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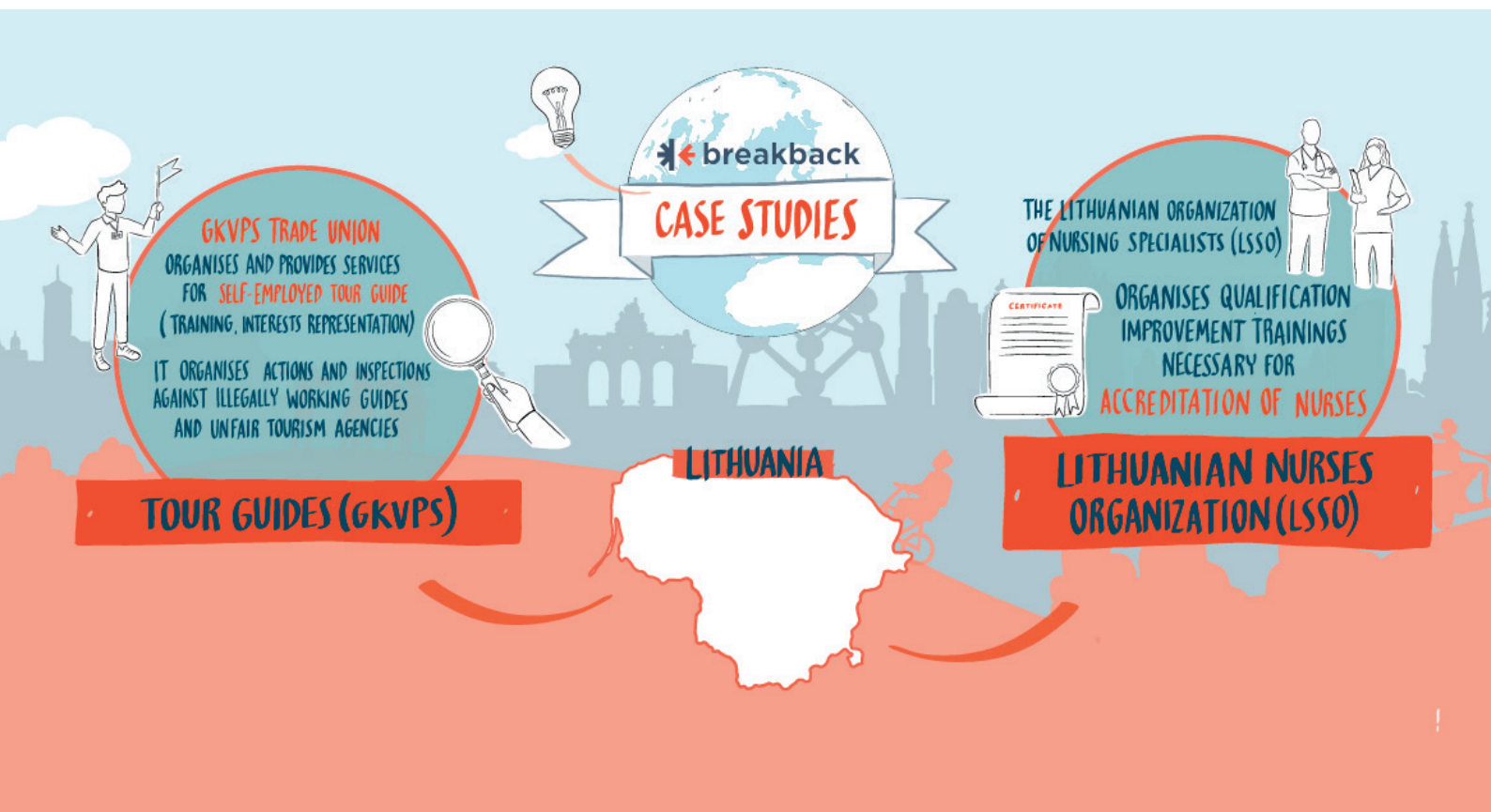


COUNTRY REPORT



LITHUANIA

Lietuvos socialinių mokslų centras





Break up to get back together

The impact of unionisation through innovative service provision on union membership and industrial relations

COUNTRY REPORT LITHUANIA

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**BreakBack – Break up to get back together.
The impact of unionisation through innovative service provision on union membership and industrial relations**

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WE REFER TO:

EMPLOYEES IDENTIFIED AS "VULNERABLE"

FOCUS

breakback



A UNION STRATEGY THROUGH SERVICES PROVISION TO:

ENHANCE MEMBERSHIP

REVITALIZE ACTION

THE PURPOSE:

- HOW UNIONS RESPOND TO INDIVIDUALISATION
- EVALUATING IMPACT OF SERVICES ON MEMBERSHIP



RELAUNCH
AN INCLUSIVE
SOCIAL DIALOGUE

BREAK BACK HAS
3 MAIN
AIMS



GOALS

1. TO ASSESS WHICH
STRATEGIES TRADE
UNIONS ADOPT TO
OVERCOME WORKERS
DISAFFECTION

3. TO EVALUATE THE
EFFECTIVENESS OF
THESE MEMBERSHIP
REVITALIZATION
STRATEGIES

2. TO COLLECT
AND DESCRIBE
THE VARIETY OF SERVICES
PROVIDED IN 5 EU
MEMBER STATES

EVALUATE WHETHER
THE PROVISION OF SERVICES
LEADS TO A UNION
MEMBERSHIP INCREASE!

THE HYPOTHESIS:

TRADE UNIONS
ARE EXPERIMENTING
A "CUSTOMISATION"
OF THEIR ACTIVITIES





First part

The National Industrial Relations System

1.1. Baseline information

Economic and labour market situation

Over the 2010-2018 period, the Lithuanian economy was growing quite rapidly, with annual growth averaging 3%, and was well above the EU-28 average throughout the period. However, the economic crisis in late 2008 had a major adverse effect on the country's economy. Lithuania was among the countries facing the greatest shrinkage in gross domestic product (GDP) (in 2009, GDP in Lithuania fell by almost 15%). In spite of strong economic growth in recent years, Lithuania's real GDP per capita is still well below the EU-28 average. Although the Lithuania's real GDP per capita increased from EUR 9800 in 2007 to EUR 13300 in 2018, this indicator was less than half of the EU-28 average which stood at EUR 28200 in 2018. In 2018, the unemployment rate in Lithuania was 6.3%. It fell by 11.3 percentage points compared to 2010 when this indicator was the highest in Lithuania (18.1%). Over the 2007-2018 period, youth (aged 15-24) unemployment rates were the highest in Lithuania, standing at 11.1% in 2018, as compared to 35.7% in 2010. Likewise, with the onset of the economic downturn, unemployment levels among men increased significantly more compared to women and remained higher throughout the period at issue.

Against a background of economic growth and falling unemployment, earnings of Lithuanian residents started to rise gradually. Annual net earnings of four-

person families almost doubled between 2007 and 2018 (from EUR 8393 to EUR 15529). However, Lithuania's annual net earnings are nonetheless rather low compared to the average in the EU-28 (EUR 45405 in 2018).

Low wages and salaries in the country (though GDP per capita in Lithuania is approx. twice lower comparing to EU average, the average wage is lower almost three times) are mainly determined by relatively weak bargaining power of trade unions and in general – not significant role of industrial relations in determining working conditions and wage levels in the country (for more details see below).

The main area in the labour market where collective bargaining has rather significant impact is the establishment of the level of minimum wage and the impact on decision making processes in the area of social and labour market policy, including labour legislation at national level. Both trade unions and employers' organisations discuss and adopt decisions on the level of the minimum wage and are able to influence the majority of reforms implemented/ planned in the country through the participation in the activities of the Tripartite Council of the Republic of Lithuania (Lietuvos Respublikos trišalė taryba, LRTT) (MLP, 2018) (for more details on the LRTT see below).

Increases in minimum monthly wage (MMW) had a considerable effect on the increase in income in Lithuania. According to the Statistics Lithuania (Lietuvos statistikos departamentas, LSD), the MMW more than doubled in Lithuania from EUR 188 in

2007 to EUR 430¹ in 2019. The MMW is expected to increase further in Lithuania. It has been already agreed that MMW before taxes would be EUR 607 (or EUR 471 in accordance with the old taxation system) in Lithuania with effect from 1 January 2020, representing a 9.4 % increase compared to 2019 (MLP, 2019).

Industrial relations in Lithuania

According to the Labour Code of the Republic of Lithuania (LC), collective agreements in Lithuania could be concluded at five different levels: national or cross-sectoral; territorial; sectoral, including production, services and professions; employer or company; and workplace or plant. According to the LC the latter is possible only in cases stipulated in collective agreements concluded at the national, sectoral or company levels.

Even though the Labour Code provides for, and defines options for concluding, collective agreements at different levels, company-level agreements are not very common, but nevertheless dominant in practice. There are several recently (in 2017-2019) signed sectoral collective agreements in the public sector, covering some remuneration issues, but their implementation is still in progress. Despite several agreements of general nature signed between trade unions, employers' organizations, government and NGOs at the national level, there is only one national-level collective agreement first signed in 2018 (and renewed in 2019) covering some remuneration related issues of public sector employees.

The current situation is strongly influenced by the absence of industrial relations tradition at company level evidenced by the low trade union density, and is closely related to the poor financial and human capacities, including legal, analytical and organisational skills, of trade union organizations, which impedes collective bargaining development at company level.

The almost absent² collective (wage) bargaining at the sectoral level is determined by several factors, which differ between the public and private sectors. In the public sector all main employment and working conditions, including remuneration issues, are rather strictly regulated by national legislation; thus, there is little room for manoeuvre for sectoral collective bargaining. In the private sector, there is an incongruity between the respective structures of sectoral trade unions and sectoral employers' organizations that has prevented the parties from engaging in collective bargaining. Moreover, employers' organizations have been reluctant to take up the role of sectoral social partners and/or sign collective agreements, claiming the absence of a mandate from their members to do so (Blaziene, 2017).

Though there are actually no real (i.e. having significant impact on social and labour conditions in the country) national level collective agreements, as already mentioned, the main national tripartite social dialogue institution – the Tripartite Council of the Republic of Lithuania – plays an important role in the decision-making process in the area of social and working life in Lithuania. The Council, together with specialised tripartite councils and commissions as well as tripartite councils under local municipalities is the main scene of interaction between public authorities and social partners (Blaziene, 2019). The LRTT was established in 1995 following an agreement on tripartite partnership signed by the government, trade unions and employers' organisations. The LRTT is based on the principle of equal tripartite partnership and seeks to tackle social, economic and labour problems by mutual agreement of the parties. All legislative drafts submitted to the parliament on relevant labour, social and economic issues are supposed to be agreed in advance at the LRTT.

