

Final report

Symposium on the Social and Labour Consequences
of Technological Developments, Deregulation
and Privatization of Transport

Geneva, 20-24 September 1999

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1. Introduction

The Symposium on the Social and Labour Consequences of Technological Developments, Deregulation and Privatization of Transport was held at the International Labour Office in Geneva from 20 to 24 September 1999.

The Office had issued a background document¹ as well as four discussion papers² to serve as a basis for the Symposium's discussions. The background document highlighted recent developments in technology, deregulation, privatization, employment, working conditions and working environment in air, road and rail transport.

The Governing Body had designated Mr. Leslie Kettledas, representative of the Government of South Africa in the Governing Body, to represent it and to chair the Symposium. The three Vice-Chairpersons elected by the Symposium were Mr. Jorge Ginzo (Argentina) from the Government group, Mr. Ali M'Kaissi (Tunisia), Employer member of the Governing Body, and Mr. Juan Palacios (Argentina) for the Workers' group.

The Symposium was attended by Government representatives from Argentina, Austria, Brazil, Burundi, Egypt, France, India, Italy, Japan, Kenya, Luxembourg, Malaysia, Portugal, Sweden, Switzerland, Tunisia and Zimbabwe; 21 Employer members and 22 Worker members. A representative of the Government of Nigeria was present at the sittings.

Observers from the Arab Labour Organization and the European Conference of Ministers of Transport attended the Symposium and representatives from the following international non-governmental organizations also attended as observers: Community of European Railways, International Confederation of Free Trade Unions, International Confederation of Railwaymen and Transport Builders' Trade Unions, International Federation of Air Traffic Controllers' Associations, International Federation of Trade Unions of Transport Workers, International Organization of Employers, International Transport Workers' Federation, International Union of Railways, and the World Confederation of Labour.

The Secretary-General of the Symposium was Norman Jennings of the Sectoral Activities Department. The Executive Secretary was Mr. Bert Essenberg of the Department's Industrial Activities Branch, and Ms. Terry Bezat-Powell was the Chief of Secretarial Services of the Symposium.

The Chairperson opened the Symposium and noted that the importance of the transport sector could not be overemphasized, but that it was not an homogeneous industry.

¹ ILO, *Symposium on the Social and Labour Consequences of Technological Developments, Deregulation and Privatization of Transport: Background document* (Geneva, 1999), 30 pp.

² B. Essenberg: *Labour relations in a changing industry* (Geneva, ILO, 1999); S. Corradetti: *The impact of the privatization of public sector enterprises on labour relations and conditions of work and employment in the air and (rail) transport sector* (Geneva, ILO, 1999); C. Willoughby: *Transport services in the twenty-first century: Seamless market or choiceless churning?* (Geneva, ILO, 1999); P. Turnbull: *Regulation, deregulation or re-regulation of transport?* (Geneva, ILO, 1999).

The organization of transport services is rapidly changing as a result of technological innovation. Deregulation altered the structure of the industry, and all forms of transport were increasingly being privatized. These developments were having deep and lasting effects. He underlined the importance of tripartite sectoral meetings and symposia as an opportunity for those directly involved in the transport sector to get together and discuss issues that specifically concerned them.

He referred to the ILO's four strategic objectives: the promotion of rights at work; employment; social protection; and social dialogue. In his view, social dialogue in its many forms and levels, from national tripartite consultation and cooperation to plant-level collective bargaining, was a powerful tool that had helped solve difficult problems and had fostered social cohesion, but, it needed social partners that had the capacity and will to engage in the process responsibly, and the strength and flexibility to adjust to contemporary circumstances and exploit new opportunities. The Chairperson called on the participants to seek consensus on conclusions that were practical, which would improve the chances that they would be followed up.

Ms. Katherine Hagen, Executive Director for Social Dialogue, welcomed the participants to the ILO and said this was the first time in the long history of sectoral meetings on various forms of transport, that the issues were being addressed through a symposium. She underlined the importance of the transport sector which was central to development.

She mentioned recent developments in the ILO, including the concept of "decent work" as the converging focus to address the ILO's four strategic objectives: promoting rights at work, promoting opportunities for work, ensuring protection against vulnerabilities in work and the promotion of social dialogue. An important milestone had been the adoption by the International Labour Conference in 1998 of the *Declaration on Fundamental Principles and Rights at Work and its Follow-up*, under which member States were obliged to respect "in good faith and in accordance with the Constitution, the principles of the fundamental rights that are the subject of those Conventions". A cornerstone of the Declaration was the principle of the effective abolition of child labour. In June 1999, the International Labour Conference had adopted the Worst Forms of Child Labour Convention (No. 182), which gave direction and support to the ILO's International Programme on the Elimination of Child Labour (IPEC).

Ms. Hagen said that the promotion of social dialogue was the precondition for the other three ILO objectives. The ILO was unique in its commitment to this objective as the only international organization in which social dialogue through tripartite deliberations was part of its governance. The mission of the Social Dialogue Sector, which included the Sectoral Activities Department as well as the Bureaux for Employers' and Workers' Activities, was to promote the very idea of social dialogue by strengthening the institutions for social dialogue as well as by strengthening the parties to social dialogue wherever world of work issues arose.

She said that structural transformation of economies, demographic change, informalization and new notions of working time had redefined working and living conditions for both women and men. Globalization and economic restructuring favoured flexible modes of employment, sometimes characterized by low incomes and high levels of insecurity. While both women and men were affected by these trends, women were more vulnerable and often found themselves in the least protected sectors of the economy. A gender perspective was, therefore, an imperative for the ILO, not merely for reasons of equity and fairness but also because it was a part of the very substance of the ILO's work today. The ILO was committed to an integrated gender policy. Finally, she reminded the

participants that the Symposium was an open forum and that the conclusions would provide guidance for the Office in addressing the challenges.

2. Presentation of the background document and general discussion

The background document prepared for the Symposium by the Office was introduced by the Executive Secretary. He explained that, in the absence of a proper survey, the data presented on recent developments in employment, wages, working conditions and working time patterns were incomplete.

General discussion

Mr. Arnold (spokesperson, Employers' group) thanked the ILO for convening this meeting to discuss a range of issues that were particularly important to the transport sector. The Employer members agreed that the background document set the scene although it was not as complete as they would have liked. In their opinion the document should have made, for example, greater reference to the impact of the information revolution and electronics on industrial relations. References to successes of deregulation and privatization would have provided a more balanced picture of what was happening in the industry globally. The speaker said that he was sure that by the end of the Symposium the participants will have shared experiences that should enable them to shape future ILO work in this important sector. His group respected the inputs of all delegates – Governments, Workers and Employers – as they all, in this global environment, operated under different political, economic and social environments.

Mr. Arnold outlined several areas where, in the view of the Employers' group, the ILO could undertake future work in the transport sector, including: the impact of technological developments, deregulation and privatization on industrial relations systems; international best practice studies identifying the legislative and social interrelationships between governments and the private sector; the principles underlying regulatory reforms; skills and retraining of displaced workers with a view to help them to achieve employability; and research on the positive impact of private capital and investments on improving safety and introducing new technologies in the various transport sectors. He also raised the issue of the fourth partner – the consumer.

He said that experiences with deregulation would suggest that it promised consumers lower costs. Fares appeared to have come down and the expansion of transport in its various modes had a positive effect on the economy, not just within the transport sector and related businesses, but also for the manufacturing, high-tech and e-commerce areas that provided ancillary services.

Mr. Purohit (spokesperson of the Workers' group) expressed the group's appreciation to the Governing Body for providing this opportunity to discuss developments in the transport sector. The group would have liked the Symposium to cover the entire transport system (including maritime and coastal shipping for example) because transport policies depended on all modes of transport as an integrated system. He commended the background document which would be of great help in focusing attention on the issues to be discussed. It was important to note that the debate was the result of a new economic scenario and the various reforms or changes that had taken place or were in the process of taking place, whether called globalization, regulation, deregulation, privatization or reforms and the effect of those changes on the workers, including the loss of jobs, deteriorating working conditions, neglect of health and safety rules and subcontracting. Furthermore, the new scenario had created more problems for women, who were often the

first to be laid off. In the opinion of the Workers' group, none of the issues under discussion could be resolved by a single interest group. They had to be sorted out in the interest of having safe, qualitative, affordable and competitive transport systems. The objective of the Symposium was to discuss the social consequences of the changing scenario. He was convinced that, given good will from all sides things could be properly regulated and that there was no need for confrontation.

A representative of the Government of India said that the basic problem for governments, particularly in developing countries, was the State acting both as an employer and as government, notably in railways and civil aviation. Wages were comparatively low and there was a general desire for improvement in them and in working conditions. Only about 8 per cent of India's very large labour force was in the organized sector. Comparisons were often made between the wages and working conditions of the two groups, which were incorrect. Each area was different and the conditions of workers in the unorganized sector should be improved.

He said that technological changes were taking place and there was need to emphasize safety. Recently, there had been a very bad train accident in India. Such events needed to be prevented, also in the interest of the consumer. Privatization was taking place because of globalization. Sometimes there was an initial reduction in labour, but in the long term there would be employment – perhaps not direct employment but downstream employment – and working conditions would improve in that particular sector.

A representative of the Government of Kenya commended the Office for the excellent background document, which would serve as a useful basis for the general debate. The various modes of transport continued to serve as the main means of linking people between nations and thus transmitting new ways of improving the quality of life for all. The sector remained critically important in providing both passenger and freight transport. More attention needed to be given to the occupational health and safety of transport workers as well as to environmental protection. In Kenya the continued expansion of the basic transport network, together with the improvement of the management and maintenance of the infrastructure, remained critical priority issues; they were essential for the revival of both national development and regional economic integration. Africa needed increased investment in the development of modern transport infrastructures as part of the continent's development assistance. Kenya's economic transformation through export-led industrial development by the year 2020, would depend on the efficiency and sustainability of the transport system in both urban and rural areas. The Government of Kenya's public sector reform programme was aimed at progressively reducing the role of the public sector in the economy with the rationalization of public sector firms and an accelerated programme of privatization. The recent privatization of the Kenya Airways Corporation had given management the freedom to make commercial decisions without political interference. The Corporation had reduced its staff from 21,000 in 1985 to about 11,500 in 1999. The restructuring programme for the Kenya Railways Corporation, which started in 1986, included, among other things, the reduction of the staff to optimum levels, the signing of a performance contract with the Government and granting Kenya Railways managerial autonomy by exempting it from the State Corporations Act.

During the last ten to 15 years road conditions in Kenya had deteriorated rapidly, leaving the road system incapable of supporting economic growth. The Government had introduced a series of policy measures and regulations to redress the worsening situation. First, the Government continued to give top priority to the maintenance and rehabilitation of existing roads through the introduction of road toll charges (Road Maintenance Level Fund Act of 1994) and the introduction in September 1994 of transit toll charges for vehicles serving neighbouring countries. Other forms of control included licensing to control the various taxis or informal sector independent transporters.

