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# Continuing Vocational Training in the Netherlands

## 1. Introduction

### Overview

The public system of continuing vocational training (CVT):

- In the Netherlands there is not one CVT system. In fact, there exists a 'conglomerate' of vocational education and training benefits (European Commission 1997: 199).
- The basis of the CVT system is the Adult and Vocational Training Act (*Wet Educatie en Beroepsonderwijs*, WEB) of 1996, which was evaluated in 2001. This evaluation has initiated a reconsideration of the Dutch skill standards (qualification system) by the Minister of Education. Since that time, the Ministry has tried to improve the competence qualification system. A closer linkage to vocational skills is considered. Hence, the objective is to provide a better fitting of the workers to the changing labor market conditions. This process is still going on (Schaapman 2009: The Main Features of the CVT System).
- The government's task in the CVT system is to provide good conditions. This means concretely:
  - transparency and facilitation,
  - creating favorable conditions for special target group participation,

- training and education in labor market shortages fields,
- information and promotion (Schaapman 2009: The Main Features of the CVT System).
- The Ministry of Social Affairs and Employment plays an important role in framing collective bargaining (CEDEFOP 2004: 23).
- At the national level, the social partners have an advisory role in developing the system of CVT (Schaapman 2009: The Role of Social Dialogue and Collective Bargaining in the CVT System), mainly by initiating and membership in networks, councils, boards and bodies (CEDEFOP 2004: 25). At the national level, examples are the tripartite Socio-Economic Council (*Sociaal-Economische Raad*, SER) and Labor Foundation (*Stichting van de Arbeid*, StvdA), which is run bipartitely (Schaapman 2009: The Role of Social Dialogue and Collective Bargaining in the CVT System).

The role of collective labor agreements (CLAs) in CVT:

- The social partners are involved in collective bargaining at enterprise or branch level (CEDEFOP 2004: 26). Both employers' organizations and trade unions bear responsibility for workers' training beyond initial education.
- For this purpose, they have created *Education and Development funds (Opleidings- en ontwikkelingsfondsen, O&O-fondsen)*. These funds that are based on CLAs support policies for vocational training and employability (Schaapman 2009: The Main Features of the CVT System).
- In the Netherlands (as in Denmark), CVT is strongly regulated by collective agreements, and the coverage rates of CLAs on CVT are very high. Furthermore, the Netherlands (as Denmark) is a case of high employer and union commitment to regulating CVT by means of CLAs (Smith/Billett 2006: 3, 5, 8).

### **Levels of Bargaining**

- In the Netherlands, CLAs on CVT are concluded at the sectoral level (Giaccone 2009: 17).
- CLAs establish contributions for training in about 60 sectors (Winterton 2007: 293). Thereby, the aim is to harmonize the costs and to reduce skill labor coaching (Winterton 2007: 293).
- In a lot of sectors, there exist sectorally negotiated CVT funds (Winterton 2007: 293).
- Furthermore, nearly every collective agreement concluded includes benefits for education and training. About 40 per cent of the training funds support modes of 'extra sectoral schooling' (ETUC 2006: 75-76).