1. due to changes in taxation – EUR 555

2. Only few recently signed sectoral collective agreements in the public (e.g. health care, education, social services) sector include some remuneration related clauses.

The new Labour Code enacted since 1 July 2017 introduced nine criteria on the basis of which social partner organisations can be represented at the LRTT. The most important criteria are: membership of international trade union or employers' organisations, having members or representatives in different regions or industries, being active for at least three years, covering at least 0.5 per cent of the employees in the country for trade unions and having at least 3 per cent of salaried employees in the country employed by their companies for employers' organisations.

Six employers' organisations are currently represented in the Tripartite Council: the Lithuanian Confederation of Industrialists (Lietuvos pramoninkų konfederacija, LPK), the Confederation of Lithuanian Employers (Lietuvos darbdavių konfederacija, LDK), the Association of Lithuanian Chambers of Commerce, Industry and Crafts (Lietuvos prekybos, pramonės ir amatų rūmų asociacija, LPPARA), the Chamber of Agriculture of the Republic of Lithuania (Lietuvos Respublikos Žemės ūkio rūmai, LRŽŪR), the Investors' Forum (Investuotojų forumas, IF) and the Lithuanian Business Confederation (Lietuvos verslo konfederacija, LVK). The last two organisations listed joined the Council only in 2017. There are two main national trade union confederations in Lithuania: the Lithuanian Trade Union Confederation (Lietuvos profesinių sąjungų konfederacija, LPSK) and the Lithuanian trade union Solidarumas (Lietuvos profesinė sąjunga 'Solidarumas', LPS 'Solidarumas'). Since the outset of 2017 one more trade union confederation joined the Tripartite Council: the Lithuanian trade union Sandrauga (Lietuvos profesinė sąjunga 'Sandrauga', LPS 'Sandrauga').

Almost all national organisations of employers and trade unions have both industrial and territorial affiliates. The strongest industrial unions are in the public sector, particularly in education and health care. The most active trade unions in the private sector operate in the food industry and transport (Blaziene, 2019).

Collective bargaining

As already mentioned, comparing to other EU Member States Lithuania can be regarded as country having one of the least developed systems of industrial relations. Trade union membership in Lithuania in general is quite low and during the last decade it has been steadily decreasing. According to LSD, between 2007 and 2018 the number of trade union members in Lithuania fell from 115,0 to 86,6 thousand, with trade union density thus falling from 9.3 % to 7.1 % (the exception was only year 2009 when both – the number of trade union members and trade unions density – slightly increased). In general public sector in Lithuania is more unionised comparing to the private one, however there is no statistical information allowing to ground this statement. Low trade union density, as well as a number of other related factors, determines the low collective bargaining coverage in the country. Lithuania is positioned towards the bottom of the EU ranking with regard to collective bargaining with coverage at 10% in 2012 (ICTWSS, 2019). According to other sources (Eurofound, 2013; Eurofound, 2017), this indicator might be somewhat higher, reaching 15%, however all estimations are based on experts' opinions only. According to European Company Survey (Eurofound, 2013), collective wage bargaining coverage of employees in private sector companies with establishments >10 employees (NACE B-S) is 19%. In such circumstances, it can reasonably be argued that collective agreements generally have no great influence on employment relations in Lithuania (Blaziene, 2019). Works councils in Lithuania were functioning since 2004, however they did not become important players in the system of industrial relation in Lithuania. Though till mid-2017 they had a right to conclude company level collective agreements, they were not very widespread in Lithuania³. From 1 July

■
3. According to the State Labour Inspectorate, around 5 per cent of entities that submitted information to the State Labour Inspectorate in 2016 had functioning work councils; according to Eurofound 2013, 15 per cent of private sector entities with more than 10 employees had works councils.



onwards, employers are obliged to initiate elections of works councils, however works councils represent employees only in information, consultation and other participatory procedures. The right to conduct collective bargaining and to sign collective agreements is granted exclusively to trade unions.

1.2. Trade unions

As written above, the main national trade union organisations in Lithuania are: the Lithuanian Trade Union Confederation, which represents approx. 50,000 members (4% of Lithuanian employees), and unites 26 sectorial trade unions and the Lithuanian Trade Union ‘Solidarumas’, which represents approx. 14,000 members (1% of Lithuanian employees) and unites 13 sectorial and 24 regional trade unions. There are also the Lithuanian Trade Union ‘Sandrauga’, which represents around 10,000 members (0.7 per cent of Lithuanian employees) and several other independent trade unions.

Lithuanian Trade Union Confederation

The Lithuanian Trade Union Confederation is the biggest national level trade union organisation in Lithuania. Currently it unites 26 sectorial trade unions. It also has Women’s Centre and LPSK Youth. LPSK was established on the 1 May 2002 after the merger of two national level trade union organisations: Lithuanian Trade Union Unification and Lithuanian Trade Union Centre. The Lithuanian Trade Union Confederation (LPSK) is a non-governmental organisation independent from public and managing authorities, employers and their organisations and also from public organisations and movements. The LPSK is a member of International Trade Union Confederation (ITUC), European Trade Union Confederation (ETUC), it also closely cooperates with the International Labour Organization (ILO). The Mission of the LPSK is to join and protect Lithuanian employees and influence governmental institutions in labour and

social issues. The main activity lines of the LPSK for 2018 – 2022 are as follows:

1. In the area of trade union movement and membership:
 - pursuing unification policies among Lithuanian trade unions;
 - admitting new members to the LPSK and enhancing TU activity at all levels of trade union activities;
 - pursuing trade union mergers in allied sectors;
 - promoting the implementation of a system for collecting single membership fee across sectors;
 - disseminating the idea of trade union movement and promotion of its importance;
 - holding campaigns on various social, economic, labour, employment and other issues;
 - setting up regional structures of the LPSK in Lithuania;
 - promoting equal opportunities;
 - assisting LPSK members in implementing programmes for attracting new members;
 - drawing up a legal draft providing for mandatory inclusion of employees’ representative in the management boards of employer companies.
2. In the area of social partnership and protection of trade union members’ rights:
 - development of social partnership at all levels, active participation in collaborating, reconciliation of interests, dealing with social, economic and industrial relations issues, and promoting collective agreements signing;
 - seeking higher wages and social benefits at all levels;
 - seeking a better balance between work and rest periods;
 - seeking MMW increases;
 - entering into national collective agreements;
 - promoting sectorial collective bargaining with a view to entering into collective agreements;
 - negotiating and signing national collective agreements in the budget sector on an annual basis, setting the basic amount for wages;
 - participating in the activities of social dialogue

- institutions of the Republic of Lithuania;
 - making proposals to the Seimas of the Republic of Lithuania, the Government, municipal institutions, employer organisations and political parties regarding the development, amendment or supplementation of laws and other regulations, promoting active social dialogue with the authorities;
 - influencing public policies by increasing employment and reducing undeclared work, the shadow economy and social exclusion;
 - setting up a labour inspection of the LPSK,
 - a• dvising LPSK members on labour law and OSH issues; cooperating with the State Labour Inspectorate (Valstybinė darbo inspekcija, VDI);
 - working towards application of job evaluation methodology in Lithuanian companies and organisations
3. In the area of education and training for trade union members:
- strengthening capacities among trade union members to actively participate in professional and trade union activities;
 - preparation of programmes for further training of trade union leaders;
 - organisation of training for WC members;
 - organisation of training for members of labour dispute commissions;
 - preparation of training programmes for new and young trade union members;
 - holding training, workshops and conferences; carrying out educational and awareness-raising activities for trade union members, leaders and employees;
 - carrying out studies and member surveys;
 - seeking to ensure LLL opportunities for trade union members and employees.
4. In the area of international activities:
- participation in ITUC and PERC activities, cooperation with European TUs and TUs from other countries worldwide for solidarity and social stability while following the idea of the unity of free and equal people;

- participation in ETUC activities; participation in European social dialogue and European Semester processes in cooperation with ETUC; representation of the interests of Lithuanian employees and trade union members in EU institutions;
- cooperation with the ILO in the implementation of international labour standards in Lithuania and representation of employees in ILO activities;
- participation in the activities of the Council of Baltic Sea States (CBSS) and the Baltic Sea Trade Union Network (BASTUN).

LPSK has representatives in various tripartite councils and commissions:

- Tripartite Council of the Republic of Lithuania (LRTT),
- Commissions and committees under the LRTT,
- Council of State Social Insurance Fund Board,
- Lithuanian Regional Policy Development Committee,
- Tripartite Council of the Lithuanian PES,
- Council of the State Social Health Insurance Fund.

Sectoral trade unions of the LPSK:

1. Lithuanian Association of Higher Education Institutions Trade Unions
2. Trade Union of Furniture and Woodworking Workers of Lithuania
3. Lithuanian Association of Railway Workers Trade Unions
4. Lithuanian Federation of Roads and Transport Workers Trade Unions
5. Lithuanian Trade Union of Commercial and Cooperative Employees
6. Lithuanian Federation of Culture Sector Trade Unions
7. Lithuanian Trade Union of Manufacturing Workers
8. Lithuanian Trade Union of Food Producers
9. Lithuanian Association of Metal Workers Trade Unions
10. Lithuanian Federation of Forest and Wood Workers Trade Unions



11. Professional association of Lithuanian radio and television creative employees
12. Lithuanian Federation of Theatres and Concert institutions Trade Unions
13. Lithuanian Service Employees Trade Union
14. Federation of Transport Employees
15. Lithuanian Federation of Industrial Trade Unions
16. Lithuanian Federation of Radio Electronic Industry Trade Union Organizations
17. Lithuanian Communication Employees Trade Union
18. Lithuanian Nurses' Organization
19. Lithuanian Trade Union of Health Care Employees
20. Lithuanian Education and Science Trade Union
21. Lithuanian Civil Servants, Budgetary and Public Institutions Employees' Trade Union
22. Lithuanian Federation of Water Transport Workers Trade Unions
23. Lithuanian Federation of Law Enforcement officers
24. Lithuanian Federation of Public Services Trade Unions
25. Lithuanian Federation of Agricultural Employees Trade Unions
26. Lithuanian Union of Journalists

LPSK Women's Centre established on 12 June 2002, to coordinate activities of affiliated women's organizations. Main objectives of the Centre are: to unite trade union women members; to involve women in trade union activities; to represent women's rights in seeking equal opportunities at work, society, politics and family; to fight with discrimination, exploitation, sex abuse. Main directions of activities of the Centre are education, training, consultation, information.

