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# ITUC Frontlines and Priorities 2018



ITUC CSI IGB

International Trade Union Confederation



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# INTRODUCTION

## Building Workers' Power

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**The global economic model has failed working people. It is simply a model of inequality shaped by big business and “the one per cent”. To end corporate greed we must build the power of workers to rewrite the rules of the global economy.**

Organising workers and mobilising their communities also provide the hope of rebuilding our societies amidst historic levels of conflict, inequality and political division.

Across all continents people are worried about losing their jobs, and when 84 per cent of people believe the minimum wage is not enough to live on, inequality and instability can only grow.

People's anxiety shows clearly that the submissive behaviour of governments to corporate demands for attacks on workers' rights and reduction of taxes means they have presided over a massive global governance failure on jobs, wages, public services and social protection.

The corporate capture of so many of governments has resulted in the breakdown of institutions. Democratic space is shrinking, attacks on rights are pervasive across the globe and in some cases the rule of law itself has broken down.

Family incomes are in crisis, and 80 per cent of people are just getting by. Half of the respondents in the ITUC Global Poll say their family income has fallen behind the cost of living.

Fear of the future, caused by denial of the security of decent work to most of the world's workers, is fueling political populism and marginalisation and, at the extremes, is at the root of armed conflicts and the des-

peration fueling the refugee crisis. Corporate greed is without question driving an exploitative model of global trade through supply chains that obscures the oppression of poverty wages, insecure and unsafe work. Up to 94 per cent of the workers in supply chains of major MNEs comprise a hidden workforce, allowing CEOs to outsource responsibility for decent work.

But people are not fooled about the responsibility of corporations for the state of the world today. Confronted with a global economy where the richest one per cent and corporate interests have too much influence and workers and national governments too little, and facing an economic system that favours the wealthy, 85 per cent of people say the time has come to rewrite the rules of the global economy to promote growth and share prosperity.

Ninety-three percent believe that it is important that their government take a stand against corporate abuse of the rule of law. Laws that mandate due diligence for companies to end illegal practices such as slavery, forced labour or paying below a minimum living wage, and to support collective bargaining and ensure safe workplaces, are essential.

Even the G20 countries have recognised the massive problem of labour rights violations. In May 2017 labour ministers declared that “violations of decent work and fundamental principles and rights at work cannot be part of the competition.” Their conclusions were endorsed by the leaders at the G20 Summit, and now we must hold them to account. Beyond a competitive economic floor that guarantees rights, we are now determined to take minimum living wages out of competition. The ITUC, working with our Regional Organisations and with the ETUC, is determined to build a global wages campaign.



Working people and their families stand with us in the call to end corporate greed. They reject a future where the development of technology is used as an excuse to break down employment protections. Sixty-four per cent of people want governments to regulate the digital economy to promote employment and workers' rights.

Full employment, decent work and compliance with rule of law are at the heart of all our work; to eliminate slavery, to end Corporate greed, to realise climate justice and a rights based future of work with just transition, to ensure the inclusion of women, young people, migrants and refugees, in the economic and social policy transformation required for a just and democratic world.

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## The strategic goals of the ITUC were established by the Berlin Congress.

### 1. Union Growth

#### A 200 MILLION-MEMBER ITUC BY 2018

This requires organising in both the formal and the informal economy.

### 2. Sustainable Jobs, Secure Incomes and Social Protection

#### 100 MILLION JOBS TO HALVE THE EMPLOYMENT GAP BY 2018 AND 20 PER CENT OF INFORMAL ECONOMY JOBS FORMALISED

This requires investment in jobs in:

- infrastructure;
- the care economy; and
- renewable energy, clean transport, green construction, sustainable agriculture, and related manufacturing and services.

It also requires:

- a minimum living wage;
- collective bargaining; and
- social protection.

### 3. Realising Rights

#### ORGANISING FOR RIGHTS MUST BE CENTRAL TO ALL ITUC ACTIVITIES:

- freedom of association and collective bargaining rights;
- the employment relationship;
- safe work;
- formalising informal work;
- eliminating slavery and forced labour – including ending the kafala system;
- twenty-five per cent increase in women's workforce participation;
- five per cent more women in unions; and
- the right to work recognised for migrants, refugees and asylum seekers with associated labour, political, social and cultural rights.

These objectives are the basis for the ITUC's work and provide the foundation for a better world, where workers, their families and communities have the economic security that is the basis for a world free of conflict, marginalisation and exploitation. Through our Frontline campaigns and our ongoing Priorities, we can organise around the strategic goals that the Berlin Congress set for us and deliver on these objectives.

# Organising for Workers' Power

The Berlin Congress set out the core objectives of the ITUC for 2014 - 2018 and established the centrality of organising.

All the ITUC's work plans must be based on direct organising, partnerships for organising or activities designed to deliver the scaffolding for organising, through rights, legislation and economic and social policy.

Consequently, global or national goals and targets require plans that secure the engagement of affiliates and their commitment to concrete organising targets for the workers to whom the global or national objective is relevant.

The cooperation with Global Union Federations, and their engagement with the work of the ITUC, was described at the Berlin Congress as follows:

## Building Workers' Power: ITUC Organising Framework Pathways to growth

1. CORPORATE CAMPAIGNS	2. GLOBAL ISSUES Regional/National Targets	3. AGENDA SETTING
GUF(s) Led	ITUC-led strategies for unorganised target groups	Strategic Global Campaigns that are in their genesis e.g. , Qatar
Added Value / Partnership ITUC <ul style="list-style-type: none"> <li>• National Centres</li> <li>• Union Affiliate</li> <li>• Allies</li> </ul>	Added Value / Partnership GUFs <ul style="list-style-type: none"> <li>• National Centres</li> <li>• Union Affiliate</li> <li>• Allies</li> </ul>	ITUC <ul style="list-style-type: none"> <li>• May lead the start of these campaigns</li> <li>• May help GUFs in starting these campaigns</li> <li>• ITUC may lead these campaigns</li> </ul>
		NB: <ul style="list-style-type: none"> <li>• These strategic campaigns should be limited to one in planning and one in implementation.</li> <li>• As they mature with organising possibilities, they should be shifted to one or two</li> </ul>

# ITUC Frontlines and Priorities 2015–2018:

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## Frontlines

- Climate Justice and Industrial Transformation
  - Taming Corporate Power in Supply Chains
  - Eliminating Slavery
- 

## Priorities

- Countries at Risk
- Global Coherence and Development
- Global Governance of Migration
- Count Us In!
- Organising

The strategic plans for each of these areas of work for 2018 are summarised in the following pages.

In addition, the TUDCN provides a vital foundation for advocacy in national and international development institutions and processes. The sustainable development goals – Agenda 2030 – are at the forefront of activities integrated into the strategic plans outlined here, and the TUDCN with its regional networks supports the work of the ITUC, TUAC, affiliates and GUFs.

These plans incorporate our ambitions to realise the Sustainable Development Goals critical for working people including Goals:

- 1 Poverty
- 5 Gender
- 8 Decent Work
- 10 Inequality
- 13 Climate
- 16 Inclusive Societies

These goals hold the promise of a zero-poverty zero-carbon world, but this will not be realised without fundamental changes to the economic model.

The work of the ITUC in 2018 will also continue our attention to peace, democratic rights and freedom. We will also ensure that the future of work is not constructed without the rights and regulatory frameworks that ensure workers are afforded quality jobs, can organise and bargain collectively and are supported with education and skills training and guaranteed universal social protection.

## Recommendation:

### The General Council is requested to:

- Endorse the 2018 plans for the Frontlines and the ongoing ITUC Priorities and call on all affiliates to actively engage in their implementation; and
- Request donors to consider supporting the implementation of the ITUC Frontlines and Priorities through direct funding and through alignment of bilateral programmes



# ITUC FRONTLINES:

## Eliminating Slavery

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### Highlights

- The exposure of forced labour in supply chains of multinational companies has created waves of global outrage. The forced labour of Samsung migrant workers in Malaysia forced the company to write new policies on treatment of migrant workers.
- Eighteen countries have ratified the ILO Forced Labour Protocol.
- The G20 committed to take immediate and effective measures to eliminate child labour by 2025, and forced labour, human trafficking and all forms of modern slavery.
- New government legislation including the UK Modern Slavery Act, and due diligence legislation in France, and discussions in the European Parliament, the Netherlands and Australia will hold more and more companies to account for modern slavery in their supply chains.
- Companies operating in the Gulf States, including Al Jazeera in Qatar, have made public statements in support of union representation for workers.
- The ITUC “Recruitment Advisor” website is connecting unions and migrant workers, gathering data to rate recruitment agencies and overseas employment practices and offering assistance in cases of abuse.
- The Inter-American Court of Human Rights (IACHR) in *Fazenda Brasil Verde v. Brazil* and the European Court of Human Rights (ECHR) in *Chowdury v. Greece* found governments failed to protect the workers from forced labour and human trafficking.

### Challenges

- The announcement of the location for the 2026 FIFA World Cup and 2022 Olympics will test the effectiveness of new human rights guidelines.
- The FIFA 2018 World Cup in Russia will expose working conditions in Russia and also put the spotlight on Qatar 2022 where there has been no progress on labour reform to end kafala and modern slavery.
- Expand the coverage of recruitment advisor to include targeted African countries.

### OVERVIEW

#### **Ninety per cent of people want their government to take a stand against slavery and discrimination. (ITUC Global Poll)**

Modern slavery is everywhere. From the construction of infrastructure under the kafala system in Qatar and the UAE to the cotton farms of Uzbekistan, from cattle ranches in Paraguay to fisheries in Thailand and the Philippines to agriculture in Italy, from sweatshops in Brazil and Argentina to berry pickers in Sweden along with historical and cultural slavery in Mauritania. The production chains of clothes, food and services consumed globally are tainted with forced labour, with migrant workers and indigenous people particularly vulnerable to exploitation.

Globally, work is more insecure with a predominance of short-term contracts or other non-standard forms of employment, and both informal work and modern slavery are not only growing but increasingly prevalent in the supply chains of large corporations. Investors driven by short-term profits put their money in countries where they find cheap labour, or restrictive labour practices of modern slavery like the kafala system.