## Actors

- Trade unions (main federations and some of their unions that are important for CLAs):
  - The Dutch Trade Union Federation (*Federatie Nederlandse Vakbeweging*, FNV) has 15 affiliated trade unions (EIRO 2009).
    - The largest one is the Allied Unions (*FNV Bondgenoten*), which was for example involved in the CLA of the metal industry (see section 2; FNV Bondgenoten 2009: 58). The *FNV Bondgenoten* is a merger of trade unions in industry, transport, agriculture and services (EIRO 2009).
    - Another sectoral union, the *FNV Bouw*, was involved in the CLAs of the construction sector (see section 2; *Collectieve arbeidsovereenkomst voor de Bouwnijverheid* 2009: 56).
  - The Christian Trade Union Federation (*Christelijk Nationaal Vakverbond*, CNV) is the second largest trade union confederation. It includes sectors such as transport, manufacturing, services, defense, education, healthcare and the public sector (EIRO 2009).
    - One of its member unions, the *CNV BedrijvenBond*, was involved in the metal industry CLA (see section 2; FNV Bondgenoten 2009: 58). Another sectoral union, the *CNV Hout en Bouw*, was involved in the CLAs of the construction sector (see section 2; *Collectieve arbeidsovereenkomst voor de Bouwnijverheid* 2009: 56).
  - The Federation for Managerial and Professional Staff (*Vakcentrale voor Middelbaar en Hoger Personeel*, MHP) is the third largest trade union confederation. It mainly organizes senior staff and, on a smaller scale, also blue-collar workers (EIRO 2009).
    - One specific trade union that belongs to the MHP and that negotiated the metal industry CLA is *De Unie* (see section 2; FNV Bondgenoten 2009: 58).
- Employers' associations:
  - The main federations:
    - The Confederation of Netherlands Industries and Employers (*Vereniging van Nederlandse Ondernemingen-Nederlands Christelijk Werkgeversverbond*, VNO-NCW) developed from mergers during the last thirty years. In industry and services, it is the only employers' confederation (EIRO 2009).
    - The Dutch Federation of Small and Medium-sized Enterprises (*Midden en Kleinbedrijf*, MKB) organizes the small and medium sized enterprises (SMEs) (EIRO 2009).

- The Dutch Federation of Agriculture and Horticulture (*Land- en Tuinbouworganisatie Nederland*, LTO) organizes employers of the agricultural sector (EIRO 2009).
- Associations involved in the CLA of the metal sector (see sections 2; FNV Bondgenoten 2009: 59):
  - *Nederlandse Vereniging van ondernemingen op het gebied van de Koudetechniek en Luchtbehandeling* (NVKL, no translation found)
  - *Nederlandse vereniging van Ondernemers in het Carrosseriebedrijf* (FOCWA, no translation found)
  - *Ondernemersorganisatie voor de installatiebranche en de technische detailhandel* (UNETO-VNI, no translation found)
  - *Federatie Goud en Zilver* (FGZ, no translation found)
  - *Vereniging Goud en Zilvermeden* (no translation found)
  - *Nederlandse Vereniging van Ondernemers in het Thermische Isolatiebedrijf* (VIB, Dutch Insulation Association)
  - *Ondernemersorganisatie voor het midden- en kleinbedrijf in de metaal* (Metaalunie, no translation found)
  - Dutch Association of Model Makers (NVvM, *Nederlandse Vereniging van Modelmakerijen*)
  - *Vereniging van ondernemingen in de galvano-technische Industrie* (NGO-SBG, no translation found)
  - *Nederlandse Vereniging van Ondernemers in het Graveerbedrijf* (NVOG, no translation found)
- Associations involved in CLAs of the construction sector (see sections 2; Collectieve arbeidsovereenkomst voor de Bouwnijverheid 2009: 55):
  - Dutch Construction and Infrastructure Federation (*Bouwend Nederland*)
  - *NVB Vereniging voor ontwikkelaars & bouwondernemers* (NVB-Bouw, no translation found)
  - *Vereniging van Waterbouwers* (no translation found)
  - *Ondernemersvereniging Bestratingsbedrijven Nederland* (OBN, no translation found)

## Critical Junctures

Definition: Critical Junctures are years or time periods when important decisions on the development of the collectively negotiated CVT scheme were made.

The last three decades show several critical junctures.

- During the 1980s, the amount of O&O funds rapidly grew; 38 per cent of the existing O&O funds were created in this period. For example, in 1983, the biggest O&O fund based on a CLA was established in the metal sector as a reaction to decreasing amounts of apprentices in the metal and electronic industry (CEDEFOP 1999: 34).
- During the 1990s, the Dutch CVT system was established (Giaccone 2009: 36).
- In 1996, the law on Education and Vocational Training (*Wet Educatie en Beroepsonderwijs*) was introduced, which strengthened the role of the social partners in the development of a national qualification structure (Trampusch 2001: 3).
- In 2001 was the last revision of the CVT system (Giaccone 2009: 36). An expected revision is underway (Giaccone 2009: 36).