A major negative consequence of the privatization of public enterprises had been the retrenchment of workers. This phenomenon had been worsened by the recent relaxation of redundancy procedures as part of the liberalization of the labour market. Kenya believed in collective bargaining and joint consultations between the social partners as a way of addressing issues such as working conditions, productivity, technological change or work redesign and reorganization. Joint consultation could take place through the introduction of works councils and labour-management bodies at various levels, from the shop floor to the national level.

He pointed out that the three main modes of the country's transport system (air, rail and road) altogether employed about 409,000 workers. In addition, there were approximately 90,000 independent taxi and lorry drivers. Employment conditions in the transport sector compared favourably with those in other sectors. For the unorganized sector, the statutory minimum terms and conditions of employment were laid down in the protective labour laws. In the organized sector, the wages and other conditions of employment were regulated through voluntarily negotiated collective agreements. In Kenya the parties in the transport sector were generally sufficiently well organized to enter into negotiations on an equal footing. The main area of concern was the length of driving and rest periods in conformity with Convention No. 153. Moreover, Kenya would support any initiative by airlines to introduce special training and counselling programmes for their staff on how to deal with aggressive behaviour before, during and after a flight.

An observer (General-Secretary, International Transport Workers' Federation), regretted the format chosen for the meeting, in particular the limitation on the scope of the conclusions. He was sure, however, that some good ideas would come out of the discussion which might have a bearing on the behaviour of governments, employers' and workers' organizations. Transport was fundamental to economic development; without it nothing else functioned. He regretted that the Symposium did not deal with other modes of transport, such as shipping, coastal shipping and ports. The transport sector would be easier to deal with as a whole. There were lessons to be learnt from the process of developing social dialogue and tripartism in the maritime sector.

One of the biggest difficulties during the Symposium would be to find issues that were sufficiently similar in the road transport, railway and the civil aviation sectors to be able to make meaningful generalizations about them. These three industries, had little in common and were competitors.

The meeting should be about the process of change. The trade union movement was not opposed to change. The question was not whether it happened, but how it happened and how the consequences of that change were managed. The Symposium was about how to manage privatization. If workers accepted that, under certain circumstances, privatization could have positive effects, he hoped that governments and even employers would accept that there were forms of privatization and deregulation with a negative impact. It was important to find ways to eliminate bad effects; to find ways of improving the performance of transport enterprises while protecting the workforce from negative consequences.

The ITF would not support the expansion of the tripartite nature of the ILO to include a fourth partner, the consumer. The social partners were well defined and there was no reason for change. The consumer could, of course, not be ignored. What was needed were highly performing, good quality transport services that were cheap and affordable, that met public service obligations and were compatible with national, regional and social policies laid down by national governments but which, at the same time, were safe and provided good quality working conditions for the workforce. Many of the technological, privatization and deregulation-related changes which had taken place in transport over the

past ten to 20 years had been very negative, both in terms of the number of jobs lost and the quality of jobs. The latter not only affected workers and their families but also the safety and quality of transport services. The widespread trend to subcontracting, contracting out, and self-employment in many sectors of transport was often a false move since many of the self-employed people were effectively doing the same job that they were doing previously under contract to a large corporation. But they were doing it without any real bargaining power to influence their conditions of employment. Badly motivated workers did not contribute towards healthy, safe and efficient transport services.

He said that the ILO had to become more active in dealing with the work of other institutions involved in advising governments and financing the process of change in the transport industry. He referred to a recent meeting on transport and other utilities, organized by the World Bank where the possibility of establishing a network on the labour consequences of privatization had been discussed. The World Bank had started to realize that many of its policies had unintended and negative consequences. However, the ILO was the repository of skills and expertise on social matters within the international community and it must play a vital role in that kind of development in the future. He underlined the fundamental importance of the regulatory system in deciding whether changes in transport were good and safe and whether the transport workers were properly protected. The ILO should also strengthen its relations with the various international and regional bodies that developed regulations for the transport industry in order to ensure that those regulations incorporated an adequate social dimension. It was the ILO's job to promote tripartism at various levels and to strengthen the capacity of the social partners to take part in social dialogue and tripartism, to ensure that they had the necessary skills and structures in which they could work. Well-trained, well-educated people who understood the problems could contribute best to the process of managing technological change, privatization and deregulation. The Office, should find a more permanent way to represent the interests of the different branches of the transport industry. The ILO should also promote existing labour standards and examine key areas for the adoption of sectoral labour standards.

He remarked that shipping had been global for most of this century; civil aviation was rapidly becoming a truly global industry; road transport, in terms of ownership, was becoming more and more globalized and so was the railway industry. There were multinational employers, multinational dialogue was taking place in the European Union and elsewhere. He hoped that the Symposium would take note of the rather mature dialogue which had developed in the maritime industry and which could provide a model for the future.

The Employer spokesperson suggested that one of the more immediate tasks for the ILO was the wider education, awareness and understanding of what was occurring, through listening to and understanding the needs of the participants. While noting the Workers' concerns about a fourth partner, it was the consumers who were the investors in transport and, in a privatized world, many of those were also workers with shares in privatized companies. The Employers' group did not wish to shut the door on meaningful information sharing, but it clearly had no mandate to speak on behalf of the maritime industry.

A Worker member (Ms. Hannah) said that there had been 15 years of deregulation, privatization and free trade in Canada which had promised prosperity for workers. So far, however, there had only been major job losses, stagnant wages, erosion of working conditions and social programmes and increasing insecurity. The legislation that privatized Canadian National Railway in 1995 opened it up for foreign ownership. Seventy-five per cent of the shareholders were American; share prices had increased by 400 per cent but there had been very little growth in revenues. Profits had largely come from downsizing

the workforce. Canadian Pacific Rail was following suit and had recently announced that 1,900 jobs were to be cut. Although the union would negotiate very good severance packages, well-paid jobs were being lost at a time of high unemployment among young people.

Another Worker member (Mr. Katende) said that his union's poor experience with privatization in Uganda dated back to 1990 when the earliest major changes occurred. Some of the bus companies which were reorganized for privatization collapsed a few years later. The Government divided Uganda Airlines into parts and sold the lucrative ground handling operations. Workers who lost their jobs were still waiting for their termination benefits since the regulations to ensure that whoever was responsible for the privatization or reorganization had to respect workers' benefits and existing agreements were mostly ignored.

Following the liquidation of the former government-owned bus companies, minibuses had taken over both in the city and the countryside. The drivers' individual employers demanded fixed amounts of money at the end of each day, or they were fired. Drivers thus had to threaten strikes at least once a month. Nobody seemed to know how to handle such problems resulting from privatization; perhaps the Symposium could throw some light on this type of employment in road transport passenger services.

A Worker member (Mr. Palacios) referring to the privatization of the railway network and airlines in Argentina, raised the issue of flexible work arrangements – doing the necessary so that enterprises could make more profit – and a deterioration in working conditions which led to worse health and safety conditions. Fierce competition put great pressure on prices and on safety measures. Moreover, privatization and deregulation made it difficult for workers to have dignity and safety in their jobs. The main function of transport – providing a high-quality service – should be kept in mind.

In the MERCOSUR region, with its imbalances in economic strength and incomes, transport workers risked bearing the brunt of problems that arose. Drivers worked longer hours for lower wages and accident rates had increased because of driver fatigue. He reminded governments and employers of their responsibilities in dealing with privatization and deregulation and their consequences such as unfair and intensified competition affecting internal markets.

An Employer member (Mr. Memon) said that widespread nationalization between the 1950s and 1970s in many developing countries, including Pakistan, was on the pretext that labour standards were not observed or that private enterprises were making big money. But governments were often not able to manage these companies and had to turn to the private sector. Job losses were unavoidable during privatization because during the nationalization period governments had used state-owned enterprises as a means to resolve unemployment. Most job losses, however, would be temporary because the industry or the company was saved.

An Employer member (Mr. M'Kaissi) remarked that the transport sector had to adapt to economic and social demands, both domestically and externally. The transport sector in Tunisia had undergone a series of organizational reforms. Private enterprises and competition were at the heart of the strategy, with complementarity between the private and the public sectors. Important investments in transport infrastructure had been made. The Tunisian airline, in order to better integrate its routes through alliances with major airlines, wanted to modernize its administration and guarantee the best possible services to its passengers. In order to ensure the success of this modernization and liberalization strategy, Tunisia had involved the social partners in dialogue at every step of the process.

An Employer member (Mr. Diaz Torres) felt that the concerns expressed by Worker member were, to some extent, coloured by the demand for more efforts to resolve the problems resulting from the privatization of transport. The thrust of the Employers' efforts had been directed towards finding ways for transport privatization not only to preserve jobs but also to create new employment and guarantee the safety of users.

He referred to the meeting in 1998 of 33 transport ministers from the western hemisphere who had proposed to develop an integrated transport system throughout the Americas that would lead to an improvement in social and economic development as well as generating employment in the region. Among the objectives of the plan were the integration of air, maritime and ground transport practices, improved maintenance of transport infrastructure and the creation of a framework for greater employment and higher quality work.

He said that in Bolivia, the transport sector had been "capitalized" and private investors were given incentives to develop new roads and railways, thus generating employment. He called for workers to be more involved in the process of generating solutions for the next century.

An observer (International Confederation of Railwaymen and Transport Builders' Trade Unions) said that the economic crisis in the CIS States from 1990 meant that the transport of goods by all modes of transport in 1998 was only 74 per cent of its level in 1989. The share of the railways over that period grew from 40 per cent to nearly 60 per cent of total goods turnover. Railways in the CIS and Baltic States were still under state control for the coordination of the transport process, tariff policies and joint operation of the fleet. His confederation had tried to harmonize the social policies of the railway workers' unions in the region and a conference of railway unions was held in Kazakhstan in 1998. To define the social costs of railway restructuring and to find the right means of action, joint trade union meetings were held and a dialogue with employers had been initiated. He felt that the conclusions of the present Symposium should reflect on how to enhance the effectiveness and efficiency of railways.

The drive to privatize the CIS economies had resulted in losses in production and jobs, but had not brought the expected inflow of investments. Railways were the only non-privatized transport sector. More attention needed to be given to the influence of the multilateral finance institutions on the restructuring processes of the economy as a whole and of transport in particular.

A Worker member (Mr. Oboh) said virtually all road transport in Ghana was handled by private companies and even the two remaining state-owned companies had been partly privatized. There had been many reorganizations and many workers had been laid off. Reforms in the railways started in 1983 when about 1,500 jobs were lost. Subsequently consultants examined the policy framework for the reorganization and unions, management and the board of directors agreed on a package to tackle the problems. When this plan was being implemented, the Bretton Woods institutions recommended that the railways be concessioned. This was being studied and the Government was seeking private investment in the railway infrastructure. The speaker said that privatization was not the sole means to improve railway performance and cited the publicly owned French railway system as an example. While not everything about privatization was bad, there were more negative than positive consequences.