While technology is now being used in a gross violation of human rights, to make it easier to buy and sell domestic workers under the kafala system through Facebook groups, it will also be used by migrant workers themselves to rate recruitment agencies and companies with the ITUC's new platform [www.recruitmentadvisor.org](http://www.recruitmentadvisor.org).

In the global private economy, the ILO calculates forced labour generates USD 150 billion each year, but it could be even higher. In all countries, unscrupulous employers and recruiters are increasingly exploiting gaps in international labour and migration law and enforcement. After drugs and arms, human trafficking is now the world's third biggest crime business.



Cleaning up modern slavery is possible. It's a matter of political will to deliver legislative changes and freedom of association, which will be driven by the exposure of scandals and campaigning from workers, consumers and unions.

Due diligence and transparency is the key to ending modern slavery in supply chains. Where corporations take responsibility for due diligence and consequently make their supply chains transparent, it is possible to establish grievance procedures that can facilitate remedy of any violations of rights at work – from forced labour to paying below the minimum wage.

A range of international standards, based on the UN Guiding Principles for Business and Human Rights, emphasise the role of due diligence in identifying and avoiding the risks of modern slavery. Under the UNGPs, companies should have in place a “human rights due diligence process to identify, prevent, mitigate and account for how a company addresses its impacts on human rights”.

In 2014, governments overwhelmingly supported the adoption of a new treaty to turn back the rising tide of forced labour with the ILO Protocol to fight modern slavery. The Protocol, with its accompanying Recommendation and the MNE declaration amended in 2017, together with the UNGPs the OECD Guidelines and the new general Due Diligence Guidance developed by the OECD, now provides governments with clear international standards to address modern slavery in business operations and supply chains.

Governments must ratify the ILO Protocol as the basis of a legislative mandate for supply chain transparency and due diligence backed by compliance that ensures both grievance procedures and remedy.

Eighteen countries have ratified the ILO Protocol as part of the 50 for Freedom campaign.

The beginning of 2017 saw the adoption of new due diligence bills in France and in the Netherlands. In February, the Dutch Parliament adopted a Child Labour Due Diligence Bill, which will require Dutch companies to identify the risk of child labour in their supply chains and develop a plan to address risks of child labour. In March, the French Parliament adopted a new “devoir de vigilance” bill requiring large French companies to develop and enact an effective duty of care plan (plan de vigilance). A breach of the duty of care may still entail liability for a company in the event it causes harm. A proposed Constitutional amendment in Switzerland would also mandate due diligence to prevent human rights abuses, including modern slavery, for Swiss companies.

The Modern Slavery Act in the UK has spurred on other governments to introduce similar legislation including the Australian government's announcement of a proposed new law to report on practices and policies to prevent forced labour in supply chains, with unions pressing for mandatory due diligence, a monitoring mechanism and an enforcement procedure.

European governments are being pressed to develop EU-wide legislation on mandatory due diligence. In 2015, members of the European Parliament adopted a motion calling for a Resolution on mandatory human rights due diligence for companies. In 2016, eight national parliaments launched a “green card” initiative at the EU level calling for a human rights duty of care

towards individuals and communities by EU-based companies whose human rights and local environment are affected by their activities.

G20 Labour Ministers in their 2017 declaration accepted that the global economy cannot be built on oppression and rights violations.

International sporting bodies are responding to pressure, with FIFA pledging to operate in accordance with the UNGPs. The IOC is including labour rights in host-city contracts, and other sports federations are adopting rights and due diligence provisions.

Freedom of association means workers can liberate themselves. It is an enabling right, and organising is the most effective instrument to tackle slavery and forced labour. When freedom of association is respected and workers are allowed to freely organise, there is a guar-

antee that there will not be slavery, child labour or other unacceptable practices.

Now we need government leaders to stare down corporate greed. People demand it: 90 per cent of respondents in the ITUC Global Poll want their governments to stand up to modern slavery and discrimination.

Eliminating Modern Slavery is now on the global agenda. Since the Congress in Berlin confirmed the struggle to eliminate modern slavery as one of the three Frontline campaigns, the campaign has grown with legislative success, an organising base and community and consumer support to end slavery. With the BWI and the ITF we have achieved significant steps towards eliminating the Kafala system in Qatar. In 2018, no government or business can avoid their responsibility to end modern slavery.

## GOALS

1. Fifty ratifications of the ILO forced labour Protocol by the end of 2018.
2. Eliminate forced labour in global hotspots.
3. Achieve effective state and corporate compensation for forced labour in supply chains.

## 2018

### Global

- Rewrite the rules of the global economy to eliminate slavery and forced labour in global supply chains through due diligence by companies, grievance procedures and access to remedy.
- Fifty ratifications of the ILO Forced Labour Protocol by the end of 2018.

### National

- Unions/workers in global slavery hot spots (Uzbekistan, Paraguay, Mauritania, Gulf countries and Malaysia) eliminate forced labour through increased workers power and representation.
- Explore actions in countries where modern slavery risks are growing, e.g., Poland, Lithuania.

### Legal

Effective state and corporate compensation for forced labour in global supply chains through the expansion of national legislation.

## Lead Departments

Campaigns and Communications  
Human and Trade Union Rights



# Eliminating Slavery



AIR



"I had only been at my employer's for a week and was hit and slapped repeatedly. They liked to torture."

Tayem, former domestic worker in Qatar

**GLOBAL  
REGIONAL**

## Legal

- OECD complaints
- ILO complaints
- Cases
- Legal conference

## End Kafala in Gulf States

- Qatar: No World Cup without workers' rights
- UAE: OECD complaints; NYU; Louvre/Guggenheim

## GOALS

### ➤ Global Architecture

- ILO Forced Labour Protocol
- Sports & Rights Alliance
- FIFA Human Rights Policy
- UN Business and Human Rights principles
- UN Treaty Business and Human Rights

### ➤ Eliminating Slavery Goals

1. 50 countries ratify FLP by 2018
2. 5 country campaigns to eliminate slavery
3. 2 cases of corporate compensation

- 50 Ratifications

- Humanitarian Crisis Qatar Blockade

- Qatar 5 Year Roadmap

## Forced Labour Protocol

- 50 countries by the end of 2018

## National Legislation

- Mandating due diligence: Netherlands, Switzerland, and France
- UK Modern Slavery Act
- Australia Modern Slavery

## Qatar Company Agreements

- BWI
- ITF

## Organising

- Qatar: underground + support Oman, Bahrain
- Mauritania
- Paraguay
- Italy
- Uzbekistan
- Malaysia
- Poland/Lithuania

**NATIONAL**

**GROUND**



"Our freedom, our dignity will never be truly and fully achieved until there are no more slaves in this country"

Boubacar Messaoud, President of SOS Esclaves Mauritania

"90% of people want their government to stand up to modern slavery."

ITUC Global Pool

"The ILO estimates that at least 21 million people are victims of forced labour and it amounts to an estimated \$150 billion of illicit profits a year"

ITUC Frontlines Report

# Taming Corporate Power in Supply Chains

## Highlights

- Global exposure of working conditions at Samsung.
- Workplace visits in Central America and production of the video “Exporting Greed through the Panama Canal”, and the report identifying Latin America’s hidden workforce.
- Historic recognition of supply chain rights violations with the G20 demand that “Violations of decent work and fundamental principles and rights at work cannot be part of the competition.”
- G20 declaration that minimum wages must be living wages that “should take into account the needs of workers and their families, the cost of living and economic factors.”
- G20 recommitment to due diligence, the French legislation to mandate due diligence and the OECD guidance on due diligence.
- The update of the ILO MNE Declaration recognising due diligence.
- The ITUC/ETUC global wages campaign.
- The development of regional minimum living wage and social protection campaigns with “Asia fights for +50”, “100% Africa” and in Latin America, “Cerrar la brecha – Salario digno” (“Bridge the Gap – A Living Wage”).
- The establishments of ITUC legal clinics.

## Challenges

- Deepen the regional wages’ campaigns and encourage more affiliates to join including networks of women, youth, migrants and other equity-seeking groups.
- Increase the research on current wage systems with comparative data on cost of living.
- Expand the advocacy on governments to mandate due diligence by corporations.
- Increase pressure on Samsung to ensure freedom of association.
- Support organising campaigns for social protection, wages, safe and secure work that also address the gender dimension of these issues.
- Ensure good outcome of ILO Experts meeting on cross-border social dialogue and due diligence.

## OVERVIEW

### **Global trade depends on a hidden workforce of up to 94 per cent – locking people into low-wage, insecure, and often unsafe work.**

The power of big business dominates trade policy, as well as product and financial markets, with 80 per cent of global profits now held by just 10 per cent of companies.

The integration of supply, production, transport, logistics, and services means all corporations are involved somewhere in the supply chains. Yet, despite world GDP tripling in thirty years, this model is responsible for generating greater inequality along with massive

in-work poverty and a stagnating global economy.

Up to 94 per cent of workers in supply chains are a hidden workforce, which for corporate leaders is one of faceless men and women because employment is outsourced, and, conveniently, responsibility is also outsourced to layers of contractors. This model ensures that CEOs never have to face the oppression and abuse that occurs to the very human beings who generate their profits. It is a model that big business wants to hide behind.

The scandal of a global economic model dependent on a hidden workforce in low-wage, insecure and often

unsafe work is now being exposed in detail to governments, consumers and investors.

In the 2015 ITUC Global Poll, more than half of the people in the G7 countries said they did not trust major corporations to look after the interests of workers. In the producer countries of the Philippines, Indonesia and Turkey, 78 per cent called for a minimum living wage and 80 per cent said that employers put profits before safety.

In 2016, 82 per cent of the population agreed that a company is ultimately responsible for, and should be held accountable for, the actions of its subcontractors, and 77 per cent of the public agreed that all companies should make information publicly available to their customers about all the contractors and subcontractors they source from.

In 2017, 84 per cent of the world's people said that the minimum wage is not enough to live on and 85 per cent agreed it is time to rewrite the rules of the global economy. Seventy-one per cent of people want governments to end the abuse of workers in their global supply chains.

National law and global standards now exist, including the UN Guiding Principles on Business and Human Rights, the OECD Guidelines for Multinational Enterprises and the ILO Declaration on Multinational Enterprises. At the same time, we have seen the development of a corporate social responsibility (CSR) industry worth USD 80 billion that does far more to mask the problems than to fix them. None of this ensures the rule of law necessary for securing decent work.