## 2. Important Collective Agreements (Examples)

Almost all sectors are covered by CLAs on CVT. Examples:

- Metal industry (CAO Metaal en Techniek [kleinmetaal], 2009-2011):
  - The CLA content on O&O funds was declared generally binding on 8<sup>th</sup> March 2010 (Staatscourant 2010: 1).
  - The workers have the right for one paid day of CVT leave per year. The training day has to fit to the common training policy (FNV Bondgenoten 2009: 49).
  - The training days can be saved up to the maximum of three years, thus a total of three training days (FNV Bondgenoten 2009: 49).
  - 0.5 per cent of the wage bill is deducted for the O&O funds (CVT and other issues of vocational issues, such as employability and youth unemployment) (FNV Bondgenoten 2009: 49).
  - This CLA is an overall labor agreement for five other CLAs in the metal branch (FNV Bondgenoten 2009: 49):
    - *Metaalbewerking* (metalworking branch)
    - *Technisch Installatiebedrijf* (technical installation branch),
    - *Carrosseriebedrijf* (autobody branch),
    - *Isolatiebedrijf* (isolation branch),
    - *Goud-en zilvernijverheid* (gold and silver manufacture).
  - The following five O&O funds are integrated in the overall labor agreement:

- *Opleidings- en Ontwikkelingsfonds voor het Carrosseriebedrijf (O.O.C., autobody branch),*
- *Opleidings- en Ontwikkelingsfonds voor het Technisch Installatiebedrijf (OTIB, technical installation branch),*
- *Opleidings- en Ontwikkelingsfonds voor het Metaalbewerkingsbedrijf (O.O.M., metalworking branch),*
- *Opleidings- en Ontwikkelingsfonds voor het Isolatiebedrijf (O.O.I., isolation branch),*
- *Opleidings- en Ontwikkelingsfonds voor de Goud- en Zilvernijverheid (O.O.G.Z., gold and silver manufacture).*
- Construction sector (*Collectieve arbeidsovereenkomst voor de Bouwnijverheid*):
  - The CLA is valid from 1<sup>st</sup> July 2009 until 31<sup>st</sup> December 2010 (Staatscourant 2009: 1).
  - It covers 150,000 workers, blue collar as well as white collar (Caoweb 2009).
  - This CLA was declared generally binding on 10<sup>th</sup> November 2009 (Staatscourant 2009: 1).
  - CVT is financed by a fund (*Opleidings- en Ontwikkelingsfonds voor de Bouwnijverheid, O&O-fonds*) which is established by a separate CLA (*Cao Bedrijfstakeigen Regelingen voor de Bouwnijverheid, Cao BTER*). This Cao BTER also contains the rules for CVT contributions and payments. The Cao BTER fixes the following training contributions for the employers:
    - 2006: 0.0178 per cent per year for white collar workers and 0.6969 per cent per year for blue collar workers, both of the gross annual salary (Collectieve arbeidsovereenkomst Bedrijfstakeigen Regelingen voor de Bouwnijverheid 2006: 55).
    - 2007-2010: 0.68 per cent per year for white collar workers and 1.0781 per cent per for blue collar workers, both of the gross annual salary (Collectieve arbeidsovereenkomst Bedrijfstakeigen Regelingen voor de Bouwnijverheid 2006: 55).
  - The employees do not pay contributions to the training fund because training is issue in salary negotiations (Borg 08.03.2010, interview).
  - The blue collar workers have the right for two days of paid training leave per year (Borg 08.03.2010, interview; Collectieve arbeidsovereenkomst voor de Bouwnijverheid 2009: 56).
  - Course and travel expenses for workers are reimbursed by the fund. (Collectieve arbeidsovereenkomst voor de Bouwnijverheid 2009: 56).

- The employer has the obligation to implement a training policy for the blue collar workers in the enterprise. It has to be established for each calendar year (Collectieve arbeidsovereenkomst voor de Bouwnijverheid 2009: 56).
- For the white collar workers, the employer has to create a training plan that includes a training days amount of twice the number of white collar workers in the enterprise (Collectieve arbeidsovereenkomst voor de Bouwnijverheid 2009: 56).
- The amount of training days should be distributed as good as possible among the white collar workers (Collectieve arbeidsovereenkomst voor de Bouwnijverheid 2009: 56).
- The white collar workers have the right for training related to their function or to a function they will fulfill in the future in the same enterprise (Collectieve arbeidsovereenkomst voor de Bouwnijverheid 2009: 56).