LPSK Youth Centre is non-governmental, non-profit organisation, uniting all LPSK members younger than 35 years old. Main objectives of the Centre are: to represent youth trade union

members in all levels, protect their interests in national authority, state institutions and collective agreements; to influence the process of drafting the laws, other legal acts important for youth; to organize youth education on legal, social, economic and cultural issues; to establish contacts and further cooperate with related youth organisations both in Lithuania and abroad; other. Main directions of the Centre's activities are: organising meetings, seminars, forums, during which youth is educated on different questions and similarly other cultural, sport, mass events; publicize and tackle trade union youth problems; to disseminate information on Youth Centre's activities and objectives.

Lithuanian Trade Union 'Solidarumas'

LPS Solidarumas (at that time known as the Lithuanian Workers' Union) was founded in 1989 as an organisation focused on the restoration of independence of the state of Lithuania. On 1 July 1990, the second congress of the organisation declared it to be a trade union and in 2002 the Lithuanian Workers' Union changed its name to LPS Solidarumas. LPS Solidarumas is a member of ITUC and ETUC, BASTUN, PERC, EZA (European Workers Problems Center), and other international associations.

LPS Solidarumas is a voluntary, autonomous, non-political trade union uniting employees of different areas on the basis of their self-determination. It represents and protects employees' professional, labour, economic and social rights and interests.

LPS Solidarumas has 13 sectoral trade unions and 24 regional trade unions, Women's Council and Youth Group. LPS Solidarumas has established Trade Union Labour Inspection as well. The confederation also has the Workers' Support Fund the aim of which is to support workers' families living in hardship.

The objectives declared by LPS Solidarumas are as follows:

- Uniting its members in the Republic of Lithuania irrespective of their citizenship;
- Pursuing gender equality in the labour market;
- Pursuing equal pay for women and men;
- Actions towards achieving the level of wages in Lithuania that is not lower than in other EU countries;
- Promoting social partnerships and social dialogue development;
- Exerting influence in social policies in pursuit of the best possible employment, economic and social conditions for employees;
- Promoting cooperation among trade unions in Lithuania and abroad;
- Promoting the establishment of new trade unions at company level and increasing the number of members of LPS Solidarumas.

LPS ‘Solidarumas’:

- Represents its members in relations with employers, organisations, public and managing authorities, and international organisations, defending the interests of its members in courts, labour dispute commissions, bailiff and notarial offices and other public and municipal institutions;
- initiates collective bargaining, participates in conclusion of collective agreements and sees to implementation thereof;
- participates in individual and industrial dispute procedures, including, where appropriate, organisation of strikes;
- consults its members on labour law issues;
- shares in the activities of organisations, commissions, committees and their councils representing the employed;
- presents proposals to public and municipal institutions regarding the adoption, amendment or cancellation of labour, OHS, economic and social legislation;
- holds meetings, workshops, rallies, demonstrations and other mass events;
- provides training and education for its members.

Sectoral TUs of LPS ‘Solidarumas’:

1. TU ‘Solidarumas’ of Hotels and Accommodation institutions
2. Guides and travel guides’ trade union ‘Solidarumas’
3. Career Specialists’ TU ‘Solidarumas’
4. Trade union ‘Solidarumas’ of Lithuanian Energetics
5. Trade union ‘Solidarumas’ of Employees of Lithuanian Art Schools
6. Trade union ‘Solidarumas’ of Lithuanian Manufacturing Companies
7. Lithuanian Social Workers’ TU ‘Solidarumas’
8. Trade union ‘Solidarumas’ of Medical Institutions’ Employees
9. Trade union of National Drama Theatre
10. Services and Tourism Trade Union ‘Solidarumas’
11. Constructors’ Trade Union ‘Solidarumas’
12. TU ‘Solidarumas’ of Education and Science
13. Federation of Transport Workers

Youth trade union ‘Solidarumas’ was established in 2011. Currently it has several territorial branches in various cities and regions of Lithuania. The main aims of the Youth Trade Union ‘Solidarumas’ include organising youth groups for active engagements in society, training future trade union leaders, defending the rights of young employees, and holding various training courses for its members in Lithuania and abroad. In 2018, with a view to preventing abuses by employers, LPS Solidarumas, in cooperation with the State Labour Inspectorate, established the **labour inspection**. The inspection is a structural unit of LPS Solidarumas subordinate to the chairperson and Coordination Council of LPS Solidarumas. The mission of the labour inspection is to monitor and control the compliance by the owners of companies, organisations, agencies and enterprises, employers, their representatives, civil servants, public officers and officials with labour, economic, social legislation, collective agreements and other agreements related to the rights and interests of employees represented by the trade unions.



Financing sources

In Lithuania, as in many other post-Soviet countries, the main trade union confederations inherited real estate, which is now leased out and makes up a significant part of confederal income in addition to membership fees. Such assets are at the disposal of the two main confederations, LPSK and LPS ‘Solidarumas’. Furthermore, the share of membership fees for two main confederations ranges from €0.10 to €0.50 per member per month and amounts to less than 50% of revenue. Figure 1 demonstrates that union income, the majority of which is income from real estate, accounts for a significant share of total union revenues: approximately 40% even if we take the national average of all unions possessing and non-possessing real estate. Thus, a part of income from real estate rental in the revenues of two main confederations’ is even higher. At the same time, this share varies greatly both between the confederations and between unions at different levels within the confederations. Other confederations such as the LPS ‘Sandrauga’ do not have inherited real estate, however, and therefore their main source of income is membership fees. In addition, it is worth mentioning here a rather unique example in Lithuania where, according to the legislation, any resident of the country can transfer 0.6% of the personal income tax paid by

him/her for the benefit of a union once a year. In such a way, trade unions are granted an additional possibility to receive income and thus strengthen their activities. Such transfers, however, do not represent a significant source of union revenues. It should be stressed that membership fees are not the main source of revenues for union confederations to a certain extent makes them relatively less dependent on membership fluctuations, although this does not divert them from one of their main goals, which is to increase membership (Blaziene, forthcoming).

Political role

The trade unions’ relationships with politicians in power depend to a large extent on the latter’s attitudes towards unionism and social dialogue in general. In periods when the ruling majority is made up of political parties that are more supportive of both the union movement and their role in the decision-making process, union standpoints are more visible, more and better agreements are made. For example, in 2016-2020, the government coalition was formed by the Lithuanian Farmers and Greens Union (Lietuvos valstiečių ir žaliųjų sąjunga, LVŽS), which positioned itself as political party favouring social dialogue with social partners. As a result, social dialogue greatly improved and a number

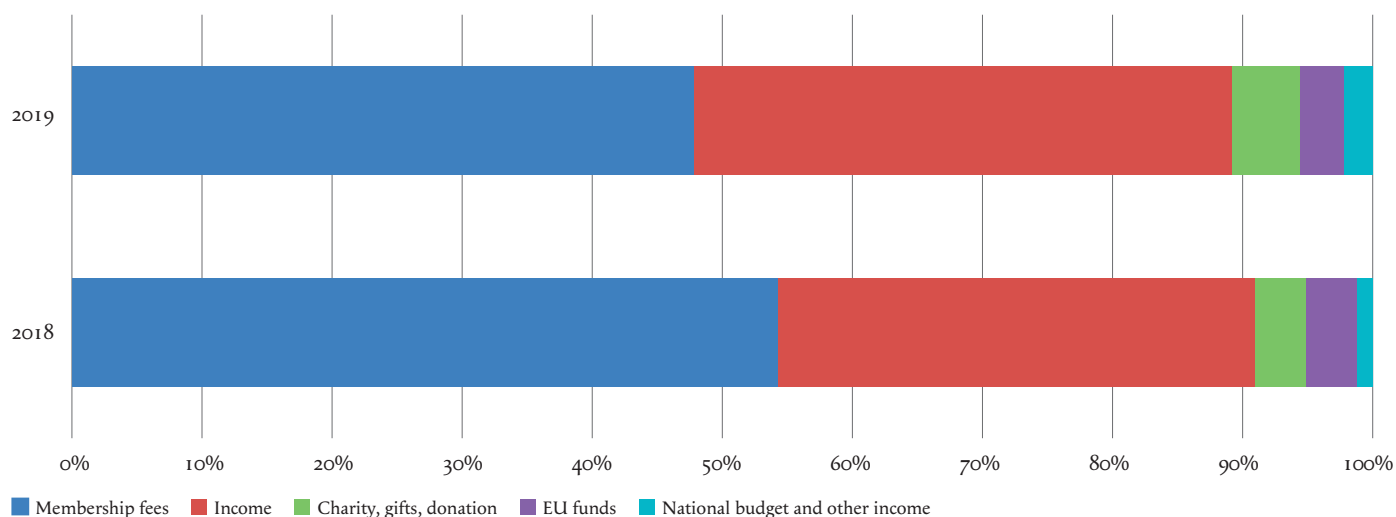


Figure 1 | Revenues of Lithuanian trade unions, 2018-2019
Source: LSD



of union-favourable national- and industrial-level collective agreements were signed in the public sector during this period. This increased the awareness and visibility of unions and encouraged more members to join unions. After the election of the President of Lithuania in 2019, meetings between the social partners and the President or his advisers have been organised on a regular basis to discuss issues relevant to the social partners (Blaziene, forthcoming).

Trade unions also use various other channels to influence national-level decision-making. The most important of these is the LRTT and other tripartite commissions and committees in which union confederations actively seek participation. The LRTT, together with specialised tripartite councils and commissions, and tripartite councils operating within local municipalities are the main scene of interaction between public authorities and social partners. The social partners in the LRTT discuss issues and present conclusions and proposals in the areas of labour, social and economic policy. Concerning these policy areas, the LRTT has the right to receive the information necessary for the work of the Council, to adopt decisions and submit conclusions and recommendations to the parties, and to conclude tripartite agreements. The Council meets at least once a month to discuss projects, proposed legal acts and other matters in relation to labour, social and economic issues. Discussions at the Tripartite Council are sometimes very severe, but once consensus is reached it is usually successfully implemented in practice (MLP 2018).

To influence decisions adopted by the Parliament or the government, union confederations try to follow the work of both these institutions and participate, as necessary, in the meetings of commissions and committees at the parliament and the government, express their position, meet with individual parliament members, and participate in the meetings of parliamentary factions. Seeking to further increase their influence on decision-making processes,

confederations adopted the practice of appointing their representatives for voluntary service at the Parliament and the government, but such practice proved to be ineffective and was thus abandoned. One more important channel is the unions' participation in various task forces and working groups, aimed at developing, drafting or implementing national, industry-level or regional programmes and strategic documents. As a rule, representatives of confederations are members in all key task forces and working groups created by the government, concerned ministries, and other public institutions (Blaziene, forthcoming).