A Worker member (Mr. Shana) said that the workforce in the National Railways of Zimbabwe had been reduced from 18,000 in 1989 to barely 10,000 now. In theory the company should be viable, but the Government still had to pay the promised subsidies. Also, the management was not trained to work like in a private company. For the

reorganization to be effective management should be changed too, not just the workforce downsized. Unfortunately, there had been unjustified differences in the redundancy packages for the workers and those for management.

An Employer member (Mr. Shields) agreed with an earlier speaker that Canadian National's privatization appeared to have undervalued the shares, much to the frustration of his own railroad. However, the result was a much more responsive and efficient company with its customer satisfaction index up dramatically. The speaker agreed that many employees did lose their jobs, but the terms and conditions applicable to those employees on their departure were among the most lucrative in North America. The major union in his company had recently made it one of its major demands to be allowed to participate through a subsidized share-ownership programme; a request which was now under consideration.

3. Transport services in the twenty-first century: Seamless market or choiceless churning? ¹

In his presentation, Christopher Willoughby² concentrated on the most fundamental themes of common interest to management and labour of transport service enterprises. His objective was to give a clear view as to what may be in prospect so as to stimulate debate.

Opening the discussion, a Worker member (Mr. Lopez Meyer) asked whether the conclusions and strategies that had been presented were really applicable to all countries. In Mexico, for example, liberalization and privatization took place in the total absence of an adequate legal framework for competition. The result was chaotic competition, which, in turn, created chaos in the transport industry, and what happened in the aviation sector in the early 1990s was proof of this. In Mexico, the Government did not have the means effectively to supervise the few remaining regulations, while the necessary physical infrastructure was lacking. Thus the results in some countries were far from those which the speaker mentioned. The liberalization in air transport in 1994-95 had resulted in the virtual bankruptcy of the main operators as the fierce competition that ensued made it cheaper to fly than to travel by road. In the past few years, however, the Government had been able to impose a degree of re-regulation in order to salvage the air transport industry.

The only transport sector included in the NAFTA agreement was road haulage, but its expected opening-up had not materialized because barriers had been raised by the other partners based on, for example, the disparity between wages in Mexico and in the United States. Furthermore, technological and ecological problems had resulted from the age of vehicles in Mexico. Mr Willoughby had said that transport had contributed to the recent growth in economic well-being; but what economic well-being, what recent growth thereof? In the best of cases, a country may be better off, but in Mexico, workers' pay packets as a proportion of GDP had recently fallen by nearly 30 per cent.

The spokesperson of the Workers' group said that they were not opposed to privatization as such. As far as the future of transport was concerned, nobody could deny that, in the new economic environment (globalization, competition, more pressure on the transport system) reforms would have to be made. The main objective was to discuss the consequences of any reform which, in some cases, were considered to be intolerable. How could these reforms be carried out painlessly and how could the ILO help? The Workers' group had no intention of imposing international labour standards, but would want them to be taken into account at any forum which would include the ILO. He reiterated the need for tripartite discussion on the social consequences of change. The ILO should, as a top priority, promote bipartite or tripartite discussions at all levels – international, national, industry and plant – so that reforms could take place as and when needed and that such reforms inflicted as little pain as possible.

The spokesperson of the Employers' group felt that the presentation was very positive, both from a directional and a philosophical point of view. It was clear that governments needed to prepare society for change and the new economic environment of

¹ The text of this discussion paper can be obtained from the ILO or on <http://www.ilo.org/sector>.

² C. Willoughby, Transportation, Water and Urban Development Division, World Bank.

the twenty-first century, which the presentation had highlighted most effectively. There had been positive initiatives resulting from privatization and deregulation of the transport market, particularly the provision of meaningful jobs. Governments were increasingly moving from their role as transport provider to one of regulator and it was clear that governments, employers and workers needed to be more flexible. The technological revolution provided the potential for job creation.

A Worker member (Mr. Stevenson) said that one-third of the road deaths in the United Kingdom were caused by lorry drivers forced to work beyond human endurance (excessively long hours) due to cut-throat competition in road transport as a result of over-competition and oversupply. They had heavy workloads, long working hours and very short rest periods. He felt that congestion charging was not an effective counter-measure, because experience indicates that, unless the tax was exorbitant, behaviour was not affected and roads remained congested.

He said that the privatization debate was increasingly centred on how to subject the different kinds of ownership (private, public-private, and public) to effective regulation. Social dumping was the key problem. The deregulation of the bus industry in the United Kingdom in 1986 was a complete disaster because it did not take account of the social consequences. Privatization in itself was not the problem; it was the degree, particularly in public transport, to which an appropriate quality of service could be maintained.

Before privatization and deregulation, the earnings of United Kingdom bus workers were 7 per cent above average; now they are 13 per cent below. Other conditions had also deteriorated, including loss of pension rights. The Government had, however, learnt from the bus privatization and made fewer mistakes in the privatization of the railways, insisting that workers in the private sector continued their participation in the existing state-run pension scheme.

Although immediately after privatization, there were about 250 small bus companies, now there are five or six large companies. New monopolies were created and subsidies were creeping back in again. In the cities, where the private car was the most used for the transportation of people, there was massive pollution and congestion. The background document referred to the difficulties encountered in separating deregulation and privatization. Privatization in the public transport sector without accompanying regulation, was doomed to fail because competition and public transport did not go together. The essentially non-competitive nature of public transport meant that it had not become private transport just because it was now privately owned. The real competition was not between one bus company and another, but between the bus and the car. Ideally, privatization of public transport should be carried out in accordance with international labour standards, and bear in mind the needs of the travelling public.

Another Worker member (Mr. Katende) regretted that in the first phase of change in the transport sector, governments and employers had elected to go it alone (had excluded the workers from the discussions). Companies were excessively reorganized and others were crippled causing social consequences which had to be handled through social dialogue. Mr. Willoughby had stated when presenting activities needed of the employees that "employees would participate when required". Required by whom? He had, however, heard very little about the changes in Africa, despite the fact that privatization, technological change and deregulation had completely changed the industry there. It was questionable, however, whether conditions for users had improved.

A Worker member (Mr. Palacios) was concerned that only the economic aspects of the changes had been addressed, not the social aspects. The relationship between deregulation and true competition should be defined. The trade union movement knew that

the new informal services contributed significantly to precarious employment which, in turn, led to lower wages and deteriorating working conditions. NAFTA had been mentioned, as well as the difficulties in freight haulage between Mexico and the United States. Similar problems apparently also exist in the MERCOSUR region. If the same situation prevailed in respect of cabotage for countries with asymmetric environments, the social costs would be even higher than at present. Although state subsidies keep unprofitable routes open, both the workers and the users are compromised: the worker, because his work situation is precarious; and the client/user, because he pays the toll and the subsidy through taxes.

Mr. Willoughby agreed with much that had been said. He avoided, however, discussing the participants' own ground of labour and employment questions, but emphasized the importance of adapting any solutions to the particular environment. He also referred to the great problems of restructuring urban transport where the private sector had seldom been able to provide an adequate solution. Regulation is still needed, while taking advantage of the private sector contribution. As regards Mexico, is it not known whether Mexico and Mexican trade development would have been better or even adequate now if the old approaches of the nationalized railway company or the tight regulation of trucking had been maintained. It was interesting to note that the privatization of the railways, which was perhaps the most significant in Mexico (with some outside participation), was not criticized. The toll roads programme, however, was not mentioned, especially as some serious mistakes had been made, on the Mexican side, in handling this programme.

He said that London was one of the few places where the share of overall transport held by buses had increased in the last few years. This might have resulted from the deregulation in London. Or it could have been due to the excessive car congestion in London, which had little to do with the deregulation. On the question of whether public transport by its very nature had to remain a public enterprise, there was plenty of experience that showed the private sector could make valuable contributions to urban transport, despite the need for regulation. He had used the expression "when required" to refer specifically to when labour adjustment was required which was when the labour union had a specific and important role to play. He suggested that some would argue, in the African context, that the relations between management and unions had often been too tense to allow for participatory social dialogue until a rather late stage.

He reiterated that the costs of major externalities of transport had, to a large extent, never been charged to the user. This had long concerned many transport specialists. The European Union was now trying to cope with this problem. Internalizing the costs of externalities could improve the functioning of the market process in transport as the user would be confronted with the real costs he or she was imposing on society. There were a number of places where, varying with the time of day, charging was being used – on particular routes in the United States and some Asian countries were introducing time of day variations in transport charges; in Norway, there had been some very interesting and quite successful experiments. He believed that in 30 years, there will have been sufficient experimentation in congestion charging, pollution charging, charging for train paths and charging for landing slots at airports, to enable a range of widely implemented schemes. This was a major change to be expected.

In reply to a question of whether the problems of accumulated excessive employment and lack of lay-offs were due to the inability of governments to raise the capital to invest in support of those workers, or whether they were due to government's inability to face the political pain of cutting the labour force, he said that, to some extent, it was a combination of the two. One had to remember, however, that many railways had suffered from being made to internalize the cross subsidies that had been imposed on them for passenger

transport. Passenger fares had to be kept down for political reasons and, without government compensation, the railway had to absorb these costs and consequently had under-invested. Governments had also been unduly reluctant to address the sensitive problem of redistributing and rearranging transport workers and moving them into areas with greater future potential. With regard to the justification for premium wages for truck drivers and in airlines, he said that he had quoted research studies carried out a year or two back reviewing the deregulation experience in all sectors.³ The conclusion was that drivers, especially the unionized drivers, were getting rewarded more than others and that the additional earnings reflected the greater experience, reliability and skills of these drivers.

The Workers' group spokesperson said that in his country changes of this nature in the railways were not made without consulting the unions. Indian Railways employed 1.26 million regular workers and 350,000 casual workers. It was one of the biggest integrated railway systems in the world. During the last two years 350,000 casual workers had been absorbed as regular workers, while the total workforce had been reduced by 150,000. This had been achieved through bipartite discussions and negotiations.

A Worker member (Ms. Ahrens) was convinced that privatization in Thailand was a means to have money to pay back the IMF, and that privatization meant handing over to foreigners. There was also a lack of transparency. She said that sometimes she was in favour of privatization because it could help to eliminate political interference in the day-to-day running of the company.

Another Worker member (Ms. Hannah) asked about the role of government in transportation policy, particularly sustainable transportation. One of the slides had shown that in the United States growth was in airlines and trucking and the reduction was in rail transport. This development was largely driven by manufacturers who wanted just-in-time production delivery. But environmentally this was dangerous for communities.

Mr. Willoughby replied that the World Bank might be criticized for a lack of dialogue with the unions because it was for many years involved with Indian rail. He considered, however, that in 1999 for any major reform of railways, the Bank would encourage and suggest to the potential borrower that it was important to involve unions at an early stage of the reform process. He noted that the Bank was only an adviser to governments. The Bank's view, based on experiences from all over the world, was that it was highly desirable to discuss with the unions at the earliest possible stage when planning a reform that was likely to have significant implications for the labour force.