### **3. Important Sectors**

- Although almost all the sectors are covered by CLAs, the metal Industry, the construction sector and the trade sector are the most important ones regarding CVT (Slagmolen 07.12.2009, interview).
- Other important sectors with agreements on CVT are the following (de Mooij/Houtkoop 2004: 30-48):
  - agriculture,
  - nutrition,
  - energy and water,
  - hotel and restaurant industry,
  - transport and communication,
  - financial services,
  - other industry branches (for example furniture, carpenter, wood).

### **4. Structure, Organization and Mode of Administration**

In several sectors, the social partners have established so-called sectoral training funds (*O&O fondsen*) based on CLAs. These funds offer possibilities for training and job education to the employees of the sector's companies. Simultaneously, they are financed by these companies (ETUC 2006: 75). The initial aim for establishing the funds was to stimulate CVT in the sectors by equalizing the costs (de Mooij/Houtkoop 2004: 20).

- Sectoral funds are foundations that are run by the social partners. The aim of the funds is to optimize the functioning of sectoral labor markets. They are private organizations. If the

fund is based on a CLA the social partners can ask the Minister of Social Affairs and Employment to declare their fund collectively binding (Donker et. al. 2008: 7).

- O&O funds are managed bipartitely by employers and employees that have representatives in the board of the fund (Giaccone 2009: 131).
- It is difficult to make a distinction between training and education funds (CEDEFOP 2008: 131).
- According to a survey result, half of the funds finance training and education and also develop tools for the support of education and training policy development (ETUC 2006: 75).
- Different social partners can be involved. It depends on the bodies and structures of the specific sectors and funds (Giaccone 2009: 131).
- Usually, the O&O funds manage the collection, allocation, control and monitoring of the financial contributions (Giaccone 2009: 131).
- Smaller O&O funds often delegate the administrative part to a bureau (Giaccone 2009: 131).
- Other funds organize the contribution collection via financial service companies and in connection with pension contributions (Giaccone 2009: 131).
- There are even sectoral funds regulated by CLAs which have been concluded in response to the specific problems of SMEs in coping with changes to the sectoral structures (Heidemann 1996: 17).
- Table 1 shows the number of O&O funds by sectors (2004):

*Table 1 Number of O&O Funds by Sectors*

<i>Sector</i>	<i>Training fund(s)</i>
Agriculture	2
Industry	26
Energy and water	1
Construction	10
Trade	30
Hotel and catering Industry	3
Transport and communication	5
Financial services	0
Public services	2
Other services	10
Total	89

Source: De Mooij/Houtkoop 2005, quoted in CEDEFOP 2008: 132.

- Table 2 shows the establishment of O&O funds as a percentage of the existing O&O funds (in the year 2002, 100 per cent = the existing O&O funds):

*Table 2 Dates of Establishment of O&O Funds*

<i>Period</i>	<i>Percentage (%)</i>
Before 1980	9
1980-1989	38
1990-1999	42
2000 or later	11
Total (2002)	100

Source: Waterreus 2002, quoted in CEDEFOP 2008: 131.

## **5. Role of the State: Financial Support, Legislation, and Extension Procedures**

- In 2004, the social partners were concerned about two decisions of the government on fiscal reductions: First, the deductibility of company's training costs for in-house training was terminated. Second, special measures, for example for small firms' employees and workers older than forty years were abandoned. Nevertheless, the standard that training costs are deductible from pre-tax profits has remained (ETUC 2006: 78).
- Employers get tax deductions and premiums for special categories of employees that are active in CVT. There exist income tax deductions for the costs of the employees (Schaapman 2009: The Funding of the CVT).
- The minister of Social Affairs and Employment can declare O&O funds collectively binding for a whole branch (Gasskov 2001: 48).
- In 2008, 46 O&O funds were declared collectively binding, covering 2.4 million employees (Smits et al. 2009: 6).
- The O&O funds can also apply for money from the European Social Fund (a financial instrument of the European Union for supporting employment) (CEDEFOP 2008: 133).