Corporations face little legal liability at home for violations they cause or contribute to in their supply chains. Indeed, supply chains are structured to limit liability, allowing corporations to benefit from lawless contractors and countries unable or unwilling to enforce the law. The ITUC calls for an ILO Convention on supply chains and for national governments to follow the French government, and steps made in the Netherlands, to mandate due diligence requirements for all companies.

Many small to medium enterprises and even larger suppliers are also powerless in the face of the bullying of big business to accept contracts that are short term

and do not pay enough. This lack of fair competition is in turn deepening the exploitation of workers.

There is a growing trend in development policies to provide public development funds to multinational businesses to incentivise their investments in developing countries. Unions are campaigning for accountability criteria on this to be adopted by donor governments.

We have made progress in establishing a global framework of the rule of law. The G7 (2014) called for action on labour rights in supply chains and the strengthening of the implementation of OECD guidelines. The G20 considered this in 2017 under the German Presidency, and a strong set of commitments by the labour ministers was endorsed by the leaders:

**“Violations of decent work and fundamental principles and rights at work cannot be part of the competition.”**

**“Minimum wages are a foundation for decent work... they must be set at a level that guarantees decent standards of living for workers and their families...wages should take into account the needs of workers and their families, the cost of living and economic factors. In this respect, minimum wage legislation and collective bargaining in particular can set income floors to reduce income inequality, eliminate poverty wages and achieve sustainable wage growth.”**

The ILO held a general discussion in 2016 and convened an experts group on EPZs in 2017, with an experts' discussion on “cross-border social dialogue and due diligence” planned for 2018. This will be followed in 2019 by a discussion on “governance gaps”. These discussions are further steps towards an ILO Convention. The OECD is finalising a global “due diligence” standard, and we will campaign with affiliates for mandatory requirements for this through national legislation. And the negotiations for a UN Treaty on business and human rights continue.

Under the umbrella of “End Corporate Greed”, unions are organising for minimum living wages and collective bargaining, secure and safe work, formalising informal work in supply chains, purging supply chains of slavery, and universal social protection.



The 2017 focus on corporate campaign work has continued, and has helped build with the ETUC a global wage campaign.

We have specific campaign strategies developed with affiliates and the ITUC regional offices in Asia, Africa and Latin America. With the ETUC and PERC, the European strategy involves both the demand for minimum living wages and collective bargaining rights with a wage convergence in all countries. These campaign frameworks, “Asia Fights for +50” and “100% Africa – Dignity, Value, Wages”, in Latin America “Cerrar la brecha – Salario digno” (Bridge the Gap – A Living Wage) and in Europe “End Corporate Greed: Europe Needs a Pay Rise” are available at [www.ituc-csi.org/wagescampaign](http://www.ituc-csi.org/wagescampaign).

“Modern Technology - Medieval Conditions” is the headline for the ITUC/IndustriALL Samsung campaign with exposure of the company’s extraordinary culture of oppression including both the blatant bullying of government officials to hide the use (citing “trade secrets”) of killer chemicals and a total corporate-wide ban on unions. See [www.samsungexposed.org](http://www.samsungexposed.org).

The campaign has deepened with exposure of conditions at major trade shows and a partnership with the Korean unions and SHARPS on the deaths and injuries caused by killer chemicals. We have lodged a complaint with the OECD that includes this travesty and the denial of freedom of association in both direct employment and through Samsung’s supply chains.

In Latin America, “Exporting Greed Through the Panama Canal” has exposed the cost of decent work at three cents more on the price of a melon or two cents on a banana. See [www.endcorporategreed.org](http://www.endcorporategreed.org).

With UNI Global Union we are developing support for targeting of telecoms company MTN by African trade unions, and this campaign will be a highlight in 2018.

The work of the ITF with its hubs and corridors strategy is strengthening both cross sector and cross border organising

Further corporate targets and organising strategies are planned for Africa and Latin America for 2018.

GUFs are increasing the number of global framework agreements, and due diligence and compliance with sectoral wages bargaining are increasingly part of these. The Bangladesh Accord is a basis for national safety standards, has overseen massive safety upgrades, and represents a model for other issues and in other nations. The ACT programme for wage increases driven by IndustriALL is a very hopeful development for success in sectoral bargaining.

2018 will be a significant year for deepening the exposure of the scandals that reflect the deficit of decent work in supply chains, expanding affiliate organising with targeted support to them, and in the lead-up to the ITUC Congress, deepening the demand that rights violations and minimum living wages be taken out of global competition.

## GOALS

1. Build stronger and more inclusive unions.
  2. Deliver minimum living wages backed by sustainable systems to deliver them.
  3. Ensure social protection.
  4. Change corporate behaviour in supply chains to:
    - » purge forced and informal labour;
    - » pay a minimum living wage;
    - » expand collective bargaining and safe and secure work; and
    - » eliminate tax evasion, expose corruption and avoid doing business in slave states.
- 

## 2018

### Global

- Samsung Exposed: Deepen campaign against Samsung with OHS focus.
- Corporate Greed: Expose hidden workforce in Latin America and Africa.
- Global wages campaign in four regions.
- Expand social protection and campaign for universality.
- Digital action targets.
- Global rule of law – G20/ILO/OECD.
- Committee on Workers' Capital (CWC) Investor Campaign.
- Adoption by donor governments of engagement criteria and accountability mechanisms on business involvement in development.

### National

- Expand number of affiliates campaigning on wages and social protection in each region.
- Conduct workers' hearings and video evidence of wage poverty and impact of pay rises.
- Strengthen local campaigns on Samsung and other multinationals.
- Deepen organising support for national corporate and wages campaigns.

### Legal

- Expand legal clinics.
- Support cases in domestic courts.
- Bring relevant complaints to ILO supervisory system.
- OECD complaint on Samsung.



### Lead Department

- Campaigns and Communications

# Taming Corporate Power



AIR



"My boss tells me when I have to work overtime. I never know when I'm going to get home to my 12 year old son"  
Rina, sewer at Victoria's Secret

GLOBAL  
REGIONAL



"When a multinational makes \$60 million in profit but denies us the minimum wage, that's shameful"  
Moises, melon plantation worker

## Legal

- ILO Complaints
- OECD Guidelines complaints
- Due diligence legislation

## Min Living Wage Campaigns

- Asia fights for + 50
- 100% Africa
- Cerrar La Brecha
- Europe needs a Payrise

## Corporate Campaigns

- Exporting Greed through the Panama Canal
- Samsung
- MTN
- Dangote

## GOALS

### ➤ Global Architecture

- ILO Convention
- OECD Due diligence guidance
- G20 implementation of UNGP + due diligence
- UN Treaty

### ➤ Taming Corporate Power Goals

1. Deliver minimum wages backed by sustainable systems to deliver them
2. Ensure social protection
3. Change corporate behaviour in supply chain to:
  - Purge forced and informal labour
  - Pay a minimum living wage
  - Expand collective bargaining and safe & secure work
  - Eliminate tax evasion, expose corruption, and avoid doing business in slave states

### - Oct 7 World Day for Decent Work

- July G20 Summit

- May Day

## Legal clinics

- National legislation
- Cases

## Organising

- Organising Academy

## Campaigns

- Wages and social protection
- Insecure or unsafe work
- Union busting (FOA)
- Worker organising at industry, sector and enterprise levels

NATIONAL

GROUND

"82% hold companies accountable for the actions of their subcontractors and 77% want companies to be open and transparent about their subcontractors."  
ITUC Global Pool

"The global supply chains of 50 companies employ only six per cent of people in a direct employment relationship, yet rely on a hidden workforce of 94 per cent."  
ITUC Frontlines Report



# Climate Justice and Industrial Transformation

## Highlights

- Establishment of the Just Transition Centre, and progress in making Just Transition measures core demands on government, business, investors and international organisations.
- Unanimous and strong trade union messages of commitment to the Paris Agreement and, led by the AFL-CIO, against the US administration announcement to withdraw from the Paris Agreement
- Release of three Frontlines publications outlining different aspects of our future work, notably potential ways forward for Just Transition work at the international level.
- Just Transition Centre report to the OECD “Growth, Investment and the Low-Carbon Transition” referenced in contribution to the G20.
- Piloting of an organising curriculum on climate change, including case studies on Just Transition.

## Challenges

- Need to ensure that Just Transition and the employment dimensions of climate policies feature in national climate-related plans: Nationally Determined Contributions (NDCs), development plans related to the SDGs, and infrastructure plans.
- Make progress on trade union understanding and commitment to climate action in countries facing situations regarding coal-dependent communities/regions.
- Demonstrate that Just Transition plans are being developed on the ground and can make a difference in people’s support for climate action.
- Track progress of the implementation of the ILO Just Transition Guidelines and overall work on environment and climate change.
- Train organisers and leads with a focus on new emerging green sectors, and mainstreaming Just Transition in organising curricula.

## OVERVIEW

### **Eighty-five per cent of people say the world would be a better place if governments were more committed to action on climate change (ITUC Global Poll).**

A zero-poverty zero-carbon world is possible. Agenda 2030 and the Paris Climate Agreement provide the framework for a world where social justice can be realised. Unions have a central role to play.

Climate action is urgent. The reality is that “there are no jobs on a dead planet”. This must be transformed, with the success of our demands, into **“decent jobs and Just Transition on a living planet”**.

Affiliates are mobilising for agreements that deliver industrial transformation and guarantee a Just Transition. They are equally committed to organising workers in emerging green-economy jobs in both the formal and informal economy. The challenge is to now ensure that

Just Transition measures are realised in national, industry and enterprise plans that protect and create new jobs, and that investment is targeted to ensure the necessary industrial transformation.

## Workers have a right to know:

- what their government plans are to decarbonise their economy and to protect jobs and pensions;
- what their employer's plans are to decarbonise the workplace and to protect jobs; and
- where their pension funds are invested.

Workers and their unions both demand, and accept responsibility for, the dialogue necessary to develop and implement Just Transition plans.

At the national level these plans are a first step to generate the confidence that people need to support structural change.

## This means time-bound plans for an energy transition that secures:

- a defined time span with wage safeguards and job security for workers involved;
- pension guarantees for older workers beyond the time span;
- skills development and redeployment with decent work alternatives for younger workers;
- social protection measures to support people through the transition; and
- investment in community renewal including the construction and services associated with renewable energy.

