publications and taking part in the tripartite and bipartite social dialogue. All the organizations don't provide the participation in any Education trainings of their representatives. The organizations don't allocate any budget for communication purposes. Potential structural gaps, at national level, can be identified in the lack of representatives of the organizations that participate in educational trainings and the lack of a dedicated budget for communication purposes.

## Greece

The Greek Panhellenic Association of Engineers Contractors of Public Works (PEDMEDE) presents a whole communication structure based on the use of common and traditional tools and channels that cover a large range of communication activities, internal and external. In this sense, the organization uses all the tools and channels mentioned in the questionnaire. The organization has not a dedicated external communication plan and does not provide any educational trainings for its representatives in SD topics.

The target audience for SD covers all the most relevant organizations involved in this process with a different level of relevance and importance for the organization. In this sphere a structural gap can be identified in the fact that the organization does not collaborate with any other organization in SD topics. Except this, elements that would foster a more effective social dialogue at national level include more human and financial resources dedicated to the SD process and a more dedicated communication plans and activities to support the SD process and a more dedicated educational training for developing organization's representative's skills and expertise in the communication process to foster the SD activities. The organization, in this sense, should be assisted in its efforts to increase its membership representativeness and capacity to negotiate and implement agreements

## **8. Summary Conclusions**

Some common mismatches and skills gaps have been identified in the survey results that could have an adverse effect on SD activities and achievements. An instance in that respect is the lack of understandings among a great number of respondents that communication plans are logically based on communication policies and communication strategies. Therefore, they need to improve their existing communication practices and some of the capacity building events should focus on clarifications what a good communication policy, strategy and plan is, and to emphasize on the improvement of the existing communication practices, e.g. better utilization of various communication tools and channels, networking, attracting members, developing an ability to write strong messages for various communication channels, facilitating communication tools, etc.

A negative aspect has become evident from the survey as well – no educational training in SD topics have been organized for the representatives of most PPs so far. An emphasis should be laid as well on the attraction of new members to the organisations.

Gospodarska  
zbornica  
Slovenije

Chamber of Commerce  
and Industry of Slovenia

Chamber of Construction  
and Building Materials Industry  
of Slovenia - CCBMIS



European Federation  
of Building  
and Woodworkers



КАМАРА НА СТРОИТЕЛИТЕ В БЪЛГАРИЯ  
BULGARIAN CONSTRUCTION CHAMBER



ΠΑΝΕΛΛΗΝΙΑ ΕΝΩΣΗ ΔΙΠΛΩΜΑΤΟΥΧΩΝ  
ΜΗΧΑΝΙΚΩΝ ΕΡΓΟΛΗΠΤΩΝ ΔΗΜΟΣΙΩΝ ΕΡΓΩΝ  
PANHELLENIC ASSOCIATION OF ENGINEERS  
CONTRACTORS OF PUBLIC WORKS



FEDERATION OF THE BUILDING  
CONTRACTORS ASSOCIATIONS OF CYPRUS