With regard to sustainable transport, he would not like to be misconstrued as trying to imply that governments were ineffective. The lack of decision-making on difficult issues was more a problem of "society" as a whole rather than that of governments only. The environment was an extremely important matter on which progress had been made over the last ten to 15 years, mainly because of the more stringent requirements imposed on vehicle manufacturers. He was not sure that there was much scope in the United States for reduced pollution and reduced global warming from greater use of rail. Railroads had slightly increased their share of total freight movements, but were losing to the car for passenger transport. The environment was a societal issue in which the transport services had their role to play.

³ J. Peoples (ed.): *Regulatory reform and labour markets* (Boston, Kluwer, 1998).

4. Regulation, deregulation or re-regulation of transport? ¹

Peter Turnbull ² said that he had a difficult task given the diversity of the different transport modes and also the diversity of different transport markets. In addition, there were significant differences between countries in terms of regulatory traditions.

The spokesperson of the Workers' group agreed that no transport policy could help if it was simply ideologically driven and not relevant to the situation in which it had to operate. The parties concerned were supposed to provide a transport system that was safe, reliable and affordable. If a new system was accountable, the better the chances of its success.

An Employer member (Mr. Arnold) said that the presenter's challenge of the notion that a proper regulatory balance had been struck through the neo-liberal embrace of competition over regulation and return to private hands of many transport activities and his alternative social institutional view was not persuasive. Having to meet the needs of specific markets and consumers highlighted the difficulty of imposing global standards in this environment. He ascribed to the neo-liberal approach, which was competition where possible and regulation only where necessary.

He said that in New Zealand there had been an enormous change in the structure and style of the transport sector which, in some areas, had led the world. The aim had been to improve its contribution to the economy. The regulatory environment for civil aviation provided for complete commercial freedom to determine areas, routes, fleets, capacity and pricing. Entry certification was undertaken by the civil aviation authority on the basis of operational and air worthiness requirements. While certain non-core aspects of Air New Zealand's operations were either sold or contracted out, employee numbers had not diminished and, over time, revenue per employee had more than doubled. Deregulation had also contributed to the expansion of tourism which generated almost 120,000 jobs.

The Chairperson of the Government group said that no government could resist the changes that were taking place and it must be prepared to face them. At the same time, however, no government could allow free competition to the detriment of the industry itself. All Government members agreed upon the need to regulate competition, taking into account the safety and security of consumers. Governments must also be prepared and plan for negative consequences such as unemployment. Governments were often forced to privatize because of conditions imposed by financial institutions and it was important that the social dimensions of such steps be taken into account by these institutions. Here the ILO could play a major role.

In developing countries there was the need to extend transport facilities to the whole of the nation. In India, for example, several parts of the country where there were no good roads or airports were not yet connected by rail. This infrastructure had to be created by government because nobody else was willing to come forward. Government also had to

¹ The text of this discussion paper can be obtained from the ILO or on <http://www.ilo.org/sector>.

² Professor of Human Resources Management and Labour Relations, Cardiff Business School, Cardiff University.

run the facilities for a few years until a private company saw a sufficient market to become involved.

The social role that public sector companies had to play should be taken into account when monopolies or competition were discussed. He was not advocating a public sector monopoly, but where there had to be competition, it should be fair.

A Worker member (Mr. Lopez Meyer) asked about workers as shareholders in transport companies, particularly in civil aviation.

Another Worker member (Mr. Shimada) spoke about how workers were coping with transport deregulation in Japan. In 2000-02, seven transport sectors would be deregulated and different measures had been planned in relation to them. With regard to the entry into business, there would be a grant system based on the operator's qualifications to provide satisfactory services, guarantee safety and protect users' interests. Other conditions included adjustment measures for workers to be laid off, fare oversight by the government to avoid unfair competition, improved safety regulation and supervision. A special committee would be set up, involving the users, to oversee the public services connecting the islands and outlying areas. Although Japanese trade unions were, in principle, opposed to deregulation, they had decided to participate in the discussion in order to ensure the establishment and/or maintenance of safe and convenient transport services as well as the introduction of a proper regulatory environment. Fair competition was very important for the protection of minimum wages and working conditions. The different ILO Conventions and instruments were of great importance and the ILO should promote the ratification and implementation of these standards.

A Worker member (Ms. Falk) noted the example of working conditions of London bus drivers given in the paper and said that in Stockholm there were only three bus operators. Workers were so afraid that their companies might lose the next franchise competition that they did not dare to stay at home even when they were ill. In order to meet the negative consequences of privatization, legislation on maximum hours of work was needed. Recently, there had been a ten-day strike in Sweden – just to get a break to go to the toilet after three hours of work. Under the present conditions, nobody wanted to drive a bus despite high unemployment.

An observer (International Confederation of Railwaymen and Transport Builders' Trade Unions) said that the trade unions in CIS countries were fighting against the deregulation of work organization in the railways, the only form of transport that had not yet been privatized. He regretted that the special conditions of the countries in transition had not been addressed.

A Worker member (Mr. Stevenson) highlighted the increasing domination of bus passenger transport in the United Kingdom by a few privatized companies. He reiterated that the provision of public transport was the responsibility of the State. In his opinion, it was not any longer a debate about the forms of ownership but about the forms of regulation, particularly where it concerned transport modes which were critical to the needs of the public and to industry at large. The speaker agreed that regulation provided efficiency and equity, but could it provide profitability? London's bus market, which was regulated, was a franchise operation which provided less than half the returns on capital than the deregulated sector of the British bus market. The French provincial bus system operated a franchising arrangement largely based upon management contracts. There was an element of efficiency and equity and the profits achieved by the private companies operating on behalf of the State were the result of their management expertise. The ILO should consider studying the effects of these public/private partnerships. The United Kingdom Government was examining the possibility of a mix between self-regulation and

public regulation on a statutory basis – not repossession of formerly privatized public assets but finding ways of bringing the control of public interest regulation to the private sector.

A Worker member (Mr. Shana) said that in southern Africa regulation or deregulation was decided by the Ministry or Department of Transport, in consultation with the employers and the World Bank. He saw a role for the ILO to work with the World Bank from the outset and monitor the changes. Trade unions should be involved too.

An Employer member (Mr. Shields) was fascinated by the concept of fair competition in relation to the freight transportation business because it could entail some sort of collusion between government, unions and employers to extract from society more benefits for labour than would otherwise flow to them if the market were allowed to operate. It was unclear to him, however, whether these additional costs would be passed on to shippers through higher costs of transportation or whether enterprises would absorb them resulting in a lesser return on capital.

A representative of the Government of France said that in the transport sector, where the added value came from the freight or goods subsector, the consumer was the enterprise – the shipper. In France an attempt to get shippers involved in social projects had been unsuccessful. Consumers had contradictory expectations: cheap transport, quality transport, safer and more frequent transport to all possible destinations. This was something that had to be borne in mind when talking about consumers. In France, the ports, airports and public works were all built on the basis of investment by local and national authorities. Therefore, the biggest consumers of transport were actually the public authorities.

As regards salaries and wages, the speaker emphasized the need to link wages, in particular in road transport, to the work performed. A decent wage was not acceptable if, for instance, it could only be earned by working 60 hours a week.

An observer (International Federation of Air Traffic Controllers' Associations) addressed the provision of air traffic control (ATC) systems around the world. In most countries there was only one ATC provider, which might be privatized. How could a single private provider provide a proper service in the absence of competition? The importance of having government regulate the industry was paramount because of safety. Since many ATC providers were dependent on route charges that were applied to the airlines, how was profitability going to be achieved? There seemed to be a move to restrict services that had consequences for wages, pensions, training and, in some cases, investment in systems. Another factor was the introduction of managers who had no knowledge of the industry they were regulating or managing. There was no interest in having worker participation, which led to a form of industrial breakdown where workers felt alienated and where industrial unrest could become more prevalent.

Professor Turnbull replied that one of the points made was the idea that regulation or deregulation was not just an economic process, but also a political process. The comments about Japan, New Zealand and the United Kingdom underlined that these changes were always political decisions. A simply economic neo-liberal, market-based view was not sufficient to understand what was happening in terms of regulatory or deregulatory policy. It was important to have frameworks which helped to understand what policies were being pursued and how effective they were. His research had shown evidence of private companies coming in, taking over services and improving their efficiency and frequency. There were other examples of sectors that had been deregulated and where the impact in terms of quality of service had not been as effective, such as taxi services in certain

countries. Again, the important point was having a framework which allowed for questions about what needed to be regulated and how.

A number of points had been raised about profitability, the process of concentration, prices and efficiency. One of the problems was that, following deregulation or privatization, it was often quite difficult to get information on certain services. There was now not only the emergence of big companies within particular sectors but also of companies that had activities in more than one transport mode. On the relationship between providing an efficient service, on what society regarded as appropriate and acceptable terms and conditions, and profitability, he said that it was difficult to get information on whether services were profitable. For a number of public sector organizations it was difficult to ascertain how much had been invested in those services and whether they were efficient. As to pricing policies, it might be necessary to accept that a lot of transport services were currently underpriced. Deregulation and privatization were often seen as leading to lower prices, but the reality in some sectors might be that, if a system of fair competition was introduced, prices might have to rise. In response to a point raised about collusion and who paid, he said that previously there had been a collusion or a sharing of rents between a regulated sector and the employees who enjoyed attractive pay and conditions.

As regards employee share ownership, there were advantages to employees being shareholders in bigger companies. Again, from the evidence he had read, the results were very mixed. In some cases workers were asked to participate financially in their companies when the company was in a very bad financial situation. This was not productive for the workforce. In big companies, it was more likely that management, rather than the workers or the unions, would initiate employee participation because it believed that it would improve workers' commitment to the organization. In the United Kingdom the Government had sometimes made employee participation one of the criteria for awarding a concession to a private company. In some cases, management forced the employees to sell the shares at less than their market value, later selling those shares for a big profit. Having a process of management buy-outs could lead to greater concentration, because when people wanted to realize their investment, they had to sell and they tended to sell to bigger companies.

Referring to consumers, he said that the United Kingdom was trying to use the idea of stakeholders, who might be either passengers or a local community that needed a rail service. Stakeholders could influence regulatory or deregulatory policy. Although he did not have a great deal of expertise in the area of air traffic control, he believed that the real question was whether certain services should be run on the basis of profitability. It might be that a monopoly supplier was the most appropriate way of providing a particular service, in which case the supplier should be under the public sector. It was often more the abuse of monopoly power that was the real issue. In certain transport sectors it could be important to have a single supplier to ensure a service was provided. The focus then was on how to regulate the activities of that single supplier.

Employer members (Pakistan, Bolivia) raised the issues of the frequent changes of government in developing countries with the resulting consequences for entrepreneurs, as well as the need to make a distinction between operational and entrepreneurial regulations.

Professor Turnbull's answer to rapid political change was that since transport services were widely perceived as a public service because of their social impact and concerns about safety they inevitably became part of the political process. He agreed that when looking at a regulatory activity in terms of operations, the standards that needed to be set by operators or met by operators in conjunction with labour standards, there might be a need to separate some of these activities. Questions about what should be regulated and

who should regulate those activities were appropriate for forums like this. Participants needed to try to develop, if not a consensus, then at least some ideas about a possible programme of work where systematic evidence could be collected and a constructive discussion take place about the impact of these different deregulatory processes, what had been the available evidence and to try to develop a way forward.