Likewise, social dialogue and collective bargaining at the industry and enterprise level is vital to secure the necessary industrial transformation required for a zero-carbon future.

The ITUC has established the Just Transition Centre in partnership with the ETUC and other allies to support the social dialogue and the research necessary to negotiate national and industrial plans. The Just Transition Centre report for the OECD was an important reference in the OECD's work on **"Growth, Investment and the Low-Carbon Transition"**.

This is the most significant challenge the world will face in the next 30 years, but we must start now or we will lose the war on climate change with horrendous consequences for all working people and their communities.

Workers' capital, through pension funds, can play a role by making investments consistent with limiting global warming to 2 degrees or less. This means wherever our pension funds invest they must require companies to have a plan for energy and industrial, logistics or service provision that ensures a Just Transition.

The ITUC report "Growing Green and Decent Jobs" demonstrated impressive potential job creation results from green economy measures in six industries: construction, transport, energy, agriculture, manufacturing and water. The ILO has calculated that at least 60 million jobs are possible, and the New Climate Economy estimates USD 90 trillion in investment will be required in infrastructure by 2030. This means jobs.

There are many cases of job growth in emerging technological shifts in traditional and new industries and services, and unions are at the forefront of advocacy in many industries. Support for affiliates to lead the demand and engage in dialogue for industrial transformation will be a priority in 2018.



JUST  
TRANSITION  
CENTRE

The Just Transition Centre will bring together and support unions, businesses, companies, communities and investors in social dialogue to develop plans, agreements, investments and policies for a fast and fair transition to zero carbon and zero poverty.

[www.justtransitioncentre.org](http://www.justtransitioncentre.org)

## GOALS

1. Raise the profile of climate on the agenda of affiliates and in their public and government advocacy, under the Unions4Climate campaign.
2. Organise workers around climate and environmental issues.
3. Secure implementation of the Paris agreement and advocate to raise government ambitions to protect the lives and jobs of working people.
4. Develop the work of the Just Transition Centre in partnership with the ETUC, the GUFs and with allies in civil society and with willing business to support company, sectoral and national plans to reduce emissions, including social and employment plans for industrial transformation.
5. Secure public and pension investments to drive industrial transformation of all economic sectors and industries and guarantee Just Transition measures.

## 2018

### Global

- Raise the profile of trade union leadership regarding its commitment to the fight against climate change at national, regional and international levels, in alliance with local communities and civil society partners, through the Unions4Climate campaign, among other means.
- Encourage and support affiliate mobilisation and sustained trade union lobbying of their governments to implement the Paris Agreement, including the inclusion of Just Transition and employment plans in the UNFCCC nationally determined contributions.
- Advocate at the United Nations climate negotiations (UNFCCC) and other relevant international fora, including Argentina and Canada (G20 and G7 Chairs respectively in 2018).
- Roll out the “Right to Know” campaign action – a campaign model for affiliates and partners aiming at building stronger union voices at the enterprise level calling on enterprises to publicly commit to their plans for a Just Transition to a zero-carbon future.
- With members of the Committee on Workers’ Capital (CWC), introduce shareholder resolutions to secure company commitments, drive investments in industrial transformation and jobs in renewable energy and demand due diligence of investors.
- Include organising strategies targeting green sectors and industries in national plans.

### National

- Support strong national union engagement in the 2030 Agenda Sustainable Development Goals implementation and monitoring (contributing to national reports on SDGs by trade unions).
- Support research and implementation of industrial transformation plans in 3 countries.
- Hold Roundtables with affiliates and GUFs on Just Transition plans, as support for negotiations on industrial transformation.

### Lead Department

Economic and Social Policy

# Climate Justice

AIR



"We need to be all inclusive this time and we need to consider the environment, our communities, and the needs of these workers to provide for their families and contribute to society."  
Ken Smith, UNIFOR Local 707A

**GLOBAL  
REGIONAL**



"We know what we want, we have a plan, we want solar thermal, we want to become a renewable energy hub. We have a vision for our future. This is the time in our history when governments have to take hold of the future"  
Lisa Lumsden, Repower Port Augusta

## Alliances: Advocacy + Media

- CSO/NGO: Climate 8, NCE
- Company: B Team, We Mean Business
- Investors and Pensions: AODP, UNPRI (CWC)

## GOALS

### ➤ Global Architecture

- ILO: JT Guidelines, Green Jobs
- UNFCCC/COP: Paris Agreement & NDCs, Economic Diversification & Just Transition
- G20, WB/IMF/IMDBs

"85% of people say that the world would be a better place if governments were more committed to action on climate change"  
ITUC Global Pool

### ➤ Climate Justice Goals for a Zero Carbon Future

1. Decent jobs on a living planet
2. Workers bargain for resources efficiency/productivity
3. A Just Transition which leaves no one behind



## Just Transition Centre

- Supporting labour at the table:
  1. National
  2. Workplace and industry
  3. City and community

## Climate Champions at Work

- A Workers' Right To Know: Online activist and organiser network

- COP23
- Taste of Organising
- Youth & Climate Research
- Just Transition Roundtables

## Legal

- Greenpeace Philippines Case (National Human Rights Commission)

## Organising for Climate Justice and Jobs

- Taste of organising
- Workplace activism

## Just Transition Roundtables

- Enterprise/Work-place (CBAs)
- Sectoral/Industry + Supply Chains (GFAs)
- National Employment plans (NDCs, SDG Plans)

## Bargaining Agreements for a Just Transition

- Company: Skills training
- Government: JT Funds for industrial, regional development

## Funding a Just Transition

**NATIONAL**

**GROUND**

# ITUC PRIORITIES:

## Countries at Risk

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### Highlights

#### Bahrain

- Lift of travel ban on Deputy SG GFBTU.
- The ILO Decent Work Country Programme is being revised.

#### Cambodia

- Government agreed to a roadmap to implement all recommendations of the ILO Direct Contact Mission.
- US and EU Parliament Resolutions on anti-trade union provisions in law.
- Thirty unions united to campaign to lift restrictions on freedom of association.

#### Colombia

- Peace agreement with strong union engagement.

#### Guatemala

- Congress approves inspection law restoring powers to labour inspectors.
- Eighty-three new unions registered.
- Permanent withdrawal of law introducing differentiated municipal minimum wages.
- Progress in organising banana workers in the south of the country.

#### Haiti

- Increase in number of unions affiliated to national centres.
- More capacity for freedom of association, salaries, social protection, mobilisation and demands in EPZs.
- Ongoing process for respecting freedom of association and tripartism.
- More denunciations by the ILO supervisory bodies of violations.

#### Korea

- Ex-President Park of Korea impeached and Chairman of Samsung arrested for corruption.
- Newly elected government commits to restore labour rights and reform chaebols.
- Government commitment to ratification of ILO Conventions.

#### Mauritania

- AFL-CIO submission of AGOA petition.
- UN Special Rapporteur Mission in May 2017.
- Ratification of 2014 Forced Labour Protocol.
- Strong CAS conclusions and the government committed to accept ILO High Level Mission.

#### Mexico

- Senate approves Constitutional Reforms on Labour Justice.



## Swaziland

- Engagement of TUCOSWA and ATUSWA with FloCERT and Fairtrade.
- Industrial Court confirms the right to strike and that the replacement of striking workers is illegal.

## Zimbabwe

- Tripartite roadmap signed to implement ILO High Level Mission recommendations.
- Asset freeze against ZCTU has been removed.
- Court rulings in favour of trade unions.

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## Challenges

### Bahrain

- Implementation of the tripartite agreement.
- Full reinstatement of workers.
- Government respect for freedom of association.
- Organise migrant workers.
- Discrimination against migrant workers in law.
- Exclusion of domestic workers from labour law.

### Cambodia

- Registration and Most Representative Status of independent unions.
- More stringent control under upcoming minimum wage law and disputes procedure law.
- Threats of violence, discrimination and judicial harassment continue.
- Increase job security for garment workers.
- Corporate respect for freedom of association.

### Colombia

- Stop violence against trade unionists.
- Maintain stability for implementation of peace process.

### Guatemala

- Achieve convictions for murders of trade unionists.
- Implementation of roadmap to restrain union busting.
- Government and corporate respect for freedom of association.
- Overcome trade union fragmentation.
- Organise in the private sector.
- Definition of organising strategies.

### Haiti

- Obtain the reintegration of the dozens of workers who were dismissed in the mobilisations of May 2017 in EPZs and at ONI, OAVCT and Coca-Cola-Couronne.
- Increase the representation of women in unions.
- Concrete improvements in the process of labour reforms.

### Korea

- Release of KCTU President Han San-gyun.
- Ratification of C87 and C98.
- Reform legislation regarding public servants, and self-employed workers' right to organise and strike.
- Ensure freedom of association and collective bargaining in Korean multinationals.

### Mexico

- Implementation of the constitutional reform at local level.
- Eradication of protection contracts.

### Mauritania

- Reduce trade union fragmentation and organise journalists, health workers and teachers.
- Implementation of the action plan on fighting against slavery and forced labour.
- Social elections (to determine trade union representation) to be fully democratic.
- Effective investigation and prosecution of those responsible for practices of slavery.
- Compensation for victims of forced labour.

## Swaziland

- Organise targets and strategies in the private sector and agriculture.
- Process amendments to the Suppression of the Terrorism Act and the Public Order bills.

## Zimbabwe

- Ensure payment of wages.
- Government refuses to amend the Public Order and Security Act.
- Collective bargaining mechanism in relation to SEZs.

## Kazakhstan (New for 2018)

- Revoke deregistration of Independent Trade Union of Kazakhstan.
- Release of and compensation for unjust detention of Nurbek Kushakbaev, Amin Yeleusinov and Larisa Kharkova.
- Revision of labour legislation to protect freedom of association.

## OVERVIEW

Democratic space continues to shrink. The Global Rights Index 2017 shows yet another decline in rights and freedoms across the world with the biggest fallback in countries with strong democratic traditions. Governments are unable or unwilling to free themselves from an ever-tightening corporate stranglehold on social and economic policy or to effectively protect the rights of their citizens against the interests of major multinationals and investors.