1.3. Membership trends

Although Lithuanian laws ensure that Lithuanian nationals who possess working capacity, the ability to have employment rights and obligations, and a legal capacity, the ability to acquire employment rights and create employment obligations through one's own actions, can be members of a trade union, there are actually no retired persons, students or unemployed persons among the union members. Nor are there migrants. Furthermore, the structure of membership has always been dominated by the public sector; this trend is likely to prevail and develop in the near future. Considering that employment in the public sector has traditionally been dominated by women, membership rates have usually been somewhat higher for women than for men in Lithuania. The number of trade union members is permanently decreasing in Lithuania since 2000 with union density fluctuating around 7-8% during the last decade. Moreover after Lithuania's declaration of Independence, trade unions lost a critical mass of their members until about the year 2000. This dramatic decline was mainly due to the restructuring of the economy, the fundamentally changed role of unions, their fragmentation, inter-union competition, and other processes taking place in the transition period, which were common to many post-Soviet countries. A modest increase in membership and density



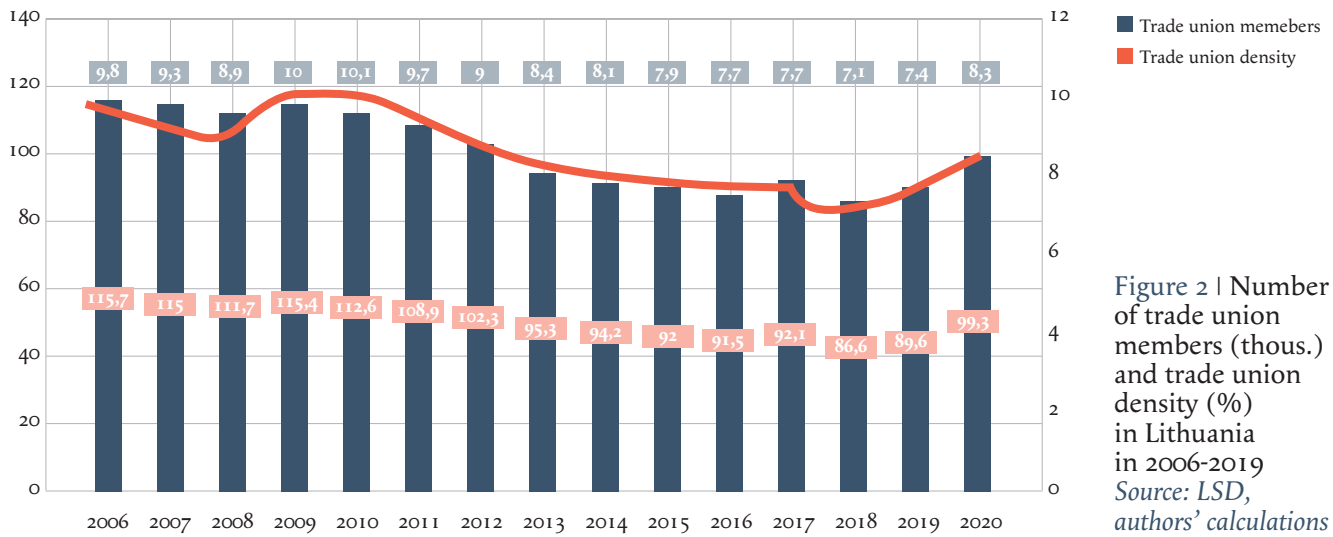


Figure 2 | Number of trade union members (thous.) and trade union density (%) in Lithuania in 2006-2019
 Source: LSD, authors' calculations

was registered by LSD in 2019 and 2020 (Figure 2). It might be influenced by sectoral and national collective bargaining in the public sector that intensified in 2018-2019 and encouraged more

employees to join unions; from the interviews with national trade union confederations, it is expected that this trend might continue in 2021 as well. ♦

Second part

Strategies to attract new members, make them stable and tackle membership decline.

Description and meaningful practices


2.1. Union membership trends

Factors explaining trends and changes Regarding the membership of Lithuanian TUs, it should be first of all mentioned that available statistical information is very limited. In fact, only TUs themselves can provide information about their members, but the information they have often lacks systematic approach and does not allow for cross-sectional analysis.

Overall, there has been a steady downward trend observed in the number of TU members in recent decades. Membership has more or less stabilised in the last decade only.

LPSK. The stabilisation in membership has been observed since about 2011. Since then, the number of LPSK members has fluctuated around 50,000 (+/- 5 thousand). According to the LPSK, the leaders of the TU intensified their efforts to attract new members in 2016-2017, but no new major developments could be reported for that period.

In spring 2018, a new chairwoman of the LPSK, Inga Ruginienė, was elected following a dramatic struggle. The young trade unionist and her team paid a lot of attention to increasing the membership in the TU. The efforts have yielded results, as membership in the LPSK has been demonstrating a slight but steady growth since 2018. During this period, TUs of education workers and civil servants' TUs became stronger, and there was a considerable increase in participation of the TUs of officials and service workers.

Although externally there was no significant fluctuation in the overall TU membership, there did were some internal changes within the LPSK in the last decade: in 2012, the Lithuanian Union of Journalists joined the LPSK and two industries – chemistry and energy – merged into one strong sectoral TU, the Lithuanian Federation of Industrial Trade Unions; in 2017, the current Federation of Transport Employees was formed; in 2019, two TUs in the education sector got united 

to form the largest sectoral TU – the Lithuanian Education and Science Trade Union; also in 2019, the Federation of Railway Workers' Trade Union of Lithuania (LGPF) left the LPSK and some other minor structural changes took place.

According to the LPSK administration, increases in the membership were due to:

- (1) greater visibility of the trade union in society and media (one of the priorities of the LPSK);
- (2) growing awareness and ability of employees to better represent their interests in the field of employment;
- (3) a more positive attitude on the part of Government;
- (4) growing shortages of skilled employees in Lithuania.

In the opinion of LPSK's leaders, the activity of trade union members, especially their visibility in society and social networks, has a direct impact on the overall trade union membership.

According to the representatives of **LPS 'Solidarumas'**, decreases in the number of members in the trade union until 2010 were due to three main reasons:

- (1) decline of the industrial sector;
- (2) reorganisation of companies and use of less labour-intensive technologies;
- (3) active emigration of the population.

In 2010, the number of trade union members stabilised at 13 thousand (according to the ICTWSS database - at 10 thousand) and basically remained stable until 2013–2014 despite internal changes within the organisation: some members left, others joined the union. In 2014–2015, the total number of members started to grow.

According to the leaders of LPS 'Solidarumas', a particularly significant increase was observed in 2017–2019, and the number of members declared by LPS 'Solidarumas' reached 20 thousand at the beginning of 2020.

According to the representatives of LPS 'Solidarumas', the growth of trade union membership is determined by factors at macro, mezzo and micro levels:

- (a) The 'macro-level' factors include the economic and political situation in the country and changes in legislation. On the one hand, the growing country's economy and living standards are accompanied by the improving quality of labour relations and management, greater attention to human resources policy in companies, and positive examples of social dialogue. On the other hand, government policy is increasingly focusing on the development of social dialogue, relevant improvements in legislation and signing of new workplace-level and sectoral collective agreements in the public sector, which provide additional guarantees to trade union members (e.g. extra days of paid leave for union members, support for trade unions by transferring part of personal income tax). All this encourages new employees to join the TU;
- (b) The 'mezzo-level' elements, according to the trade unions, include activities of LPS 'Solidarumas' and its organisational work. In 2015, legal consultations to workplace-level TUs and their individual members, as well as to non-union employees were intensified, and training on negotiation issues was organised (including by inviting foreign experts). Such activities were carried out not only in the main cities of the country, but visits to different regions were also organised on a regular basis. In addition, representatives of LPS 'Solidarumas' increased their participation in the public sphere and media;
- (c) The 'micro-level' factors include activities at company/workplace level. During the period at issue, new trade union organisations started to emerge in the water, energy and retail sectors, and teacher trade unions and medical staff trade unions greatly expanded and strengthened their activity (the years 2017–2018 witnessed the highest union activity in these sectors: various demonstrations, strikes and campaigns took place). During this period, there also appeared new leaders, and

employees' activity, awareness and knowledge of their work-related rights increased and improved. These changes were largely due to the above-mentioned macro- and mezzo-level factors (e.g. some provisions of the new LC, strong organising activities of LPS 'Solidarumas').

The aforementioned macro-, mezzo- and micro-level factors can be considered as to a large extent describing the processes that took place in both of the peak-level trade union organisations in Lithuania, i.e. LPSK and LPS 'Solidarumas'.

2.2. Strategies and actions put in place to increase membership

Strategies and actions

In general, we can say that both peak-level trade union organisations in Lithuania use two main strategies to increase membership and strengthen trade unions position in social and economic life of the country in general. Overall, these strategies might be attributed to training strategies (including legal support and consultation on issues relating to collective and individual labour relations) and communication strategies (including those greater visibility-oriented).

LPSK has set itself two main goals: to become highly visible, known and recognisable in the public sphere and to become an expert organisation in the field of labour relations and work organisation. Sectoral trade union organisations of the LPSK, although having some other strategies, more oriented towards organising, also focus on advising and providing legal assistance and training to its members.

In order to increase their visibility and authority in the general public, LPSK's leaders and other representatives have always tried to participate in various television and radio programmes, and spoke out sharply in debates and conferences taking place at the LRRTT. But at the beginning of 2018, with the change of LPSK's leaders, these awareness- and visibility-driven activities took on a new dimension. Active work was started in

several directions: even more active participation in television and radio programmes (LPSK's representatives participate in virtually all major programmes on economic and/or social issues); where possible, participation at the meetings in Parliament and the Government; organisation of various campaigns for urban and regional population to inform them about the activities of trade unions.

All these activities are not aimed directly at increasing the number of trade union members, but at making the general public aware of trade union activities and opportunities, gaining public confidence and thus increasing the awareness, visibility and prestige of the unions, i.e. the activities are oriented towards the general public rather than to working directly with trade union members or employees of organisations. Such a strategy is expected to eventually work as a membership increasing factor.