## **6. Financial Structure of the Collectively Negotiated Schemes**

- In the private sector, training funds that belong to O&O funds are financed by a payroll contribution. In general, these contributions are compulsory for the companies (according to the specific CLA). However, there are some exceptions of training funds with voluntary contributions. Usually the funds collect the fees. Some of them delegate this to administration offices. Voluntary contributions, investment returns and interests are other possible financial sources (CEDEFOP 2008: 133).
- In 1998, the average contribution was 0.56 per cent. This amount increased to 0.67 per cent in 2005 (De Mooij/Houtkoop 2005, quoted in CEDEFOP 2008: 133). Since that time, this charge has remained stable (ETUC 2006: 79).
- About two thirds of the social funds (within training funds) resources are spent on education and training activities (ETUC 2006: 79).
- The board of the fund decides on to which activities the money is allocated. This often happens on the basis of a year plan. Collected training money that has not been spent is appended to the reserves of the fund (CEDEFOP 2008: 134).
- Often only the employers contribute to the funds as training is used as room to negotiate in salary bargaining (Borg 08.03.2010, interview).

- Table 3 shows the expenses of CVT funds by type of activity:

*Table 3 Expenditures of O&O Funds*

<i>Type of activity</i>	<i>Number of O&amp;O funds</i>	<i>Costs as a percentage of total expenses of the funds (%)</i>
Training	25	5-100
Provision of information	19	2-30
Research	17	1-15
Working and learning trajectories	15	10-50
Employment projects	13	2-20
Employability	13	4-20
Childcare	13	3-23
ARBO (labor conditions)	11	0.5-20

Source: CEDEFOP 2008: 134.

## **7. Benefits and Measures of the Collectively Negotiated Schemes**

According to a study of the Labor Inspectorate, there exist the following collectively negotiated CVT measures (Schaapman 2009: Collective Bargaining on CVT):

- general education,
- Dutch language courses,
- job oriented education,
- dual learning trajectories,
- recognition of required competences,
- educational leave,
- development plans,
- career development,
- financial incentives,
- labor market policies,
- target groups.

## 8. Coverage Rates of the Collectively Negotiated Schemes

- Today, nearly every CLA contains arrangements on education and training, concerning 97 per cent of the employees that are covered by collective agreements (ETUC 2006: 75-76).
- In 2007, 76 per cent of the employees were covered by CLA on training leave (SZW 2008: 36; number based on a sample of 111 CLAs).
- In 2008, 46 O&O funds were declared collectively binding, covering 2.4 million employees (Smits et al. 2009: 6).
- In 2002, 30 of 121 CLAs (coverage rate: 32 per cent of the employees) and, in 2006, 45 of 119 CLAs (coverage: 48 per cent) contained individual rights to training (Schaapman 2009: Collective Bargaining on CVT). In this period, agreements containing a right to continuing training also increased (Schaapman 2009: Collective Bargaining on CVT).
- In 2002, there were 99 O&O funds, covering about 2.5 million employees (and, with that, 40 per cent of all employees), and the expenditure of the O&O funds amounted to EUR 600 million, of which 250 million were spent on CVT (BIBB 2010: 77).
- A recent CEDEFOP survey of training enterprises notes that in the Netherlands more than 10 per cent of the training enterprises report the existence of a national or sectoral agreement on CVT (CEDEFOP 2010: 51-2). However, the numbers should be interpreted carefully because this does not mean that firms are covered by the CLAs but only that they know about it (CEDEFOP 2010: 51).
- From table 4 the coverage of CLAs on CVT by sectors can be discerned:

Table 4: Coverage of the Important CLAs with CVT by Sector (2004)

Sector	Covered employees
Agriculture	109,840
Metal/technical industry	332,650
Nutrition industry	81,600
Other industries	164,700
Energy & water	29,400
Construction	198,500
Wholesale	120,600
Retail trade	357,400
Hotel & catering industry	306,000
Transport & communication	167,400
Financial services	317,164
Other services	326,800

Source: de Mooij/Houtkoop 2005: 24-48.

