

Case study 1 *continued*

Confidentiality is essential, and so far the record has been good. Both sides recognise the mutual advantage of the arrangements and neither want them to stop. Breaches of confidence are extremely rare and dealt with firmly if they occur. Though the company tries to be open with its interlocutors, it does not normally expect them to sign confidentiality agreements.

A key background factor that has helped build the relationship is the shared interest in the political debate over defence. The two sides do not normally lobby together, but they keep each other closely informed. Sometimes, as was the case with the Scottish independence referendum, the unions would have preferred the company to be more outspoken than it was in the early stages. However, both sides agree that the political background to the industry creates a foundation for good relations which might not always be easy to replicate elsewhere.