5. The impact of privatization of public sector enterprises on labour relations ¹

Dr. Corradetti ² explained that her study was limited to the Republic of Argentina and that the paper was based on a more thorough study undertaken with Dr. Carlos Alfonso Tomada and Dr. Ricardo Foglia.

The spokesperson of the Workers' group opened the debate by saying that his group considered privatization as a reform and a change in the system of management. The first result was often a reduction in the number of employees. Where there was excess labour, the workforce had to be reduced and no union could continue to defend workers whose work was no longer required. However, in cases where the workload was increased with possible consequences for safety, unions were concerned to see that reductions did not take place.

Another form of reduction was the contracting out of jobs. This could lead to workers being transferred from the formal to the informal sector, sometimes being subject to exploitation by the new employer because they had no ways of defending their interests. When workers were made redundant and there were already problems in the labour market, then society, and governments in particular, had a responsibility to see what could be done, including analysing labour market information, providing training, retraining and assistance in finding new jobs. Reforms could take place and succeed if there was transparency and accountability. When economies changed the transport sector had to change too. The speaker wondered whether studies had been carried out on the fate of workers made redundant as a result of the present reforms in the transport sector.

The spokesperson of the Employers' group raised some questions about the financial position of the companies concerned, their market outlook, sustainability of the previous labour conditions and the capacity of the State to sustain future losses. In many state-owned enterprises the end result had been catastrophic job losses. If no changes had been made, what would have been the impact on the rest of the economy? He referred to the point in the paper that some job losses were inevitable, flight engineers, for example, whose jobs had been made obsolete by technological developments. Most airline companies provided assistance for retraining or generous early retirement or redundancy packages. He noted the increased transparency in recruitment procedures in privatized companies and the transfer of collective bargaining from the professional to the enterprise level. The speaker said that an antagonistic attitude towards the private sector was not deserved.

Dr. Corradetti agreed that the Workers' group's concern about the reduction in the number of workers was valid. The state-owned enterprises in Argentina had almost completely absorbed unemployment – a hidden way of subsidizing employment, which could not have continued much longer. She also agreed with the Employers' group that reforms had to be adopted but said it could have been done with more consideration for the fate of the workers. Employment programmes for workers leaving the public sector did

¹ The text of this discussion paper can be obtained from the ILO or on <http://www.ilo.org/sector>.

² Dr. Susana Corradetti, Susana Corradetti & Assoc., Buenos Aires.

exist in Argentina but they were not always applied promptly. It was also true that there were some very imaginative solutions, particularly in rail transport where groups of workers were given repair shops to repair machines. It was a way of outsourcing which started the autonomous workers off in a productive project. She reiterated that her paper gave a description of the situation in Argentina and the impact of the process of privatization on labour relations. Like many countries, the decision to privatize was suggested by international organizations.

The Chairperson of the Government group said that a proposal for government to move out of business and hand over to the private sector was short-sighted. He underlined the social role public transport enterprises continued to play while agreeing that a certain amount of inefficiency had crept in. It was the Government group's view that the functioning of the public service should be improved, with a more professional management and a more disciplined labour force, to increase productivity and, to a certain extent, introduce competition. Privatizing transport was really dismantling a structure which had been developed over a long period and which had delivered in the past. Instead of full privatization, there should be a certain degree of competition and commercialization in the sector.

The general experience of privatization of many Government members was that it was decided by the parent ministry with the labour ministry only coming into the picture at the end. Clearly, the labour ministry should be involved from the start. If there was to be a transfer of ownership, it was important that the sanctity of existing labour contracts be maintained. He referred to European law and practice that whenever there was a change in ownership the existing rights of the workers should be protected. While there was no single solution, what needed to be taken into account was not only economic efficiency but also social peace and the adaptation of society to changing conditions. The Government group emphasized the need for retraining for displaced workers. This had to be the shared responsibility of employers and government, with the help of the trade unions. Contract labour was, to a certain extent, inevitable but the workers should enjoy the same level of protection as workers in the organized sector.

A representative of the Government of Argentina said that privatization in his country was almost concluded, particularly in respect of production and services enterprises. Various methods had been used and the decisions to privatize, which had been made when the country was in an economic crisis, had been based on the belief that the private sector would be in a better position to incorporate new technologies and create bigger advantages. The privatization law guaranteed the maintenance of the conventional trade unions as well as existing labour conditions. Payment of indemnities for displaced workers was also guaranteed. The national employment law provided for the payment of unemployment benefits and different labour reconversion programmes were carried out. There was a certain measure of deregulation accompanying the privatization process to break down the existing monopolies and to guarantee a framework of competition.

A Worker member (Mr. Katende) said that the paper provided information that could be applied to other countries. He wanted to look at the general objectives of privatization such as breaking up monopolies or promoting investment. Although the situation and extent of privatization was not the same in each country, wherever privatization had taken place there had been labour market instability. This question had to be studied separately and answers would come from social dialogue.

An observer (World Confederation of Labour) wished to state that privatization was not a remedy for all ills; it could be rather dangerous. How was it that when you moved from a state-owned to a private enterprise, suddenly everything was possible while you often continued to work with the same people as before. Taking the Paris-Brussels-

Amsterdam-Cologne railway link as an example, Thalys was a European enterprise of four national railway companies working together employing the same railway workers who apparently were previously not contributing anything to the economy. Thalys was a success because it had been given the same possibilities as the private sector. Public enterprises and public services often acted like a sponge; when everything went badly on the labour market, governments recruited people which the enterprises had not asked for; it meant that governments were not shouldering their responsibilities. It was not possible to put these responsibilities on the backs of the workers. In the case of privatized enterprises, other instruments could be applied which apparently were not allowed when enterprises were in public hands. Shareholders in public enterprises did not want to invest in training, to know how to work properly and follow evolution and modern technology. The speaker wondered why it was not possible to work in the same manner in a public enterprise as in a private enterprise, whether the rules should not be more balanced. Finally, he recalled that all European railroad companies were once private firms that had to be nationalized because of lack of investment. He feared that history could repeat itself.

An Employer member (Mr. Sashegyi) referred to a paper on rail privatization in Australia, prepared and circulated by one of the Australian transport workers' unions, which gave only part of the information necessary to understand the Australian case. The Australian economy was dominated by commodity exports and competition was essential to enable key Australian industry sectors to compete in the global environment. Without greater efficiency in transport, more job losses would have occurred elsewhere. Third-party access and competition in rail was essential to maintain competitiveness in other industries. Privatization was a logical outcome of the competitive environment in which the former state-owned enterprises now operated. A government-owned enterprise in competition with the private sector would face unacceptable risk and a potential for government interference in the markets which would be detrimental to the transport sector and the economy as a whole. The speaker described the positive changes in the Australian railway system following privatization and said that the changes in transport had been reflected in other types of state-owned enterprises. It was important to recognize that taking early appropriate action mitigated any negative impact on employees. Social dialogue needed to be undertaken with a clear understanding of the severity and immediacy of the problems confronting the state-owned enterprises and the economy.

A Worker member (Mr. Bilayon) wondered who had really benefited from this free market ideology: had it trickled down to the majority of the workers or to just a few? Reducing public expenditure and improving efficiency were often advanced as reasons for privatization, but workers' analysis of the reason governments in developing countries privatized showed that it was at the behest of multilateral financial agencies so they could reduce their debts to these agencies. If the adoption of liberalization, privatization and deregulation was imposed on the government and the workers, what other option did the trade unions have than to cooperate in the implementation of the changes, as was the case in Argentina?

An Employer member (Ms. Gidongo) stated that privatization had often resulted in improvement of services, as could be seen from the civil aviation experience in Uganda. There had been improvements in the wages and conditions of the workers, which had been arrived at through negotiations with the workers' representatives. Workers were trained or retrained to enable them to cope with the changes in the civil aviation industry. In the event of lay-offs, handsome redundancy packages had been negotiated. In fact, privatization had been accompanied by an improvement in labour-management relations. Despite the job losses, privatization had resulted in a general improvement in service and remuneration and had created more opportunities for employment. New enterprises had emerged as the aviation industry divested itself of its non-core activities. With regard to an earlier reference to the ground-handling monopoly at Entebbe Airport, she agreed that initially

there had been a monopoly, but an airline company had recently been allowed to undertake its own ground handling.

An Employer member (Mr. Nyamunga) wanted to share his experiences as chief executive of a public rail enterprise due for privatization in Kenya. The preparatory phase had started in 1995 and involved a reduction from about 14,500 to 8,500 workers because, after the liberalization of the transport sector, it became impossible to maintain this number of staff. The railway had also lost market shares to road transporters. Consequently, the company was unable to sustain its fixed costs or to maintain its rolling stock. As the Government did not have money for subsidies, the railway had to privatize or face extinction. He understood that workers felt bad about the job losses, but those who had left the company had two assets – training and some money to start with. If the company was not privatized soon, it would fail and the remaining 8,500 workers would also lose their jobs.

A Worker member (Ms. Tonjes) mentioned that deregulation in the United States, as in Argentina, had occurred quickly making it almost impossible to consult properly. The obvious results, such as job losses and pay cuts, were easily understood, but there were other ways of saving money that were not so clear. Changes in work rules, for example, could save money, but they resulted in longer and/or different working hours which could have an impact on long-term productivity. In the United States, 20 years after deregulation, the National Transportation Safety Board was warning that operator fatigue had to be watched in every mode of transportation. The union was very concerned about the loss of safety professionals in the aviation industry because of outsourcing. Furthermore, an outsourced job was not the same job because usually the pay was lower and the work was often done in a non-union atmosphere. She advised employers to consult with the unions early and not to wait until the company was in crisis and then put someone from the union on the board of directors. The union could have creative ideas on how to address financial problems without recourse to a rough and ready solution.

A Worker member (Ms. Fernandes) mentioned that the railway privatization process in Brazil was based on a system of concessions, open to foreign capital. Because of the size of the country, six railway sectors were created. The union had tried to reduce the job losses and was continuing to fight further lay-offs. Three years after the beginning of the privatization process, the Government had not fulfilled its promises and there had been no reduction in occupational accidents. Negotiations with the operators were very difficult because they did not want to make concessions. Many people who lost their job were able to start their own business, but now they were bankrupt because of the economic crisis.

A representative of the Government of Kenya disagreed that the main reason for governments to privatize the public sector was to be able them to pay their debts to the multilateral agencies. In his country the main reason for privatizing public sector transport enterprises was to avoid their continued reliance on government subsidies for their survival. It was necessary to improve their efficiency by bringing in the private sector or to commercialize their activities as far as the decision-taking process was concerned. As an example, he described the privatization of Kenya Airways.