- Table 5 shows the development of CLAs which contain CVT provisions as a percentage of all CLAs:

Table 5 Development of the Percentage of CLAs that Contain CVT

Year	2000	2001	2002	2003	2004	2005	2006	2007
% of CLA	97	96	96	98	99	98	98	98

Source: SZW 2008: 44. Numbers based on a sample of 122 CLAs.

## 9. The Politics around the Collectively Negotiated Schemes

### Linkages to Public Reform Policies

- The CVT system is still being discussed. One cannot say that it already has taken a clear shape. In 2002, the SER asked for new manners of CVT financing, according to new responsibilities. The idea was that the government would stimulate CVT by fiscal incentives. The government neither accepted nor rejected this SER recommendation. Since that time, the discussion on the institutional framework is still going on. In this discussion, VNO-NCW has concrete ideas on regulating the education market. In

collective bargaining, the percentage of agreements on CVT has remained stable during the last years (Schaapman 2009: Commentary).

### **Linkages to Wage Agreements and Wage Policy (e.g. Wage Restraint, Tripartite Agreements) and Other Agreements**

- Training is used as room to negotiate in salary bargaining (Borg 08.03.2010, interview).
- It is difficult to make a distinction between IVT funds and CVT funds (CEDEFOP 2008: 131).
- O&O funds finance different types of activities (CEDEFOP 2008: 134): besides training, the funds also pay for childcare, employability, employment projects, working and learning trajectories, research and provision of information.
- In an interview (VNO-NCW 2009, translation by the author), the director of the employers' organization AWWN (*Algemeene Werkgeversvereniging Nederland*, General Employers' Organization) states that '[f]ortunately, we often see that extra wage space [in wage negotiations] is not translated into money but in structural long-term effects such as training (...).'
- From table 6 the development of the average CVT contribution can be discerned:

*Table 6 Development of the Average CVT Contribution 1998-2005*

<i>Year</i>	<i>Average Percentage of the Wage Bill</i>
1998	0.56
1999	0.59
2000	0.66
2001	0.68
2002	0.66
2003	0.68
2004	0.66
2005	0.67

Source: de Mooij/Houtkoop 2005: 57.

## **Actors' Strategies and Conflicts among and between Them (State, Political Parties, Employers, Trade Unions)**

- Life long learning is strongly supported by the VNO-NCW. It pleads for private training courses that are financed the same way as public providers (Schaapman 2009: Main Positions of the Social Partners on the CVT).
- As SMEs face an increasing need of highly educated people, MKB Nederland (Dutch Federation of Small and Medium Sized Enterprises) supports high-quality CVT. Therefore, MKB suggests that vocational training schools on regional level should develop a system of CVT in which students return regularly during their job career (Schaapman 2009: Main Positions of the Social Partners on the CVT).
- The MKB is more involved in training services than the VNO-NCW (Confederation of Netherlands Industry and Employers) (Kenis 2005: 210, 213).
- The SMEs acknowledge the importance for CVT and seek higher quality standards (Schaapman 2009: Main Positions of the Social Partners on CVT), and they also view the O&O funds as an important instrument to promote CVT, especially in SMEs (BIBB 2010: 77).
- FNV also strongly advocates CVT. Nevertheless, the trade union federation is not convinced of what has been reached in this field. The FNV requests more importance of CVT in collective bargaining (Schaapman 2009: Main Positions of the Social Partners on the CVT).
- Meanwhile the employers promote an open education market including private course provision. The trade unions claim a revision of the CVT system by collective bargaining (Giaccone 2009: 26-27).
- To sum up: The social partners have a different focus on CVT.

## **10. Recent Developments and Other Interesting Information**

- The functions of O&O funds are changing. They explore new fields, such as employment in the sectors. Projects have been initiated to reemploy unemployed people of the sector. Many funds have started to target young workers. A trend has also been to focus on employability. Beyond functional training programs, the training of general skills has become popular (de Mooij/Houtkoop 2004: 22).