According to the LPSK, meetings with the general public showed that Lithuanian population is little aware of modern trade unions, especially as regard their situation in the EU and employees' possibilities to defend their rights in the labour market. It is therefore likely that the strategy followed by the LPSK is reasonable and meets today's needs. It should also be noted that in October 2020 the chair of the LPSK was identified in the national media as one of the most cited opinion leaders in Lithuania.

As regards particular actions taken to achieve the set goals, we can also mention such specific actions as trips across Lithuania with a LPSK tent (representatives of the LPSK travel around Lithuania and build their own representation tent in the main squares of different cities or towns, where they answer questions of local residents, invite to play an interactive game – a psychological test to determine which occupation would be most suitable for a person, provide individual counselling services, distribute information leaflets on workers' rights, etc.), participation in various festivals, fairs, national and regional



events, and even organisation of entertainment events, such as concert ‘We come for our rights. **LPS ‘Solidarumas’**, like the LPSK, uses more traditional strategies and actions to achieve its goals. These are:

- (1) for trade union members and union organisations: legal advice, assistance in collective bargaining and representation in courts and labour dispute commissions;
- (2) for non-union employees: campaigning and information on trade union activities, including activities in different regions;
- (3) ad hoc response to problems – both for trade union members and non-unionists (e.g. assistance and legal advice for long-distance drivers who are not only non- trade union members but even not citizens of Lithuania).

As a rule, Lithuanian trade union organisations do not stratify employees into ‘high-skilled’ and ‘low-skilled’. In Lithuania, unlike in some European countries, there actually are no cases (and have never been) where one workplace has several trade unions uniting employees of different skills levels (with the possible exception of trade unions of doctors and nurses). Traditionally, a trade union established at workplace level unites all categories and levels of employees of that workplace, from management to cleaners and drivers. The same is true for sectoral trade unions: they unite members of different qualification levels. Accordingly, trade unions do not and have never set themselves the goal of having different strategies to attract members of different qualification attainments.

2.3. Perceptions of the role of service supply

According to publicly available information and interviews with peak trade union organisations and sectoral trade unions, as well as basing on our expertise, provision of services for workers (especially for low-skilled and high-skilled workers) does not appear to be a common phenomenon among Lithuanian trade unions. In

Lithuania, there are basically no such trade union services as legal and tax assistance for freelancers or other consultancy services (e.g. services to support users/customers in the participation to EU calls for proposals/tenders); welfare services; ad hoc workspaces (e.g. co-working spaces); support for entrepreneurship and cooperation. To date, there has been no research conducted in Lithuania to objectively address the reasons for such a low level of services for workers among Lithuanian trade unions, but on the basis of our expert assessment, we can say that the reason for this situation may be the fact that, Lithuanian peak-level trade union organisations in general do not set themselves the objective of directly attracting trade union members, this being a function left exclusively to sectoral trade unions. In turn, only a small number of sectoral trade unions operating in Lithuania have sufficient human, financial, organisational, and other resources, which are rather important to organise services of a sufficient scale at the appropriate level for both existing and potential trade union members.

The BreakBack project has identified a number of activities and initiatives of sectoral and national level trade union organisations that could more or less be classified as trade union services. For example, the following trade union activities provided for union members, both affiliates and individual members, could be classified as traditional, long-standing trade union “services” in Lithuania:

- legal consultations,
- expertise services,
- representation of members at labour dispute commissions and courts,
- support in collective bargaining and drafting of collective agreements,
- running of leisure centres.

We may state, that rather than attracting new members, sectoral union strategies and policies are more focused on retaining existing members, providing them with assistance, information and

consultation, and on solving problems relevant to members in the sector. In pursuit of these objectives, unions often have their own experts to assist company-level unions in collective bargaining and collective agreements drafting and to represent their members in Labour Dispute Commissions (DGK, darbo ginčų komisijos) and courts. Nevertheless, there also are some examples of trade union strategies aimed at attracting new members, this is organising, servicing, direct membership in industry-level unions, and 'invisible' or secret membership: the latter means that membership fees are paid by employees directly to the union to make it easier to penetrate certain companies, to facilitate the establishment of new company-level unions or simply to protect their members from unfavourable treatment by employers.

Freelancers and self-employed persons, for example journalists, platform workers or self-employed tour guides, account for a very small share of union members. Such a situation is partly due to the low union density in Lithuania. There are many non-unionised large, 'traditional' industries within which there are large numbers of non-unionised 'typical' employees. In consequence, unions are more focused on such industries or employees than on more difficult, 'atypical' industries and employees. On the other hand, there are now some more active initiatives or attempts to join or seek help from unions on the part of 'atypical' employees. The largest union confederation, the LPSK for several years has been considering the establishment of a kind of 'virtual union' which could be joined by members working in any industry or by any type of contract, inter alia, by 'atypical' employees (Blaziene, forthcoming).

Summarising we may conclude, that the use of servicing by unions as a strategy for attracting and retaining new members is not common in Lithuania. As said above there is no research allowing to judge on the reasons of low trade union activity in the area of servicing. However

we may presume that some of them lie in the absence of such traditions, knowledge as well as in rather low human and financial capacities of trade unions.

Only a few examples of such union services were identified during implementation of the project. These are a qualification improvement system for union members and non-members implemented by the Lithuanian Nurses' Organisation (Lietuvos slaugos specialist organizacija, LSSO) (selected for case study), organisation and provision of services for self-employed guides, implemented by the Trade Union "Solidarumas" of Guides and Tour Leaders (Gidų ir kelionių vadovų profesinės junga, GKVPŠ) (selected for case study), credit union created and managed by National Unification of Officials Trade Unions or the social initiative 'Stop Poverty' carried out by LPS 'Solidarumas', involving union assistance made available to unemployed persons from disadvantaged groups searching for work in some regions. There are still some union leisure services that were 'popular' in the Soviet era, when union members enjoy preferential access to union-owned leisure infrastructure, for example rest homes at the seaside.

During the interviews with both LPS Solidarumas and the LPSK, representatives of trade unions highlighted the commitment, willingness and need to strengthen the pool of trade union experts. Both peak union confederations would like to have legal and economic analysis departments in their structures, which could extend their services to lower level trade union organisations, as well as to provide more services to private non-union members, to carry out research and expert assessments, to develop a more substantiated position of trade unions in negotiations at all levels – national, sectoral and company.

Both peak trade union organisations would like to have a permanent Trade Union or Social Dialogue Development Training Centre in order to have the conditions necessary for a more consistent



and targeted upskilling of their members and for the training of enlightened union leaders aware of current issues and of various trade union and social dialogue development-related project developers.

2.4. Overall evaluation

Overall union confederations posit increasing membership as one of their most important goals. However they do not position trade union servicing as a strategy for achieving this goal. As mentioned above, trade union confederations use various other strategies and actions and one of the most important is awareness raising and increasing ‘visibility’ of the union through participation in various debates, actions, mass media and social media. This strategy has been of particular importance for LPSK since 2018, with the launch of various ‘social events’. For instance, in recent years, LPSK representatives have travelled throughout the country with a ‘tent’, which is usually set up in the central squares of cities or towns, providing information to all interested persons on workers’ rights, various issues related to work organisation, working hours, and other labour law issues; organising career aptitude tests in the form of games; and running children zones. Affiliated unions have also organised a number of campaigns and marches, and actively participated in various festivals, exhibitions, fairs, TV and radio programmes, and in social media. These activities are particularly focused on regional work and cooperation with NGOs and local media. Another direction is the work with youth: unions hold meetings with young people, present them information about union activities, and their rights in the labour market. The main idea of all these events is not to directly induce people to unions, but to become more visible and raise public awareness about where to look for help in case of violation of their rights or other work-related problems.

To support employees and attract more members, LPS ‘Solidarumas’ often focuses on large, relatively low-wage industries, for example, retail workers in the private sector or nurses and social workers in the public sector, as well as industries undergoing restructuring like forestry, energy or road transport. Also, worth highlighting are activities of LPS ‘Solidarumas’ towards atypical employees; for example, third country nationals such as long-distance drivers or self-employed tourist guides. Such activities contribute to improving the working conditions of these workers, but also to the public visibility of the confederation. To attract more members from certain industries, especially more difficult to reach workers, for example, in retail, trade, carriers or truck drivers, and to be more efficient, LPS ‘Solidarumas’ often starts with admitting first members directly to industry-level unions, then tries to identify industry-specific problems, enters discussions with industry-level employer organisations, and only then goes to the companies and organisations with specific proposals on how the union could contribute to solving problems relevant to employees and improving working conditions, thus promoting the establishment of company-level unions. This approach is also used in other confederations (Blaziene, forthcoming).

It should be noted here, that though Lithuanian trade unions do not focus on servicing as a strategy to attract new members, during the national policy lab, held in Vilnius (online) in the frame of the BreakBack project, representatives of both – national and sectoral trade union organisations expressed a great interest in servicing activities and admitted that somehow this strategy was missed from the Lithuanian union strategies. They agreed that it would be very much useful and interesting to receive more information and acquire more knowledge on the possibilities to implement this strategy in the daily trade union lives. ♦

Third part


Services provided by trade unions (directly or through partnership) and connection with strategies of unionization

3.1. Union services in the country and case-study selection

As said above, trade union services as a tool to attract new members in general are not common in Lithuania. Instead of that Lithuanian trade unions are more focused on services and support for their current members at all – national, sectoral and company level. For example, unions traditionally pay much attention to the training of their members. Many stronger sectoral unions organise training and educational events for members on computer literacy, labour law or negotiations.

As mentioned above, trade unions (especially – sectoral level trade unions) are focused on providing their members with assistance, information and consultation, and on solving problems relevant to members in the sector. In pursuit of these objectives, unions often have their own experts to assist company-level unions in collective bargaining and collective agreements

drafting and to represent their members in DGK and courts. Unfortunately there was no possibility to single out old and new union services as actually all aforementioned services, such as legal consultations, expertise services, representation of members at labour dispute commissions and courts, support in collective bargaining and drafting of collective agreements, etc. have to be attributed to rather ‘old’, ‘traditional’ union activities. To the more new activities one may attribute some aforementioned ‘visibility’ actions as well as some new provisions of collective bargaining where during several last years in collective agreements trade unions manage to agree on some additional benefits for trade union members (such as an additional rest and training days for trade union members). However none of these activities and/or benefits might be attributed to the services *per se*.

On the other hand we have to admit, that unions understand the labour market is changing, and jobs are changing and will continue to change. 