An Employer member (Mr. Roussev) thought that privatization made sense when it brought about positive results such as the financial stability of the enterprise and positive social effects. He warned about possible negative effects, particularly where the shares had been bought by the workers. Workers often continued to feel that they were only workers not company owners. His association tried to give the necessary assistance to employers and workers. It was also necessary to ensure that there was no discrimination against individual modes of transport, thereby enabling competition and the provision of quality services.

Another Employer member (Mr. Salatun) said that privatization in Indonesia arose from the economic crisis, which made economic restructuring unavoidable. He invited everybody to look at positive proposals for privatization in the interest of the countries concerned.

A Worker member (Mr. Shana) said that in December 1998 his union was told that until it was privatized the National Railway Company of Zimbabwe would stop its operations. After negotiations, the union presented a package that management and the World Bank considered expensive, but were prepared to try. Thus the company was still operating. The speaker then described the various measures and underlined the importance of consultations with the union. He also felt that the Ministry of Labour, as well as the unions, should be involved in such negotiations, not just the Ministry of Finance and the donors. He cited the ongoing negotiations, started at the initiative of the Department of Labour, in Spoornet in South Africa about the possible redundancy of 27,000 workers as another positive example.

An observer (International Federation of Trade Unions of Transport Workers) said that deregulation and privatization often had a negative influence on living and working conditions, particularly of transport workers. He commented on the growing gap between rich and poor and the concentration of wealth in the hands of international financial groups, whereas poverty was socialized and nationalized to the detriment of communities. The State must reassume its role as the regulator of economic activity and the social impact, and it required adequate resources to do so. International institutions should encourage meaningful social dialogue and promote the choice of means of transport. They should set up an infrastructure of public services which contributed to the well-being of the community and the workers, including a transport system that would guarantee the right of circulation of citizens and people who lived on the fringes of society. They must also set up a coherent public policy which respected the environment and public health, guaranteeing the security and safety of all.

The Employer spokesperson noted that Dr. Corradetti's paper had generated great discussion and a sharing of experience in different situations. The Employers' group looked forward to working with their social partners on a way forward. His earlier comments were certainly not meant to question the competence of the administrators, managers or workers within the government sector. Privatization had greatly reduced the direct political interference in operating decisions. It had also ensured that strategic plans had a commercial focus and private shareholders based their capital expenditure decisions on profit expectations and commercial risk, rather than on political sensitivities and fiscal constraints. Many government departments had commercial objectives, although these were intermingled with other objectives. Furthermore, they were often exempt from taxes and many regulations and were given statutory monopolies for their outputs. Cross-subsidization of sales to third parties was allowed and public sector managers were constrained by the funding policies of governments and labour market constraints. They also lacked the necessary information in order to make rational decisions in respect of performance. This largely resulted from a lack of clarity in objectives. The fact that few departments were aware of the full cost of producing their goods and services meant that pricing decisions were distorted. Thus services were more likely to be supplied to well-organized and articulate users even if other services were more highly valued by other users. Governments overrode sound commercial practice in order to subsidize particular groups of users where votes were considered to be important. While government corporations did not face the same constraints and confused objectives as did departments, they lacked monitoring. Despite the significant turnaround and outcomes associated with state-owned models, there were weaknesses which prevented the state-owned model from being an ideal policy over the long term. He mentioned that the New Zealand experience with the commercialization of government trading operations demonstrated that high-

quality reforms could generate enormous gains to productivity, product quality and profitability along with lower real prices for consumers. Taxpayers, under the privatized model, were no longer forced to accept poor rates of return on investments and, furthermore, privatization reduced the conflicts faced by governments arising from multiple roles as owner, regulator and producer. With regard to concerns about the lack of consultation, the speaker said that under a privatized model, there were very good examples of union involvement, information sharing, both operational and strategic, involvement in a whole range of issues and input into the issues relating to the use of supplementary labour, casual labour in particular. Air New Zealand, for example, had agreed with the flight attendants' union to conduct a joint fatigue study, examining issues relating to work, rest at home and away from base, sleep arrangements, effect on fatigue and other matters related to time zones.

6. Labour relations in a changing industry¹

Three presentations were made during this session. Mr. Essenberg² introduced his paper on labour relations in a changing industry. He said that the paper described some of the general trends in the transport sector, based largely on available literature.

The second presentation was made by Mr. Hans Troller³ who shared with the participants recent experiences concerning the changed management in the Swiss Federal Railways, which was previously a classical state-owned company.⁴

The third presentation was made by Mr. Eric Levrat.⁵ His union, which had 58,000 members, was created in 1919 and organized staff employed in public transport. It represented 75 per cent of workers in the Swiss Federal Railways (SBB/CFF). Although, under EU Directives, the accounting separation of enterprises would have been enough, on 1 January 1999 the passenger, freight and infrastructure sectors had been separated according to a now classical model. More importantly, the railways had been transformed into a limited public law company.

The union had not been opposed to these changes because it had developed a two-pronged strategy. First of all, one of the conditions for the acceptance of the reform process had been the writing off of the enterprise's debts (16 billion Swiss francs). From a transport policy perspective, the Government, the public transport enterprises and the unions agreed about the modal transfer from road to railway. A year ago the union had played an important role in resolving vital issues for the future of transport: the new railway lines through the Alps and the financing of public transport. The latter amounted to 30 billion Swiss francs over 20 years.

The change in the legal status of the enterprise had a direct influence on the status of the staff. A new law for the staff of the Confederation, including railway staff, would provide the basis for the creation of a collective labour agreement. The union had three conditions for the acceptance of the abolition of the civil service status. First, railway staff should be subject to federal public law. Second, when the system changed, working conditions should remain at the same level without any substantial loss. Third, the present arrangements that prevented dismissals for economic reasons should be included in the future collective agreement.

There had been a deterioration of social dialogue with the staff losing its motivation. The successive changes in organization, continuous rationalization and, finally, the changes at the head of the enterprise had undermined the staff's confidence in management.

¹ The text of this discussion paper can be obtained from the ILO or on <http://www.ilo.org/sector>.

² Sectoral Activities Department, ILO.

³ Deputy-Director, Personnel, Swiss Federal Railways.

⁴ The text of his presentation can be obtained from the ILO.

⁵ Swiss Association of Railway and Transport Employees.

These changes had also affected relations between the union and the enterprise. On 8 September 1999 negotiations started on the collective agreement which will enter into force in January 2001. For the first time there would be real negotiations with the employer, including on hours of work, wages and social benefits. The climate was tense because, in parallel, the federal railways had presented some years ago 15 key proposals to reinforce its market position. Though the concept meant that rationalization would continue with the suppression of 5,000 jobs over six years, so far measures such as early retirement had been used. Mobility and flexibility were now the key words of the enterprise. A 39-hour week would be introduced from 1 June 2000 and be realized through greater flexibility, enabling the creation of about 500 fixed posts for people who had lost their jobs.

Mr. Levrat said that changes in labour-management relations would also lead to a change in relations between the union and its members. More than ever members would make decisions. They had mandated the negotiation of the collective agreements and a conference representing all categories of staff would take the final decision on the result of the negotiations.

Another aspect was the relationship between unions. The idea of concluding a collective agreement valid for all staff made it necessary to have a different approach to negotiations. In order to have a united front his union had, in agreement with smaller unions, set up a negotiating community which had very specific rules and which had presented common demands.

The spokesperson of the Workers' group said that the secret of the success of the reforms presented by the last two speakers were due to: the railway system being kept intact, thus enabling the necessary adjustments; and the good working relationship between the management and the union. He recalled the situation in Indian Railways where the dialogue between the management and the union was helpful in the smooth running of the industry. Social dialogue was the key of both presentations. Both sides had understood each other and come to terms.

The Employer spokesperson appreciated the innovative solutions which had been adopted in ensuring a bright future for the Swiss railways. Working together through social dialogue had been a success story. The speaker was particularly interested in the area of vocational training. It might be worthwhile developing a better understanding of the different changes and the influence of the various actors – government, workers and employers – and the impact of those processes. Nearly every example in the paper had highlighted change as negative for unions or negative for workers in terms of outcomes and, by extension, negative for the industrial relations system. Maybe the cases should have been measured against any available alternative. A failure to restructure might well have resulted in the closure of the company and the loss of all jobs. Furthermore, no measure was made of the broad economic context of change. For example by reducing jobs in the rail industry economic growth might have been stimulated, which could have resulted in the creation of more jobs than the number reduced. It was not clear why changing the level of dialogue would have a negative impact on the outcome. In terms of providing the best outcomes for workers, governments and employers, was this better done at the local level, at the national level or at the international level? In respect of industrial relations he suggested that the ILO should study: the desired outcomes of the industrial relations system; how to measure the best way to obtain these outcomes; who should operate an efficient system at the various levels (local, national, regional or international); what should the processes be and, specifically, what should the type of outcomes be in the various regions or countries. Finally he argued that the split between owners of capital – in other words management and labour unions – was no longer the predominant split in society. Rather, the split in industrialized nations, particularly in the knowledge-based

industries, was between investors and employees. Employees could now be both managers and line workers.

An Employer member (Mr. Memon) said that, according to Mr. Troller, the company's losses were reduced as from 1995. How many times had the fare and the cargo rates been increased since then? He also asked whether, after privatization, the company was free to regulate fares or whether government permission was needed.

Mr. Troller replied that if one did not restructure today – and in the railway sector this was an absolute necessity – then the burden for the investors and the taxpayers would be considerable. The implementation of EU Directive No. 91/44 would lead to competition between railways themselves, not just between modes, which would result in better and more efficient railways. It was important for the adaptation of the Swiss railways that there was a four-year agreement between the railways and the State in which the financial objectives had been clearly defined. The State was no longer responsible for the deficits of the railways. This challenge was very important for the restructuring process and the unions were under some pressure to participate. Good relationships between employers and workers were indispensable for successful restructuring. In this respect, management appreciated the fact that the unions had created a common bargaining unit. He agreed that, in order to increase productivity, the company would have to reduce the number of staff.

Important changes were taking place in the area of vocational training. Traditionally, a railwayman would stay with the company throughout his career and during that period would receive the necessary job-oriented training. Today, however, it was no longer possible to guarantee lifetime employment. The new training programmes were therefore of a more general nature so that apprentices had opportunities to look for employment outside the railways once they had completed their training. Under Swiss legislation, apprentices were under no obligation to refund training costs and were free to leave the company to go elsewhere.

A Worker member (Mr. Weis) said that the Swiss railway restructuring was similar to the German model which had started in 1994. Although there had been a solid partnership between the unions and employers right from the very beginning, the union was not euphoric. The unions had influenced the restructuring process and the economic and personnel decisions in the enterprise through the joint council on economic decisions which included 20 worker representatives. However, they had no influence on employment and within six years 120,000 jobs were lost. One of the main reasons for this development was that there still were important competition distortions. In the speaker's opinion, the decision to transform the German railways into five core companies and a number of ancillary companies had not been in the overall interest of the railways. The restructuring had had a negative impact on "railway family solidarity" and on workers' motivation. Another mistake had been the importing of managers who did not know the railways. Reforms in any transport mode could only be carried out if the employees were considered to be the most valuable asset.