## 11. Contacted Experts

We thank the following experts and colleagues for providing information and answering very specific questions:

- Borg, Marcel, 08.03.2010, Secretary O&O funds at the *Technisch Bureau Bouwnijverheid*, telephone interview.
- Slagmolen, Rob, 07.12.2009, Secretary Labor Market VNO-NCW, MKB, telephone interview.

## 12. List of Abbreviations

- AWWN: *Algemeene Werkgeversvereniging Nederland* (General Employers' Organization)
- BIBB: *Bundesinstitut für Berufsbildung* (Federal Institute for Vocational Education and Training)
- CAO: Collective Arbeidsovereenkomst (Collective Labor Agreement)
- CAO BTER: *Bedrijfstakeigen Regelingen voor de Bouwnijverheid* (CLA on branch specific rules for the construction sector).
- CEDEFOP: European Centre for the Development of Vocational Training
- CLA: Collective Labor Agreement
- CNV: Christelijk Nationaal Vakverbond (Christian Trade Union Federation)
- CVT: Continuing Vocational Training
- FNV: Federatie Nederlandse Vakbeweging (The Dutch Trade Union Federation)
- EIRO: European Industrial Relations Observatory On-Line
- ETUC: European Trade Union Confederation
- EUR: Euro
- FGZ: *Federatie Goud en Zilver* (no translation found)
- FOCWA: *Nederlandse vereniging van Ondernemers in het Carrosseriebedrijf* (no translation found)
- IVT: initial vocational training
- LTO Nederland: Land- en Tuinbouworganisatie Nederland (Dutch Federation of Agriculture and Horticulture)
- Metaalunie: *Ondernemersorganisatie voor het midden- en kleinbedrijf in de metaal* (no translation found)
- MHP: Vakcentrale voor Middelbaar en Hoger Personeel (Federation for Managerial and Professional Staff)
- MKB: *Midden en Kleinbedrijf* (Dutch Federation of Small and Medium-sized Enterprises)

- NGO-SBG: *Vereniging van ondernemingen in de galvano-technische Industrie* (no translation found)
- NVB-Bouw: *NVB Vereniging voor ontwikkelaars & bouwondernemers* (no translation found, nvb-bouw)
- NVKL: *Nederlandse Vereniging van ondernemingen op het gebied van de Koudetechniek en Luchtbehandeling* (no translation found)
- NVOG: *Nederlandse Vereniging van Ondernemers in het Graveerbedrijf* (no translation found)
- NVvM: *Nederlandse Vereniging van Modelmakerijen* (Dutch Association of Model Makers)
- O&O fonds: Opleidings- en ontwikkelingsfonds (Education and Development fund)
- O.O.C.: Opleidings- en Ontwikkelingsfonds voor het Carrosseriebedrijf (O&O fund of the autobody branch)
- O.O.G.Z.: Opleidings- en Ontwikkelingsfonds voor de Goud- en Zilvernijverheid (O&O fund of the gold and silver manufacture).
- O.O.I.: Opleidings- en Ontwikkelingsfonds voor het Isolatiebedrijf (O&O fund of the isolation branch),
- O.O.M.: Opleidings- en Ontwikkelingsfonds voor het Metaalbewerkingsbedrijf (O&O fund of the metalworking branch)
- OBN: *Ondernemersvereniging Bestratingsbedrijven Nederland*
- OTIB: Opleidings- en Ontwikkelingsfonds voor het Technisch Installatiebedrijf (O&O fund of the technical installation branch),
- SER: Sociaal-Economische Raad (Socio-Economic Council)
- SME: Small and medium sized enterprise
- StvdA: Stichting van de Arbeid (Labour Foundation)
- UNETO-VNI: *Ondernemersorganisatie voor de installatiebranche en de technische detailhandel* (no translation found)
- VIB: *Nederlandse Vereniging van Ondernemers in het Thermische Isolatiebedrijf* (Dutch Insulation Association)
- VNO-NCW: *Vereniging van Nederlandse Ondernemingen-Nederlands Christelijk Werkgeversverbond* (Confederation of Netherlands Industries and Employers)
- WEB: *Wet Educatie en Beroepsonderwijs* (Adult and Vocational Training Act)

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