The findings of the 2017 Global Rights Index show that workers' rights were weakened in almost all regions

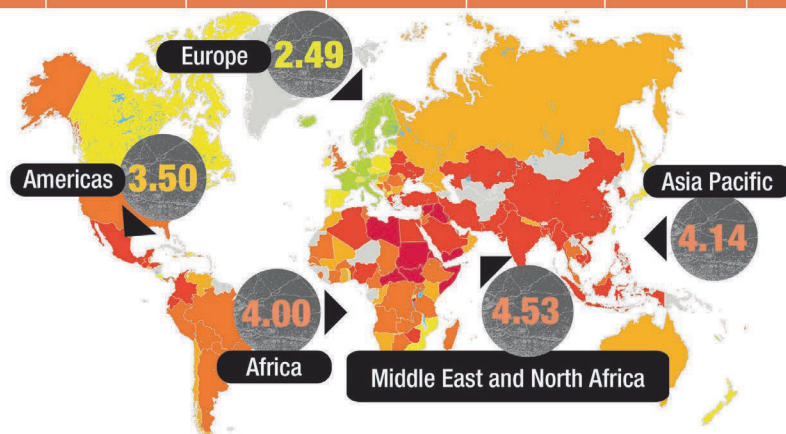
of the world. One of the most alarming trends was the increase, both quantitative and qualitative, of the registered episodes of violence in retaliation for the exercise of freedom of association. The number of countries where workers were murdered increased by one in 2017, bringing the number to 11. The Index registered a consistent increase in the number of countries where workers experienced forms of physical violence, kidnappings, threats and intimidations that escalated from 52 in 2016 to 59 in 2017, marking a ten per cent increase.

### Ten worst countries in the world for working people

BANGLADESH	COLOMBIA	EGYPT	GUATEMALA	KAZAKHSTAN	PHILIPPINES	QATAR	SOUTH KOREA	TURKEY	UAE
									
<ul style="list-style-type: none"> <li>• Police brutality</li> <li>• Mass arrests</li> <li>• Discrimination</li> </ul>	<ul style="list-style-type: none"> <li>• Murders</li> <li>• Collective bargaining undermined</li> <li>• Discrimination</li> </ul>	<ul style="list-style-type: none"> <li>• Discrimination</li> <li>• State repression</li> <li>• Mass arrests</li> </ul>	<ul style="list-style-type: none"> <li>• Violence and murder</li> <li>• Discrimination</li> <li>• Lack of due process</li> </ul>	<ul style="list-style-type: none"> <li>• State repression</li> <li>• Arrest of union leaders</li> <li>• Discrimination</li> </ul>	<ul style="list-style-type: none"> <li>• Violence, intimidation and murder</li> <li>• Discrimination and dismissals</li> <li>• Repressive laws</li> </ul>	<ul style="list-style-type: none"> <li>• Forced labour</li> <li>• Migrants excluded from labour law</li> </ul>	<ul style="list-style-type: none"> <li>• Repression of protests</li> <li>• Discrimination</li> <li>• Precarious work</li> </ul>	<ul style="list-style-type: none"> <li>• Police brutality and mass arrests</li> <li>• Discrimination</li> <li>• Mass dismissals</li> </ul>	<ul style="list-style-type: none"> <li>• Forced labour</li> <li>• Migrants excluded from labour law</li> </ul>

### Results by region

- **5+** No guarantee of rights due to the breakdown of the rule of law
- **5** No guarantee of rights
- **4** Systematic violations of rights
- **3** Regular violations of rights
- **2** Repeated violations of rights
- **1** Irregular violations of rights
- **No data**



The 2017 ITUC Global Rights Index covers 139 countries, reporting takes place April 2016 – March 2017. The ITUC documents violations of internationally recognised collective labour rights by governments and employers, each country is analysed against a list of 97 indicators derived from ILO conventions and jurisprudence and represents violations of workers' rights in law and practice. The final country score determines which rating a country will get, 1 being the best rating and 5 being the worst rating.

The number of countries excluding workers from the fundamental right of freedom of association rose from 82 out of 141 in 2016 to 84 out of 139 this year. Over three quarters of countries deny to some or all workers their right to strike, and 36 per cent of the countries surveyed deny or constrain freedom of speech and assembly. There is a clear trend towards a progressive erosion of the most basic rights, even in the so-called “first world”.

The Middle East and North Africa was confirmed again the worst region for workers. In the Gulf, the kafala system still enslaves millions of migrant workers with complete impunity for perpetrators. In conflict-torn Yemen, 650,000 public sector workers have not been paid for more than eight months, while some four million private sector jobs have been destroyed, including in the operations of multinationals Total, G4S and DNO, leaving their families destitute.

In Egypt, the government keeps excluding legitimate and representative unions from any sort of debate and participation, while in Algeria independent unions are still waiting for registration while suffering in the meantime acts of retaliation, arbitrary detention, sacking and physical violence. Old and new conflicts are happening in the Middle East, where violence continues to escalate and fundamental human and trade union rights are systematically denied.

Once again, countries in Europe continue to offer the best protection of trade union rights to workers. Nonetheless, it was in those regions that the starkest deterioration of those rights occurred, continuing a trend registered last year. In fact, the average rating for Europe worsened from 2.47 in 2016 to 2.49 in 2017, making it even clearer the failure of the austerity measures implemented so far under the aegis of the Troika. In Central Asia, in Kazakhstan, the deterioration of basic human and trade union rights has been so dramatic that trade unionists have been arbitrarily arrested and convicted simply for calling a strike. The threat of terrorism has continued to be a pretext to undermine fundamental rights and the freedom to gather publicly, in particular in Turkey.

In the Americas, the new Brazilian government implemented a series of neoliberal reforms affecting various aspects of the economic and labour policies. In Argentina, the government violently repressed public protests: in one case 80 workers were injured during a stoppage calling for better pay and conditions.

Harsh repression of strike actions occurred also in Asia: Cambodian workers were often dismissed for forming unions while in Bangladesh striking garment workers have been arbitrarily detained and subject to criminal complaints. In the Republic of Korea, Hang Sang-gyun, president of the Korean Confederation of Trade Unions, remains in prison.

In recent years, trade unions in the ITUC Countries at Risk programme have made significant progress in stabilising economies and reversing the trend of attacks on workers’ rights in targeted countries. However, the Global Rights Index clearly demonstrates there is a need for intensified action in a larger number of countries, integrated in a global campaign addressing closing democratic space and attacks on workers’ rights everywhere.

In 2018, the HTUR Department and Legal Unit will therefore step up the Countries at Risk programme targeting specific countries, with more focus on visibility, communication and advocacy around the campaigns, highlighting the absence of rights and freedoms in countries at risk.

Safety and political stability are preconditions for unions to operate and effectively defend workers’ rights and interests. Where trade unions cannot freely organise and bargain, there is no real democracy. As democratic space continues to shrink, trade unions with other like-minded organisations will need to step up action for peace, democracy and rights. Where armed conflict threatens or is underway, it is integrated social and economic strategies that bring the hope of sustainable solutions. Where there is no social dialogue and an absence of rights, such as in the countries ranked 5+ in the Global Rights Index, inequality and exploitation will continue to grow. Where the authorities refuse to allow workers to organise, the ITUC will continue to press for peaceful solutions, with decent work for all and workers’ rights at the centre of efforts to avoid and resolve conflicts, and to rebuild in the aftermath of war.

The goal of the countries at risk strategy is to upscale respect for workers' rights and thus give countries a better ITUC rating. The strategy largely targets countries with rating 5 (no guarantees of rights) and 4 (systematic violations of rights). In countries rated 4 and 5, workers' rights are under permanent attack. Where conditions allow, the ITUC will continue to support trade union organising and campaigning efforts to achieve improvements in law and practice. A closer link between the country campaigns and the Index will allow the rating to be used as leverage to move governments towards better rating. Reference to what used to be called "watch list" and "targeted" countries will gradually diminish in favour of reference to country ratings.

Targeted organising strategies and strategic litigation will remain important elements of campaigns in countries at risk. An assessment of the effectiveness of the countries at risk strategy over the last three years has shown that impact can further increase by giving more focus and systematic follow-up to the decisions of the ILO supervisory mechanisms, increasing the visibility of the campaigns and the reality of workers' lives to pressure governments to change. A greater focus in strategic coordination of action at the International Financial Institutions (IFIs) is also foreseen.

In 2018, 11 countries will be targeted for intensive campaigning. Objectives and priority actions have been designed after extensive consultation with national affiliates to evaluate achievements in previous years and challenges ahead, as discussed and confirmed in the ITUC HTUR Committee.

**AFRICA:** Mauritania, Swaziland, Zimbabwe.

**ARAB REGION:** Bahrain.

**AMERICAS:** Guatemala, Haiti, Mexico, Colombia.

**ASIA:** Cambodia, Korea.

**EUROPE:** Kazakhstan (new)

Of the ILO core labour standards, the trade union rights Conventions are amongst the least ratified. Ratifications have come to a virtual standstill in the recent years. More than half of the world's working population still lives in countries that have not ratified either one or

both of Conventions 87 or 98. The ITUC is calling for renewed commitment from governments to ratify, and on its affiliates and the ILO to take action to promote the ratification of these Conventions. During the 2017 ILC, countries recommitted to universal ratification by the ILO's centenary. Trade unions everywhere should hold them to that promise.

Occupational health and safety is at the core of workers' rights, yet it has not received the attention it deserves. The right to health does not end when you enter a workplace. This is acknowledged in a wide range of authoritative sources, such as the UDHR, ICESCR, the ILO Constitution, the Philadelphia Declaration, the Declaration on Social Justice for a Fair Globalisation and several ILO Conventions. Following the 1998 Declaration, the ILO Core Labour Standards have received a status recognising these labour standards as human rights, leading to increased visibility and references in, for example, trade agreements. Unfortunately, health and safety standards are for the time being not acknowledged as core labour standards, nor is the right to health and safety recognised as a human right. The Resolution concerning the second recurrent discussion on fundamental principles and rights at work adopted at the 2017 ILC mandates the ILO to "explore the relationship between the fundamental principles and rights at work as defined in the 1998 Declaration and safe and healthy working conditions". The ITUC will therefore campaign for the recognition of occupational health and safety as a human right and for the ILO Conventions 155, 161 and 187 to be considered as Core Labour Standards as the legal basis to guarantee this fundamental principle and right at work. The ITUC considers the non-recognition of occupational health and safety as a human right as a serious omission and urges the ILO and the UN to urgently set this anomaly straight. The ILO's centenary is an excellent opportunity to do so.