An Employer member (Australia) asked about freight cost comparisons as Swiss freight costs per tonne/kilometre appeared to be much higher than in Australia, the United States or Canada. He also queried the target of a 30 per cent reduction in staff over 15 years, compared with a worldwide average of more than 50 per cent over the last five to ten years.

Mr. Troller agreed that the Swiss railways had benefited from the experiences in the German railways. He was optimistic that further positive results could be achieved based on a good social dialogue. Recently the company had penetrated new markets and there had been an increase in the volume of goods transported. In principle, managers should be

promoted from inside but for certain key positions it was sometimes necessary to go outside. He agreed that the old railway mentality should not be lost because of the restructuring but had to be preserved, perhaps in a new form. He did not have the necessary data on freight cost comparisons and said that, since the company had been working rather efficiently in the past, it was not possible to reduce the number of employees further than indicated. In reply to a question about the health and safety policy of the company, Mr. Troller said that vocational accidents had decreased considerably and so had the insurance premiums. While accidents at work had decreased, leisure-time accidents were on the increase which was a problem of growing concern.

A Worker member (Mr. Palacios) made a comparison between the reform of the railways in Argentina which now had become private companies or concessions had been given to private companies and the example of Switzerland where the State was trying to improve the situation of the railways. In both cases there were similarities leading to the same thesis: if there were no reforms, then the whole system would disappear. He said that in one of the most important provinces in Argentina the railways were still state owned and worked perfectly, which meant that the State could be efficient.

A Worker member (Mr. Oboh) recalled the conclusions of a similar meeting held five years ago on the consequences of railway reforms and said that these conclusions were still applicable today.

A Worker member (Mr. Shana) described some of the experiences with railway reforms in Malawi and Zimbabwe.

Another Worker member (Mr. Katende) raised the issue of contracting out work of a permanent and continuous nature which, in his view, destroyed the mutual trust between employers and workers, the core of sound industrial relations systems.

Mr. Levrat said that freight costs in Switzerland were higher mainly because of the country's geography and the high level of railway installations per kilometre in comparison with other countries. When comparing wages one had to bear in mind the organization, the production and distribution process and different social security systems. The company was now in the first phase of the restructuring process with new structures being introduced and all the effects were not yet clear. The trade unions would continue to monitor the developments closely so that, to the extent possible, corrections could be made. It had already been noted that the enterprise spirit in a public transport company – a public service company – was different from that in a private enterprise. Several comments had been made that privatization and restructuring could have a negative impact on safety but, in Switzerland, the costs resulting from accidents had decreased considerably in 1995-99. For safety, maintenance of the infrastructure was a necessity and the unions would try to ensure that further reductions in employment did not affect safety.

An Employer member (Ms. Beckles-Lamont) drew attention to the possibility of applying a private-sector type approach to a public sector problem, that of efficiency in operations. It was not only a matter of staff cuts but also the relationship and the way in which the cuts were carried out and the services were subsequently organized which mattered.

A Worker member (Mr. Douine) said that, before there was any privatization, everything necessary to mitigate the social consequences should be provided in order to avoid the de-motivation experienced by the railway workers in Switzerland and elsewhere. He wondered how it was possible to have a safe, quality service when jobs were suppressed and the number of passengers increased.

7. Working conditions and working environment

Mr. Andrew Shields¹ presented a brief outline of work environment issues at Canadian Pacific Railways (CP). Forty per cent of Canada's exports were dependent upon rail transportation and the industry moved almost 4 million carloads and 1.3 million containers every year. The industry currently employed about 40,000 people. The CP network covered 15,000 track miles across Canada and into the United States. It had 16,000 employees in Canada and 3,500 in the United States. About 80 per cent of them were unionized, with relatively large bargaining units in Canada and many small bargaining units in the United States where the bargaining structure was much more fragmented.

He said that there were many ways to categorize the various elements that determined the working environment and working conditions. First, the physical environment – exposure to heat, cold, noise; and the nature of work – was it physically demanding or repetitive? Second, the amount of time spent in the physical environment, including the length of the workday, the length of the work-week, shift work and the predictability of work schedules. Last, but not least, the social working conditions, the organizational culture, job control or autonomy, adequacy of job support and the promotion of involvement in the work and in the workplace. Further complexity arose because of overlaps, for example, repetitive work had potential physical and social ramifications. The amount of time spent in a hostile environment did matter and unpredictable scheduling or excessively long hours could exacerbate the negatives of a lack of job control.

Recent studies had revealed a strong link between a positive work environment and improved performance. A positive work environment was a key element in having employees who felt engaged in the business and focused on their performance. This in turn resulted in improved safety, productivity and customer service, all with the resulting cost reductions and market share improvements that were critical to the bottom line.

Because working conditions were so important to the various stakeholders, they constantly used a range of tools positively to influence them – the Government through regulations and minimum standards; the unions through the collective bargaining process and education; and the employers through their decisions on the organization of work, the application of technology and the types of culture they attempted to develop.

Although improving working conditions was important to all stakeholders, determining how best to accomplish it was difficult. Given the different interdependent elements and the many players, all using a variety of levers, the subject was complex; more so because the nature of the work resulted in different work environments, even within the same company.

He gave some examples of quite different work environments at CP, including the typical office environment as well as the quite demanding outside environment for those employees maintaining the track. Even within these environments there were subsets which presented quite different issues. For example, some of the office environments were continuous operations, far more like air traffic control than a regular office.

¹ Vice-President, Human Resources and Industrial Relations, Canadian Pacific Railways.

He outlined current approaches to working environment and working conditions issues at CP. One was predominantly physical and two others dealt with social elements of the work environment. Two more were predominantly time related.

Historically, all railroads have had poor safety records due in part, the speaker believed, to heavy mobile machinery, severe weather conditions and perhaps not enough determination on the part of the employers. Five years ago CP resolved to make a positive difference and embarked upon a number of initiatives. The single most effective was the revitalization of the government-legislated joint union-management health and safety committees. The word revitalization was important because no amount of government regulation could really force the type of collaboration required for these committees to be truly effective. The process was truly a joint one and the result was a wide array of creative policies, processes and initiatives to improve safety. A particularly successful one was the joint redesign of some of the heavy equipment, sometimes even before equipment was purchased. As a result, train accidents and personal injuries had declined by half from 1995 to 1998. The year 1998 was the first year in the 118-year history of the railroad that was fatality free. Savings on workmen's compensation and equipment were over \$20 million in 1998 over 1997.

Another issue addressed was stress in the workplace. Recognizing that employees' personal problems had an impact on the quality of their lives, on those who worked with them, on work performance and on safety, in 1994 the railroad joined with the unions to design a new employee and family assistance programme. A joint steering committee provided leadership and policy guidelines to a team of nine full-time referral agents, nominated by the various unions, who were given extensive training. Although personal issues might account for a large portion of employees' stress, continued change at work and other deficiencies in the work environment were also contributing factors. This initiative, as it related to stress flowing from deficiencies in the work environment, was constantly just treating the symptom. Nevertheless, the programme had been growing. Since 1995, the counsellors had provided direct assistance to over 4,400 employees and family members in addition to their educational and preventative work. Nearly a quarter of these individuals sought assistance because of stress and they received the treatment they needed to help them deal with it.

The locomotive engineers and conductors work in pools and were traditionally called to work in order of seniority whenever a train became available for movement. Given the uncertainty of scheduling, crews had varied sleeping schedules which affected their home life and attentiveness at work in very safety-sensitive jobs. The Government initiated a joint industry study to learn about the physiological aspects of the relationship between body rhythms and the clock and to propose possible solutions. A practical outcome was the joint union-management committee agreement to trying a range of solutions. These included time pools where workers would know that they would only be called to work within an eight-hour window, the use of headsets in the cabs to improve alertness and communications between the operators of the locomotives, and even a policy that sanctioned "catnaps" on the job where it was possible.

A work-family balance had emerged as one of the strongest sources of dissatisfaction with the work environment. Work volumes and inflexible policies were playing havoc with employees' families. It was interesting to note that technology both exacerbated the problem, through an expectation of an anytime-anywhere contact, through voice mail, through e-mail, but it also facilitated the solution, through telecommuting and other options.

With the increased competitive pressures since deregulation, it had been necessary to examine every possible way to improve performance. One of the items reviewed was the

command and control organizational culture which did not contribute to a positive and efficient work environment. At the same time union leaders were seeking a broader more fulfilling role for their members in contributing to the organization. In 1997 CP set out positively to influence this critical social area of the work environment to engage the considerable knowledge, experience and talent of the workforce in the pursuit of business objectives. These strategies included the provision of joint business literacy training to union representatives and supervisors, improving the flow of information to all employees, efforts to modify the managerial style – including the joint union-management development of a set of values against which both parties' behaviour, especially supervisory behaviour, could be measured and, lastly, giving employees a stake in contributing to business success. This last strategy entailed the joint development and implementation of gain-sharing programmes where unionized employees shared in the productivity or cost-reduction improvements against rolling baseline targets. The results in 1998, the first full year, were very encouraging. The railway benefited from an \$18 million contribution to the bottom line, net of the \$7 million in gain-sharing pay-outs to employee members of the participating unions.

Mr. Shields suggested three key lessons. The first was that all stakeholders share in the potential value created when working conditions and working environments were improved. The provision of a healthy and safe work environment is an extremely good investment. Secondly, working conditions and environment issues were extremely complex, there were many different environments within one employer, many different issues within one environment and many critical issues arising from a complex mix of physical time and social elements in the work environment with numerous players trying to influence this work environment. There was no single solution, indeed, the best intentioned legislative forays into minimum standards often presented more obstacles than any real progress. The third lesson was that the best results were achieved by developing customized solutions through the joint collaborative efforts of management, employees and union representatives – the parties closest to the issues.

Mr. Urata² started by saying that the inland transport sections of the International Transport Workers' Federation (ITF) represented transport workers in the rail and road industries in more than 100 countries. As the ITF was currently organizing a major campaign on professional drivers' fatigue, he wished to talk about working conditions of truck, bus and taxi drivers with an emphasis on fatigue.

Mr. Willoughby of the World Bank had said that nearly 1 million people were killed every year by road accidents and had called for a comprehensive programme to tackle this issue in involving all interested parties. Earlier, a Worker member from Japan had said that there was an urgent need to investigate the causes of road accidents, which were on the increase after the deregulation of the trucking industry, and also to work on preventative measures. This was not just the job of government enforcement agencies, but of all interested parties, including the trade unions. The ITF believed that the situation was similar worldwide. In the United States there were 5,000 deaths and 100,000 injuries involving heavy truck crashes. According to the European Commission, 18 per cent of the fatal accidents on European roads each year involved coach and truck drivers, which was equivalent to 8,100 deaths across the European Union countries. About 20 per cent of these accidents were caused by fatigue. In South Africa the position was higher, up to 38 per cent.

² Assistant Secretary, Inland Transport Sections, International Transport Workers' Federation (ITF).