Therefore, unions need to prepare for and be open to these changes. These new forms of work eventually involve more and more activities and economic segments including insurance brokers, actors, journalists, cleaners, architects, the move to smaller and medium-sized sites from large sites which is associated with transference from well-regulated employment relationships into weakly regulated civil relations. Being well aware of the inevitability of the situation, unions has to prepare and look for the new, more ‘modern’ strategies, actions and activities in order both – to retain current members and to attract the new ones. While selecting case studies we had rather limited possibility to consider all selection criteria as it was necessary to take into account the factual availability of service examples that were very scarce.

LSSO was chosen because it was almost the only available ‘pure’ service example in Lithuania, committed to at some extent and for the attraction of new union members.

The GKVPS was selected as actually the only available example of unionising of self-employed workers and providing some ‘services’ for them.

3.2. Case study 1 LSSO (Lithuanian Nurses’ Organisation)

History and objectives

The Lithuanian Nurses’ Organisation (LSSO) was established as a public organisation at the Congress of Lithuanian Nursing Professionals on 19 December 1992. The LSSO united practicing care staff - nurses, paramedics, midwives and other professionals involved in nursing practice and nursing science. The first territorial units of the organisation were established in five major Lithuanian cities - Vilnius, Panevėžys, Kaunas, Šiauliai and Klaipėda.

The organisation’s experts began to analyse the nursing situation in the country and to develop activities to reform the nursing profession, improve the working conditions of nurses, and

represent the interests of professionals at national and international level. The first steps, however, were not easy; there was a lack of coherent cooperation with the country’s health policy-making institutions and their representatives. Since its very establishment, the LSSO has sought permanent social dialogue to initiate and plan coherent changes in the development of nursing policy, legal rules and standards for the profession, and in reforming nursing education and practice. An important factor in the development of international cooperation of the LSSO was a joint project of the LSSO and the Danish Nurses’ Organisation implemented in 1993-1994, during which Danish colleagues shared their long experience in trade union work and provided training to LSSO staff. As a result of this cooperation, in 1994, the LSSO was admitted to the International Council of Nurses and became its full member.

In 1995, the Extraordinary Congress of the LSSO was held where the members unanimously approved the change of the LSSO status from a public organisation to a trade union. Since then, the main work of the LSSO has been carried out in two directions: improvement of its organisational activities and development of the nursing profession.

In 1996, the LSSO became a full member of the European Federation of Nurses Associations. In order to get all regions of the country involved in the activities of the LSSO, the territorial structure of the LSSO was developed by creating territorial units in other cities and towns of Lithuania. Community, rehabilitation, surgical and haemodialysis nursing societies were established within the organisation to improve the qualification of nurses.

The fundamental problem in the development of the nursing profession was the basic nursing education which at that time did not cover the underlying nursing disciplines such as nursing theory, models of nursing and independent nursing practice, and was not in line with the

WHO strategy. At the end of the 90s, the LSSO again applied for help to the Danish Nurses' Organisation and together with them conducted a study and made proposals to the Ministry of Health (Sveikatos apsaugos ministerija, SAM) on the need for the reorganisation of the Lithuanian nursing education system. This project represented the first steps towards the reform of nursing education and training in the country, in which the LSSO was actively involved.

The LSSO has initiated a number of legal acts, codes and standards relevant to the nursing sector. It was actively involved in the development of the Medical Standards, which were of particular importance in the regulation of nursing practice, and issued Methodology for procedures involving nursing professionals and Methodology for the determination of nurses' workloads (2000). In 2001, in active cooperation with the SAM, the Law on Nursing Practice was adopted, raising the nursing profession to a new level of an independent and legally regulated profession. As the nursing profession was constantly changing and was subject to increasingly higher professional and qualification requirements, the LSSO was actively involved in the process of qualification development and non-formal education of nurses. Participants of professional development events organised by the LSSO were issued certificates (for more details see below). The LSSO has been involved in qualification improvement activities for its members for about 20 years (approximately since 2000).

In carrying out these activities, the LSSO has grown in strength, authority, experience and membership. Nurses have become a growing professional and social force. In parallel, there have been ongoing processes of representation and advocacy for nurses, and the LSSO has been particularly active in defending its members during periods of crisis. In the early 2000s, negotiations on the signing of collective agreements in the sector's establishments intensified considerably, as did the activities of

the LSSO in the areas of regulation of nurses' workloads, pay increases, and reduction of nurses' unemployment.

Since 2005, the LSSO has become a member of the LPSK and LSSO's trade union activities have been further developed since then: representation and defence of members, provision of legal services to members; the LSSO has participated in the activities of the Health Sector of the Tripartite Council, various working groups related to the working conditions of nurses, consultations with the SAM, the VDI, municipalities, the members of the Parliament, etc. In 2017, the LSSO, together with other TUs in the health sector, signed a sectoral agreement of the health sector.

Throughout its existence, the LSSO has also been active in the development and implementation of legislation regulating the working conditions of nurses and the improvement of their qualifications.

The organizational dimension

The LSSO implements professional development for nurses through its regional structures, i.e. regional departments (currently there are eight such departments). First, the training needs of nurses are identified (topics relevant to nurses) and then service providers are sought.

Decisions are taken by each regional department at the beginning of the year, taking into account capabilities of the department and members' requests for the number and topic of specific events (called *conferences* by the LSSO).

Then programmes are developed and other organisational issues are coordinated.

Trainings typically are one or two days in length and usually include theoretical and practical components, although some conferences may be focused on theoretical issues or presentation of innovations, as well as workshops. In addition, if necessary, training is organised not only for professional development, but may also include training on labour law or other relevant issues.

Before starting any specific training programme/



topic, it should be agreed with the SAM and approval/permission from the SAM should be obtained to organise the programme. For this purpose, the programme is first submitted to the Centre of Excellence of Healthcare and Pharmaceutical Specialists (institution subordinate to the SAM) for adaptation of the programme, indicating the name of the programme, its duration in hours, groups for whom the programme is intended (nurses), and the institution where the conference is to be organised. If the SAM officers approve the programme, a confirmation letter is sent that the programme has been approved and the programme data are entered into the general register of professional development events - METAS system. METAS is an electronic administration system for professional development designed by the VLK (National Health Insurance Fund), which registers all events approved for professional development of medical staff. The LSSO central office is responsible for the full coordination of the programme with the responsible authorities and the entry of data into the METAS system.

After completing all formalities and obtaining approval to organise certain trainings, information about specific trainings is published on the LSSO website. Regional LSSO departments and their directors are responsible for the entire training organisation process. The process is coordinated by the LSSO Board of Directors, which consists of the directors of eight regional LSSO departments.

Conferences are frequently held in conference halls of healthcare institutions so that to make it more convenient for nurses to attend. Lectures are often given by nurse practitioners, medical graduates as well as physicians, psychologists and other professionals who are invited to share information relevant to nurses. In addition, the LSSO has a long-term experience of cooperating with Lithuanian higher education institutions (universities and colleges) training healthcare

professionals. Therefore, higher education institutions, their representatives and MA students are also actively involved in this process, both at the stage of programme design and during implementation of training and professional development programmes for nurses.

After completion of the training course, participants earn certificates which are then used for compulsory acquisition of a nursing license (if the existing license has been suspended, e.g. in case of not practicing nursing for a longer period) or re-registration/renewal of the license (this process is called *license supervision*). Licensing of nurses, its supervision and control is carried out by the State Healthcare Accreditation Agency subordinate to the Ministry of Health, which (every 5 years) assesses whether and how nurses comply with the requirements for professional development.

User profiles and trends

According to the LSSO, it currently unites about 6,000 nurses across the country. That's about 40% of all nurses in the country. According to LSSO's representatives, in the 90s, when the total number of nurses working in the country was about 22,000 (currently - ~15-16,000), the number of members was also higher. However, the membership has been decreasing along with the overall number of nurses in Lithuania.

The majority of the participants in the trainings organised by the LSSO are members of the LSSO, but non-member nurses can (and do) attend as well. The only difference is that LSSO members are provided training free of charge (funded by membership fees or a symbolic support fee), while non-LSSO members have to pay attendance fees (sometimes the attendance fee is paid by the healthcare facility where the nurse works).

In recent years, the LSSO was holding up to 20 conferences per year (13 in 2017, 19 in 2018, and 20 in 2019). In 2020, the number of these events sharply fell down as a result of the pandemic (only 4 such events were held). Yet, the LSSO is actively

preparing to move the organisation of these events to the virtual space, although this poses a number of challenges.

Each event is attended by a different number of participants, usually ranging from about 60 to 80, and up to 100 participants in some cases. Along with the current challenges of remote working, the LSSO identifies such major challenges as nurses' lack of time off work. Nurses are very often loaded with work and cannot afford to spend a full day (or two days) in training.

Service assessment

The LSSO considers its activities in organising professional development as positive. According to the LSSO, the training services it provides are very positively reflected in the membership numbers (the LSSO is one of the largest sectoral trade unions in Lithuania). Certified professional development services provided to LSSO members free of charge not only encourages nurses to join the union, but also increases the organisation's awareness, trust and prestige in general.

This opinion is confirmed by the user survey results – absolute majority of service users used union services more than once, actually – on a permanent basis and maintain, that quality of services provided by the LSSO are of a good quality. In general majority of survey participants admit, that easiness in finding information needed to access the service, easiness in making an appointment, pace of response, the professionalism of operators, clarity of the information received, effectiveness in solving problems as well as costs of services meet needs of the service users. As regards the role of services provided in attracting new trade union members, it is not large. Approx. 14% of respondents indicated, that they 'used the service and, subsequently, got in touch with the union'.

Among the improvement suggested by users we may distinguish better communication with union members and need for greater visibility in the society.

3.3. Case study 2 GKVPS (Trade Union “Solidarumas” of Guides and Tour Leaders)

History and objectives

A trade union of guides and tour leaders was established in March 2009. It is probably the only active sectoral trade in Lithuania which unites exclusively self-employed persons. In Lithuania, the main reason for tour leaders and guides to join the union is extremely poor working conditions, low salaries and poor social guarantees.

Although the GKVPS is a relatively very small trade union (with about 70 members), it represents about 14% of the total number of people working in this profession given the total number of Lithuanian tour guides working on the basis of business certificates on average per year (approx. 500 persons). In addition, the union is very active and not quite traditional in the context of the Lithuanian trade union movement.