The ITUC regrets that countries such as Brazil, Argentina, Colombia, Belarus and Zimbabwe did not appear in front of the Committee on the Application of Standards (CAS) in 2017. The conclusions adopted by the CAS provide clear orientations to governments on the measures they need to take. The ITUC will engage structurally with unions in countries where CAS follow-up is required to hold the governments to account. A high-level tripartite mission is to visit **Kazakhstan** for C87 and a high-level one for **Mauritania** for C29. Direct contact missions



were agreed for **El Salvador** for C144, **Bahrain** for C111, and **Algeria** and **Egypt** for C87.

The ITUC has welcomed the publication of a strong UN report on the right to freedom of assembly and association, and has called on governments to act on its findings. Annalisa Ciampi, Maina Kiai's successor as UN Special Rapporteur, is determined to build on this work and has had discussions with the ITUC and some of its affiliates to work on strategic litigation that could support the effective recognition of freedom of association in law and practice. At the same time, the ITUC and affiliates have increased coordination with like-minded organisations in civil society to reclaim freedom of association, free speech and the right to free assembly.

Freedom of association and collective bargaining are enabling rights and pivotal to success in other areas. Freedom of association and collective bargaining systems should be promoted at a global scale. The ILO's contribution to the Sustainable Development Goals (SDGs) should be the promotion of freedom of association, collective bargaining, social dialogue and tripartism as effective means to achieve sustainable development. The Swedish Global Deal initiative offers an opportunity to do so. The specific targets in the 2030 Agenda place a responsibility on the ILO, which must take the lead in promoting tripartism and social dialogue in implementation of the SDGs as a means to achieve progress on all related SDG goals. However, while there is ILO involvement in SDG alliances on forced and child labour and equal pay, which we strongly support, the same level of commitment for promoting social dialogue, collective bargaining, and freedom of association is not evident. The Global Deal should coordinate with other emerging alliances and help shape other ILO contributions to the realisation of SDGs 8.7 and 8.5.

Thanks to the support provided by the ITUC Regional Organisations, the ITUC has recently taken an active role before international and regional Human Rights Courts with the aim of ensuring more effective protection of human and trade union rights. Until recently there were no labour rights cases in front of the regional courts, but recently they have accepted to rule on this matter. Because of this, the ITUC will continue its engagement with the regional human rights courts to promote and defend the human rights.

Global economic fora, institutions and trade arrangements have a huge impact on workers' rights. Policy recommendations and conditions on credit and lending schemes often result in a deterioration of labour protection, in particular in countries at risk, where the protection of rights is most needed. Therefore, the ITUC will take a more proactive approach to achieve greater policy coherence. The countries at risk programme will build stronger synergies with the ITUC's global coherence programme to place statements of economic fora and projects of institutions under scrutiny for their impact on human and trade union rights. The World Bank's updated Environmental and Social Framework, adopted in August 2016, while not fully in line with the ILO core labour standards, is an opportunity to increase pressure on the World Bank to insist on ratification of and respect for core labour standards.



## GOALS

1. Organise and grow to build unions and support union activism.
  2. Realise FOA and collective bargaining in law and practice.
  3. Reduce informal, unsafe and precarious work in target countries.
- 

## 2018

### Global

- Monitor and respond to violations of workers' rights.
- Build regional/global solidarity in support of countries at risk through HTUR networks.
- Lobby governments and international institutions, including for trade sanctions.
- Universal ratification of C87 and C98.
- Recognition of occupational health and safety as a human right and a core labour standard.
- Increase countries signing up to the Global Deal.

### National

- Build capacity among affiliates to monitor violations of workers' rights.
- Assist affiliates to monitor and engage in follow-up to international supervisory mechanisms.
- Develop and implement national campaign plans in 11 targeted countries.
- Ratification of C87 and C98 in targeted countries.
- Training sessions to support affiliates in targeted countries in organising for rights.
- Send monitoring missions to countries at risk.

### Legal

- Maintain and build global database of rights violations and ranking in the ITUC Global Rights Index.
- Submit complaints on violations of workers' rights to international supervisory mechanisms (ILO, OECD...).
- Assist affiliates in strategic litigation and monitor cases submitted to legislative bodies – country tribunals and courts, human rights tribunals and regional courts/commissions.
- Provide technical assistance to affiliates dealing with changes to labour law.
- Provide legal support to affiliates and GUFs in specific disputes.

## Lead Department

Human and Trade Union Rights

# Global Coherence

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## Highlights

### Global

- The G20 2017 Labour and Employment Ministers Declaration “Towards an Inclusive Future: Shaping the World of Work” included strong recognition of the key role of social partners and commitments to the German Presidency’s four priority areas: decent work in global supply chains; women’s participation in the labour market; future of work; integration of migrants; and it was agreed that “violations of decent work and fundamental principles and rights at work cannot be part of the competition.”
- L20-B20 joint statement on sustainable growth, decent work and social cohesion in the digital economy.
- Strong engagement and visibility with the EU Trade Commissioner on EU trade policy in relation to the Economic Partnership Agreements (EPAs) in coordination with ETUC and ITUC-Africa.
- Wage Floor Forums held in Asia-Pacific, Latin America, Africa and Europe supporting the Taming Corporate Power in Supply Chains Frontlines campaign.
- In coordination with TUAC, achieved strong guidance on due diligence in responsible business conduct.
- Coordinated work with unions and civil society allies to change the operations of the international financial institutions (IFIs) to match their anti-inequality rhetoric, including the full implementation of labour standards lending requirements (“labour safeguards”) adopted by the World Bank and other multilateral development banks (MDBs).
- Strong recognition of unions as development actors participating in the UN 2030 Agenda annual reporting at the UN High Level Political Forum (HLPF).
- Evidence-based narratives on the role of social dialogue within the SDGs, as well as on donor government development policies (private sector engagement criteria and support to decent work).

### National

- Trade union national reports on Sustainable Development Goals (SDGs) produced and widely disseminated. Trade unions are more aware of the SDGs and began mobilising towards governments on the decent work elements of the 2030 Agenda.
- Trade unions developed initiatives and strategies to strengthen their organisational capacity (e.g., African “State of the Unions” Initiative).

## Challenges

- Strengthen labour chapters in trade agreements (in cooperation with ETUC and other regional actors).
- Make industrial policy and policy space a higher priority in trade agreements and policy debates.
- Support affiliates and GUFs use of labour safeguards to protect workers' rights in multi-lateral development bank-funded activities.
- Ensure that the Decent Work Agenda is central to the implementation of Agenda 2030 and strengthening trade union engagement on SDGs implementation.
- Support the development of organisational capacity strategies of national affiliates by the ITUC Regional Organisations.
- Ensure government commitments to invest in jobs in social and physical infrastructure.

## OVERVIEW

**Globalisation is failing people. Seventy-three per cent of people worry about losing their jobs. Nearly half do not expect the next generation to find a decent job. (ITUC Global Poll)**

The challenges of global coherence are immense with continued stagnating growth, historic levels of unemployment, a declining wage share and attacks on social protection, where it exists. Inequality is growing, the wage share of national income is among the lowest in history and the rapid expansion of supply chains as the dominant model of trade is impoverishing workers and risks undermining workers' rights. Increasing levels of precarious work, informality and workplace safety are major issues for unions everywhere.

The ITUC is addressing these issues by campaigning for policies that put investment in jobs and create demand through fair wages and social protection at the heart of economic growth and social justice.

The ITUC will continue to campaign for trade that is fair and respectful of workers' rights and interests. We will thus continue to oppose trade agreements that include provisions for Investor State Dispute Settlement (ISDS), undermine public services, or limit domestic policy space, as well as those that fail to secure compliance with core labour standards.

Taming corporate power in supply chains is a Frontline campaign. Within this campaign the ITUC has been working to strengthen the implementation of the OECD Guidelines for Multinational Enterprises and the UN

Guiding Principles on Business and Human Rights, including through mandatory due diligence. Campaigning for concrete outcomes on the global supply chain commitments from the 2017 G20 and advocating for an ILO Convention will be a continuing focus in 2018.

Promoting decent work remains the main objective of the union movement in development policy. The UN Agenda 2030 includes union priorities for decent work, social protection, gender equality, quality education, health, food and energy security. Union campaigns contributed to the inclusion of Goal 8 of full employment and decent work, and commitments to social protection. Implementation of these at the national, regional and global levels is a core focus for 2018. The work of the Trade Union Development Cooperation Network (TUDCN) at the global and regional levels is central to the capacity of affiliates and solidarity support organisations to raise the visibility and impact of unions in development and push for national reporting to include union priorities.

Combatting tax evasion as well as base erosion and profit shifting (BEPS) business practices, returning to progressive taxation, and ensuring the financial sector pays its fair share, including a financial transactions tax (FTT), are central to achieving tax justice and thus funds for public investment. A shift to long-term and responsible investment policies by institutional investors, including pension funds, is vital, as these are essential ambitions for a fairer economic future.

The IFIs' continued policy advice promoting deregulation of labour markets, and their opposition to minimum

living wages and collective bargaining, are exacerbating inequality and increasing insecurity in people's working lives. The ITUC will continue to oppose these policies and advocate for strengthened rights, jobs, fair wages, social protection and just economic policies. The G7 and the G20 provide opportunities for advocating alternate economic policies as well as global social dialogue. Strengthening the role and impact of the ILO, together with changing the policy recommendations of the OECD, are also central.

International organisations including the OECD and the ILO and national governments – as well as in the G20 context – are discussing new strategies in regard to technological change, including on the next production revolution and the digital economy encompassed under “the future of work”. This is largely being done in silos and often without trade union involvement. It is important to ensure that industrial and innovation policy, plans and recommendations are linked to employment, taxation and regulatory policies, and involve social partners.

**Investment of workers' capital, through pension funds, must be managed to ensure secure retirement incomes and to demand corporate compliance with workers' rights and environmental standards including:**

- a commitment to disclose where pension fund money is invested;
- transparent corporate procedures for due diligence and human rights;
- corporate plans for the consequences of climate change consistent with the Paris Climate Agreement along with company commitments to social dialogue to ensure a Just Transition; and
- corporate responsibility for environmental risks to communities.