In Lithuania, tour leaders and guides operate under exceptionally unfavourable conditions. A number of important areas could be identified where the profession is facing problems in Lithuania and that the GKVPS is trying to tackle. Firstly, tour leaders and guides are not employees working for tourism companies; they work as self-employed persons under business certificates or individual activity certificates which they buy themselves and which do not inherently guarantee any of the working conditions and social guarantees that “normal” employees have. Secondly, tour leaders and guides work in a stressful and competitive environment; in the tourism market, they are constantly confronted with tour leaders and guides working illegally in the country, both from Lithuania and from other countries (China, Poland, Russia, Latvia and other countries). These illegal tour leaders and guides not only avoid taxes to the Lithuanian state and take jobs away from qualified guides, but also often provide incoming tourists with incorrect or even deliberately distorted and misleading



information about Lithuania, its history and historical sites.

Thirdly, the existing situation is complicated still further by the fact that tour leaders and guides do not receive necessary support, understanding and assistance from the responsible public authorities. A number of pieces of legislation relevant to the sector, as well as to those working in it, have not been drafted and implemented in the country, or the existing regulation and its implementation in practice are inadequate. Moreover, the tourism sector in Lithuania does not have a single “master”; it is directed by various national institutions, often making it difficult to find the right partner for negotiations or for solving problems that arise. Moreover, in addition to all the above-mentioned problem areas, the work of tour leaders and guides in the country is also complicated by the particularly pronounced seasonality of the sector, where there actually are only four-five months of active work. For most of the year, guides have to live on savings (which is virtually impossible in reality) or should have an alternative source of income throughout the off-season.

Thus, the GKVPS was established to combat the existing difficulties and to facilitate business conditions for tour leaders and guides in Lithuania, as well as to fight for the proper presentation of Lithuania to foreign tourists and visitors.

In order to address all the above-mentioned problems, the activities of the GKVPS (and thus the services it provides to its members) have been developed accordingly in several directions. The GKVPS aims at:

- Increasing social guarantees for tour leaders and guides and improving their working conditions;
- Combating illegal tour guiding activities;
- Encouraging public authorities to ensure proper regulation of the tourism sector in the country.

The organizational dimension

Activities to improve social guarantees and working conditions for tour leaders and guides. Being self-employed, i.e. working

under a business certificates or individual activity certificates in Lithuania, means fewer social guarantees and fewer opportunities for such people to fight for their rights and decent working conditions. In order to change the current situation and to empower tour leaders and guides with more knowledge, opportunities and self-confidence, the GKVPS **initiates various trainings for its members:**

- For example, training that was conducted by the nationally renowned business consultant Ms. Ingrida Gelminauskiene on the art of negotiation and on the rights and possibilities of self-employed workers to negotiate the remuneration for their services and to ensure decent working conditions.
- In order to enable its members to provide services that meet the highest quality standards, the GKVPS even offered them training on information warfare, organised together with professionals from the Strategic Communication Department of the Lithuanian Armed Forces.
- In order to take care of the health of self-employed guides, the GKVPS organised a training session with a representative of a relatively little-known profession, i.e. podiatrist. Guides were taught how to choose the right footwear and socks, how to exercise, stand and walk in order to protect their feet, and thus the whole body, from unnecessary stress and injuries.

One of the activities of the GKVPS is **to combat illegal tour guiding** (for more details see below).

By addressing this problem, the GKVPS also contributes to improving the well-being of legally working guides. In Lithuania, illegal guides provide services without paying taxes and therefore are likely to work for lower pay, thus dumping the prices for guiding services on the market. By stopping those illegal guides, the GKVPS ensures that its members are able to receive higher remuneration for their work.

In addition, the GKVPS has been active in other areas such as **initiating meetings with the State**

Tax Inspectorate and ministries to discuss various aspects of guides' work under business certificates or individual activity certificates that are not satisfactory to them (e.g. too low income threshold allowed under business certificates). In order to create more favourable working conditions for guides working in Lithuania, the GKVPS **initiated the list of the most unwanted employers**, which included tourism agencies paying the lowest remuneration to the guides working for them. This prompted companies to review their payment policies and change their attitudes towards the work of guides and its value.

Activities to combat illegal tour guiding. A large proportion of guides have been working illegally in Lithuania for a number of years. This refers both to Lithuanian and foreign guides. Illegal guides pose several threats: on the one hand, they do not pay taxes to the state and on the other hand, they deprive licensed guides of their jobs; thirdly, and most importantly, they provide lower-quality services and, in many cases, misleading or biased information about Lithuania, its history and historical sites.

This situation continued for a very long time due to the failure of controlling authorities to perform their functions and carry out inspections, or such inspections were carried out only formally.

In order to change the existing situation, the GKVPS has initiated discussions with the responsible authorities, addressed the Ministry of the Economy and the Government of the Republic of Lithuania. The GKVPS, together with other organisations representing tour guides, made a series of proposals to combat illegal guiding and eventually took action itself by **initiating inspections of illegally working guides**.

The first inspections started in Vilnius in summer 2015 and, in addition to the GKVPS, involved representatives of the State Department of Tourism (Valstybinis turizmo departamentas, VTD), the Police Office, the Vilnius Tourism Department and the Vilnius Tourism Information Centre. Among the detained illegally working

guides there were guides from Poland, Denmark, Germany, the UK and other countries who were either drawn up statements or issued warnings. In August 2015, for the first time in Lithuania's history, the Vilnius District Court imposed a fine of EUR 290 on the first foreigner (a South Korean citizen) who illegally guided a tour in Vilnius. Fines were also envisaged for tourist agencies hiring illegal guides.

As it is often quite difficult to organise joint inspections by several authorities, and as they are mainly carried out during the tourist season, the GKVPS sometimes has to take the initiative itself. For example, there have been cases where GKVPS representatives themselves monitor the work of guides, film and photograph illegal guides, and then, after collecting evidence, call the police to stop them. This often produces quite tangible results.

In August 2016, in order to draw the attention of the public authorities and the public to the problem of illegal guides in Lithuania, the GKVPS organised a picket in front of the VTD building. Guides gathered at the VTD building carrying posters that read: "No more blind to illegal guides!", "No to illegal guides!"

With the active involvement of the GKVPS and the punishment of illegal guides, the situation started to change, as tourist companies did not want to risk their reputation, and the public authorities became more involved in monitoring the sector. More job offers became available for Lithuanian guides. After the detention of the South Korean national, even Asian tourist agencies started hiring Lithuanian guides. Some Polish guides were also deterred by the inspections of guides and they stopped their illegal activities. Instead, Polish tourist agencies started to hire Lithuanian guides more often. However, the problem persisted, albeit on a much smaller scale, with the active involvement of the GKVPS continuing up to this very day. As of 2020, GKVPS representatives carry out inspections together with the State Labour Inspectorate,



and call the police if any cases of illegal work are identified. In individual cases (mostly involving Polish tourist agencies and their guides), there arise conflict situations with incidents often appearing in national press reports. However, on the whole, the scale of the problem of illegal guides in Lithuania has been significantly reduced, thanks in large part to the GKVPS.

Activities to encourage public authorities to ensure proper regulation of the tourism sector in the country. The situation of tour guides in Lithuania is greatly complicated by the fact that this activity is subordinated to several institutions and there is ultimately no single institution to take responsibility for the situation in the sector: Lithuania's global image design is under the responsibility of the Lithuania's image group which is subordinate to the Government; tourism policy in the country is formulated by the Department of Tourism Policy, which is part of the Ministry of Economy (until 2019, this was the function of the VTD); the National Tourism Promotion Agency "Lithuania Travel" is responsible for tourism marketing both abroad and in Lithuania; permits for guides are issued by the Consumer Rights Protection Authority which is subordinate to the Ministry of Justice. All of this complicates the situation of guides, as it is often difficult to find a suitable partner to negotiate or discuss with when problems arise in the sector. Abolishment of the former VTD has also left it unclear which public authority is responsible for monitoring the activities of tour guides. According to the legislation in force in Lithuania, Lithuanian citizens intending to work as tour guides in Lithuania must have a higher education degree, complete a special course for guides, and pass an exam on the history of Lithuania and on tour guiding, but this is not compulsory for citizens of other EU countries. When the EU Directive on free movement of labour and services became effective in Lithuania, foreign nationals only had to apply to the responsible Lithuanian authority and, after providing proof

that the person had worked as a guide in their home country for two years, they were granted a temporary certificate to work in Lithuania (valid for up to 1 year). This made the situation of local guides very difficult and increased competition. Although there are about 4,000 tour guides in Lithuania who have completed special courses, only about 500 of them are actually working because their jobs are taken by guides from abroad, mainly from Poland, Latvia, Germany and other countries.

In order to change the current situation, the GKVPS **initiated discussions with public authorities** to find ways to protect the interests of Lithuanian tour guides, and in 2013, during the Lithuanian Presidency of the EU and the European Tourism Forum in Vilnius, the GKVPS organised a picket "No to discrimination against Lithuanian tour guides!", which aimed to draw attention of the EU and the Lithuanian institutions to the fact that Lithuanian tour guides have been for a number of years discriminated against in Lithuania in relation to guides of other countries. As a result of these discussions and protests, the legislation was amended in 2018, introducing a requirement for guides to obtain special permits in order to conduct tours in Lithuania, thus ensuring greater opportunities for local guides to offer their services.

In 2014-2015, there was a fierce debate in Lithuania between the organisations representing tour guides and the authorities responsible for the administration of guiding activities, in particular the VTD, on the liberalisation of guiding activities. When the public authorities decided to abolish the licensing of guides, the organisations representing guides rebelled against this decision. The GKVPS was one of the organisations active in the debate on this issue, taking part in the discussion with the VTD and **initiating the debate on licensing** at the Ministry of Economy and the Government.

The licensing of tour guides has a positive impact on the quality of services provided by them,

which is very important not only for the proper presentation of the country to tourists, but also for its image in the world and its relations with other countries, especially with the neighbouring countries. It is particularly important to provide quality, fact-based information about the country in the context of information warfare. In order to bring this issue into the public domain, a conference on the work of guides in the context of information warfare was held at the Parliament in 2017 with the active participation of the GKVPS. To improve the quality of services provided by Lithuanian guides, the GKVPS has also been active in the efforts **to introduce a Code of Ethics for Tour Guides in Lithuania** that would prevent the work of licensed guides who deliberately disseminate false and derogatory information about Lithuania. In the absence of such a code, licensed guides can spread any false information and there is no way of stopping them. The issue has also been actively discussed with the Ministry of Economy and the Government, and the GKVPS has made proposals to the Parliament during the consideration of amendments to the Law on Tourism.

It should be noted here, that Covid-19 pandemics had especially strong impact on the tourism sector, including guides and tour guides, therefore recently GKVPS put a great efforts to ensure sufficient state support for the self-employed tour guides.

User profiles and trends

Given that, as mentioned above, the tourist season in Lithuania lasts a very short period of time and tour guides are subject to high educational and qualification requirements, only certain categories of people can work as guides who, on the one hand, have sufficiently high qualifications and, on the other hand, have a supplementary source of income that would allow them to survive in the off-season.

The situation in Lithuania is therefore such that guides are often teachers who provide guiding

services during school holidays, translators who also provide translation services in addition to guiding, or retired representatives of other professions.

There are about 4,000 tour guides in Lithuania who have completed special courses for tour guides. However only about 500 of them are actually working as tour leaders and/or guides. So, though GKVPS unites only less than 15% of these active guides, actually all of them (500) directly (e.g. through training courses) or indirectly (e.g. through fight against illegally working foreign guides) are users of the services provided by the GKVPS and receive some benefits from the activities of the union.

Service assessment

It is very difficult to make a GKVPS service assessment as it is neither a typical trade union 'service', nor a service aimed at union membership increase. The main goal of GKVPS activities is improvement of working conditions of guides and tour guides as well as improvement in the overall situation in the tourism sector in Lithuania. In this respect one may conclude, that activities of the GKVPS were rather successful – a number of circumstances, legal regulations were changed, inter alia, due to aforementioned trade union's activities. Especially bearing in mind, that actually all GKVPS's activities are organised and performed by the president of GKVPS and few active union members. The main activities (including undeclared work inspections) is carried out by trade union since 2015.

However if assessing the services in terms of attracting new members, it should be said, that activities of the union had no major impact on union membership, as share of workers, unionised by the GKVPS remained rather low. On the other hand, without the aforementioned services/activities this union might be closed down.

According to the service users, besides improving working conditions and overall situation in



the tourism sector, GKVPS members receive some other secondary benefits. For example, as significant number of guides in Lithuania are working in education sector as well, due to the fact that they are GKVPS members and thus belong to one of the national trade union confederations, the LPS 'Solidarumas', a national level collective agreement applies to them. This means that they, being members of LPS 'Solidarumas' receives additional holiday days and other benefits, inherent for members of the signatory trade unions of the national collective agreement. To the main weaknesses of the services provided both – the leader of GKVPS and services users attribute insufficient human and financial resources. The respondents stress that it would be very much useful to organise services in different regions of the country and in general – to provide more and stronger legal and professional support to union members. Especially this is relevant under conditions of Covid-19 pandemics and its impact on the tourism sector, in order to prove, that tour guides, working as self-employed and for relatively short periods of time still have to receive some state support for the most suffered businesses.

3.4. A comparative analysis of the effectiveness of the case studies

As mentioned above it is very difficult to provide an objective evaluation of the selected union services as the concept of trade union services in general is not operational in Lithuania. While providing services, unions do not have an aim to attract new members and do not provide services, which are in general available in the market. Professional development for nurses

implemented by the LSSO emerged as a response to the lack of such services in the market and therefore was rather successful. Among the success factors we may mention rather large nurses community in Lithuania (the LSSO is one of the largest trade unions in Lithuania) and in general close 'relations' with public authorities (absolute majority of nurses work in public sector). All this ensured significant financial and human resources available for the provision of services and organisation of overall union's activities.

It should be noted, that due to services provided as well as other activities of the union it became an important player in the area of qualification and working conditions improvement of nurses in Lithuania and one of the largest sectoral trade unions. As mentioned above, services provided undoubtedly had an impact on union membership, though it is very difficult to evaluate the scope of the impact.

On the contrary – the GKVPS is one of the smallest trade unions, moreover – uniting self-employed workers. This means, that activities and services provided by the union for its workers actually are provided without almost any human and financial resources. Having in mind relatively very low cost of service provision and relatively significant impact on the qualification of tour guides, improvement in tourism related legislation as well as improvement in working conditions of tour guides, the efficiency of GKVPS might be evaluated as relatively high.

As mentioned above, to the main weaknesses of the services provided both – the leader of GKVPS and services users attribute insufficient human and financial resources. Especially this is relevant under the conditions of Covid-19 pandemics and its impact on the tourism sector. ♦

Conclusions

As mentioned above it is very difficult to provide an objective evaluation of the selected union services as the concept of trade union services in general is not operational in Lithuania. Trade union activities are mainly focused on support for their current members, which include such activities as legal consultations, expertise services, representation of members at labour dispute commissions and courts, support in collective bargaining and drafting of collective agreements, and so on. Though national trade unions declare that their main goal inter alia is increase in membership, trade union strategies aimed at attracting new members are focused on the increase in awareness and visibility of unions. As there are no studies or research in Lithuania analysing the actual absence of ‘real’ union services we may only presume that the situation was determined first of all by the absence of such traditions and generally low trade union density and accordingly low trade union human and financial capacities to organise such kind of activities.

Nevertheless, during a policy lab, organised in Lithuania on June 29th, 2021, participants of the Lab including representatives of the both main national trade union confederations – Lithuanian Trade Union Confederation and Lithuanian Trade Union ‘Solidarumas’, coming from all – national, industry and company – levels – expressed a great interest on union practices in service provision

as well as willingness to receive information and to learn from the experiences of other European countries.

As it became obvious during implementation of the BreakBack project, Lithuanian trade unions are the ones, who the least use “servicing” activities in their daily life. So, the policy lab had the purpose to discuss this issue with trade unionists, academics, and experts, to improve knowledge in servicing activities, to decide whether Lithuanian trade unions have to develop services for their members (and non-members) more actively, which services proved to be the most efficient as well as to discuss organisational aspects of service activities, i.e. which (human, financial, other) capacities and resources are necessary in order to develop the net of trade union services.

In order to better achieve the aforementioned goals of the Policy lab, it was organised as an event for experience sharing and insights for the future developments of trade union strategies. During the Lab following topics were discussed by the participants: types of trade union “representation systems”; logics of trade union actions; reasons for trade unions to supply services; “servicing” versus “organizing”; reasons of different spread of union services in different countries; traditional and innovative union services; practical aspects of union services organisation; some examples of “innovative” services from the Italian case.

As mentioned above trade union representatives were very much interested in the practices and



experiences of other countries. However they raised a number of concerns related to the:

- funding of trade union services,
- legal environment including possibility to delegate some state functions for trade unions in service provision,
- efficiency of union services in terms of attracting new members.

Participants of Policy lab agreed, that despite some union service examples (including Lithuanian Nurses' Organisation and Trade Union 'Solidarumas' of Guides and tour guides cases as well as few other examples) available in Lithuania, union services in general are poorly developed.

Bearing in mind that Lithuanian trade unions do not have a well-developed structures, participants agreed that it would be wise at the beginning to think about possibility to initiate some easily managed, efficient union services for some particular groups of workers. Migrants (third-country nationals were mentioned during the Lab as one of the most urgent examples). Another option discussed by the participants of the Lab – possibility to use some EU funds for piloting some union services. Policy lab's participants expressed their willingness to learn more about some servicing activities and possibilities to use them in their daily life. ♦



Table 1. Trends in union membership and workplace representation, by trade union

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
No. of members (total)	NA	114	NA	113	NA	NA	100	NA	81,5	75	71,7	52,5	56,7	52,5	51,5	50	50	46,6	48,3	50	51
No. of active members	NA	114	NA	113	NA	NA	100	NA	81,5	75	71,7	52,5	56,7	52,5	51,5	50	50	46,6	48,3	50	
No. of members by sex																					
• Men	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	19,6	
• Women	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	30,4	
No. of members by age																					
• [Variable groups]	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
No. of members by nationality																					
• Native	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
• Foreigner	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
No. of members by sector, %																					
• Public sector																					
• Manufacturing																					
• Services																		52%			54%
																		26%			22%
																		22%			24%
No. of union delegates at the workplace	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA

Source: ICTWSS database (2000-2016), LPSK information (2017-2019)
NA = Data not available

Trade union #1: Lithuanian Trade Union Confederation

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
No. of members (total)	NA	78	NA	52	NA	NA	30	NA	7,2	8	9	10	10	10	10,2	10,5	10,5			20,0	20,0
No. of active members	NA	78	NA	52	NA	NA	30	NA	7,2	8	9	10	10	10	10,2	10,5	10,5			20,0	20,0
No. of members by sex																					
• Men																					
• Women																					
No. of members by age																					
• [Variable groups]																					
No. of members by nationality																					
• Native																					
• Foreigner																					
No. of members by sector, %																					
• [Variable groups]																					
No. of union delegates at the workplace	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA

Source: ICTWSS database (2000-2016); Solidarumas (2019)
NA = Data not available

Trade union #2: Lithuanian Trade Union 'Solidarumas'



Table 2. General trends in employment (as a basis for the calculation of union density*)

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
No. of employees in the country	1140	1096	1126	1164	1159	1188	1186	1239	1258	1158	1111	1119	1133	1138	1157	1169	1189	1192	1214
Total No. of TU members	NA	212	NA	182	NA	NA	150	NA	111,7	115,4	112,6	108,9	102,3	95,3	94,2	92	91,5	92,1	86,6

Source: Number of employees – ICTWSS database (2000-2016), LSD (2017-2018);
Number of TU members – ICTWSS database (2000-2005), LSD (2006-2018);
NA = Data not available

Table 3. General trends in union density* and company coverage**

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Union density	NA	16,8	NA	13,6	NA	NA	9,8	9,3	8,9	10	10,1	9,7	9	8,4	8,1	7,9	7,7	7,7	7,1
Union density by sector • [Variable groups]	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Company coverage	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA

Source: ICTWSS database (2000-2016), authors' calculations, based on LSD data (2017-2018)

* Union density = the ratio of the number of employees who are members of trade unions ("active" members) to all the employees in a country

** Company coverage = the ratio of companies covered by union delegates to all the companies in a country

NA = Data not available

Table 4. Basic features of the selected case studies

	Case 1 LSSO	Case 2 GKVPS
Trade union	Lithuanian Nurses' Organization affiliated to Lithuanian Trade Union Confederation	Trade Union of Guides and Tour guides affiliated to Lithuanian Trade Union 'Solidarumas'
Single service, service package, or association	Single service	Service package
Type(s) of service	Trade union organises qualification improvement trainings through its regional divisions and issues certificates, necessary for accreditation of nurses in Lithuania	Trade union provides some training, represents interests of tour guides in state institutions, organises actions and inspections against illegally working guides and unfair tourism agencies
Target group	Nurses	Guides and tour guides
Primary objective(s)	Organising and providing qualification improvement services for nurses	Organising of and providing services for self-employed guides
Membership renewal as an explicit/implicit objective	Partly	Partly

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