The ITUC will continue to work in partnership with TUAC on these and other economic and social policy issues.

## GOALS

1. Ensure that full employment and decent work are central to the implementation of Agenda 2030 at national, regional and global levels.
2. Maintain action for universal social protection – including social protection floors in the implementation of Agenda 2030 and in the promotion of the new ILO Recommendation 204, on the Transition from the Informal to the Formal Economy.
3. Fight for wage increases and reduction of income inequality – including through minimum living wages and collective bargaining in union campaigns, agreements and in development policy.
4. Support the end to tax evasion and to BEPS practices and aggressive tax planning by global business, and support effective financial regulation and taxation.
5. Achieve union participation in company and government planning to implement the global Climate Agreement that integrates industrial transformation and Just Transition measures.
6. Achieve fair transition policies for workers in sectors disrupted by technological change and quality jobs – including employment relationships, collective bargaining and universal social protection coverage – in the digital economy.
7. Ensure effective stewardship of workers' capital and the application of long-term investment principles in investments by pension funds and across the financial industry.
8. Ensure compliance of multinational companies with workers' human rights, including in global supply chains.
9. Press for fair trade with multilateral rules that support workers' rights and safeguard domestic policy space, including with regard to public services.
10. Shift recommendations of international financial institutions, OECD and G7/G20 in favour of policies to tackle the jobs deficit, address inequality and create inclusive growth.
11. Foster shared criteria on trade union organisational capacity in the context of international solidarity initiatives.

## Global/Regional

- Deepen G20 actions to implement their commitments that support changing the rules of the global economy for the benefit of workers.
- Strengthen the labour elements of industrial policy and policy space in the trade agenda of the G20 and other global processes.
- Support the ETUC to change the approach of the EU and work with affiliates to strengthen labour chapters in trade agreements to include enforceability, inclusion of unions and gender commitments.
- Expand mandatory due diligence in line with the UN Guiding Principles for Business and Human Rights’.
- Achieve binding commitments in International Financial Institutions’ (IFIs) country programmes to support progressive taxation and universal social protection.
- Foster SDGs trade union priorities within relevant global and regional institutions and processes on SDGs (UN/ILO/OECD/Global Partnership/EU), specifically for 2018: ILC discussions on "Social Dialogue and Tripartism" and on "Effective Development Cooperation".

## National

- Support national trade union reports on SDGs and foster union engagement with governments and civil society allies.
- Support mapping exercises on organisational capacities of national organisations and follow up processes.

## Lead Department

Economic and Social Policy  
Trade Union Development Co-operation Network



# Global Governance of Migration

## Highlights

- Launch of ITUC Recruitment Advisor in Asia and Africa – a tool to enable migrant workers to vet recruitment agencies and to facilitate organising.
- UN Member States agree on need for better international cooperation on migration and start process towards a Global Compact for migration.
- ILC general discussion on labour migration adopts strong conclusions, which affirm the relevance of ILO migration Conventions and direct the ILO to do further research on the impact of temporary and circular migration schemes.
- Unions are developing industrial, activist and worker education-based strategies for organising migrant workers.

## Challenges

- Unions continue to develop and share organising strategies, which also respond to the challenges of circular and temporary labour migration schemes, and with particular attention to women migrant workers.
- Unions take up the Recruitment Advisor in new countries.
- Develop stronger trade union campaigns against racism and xenophobia.
- Ensure that a rights-based approach is at the centre of the Global Compact for Migration, including the principle of equal treatment and non-discrimination and the rights to freedom of association and collective bargaining.
- Push back against temporary and circular migration programmes as the dominant model for migration governance.
- Increase awareness of the opportunities and challenges presented by the Global Compact, as well as awareness of the links between migration and the Sustainable Development Goals.
- Strong public messaging about the migration/development nexus is needed.

## OVERVIEW

**Today there are 244 million international migrants, almost half of whom are women and 21 per cent of whom are between 15 and 29 years old.**

Labour migration is complex and dynamic. It is, above all, a human phenomenon.

Migrant workers represent 4.4 per cent of the global workforce and this figure is likely to grow. Countries that were once countries of origin have also become countries of destination and transit. And whilst 75 per cent of all migrant workers are currently in high-income countries, South-South migration is now the fastest-growing trend. Lack of decent work opportunities, destruction of livelihoods through climate change and geopoliti-

cal conflicts and proxy wars continue to displace large numbers of people.

Migration remains at the top of political agendas and people's concerns in many countries and regions. But discussions on migration, not least when linked to the question of jobs and access to services, are often mired in controversy and negative rhetoric, fuelling the fears of host communities and the rise in nationalism and populism. Restrictive, security-orientated migration policies, based more on public misperceptions and political expediency, rather than actual evidence, create an environment that scapegoats and criminalises migrants and refugees, and hinders sound regional and international cooperation on migration governance.

Temporary and circular labour migration agreements and programmes have become the dominant model, particularly for lesser-skilled workers. Serious decent work deficits, ranging from forced or bonded labour, trafficking and modern forms of slavery to multiple and intersecting forms of discrimination, to restrictions in law or in practice on rights to freedom of association and collective bargaining, are a common outcome of such programmes – as are two-tier labour markets.

Ensuring that migration brings benefits for all – migrant workers and their families, host communities and countries of origin – means eliminating the serious decent work deficits that too often characterise the migration experience and propel a race to the bottom in wages and working conditions for all. It means building worker solidarity and uniting against racism and xenophobia.

A fair migration agenda must have at its heart the right to work for refugees and the inclusion and integration of migrant workers – be they temporary or permanent – based on the principle of equal treatment and non-discrimination.

### **This means:**

- guaranteeing the rights to freedom of association and collective bargaining of all workers, regardless of migration status;
- social dialogue in the formulation and implementation of labour migration policy and agreements at national, bilateral, regional and multilateral level;
- regulation and monitoring of the cross-border recruitment industry, where many abuses begin;
- building inclusive and resilient labour markets that provide decent work opportunities for local and migrant populations alike;
- ensuring access to adequate social protection for all, including access to quality public services, such as health, care, education and housing services;
- combating social exclusion through investment in quality education, skills, language and vocational training;
- more regular channels for migration that allow for pathways to citizenship and family reunification and thwart the activities of traffickers and people smugglers;
- investment in skills and productive capacity, in social and physical infrastructure and in active labour market policies that enable developing economies to benefit from the talent of their citizens; and
- action to formalise work in the informal economy.

International cooperation on labour migration must be based on mutual respect and the advancement of the 2030 Agenda on Sustainable Development. Labour migration cannot substitute for national economic and social development plans and investment in decent job creation in countries of origin, transit and destination. And development aid budgets must not serve as a means to compel governments to tighten borders and accept forced returns at any cost, including the human rights of migrants and refugees.

The consultations and negotiations on a Global Compact for migration give renewed impetus not only to raise awareness around the ILO instruments relevant to migration, but also to actively promote their ratification and implementation.

## GOALS

1. Global, regional and national governance of migration is based on the legal and normative human rights framework. The ILO continues to play a leading role in the global governance system for labour migration.
  2. Eliminate abuses in recruitment of migrant workers.
  3. Better coherence and stronger linkages between migration, employment, fair recruitment and anti-trafficking policy at national, regional and global levels.
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## 2018

### Global

- Continue to push for a rights-based framework on global governance of migration, which implements the existing international normative framework and protects the rights of all workers – particularly in the context of the Global Compact of Migration.
- Trade unions engaged in formulation of labour migration policy/agreements at national, bilateral, regional and global levels.
- Promote ILO guidelines on fair recruitment and ILO guidance on access to labour markets for refugees and other forcibly displaced persons.
- Work towards an ILO standard to fill the gap in regulation of cross-border recruitment of workers.

### National

- Trade unions actively organising migrant workers, including temporary migrant workers.
- Trade unions involved in design, implementation and monitoring of labour migration policy and mobility agreements.
- Trade unions taking up the ITUC Recruitment Advisor.
- Trade unions challenging racism and xenophobia within and outside, including through worker education and campaigning with civil society allies.
- Trade unions active with civil society allies in lobbying governments in the process towards a Global Compact on Migration.
- Ratification and implementation of relevant ILO Conventions (including 97 and 143).
- Trade unions advocating for the right to work for refugees.

## Lead Department

Equality

# Count Us In!

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## Highlights

- ITUC research on investment in the care economy continued to receive global attention in a number of global and regional forums and by international NGOs and institutions.
- The final report and toolkits produced by the UN High Level Panel on Women's Economic Empowerment contain recommendations on gender-based violence at work, including support for a new ILO instrument(s); promotion of ILO standards including on freedom of association, collective bargaining, domestic workers and transitioning from the informal to formal economy; and investment in the care economy.
- Strong partnership with Global Union Federations and cross-movement alliance around the ILO standard-setting process on violence and harassment against women and men in the world of work.
- Launch of Equal Pay International Coalition with ILO, UN Women and OECD – with ambition to close the gender pay gap by 2030.
- More unions organising around investment in care and decent work for care workers; unions targeting unorganised workers in the care sector.
- A six per cent increase in unions with 30 per cent or more representation of women at leadership level since 2012 (from 21.1 per cent to 28 per cent, according to data collected so far).

## Challenges

- First ILC discussion on “Ending violence and harassment against women and men in the world of work” – secure support for instruments in the form of an ILO Convention and Recommendation.
- Strengthen global union collaboration on the care economy.
- Strengthen union capacity for advocacy and organising work around the care economy.
- Strengthen trade union action to end gender-based violence in the world of work through organising, social dialogue and collective bargaining.
- Deepen cross-movement alliances on economic and social justice for women.
- Increase union awareness of the Sustainable Development Goals and the opportunities these present to further the trade union agenda on gender equality.
- Closer focus on the future of work and the care economy, incorporating research on “platform” or automated businesses; and closer focus on the implications, challenges and opportunities for women and gender equality at work.

## OVERVIEW

**“Absolute poverty and the feminization of poverty, unemployment, the increasing fragility of the environment, continued violence against women and the widespread exclusion of half of humanity from institutions of power and governance underscore the need to continue the search for development, peace and security and for ways of assuring people-centred sustainable development. The participation and leadership of the half of humanity that is female is essential to the success of that search.” - Beijing Declaration and Platform for Action, 1995.**

Counting women into trade unions, into leadership and into the economy is vital to addressing many of the challenges that face us in our movement and in our communities.

Despite important gains, significant barriers remain. Women are still overrepresented in informal and precarious work arrangements, including at the bottom of global supply chains, which now command 60 per cent of global production, transport and services.

Occupational segregation and undervaluation of work in female-dominated sectors persist as do the resulting gender wage and pension gaps. Discrimination based on not only gender but also on intersecting characteristics such as class, race, age, sexual orientation and identity, disability, indigenous and migration status still pervade women's experiences in the world of work.

The gender pay gap is perhaps the most tangible expression of persistent discrimination and inequalities. Women make only 77 cents for every dollar men earn. For women of colour, disabled women and migrant women, for example, the gender pay gap is even higher. At the current rate of progress, the gender wage gap will not be closed before 2069.

For the millions of women working in the informal economy, the disadvantages are even more pronounced, including lack of access to minimum wages, labour rights and social protection. Domestic workers are increasingly filling in the deficits in the public provision of care, but are among the most exploited workers.

Counting us in means transforming women's work. This won't happen without a transformation in the way we view and value care, caring roles and care responsibilities.

Without care, we cannot survive and we cannot thrive. Care has a fundamental social value. It also has an economic value. According to some estimates, women contribute between 20 - 60 per cent of National Gross Domestic Product through unpaid care work, further subsidising the global economy.

**“Imagine instead of corporations making 30 per cent more off women's labour, imagine if that 30 per cent were coming back to our communities in the form of wages.” - Participant at global strategising meeting on Women's Economic Empowerment and Workers' Rights**

We have the evidence. Investing in decent jobs in the care economy is more effective in reducing debt than austerity policies. It contributes to the development of human potential, human capital and national economies. Investing in care will accelerate progress to close gender gaps in labour outcomes for women. It would help

the G20 meet the 25 by 25 gender target<sup>1</sup> and the newly launched Equal Pay International Coalition to close the gender pay gap by 2030, in line with SDG 8.5.

And whilst much attention is being placed on the impact of rapidly evolving technologies, the care economy will be one of the fastest growing sectors of the future. The World Health Organization predicts that at least 40 million new jobs will be needed in the health sector alone by 2030. Trade unions must organise across sectors of the care economy to ensure that the jobs created are decent: paid according to their true value, with respect for freedom of association and collective bargaining, with social protection and regulated for occupational health and safety, free from gender based violence – and in which occupational segregation is consigned to the past.

**“All human beings, irrespective of race, creed or sex, have the right to pursue both their material well-being and their spiritual development in conditions of freedom and dignity, of economic security and equal opportunity” - ILO Declaration of Philadelphia, 1944**

There can be no decent work with violence at work. Thirty-five per cent of women – 818 million women globally – over the age of 15 have experienced sexual or physical violence at home, in their communities or in the workplace. Yet there is still no international labour standard that outlaws, in a comprehensive way, violence and harassment in the world of work. An end to gender-based violence must be part of our vision for the future of work, and the 2018 International Labour Conference will take an important step towards this goal. Trade unions are lobbying for a binding Convention, supplemented by a Recommendation. Nothing less will do.

Social and economic justice for women means organising to address the multiple and intersecting forms of discrimination that women face at work. It means transforming the membership and leadership of our unions to reflect the diversity of the workforce. The ITUC will continue to support trade union organising efforts towards this transformation with the goal to achieve a minimum of 30 per cent of women's participation at the top leadership levels of our unions by the next Congress.



## GOALS

1. Increase women's membership in trade unions by five per cent by including specific targets in national organising plans and representation in union leadership to at least 30 per cent by the end of 2018.
2. Reduce gender gaps in women's labour force participation, including through the redistribution of unpaid care work, implementation of social protection floors and living minimum wages.
3. An ILO Convention and Recommendation on gender-based violence in the world of work.

## 2018

### Global

- Engage with multilateral institutions at regional and global levels to advance an economic and social justice agenda for women.
- Continue to strengthen strategic alliances with women's rights organisations, feminist groups and feminist economists.
- International Labour Conference – first standard-setting discussion on ILO instrument(s) on violence and harassment in the world of work.
- Develop joint organising and advocacy strategies with global unions on the care economy.
- Further research on the care economy.

### National

- Build stronger, more representative unions.
- Decent jobs (targets) in the care economy.
- Organise around social protection, minimum living wages, equal pay for work of equal value, and the formalisation of informal work – particularly domestic work.
- Organise for family-friendly workplaces, including collective agreements on maternity protection, paternity and parental-leave and time off to care for dependants.
- Organise around the prevention and redress of gender-based violence in the world of work.
- Increase affiliates' capacity to lobby for adequate investment in the care sector and decent jobs in the care economy.
- Ratification and implementation of ILO instruments, such as C100, C156, C183 and C189.
- Affiliates continue to sign up to the Count Us In Women in Leadership campaign and develop regional and national action plans to meet the objectives.

## Lead Department

Equality

# Organising

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## Highlights

- Two hundred twenty-five lead organisers and 334 associated organisers trained by the Global Organising Academy (GOA).
- One hundred forty organisers focused on youth were trained with half of the courses achieving gender parity.
- Active screening of participants based on specific criteria has substantially improved the quality of the programs.
- Gender parity in regional lead organisers' trainings has become the norm.
- Training has included representatives from 54 countries in addition to GUFs.
- Of the 225 lead organisers trained to date, the great majority are still working as lead organisers on behalf of national centres and pursuing strategic organising campaigns.
- Cultural diversity and different areas of union experience have increased participants' awareness and enriched the course content, which is being revised to better serve the needs of future discussion leaders/instructors and reflect the diversity of our movement with appropriate case studies.
- Facebook communication has been established for all of the regions improving communication, support and mentoring between national and regional lead organisers and the GOA staff.
- A Global Organising Conference brought together regional and national lead organisers, as well as GUF campaign leads to exchange organising strategies and experiences, and improve skills.
- Forty-five affiliates have joined the ITUC "Get Organised!" Youth platform, and affiliates in ten countries have developed organising campaign plans targeting young workers
- Organising young, women and migrant workers is increasingly becoming a trade union priority.
- Field visits are revealing new targets for organising at the national level.
- Increased numbers of qualified leads through four regional organising academies and national activities.
- Improved communication with regional leads and national leads (February meeting).
- New approaches to effective mapping and communications strategies (Nation Builder) are being piloted.
- Development of new Organising curriculum materials for ITUC Frontlines (Green Jobs and Just Transition).
- Improved and realistic target-setting is broadly pursued.

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## Challenges

- Grow our global network of leads to over 150.
- Target ten new countries/National Centres.
- "Graduate" some countries, while continuing to work with them as part of the Academy.
- Demonstrate potential of transborder lead exchanges.
- Demonstrate contribution of GOA to Berlin Congress mandate to build the culture of organising and grow the movement.
- Improve capacity of regions and regional leadership to advance the programme.
- While the regional structures of the ITUC are all deeply committed to the Berlin Congress mandate to Build Workers' Power, more resources and energy could be devoted to putting Organising at the core of our efforts and as a clear objective of our initiatives and campaigns.
- Further increase cooperation between ITUC, ETUC and GUFs.

## OVERVIEW

**Organisers are working across all of our regions implementing our strategies at local and national levels. Lead organisers who have attended the regional academies run national campaigns and some work on multi-national campaigns. They are implementing strategies they developed with us through their campaign plans and they are using tactics we have encouraged them to apply. For example:**

El Salvador: 5,000 new members with the CSTS affiliate and CATS has added 350 new members at the airport, where we have an active lead organiser.

Myanmar: 40,000 new members in the past two years.

Togo: our lead organiser has driven a metropolitan area organising drive focused on female workers. She has organised 1000 members in two years, and intends to organise another 500 this year.

In Oman, two lead organisers who attended our first training in the Arab Sub-Region in Amman, Jordan, in 2015 have gone on to build union membership across their respective sectors. They have also built capacity in areas outside the capital of Muscat and are also recruiting members regardless of nationality, integrating migrant workers into their membership. They have since built new unions of at least 200 members in several work places.

In Uganda, a multi-year, multi-sector strategy systematically and consistently rolled out. Our affiliate focuses its organising energy on one union/sector after another over time successfully, and NOTU's General Secretary credits the approach with the addition of some 200,000 members.



An example of organising in Costa Rica where our lead organiser has been driving an aggressive campaign in the banana plantations.

The lead organisers are engaging at a multinational level and driving up standards. They are a group of people across several regions who understand this work and can start to work together around the same framework of multinational organising. They speak different languages, but have the common organising language around which to unite their thinking. The Global Organising Conference set ambitious goals for its lead organisers in their own organisations, including specific numerical targets outlined in their plans. With ongoing support and commitment, the GOA can make the realisation of these plans a reality.

## GOALS

1. Strengthen trade unions' capacity to organise and recruit new members.
2. Build and support an organising culture within affiliated unions based on clear criteria and commitments.
3. Increase skills of lead organisers who can support union targets.
4. Embed a mentoring programme.
5. Establish a global network of lead organisers.

## 2018

### Global

- The GOA will bring together strategic lead organisers from affiliates and from the Global Union Federations in the first half of the year to exchange experiences, share strategies and enhance skills, building on concrete cases (both successful and not).
- The GOA will contribute to the strengthening of the ITUC Frontlines and Priorities by providing support to the development of educational manuals, as well as the training, nurturing and mentoring of lead campaigners on these issues.
- The GOA will expand the mentoring and nurturing of lead organisers through skills capacity building and regular communication mechanisms.
- The GOA will continue to pursue better coordination with regional and international structures (including the ETUC and the GUFs) and create new synergies.
- A pre-Congress Organising Conference is foreseen for December 2018 in Copenhagen.
- The Conference will also consider possible organising campaigns in which a small team of lead organisers can be dispatched to support the campaign.

### National

- The GOA will support the development of clear and concrete national plans in targeted countries with affiliates committed to effective organising.
- The GOA will continue to support national level activities in conjunction with regional lead coordinators and national leads to strengthen the capacity to implement plans efficiently.
- The GOA will continue coordination with TUDCN on capacity building of national unions.

## Lead Department

Organising



PROUD TO SUPPORT UNIONS  
PROUD TO SUPPORT REFUGEES

**#REFUGEES  
WELCOME**