He said that in a study carried out by Stanford University in September 1987, drivers averaged less than five hours' sleep per night; 45 per cent of the 80 drivers questioned had experienced at least one six-minute period of drowsiness while driving, ten had fallen asleep at the wheel.

Mr. Urata asked why these professional drivers had such limited hours of rest. A study by a Dutch transport institution (NEI), published in February 1999, found that because truck transport was so competitive infringement of the law was widespread with limitations on driving hours and periods of rest flouted daily by 40 per cent and regularly by nearly all truckers. Such findings were common in other countries too. Examples were given of Germany and Japan.

Truck drivers played a vital role in both national and international economies. In the European Union road transport activities provided an estimated 6.5 million jobs and there were more than 2 million truck drivers. Deutsche Bank had predicted that, in the European region, the industry would grow at a rate of 3 per cent between 1990 and 2000. He wondered what would happen to working conditions.

Mr. Urata then showed that when excessive working hours had led to a fatality the employer was only charged with relatively minor offences of violating hours of work and other health and safety provisions and fined a small amount.

The situation in other parts of the world was worse, particularly where roads were poor and law and order lacking. What does this mean? It meant that there were many problems at the border points. For example, a driver may get stuck at a border for many days and have to pay customs officers to get through.

The ITF's road transport affiliate in Ghana had once counted 57 illegal police check-points on a road between Togo and Ghana. In Côte d'Ivoire, 13 truck drivers and bus drivers were killed by the police last year, according to a local union. In several countries in Africa the ITF had initiated a project on HIV/AIDS prevention for long-distance truck drivers. The spread of the disease was partly due to the cost and lack of appropriate rest facilities.

The informal transport sector put organized labour on the defensive. The ILO background document had referred to an average trip length for truck drivers in Pakistan from 500 to 1,000 kilometres, with the principal driver being responsible for finding work, collecting revenue, keeping accounts and maintaining the vehicle. For the ITF it should not be the professional drivers who should adapt themselves to the present working conditions, rather the working conditions of professional drivers should be humanized.

Turning to the bus industry, he said that the wages of British bus workers had declined from 7 per cent above the average to 13 per cent below the average. A union survey of more than 100 drivers in Sheffield showed that: drivers were often at the wheel for over five hours without a break; 83 per cent were often or sometimes excessively tired at work, especially halfway through the shift; most early morning drivers got five hours or less sleep; one in five drivers said that tight running times or running late were the most stressful part of their job; two-thirds found journey times at peak hours too fast or unachievable.

The union concluded that excessive driving hours would increase stress levels and cause health problems and could put the safety of passengers at risk. If the bus industry was going to deliver the quality of service that the travelling public wanted, the union said that working conditions of its drivers had to be improved through reduced working, more

breaks, improved cab design and drivers having more say in setting schedules and timetables.

The taxi industry was another field that required urgent attention. The ITF had recently produced a booklet entitled "Taxi deregulation: An international comparison", which showed that taxi workers' wages fell by up to 30 per cent after deregulation.

He said that the following action should be taken to improve the working conditions of professional drivers: a limitation of working time to a maximum of 48 hours per week in line with ILO Convention No. 153 through the adoption of legislation at the national level; where regulation of hours existed, it must be enforced by properly trained inspectors and law enforcers with sufficient resources to carry out their duty to exclude illegal operators; the provision of proper resting places for long-distance drivers so that they could rest in comfort and free from the fear of criminal attacks; improved administrative procedures and facilities at all border crossings so that international drivers did not have to wait for days on an end without access to basic facilities; and full pay for all time on duty.

Mr. Urata said that social dialogue was essential to achieve the ITF's objectives. The ITF believed in dialogue with governments, employers and international financial institutions. It believed that social partnership meant equal partnership and therefore it believed in workers' solidarity which gave it the strength to be equal with its counterparts. The ITF also believed that social dialogue and consultation should be continuous and not only during a process of enterprise reform. This was particularly important in the fragmented trucking and taxi industries.

Permanent and regular dialogue would enable government, management and labour to prepare for changes. It also created an opportunity to discuss long-term transport policy. In the bus industry, with its relatively well-organized workforce, the relationship between the social partners needed to be strengthened and not weakened. Some employers recognized the need for regulation and decent working conditions, but others broke the law. Employers with good practices should not be the ones to be eliminated from the industry. On the issue of road safety, which affected drivers and the public, government, employers and trade unions must cooperate.

On the issue of HIV/AIDS, he suggested that the ILO initiate a comprehensive programme to assist transport workers who have been affected by HIV/AIDS and to work towards preventing further transmission of the disease.

The spokesperson of the Workers' group said that unsafe working conditions in the transport industry were not only risking the lives of transport workers but also the lives of many others. This was not something new but something that had to be taken seriously now. The ILO had several Conventions and Recommendations on various aspects of health, safety and the environment. Steps should be taken by all three parties to create a greater awareness of the importance of health and safety. He appreciated the manner in which things were dealt with at Canadian Pacific Railway in close collaboration between the unions and management.

The spokesperson of the Employers' group said that the type of behaviour described by Mr. Urata was totally inconsistent with the concept of what one would expect a good employer to be. As an employer, he could not defend such a working environment. All employers could not be liable for the actions of a few. He said that social dialogue should take place in the context of the environment where such behaviour existed. It may well be that in some areas assistance could be provided by developed countries, such as in the areas of technology and expertise. Turning to the presentation by Andrew Shields, he welcomed the level of unionization and union involvement in a private company. It was

good to see what joint activity could achieve. It appeared that all parties were committed to a profitable company which, in turn, was able to provide meaningful, skilled jobs. Mr. Arnold asked about the content and regularity of workplace consultations, the handling of pay and remuneration systems taking into consideration the different occupational groupings within the railways as well as internal and external relativities, the obligations for workers to follow safe practice, and any penalties imposed on the employer for not providing a safe workplace. He also wondered how the company values – developed by the joint union-management team – had been accepted by the workforce at large.

A Worker member (Mr. Palacios) returned to the problem of the consequences of change in transport companies, including the increased workload for workers who remained. His union had carried out a study on fatigue in road transport, which showed that it was counterproductive for the well-being of drivers. Working over six hours without a rest meant that the driver lost his reflexes which affected not only the health of the driver but was also a risk to society. Transport was a continuous operation which meant that the question of working hours was relevant throughout the industry. He regretted the relative lack of concern on the part of the Government in his country. ILO Convention No. 153 was inadequately complied with by employers and the transport and labour ministries. The consequences were terrible and there was an urgent need for tripartite action on working hours.

An Employer member (Mr. Pertierra Rodriguez) recalled the outcomes of the meetings of the Inland Transport Committee in 1985 and 1992 which had one positive objective – the improvement of transport conditions and the improvement of safety, not only for the consumers but also for the workers. While Spain was one of the seven countries which had ratified Convention No. 153, its application was inadequate. The ILO should review or revise this Convention. At the European level the Joint Transport Committee had tried to establish guidelines for greater safety in road transport – above all for drivers. These included bearable working hours and the development of mechanisms to control working hours, with sanctions for violations. Safety in road transport was a shared responsibility of governments, employers and workers.

A Worker member (Ms. Hannah) appreciated Mr. Shields' comments on the joint health and safety committees in Canadian Pacific and said that the members of her union saw them as truly effective. The health and safety representatives were very enthusiastic and worked hard to represent the workers on the committee. She then turned to the issue of work and family. She complimented CP Rail on negotiating employment equity provisions and on introducing anti-harassment training to try and create a more hospitable environment for women as well as workers of colour at CP Rail. The programmes had been very good. The lack of childcare facilities in Canada was particularly difficult for single women who were trying to have decent jobs and also for men and women with young children. Up to 40 per cent of parents worked opposite shifts. Having a system where employers' and workers' taxes went towards a social protection programme, such as paid leave for pregnancy, parental leave and developing childcare facilities for young children, would be cost-effective and should be available to all workers regardless of their employer.

An Employer member (Mr. Memon) said that 70-80 per cent of truck drivers in Pakistan were the owners of their trucks, which they had bought at high interest rates. Freight charges were very low and if they employed a co-driver or rested, they could not repay the loan. For a truck driver to remain in business, he had to move the cargo within the stipulated period. This was the main reason for 80 per cent of trucking being in the unorganized sector where there were no regulations on working conditions.

A Worker member (Mr. Torrealba Ojeda) said that unfortunately, notwithstanding legislation and provisions in collective agreements, there were irregular situations concerning safety and health in many enterprises. His union was trying to introduce a safety culture among workers so that they used the safety equipment. The time was ripe for the Government and the employers to assume their responsibility in this important area.

A representative of the Government of France said that Convention No. 153 had not been widely ratified in Europe because of discussions on a Directive on the same subject and the European Union wanted to have a common approach. France supported this Convention, even though it was not fully satisfactory to the extent that it did not cover other work done by a driver such as loading and unloading which also contributed to fatigue. It should not be driving hours but working hours that should be taken into account. Turning to safety, the speaker said that transport safety affected everyone. A tired driver was a dangerous driver. All parties had to bear their responsibilities in the area of driver fatigue. The State had a duty to make clear and appropriate rules according to the recommendations of the ILO. He referred to a study in France on driver fatigue to be published in March 2000. The speaker said that owner-drivers existed, but often these were not real owners because an enterprise had financed the buying of the truck, told them what truck to buy, supplied the customers, supplied the logo on the truck, and sent them onto the roads telling them "you are an owner, so you are not constrained by the normal working hour regulations". In France, regulations enabled the conversion of such a working relationship into a work contract. There had been heavy sanctions against major enterprises who had resorted to this kind of subterfuge.

A Worker member (Egypt) mentioned that the unions, together with the Government and the employers, had been able to highlight the extreme road safety situation and undertake studies in order to reduce overwork and accidents. Now, for periods over six hours, a co-driver was obligatory. Emphasis was now on road controls to ensure that tachometers were not tampered with and that drivers did not abuse alcohol or drugs. It was important to learn from successes in other countries and apply them if appropriate. Tripartite agreement on an early retirement fund had led to a shortage of qualified staff because high-quality drivers had opted to benefit from the package, but there were now alternative arrangements to ensure the transport sector was not depleted of its qualified personnel.

A Worker member (Mr. Katende) said that Uganda was participating in the ITF's AIDS-awareness programme. Some employers had responded positively and had facilitated the participation of workers in the programme. However, workers who were already infected, while accepting preventative measures, were seeking treatment and counselling which they could not afford. He called upon employers and governments to provide the necessary assistance to this and similar programmes. The speaker was concerned that the growth in the number of informal sector operators would also affect employers in the formal sector. He invited Employers, Governments and Workers to have a closer look at ILO Convention No. 153 which included some clear standards.

A representative of the Government of Tunisia said that road transport and taxis were privately operated there. Up-to-date labour legislation protected the workers. The Labour Code had been revised in consultation with the social partners and the labour inspectorate and the transport ministry carried out surveillance. However, the social partners had to be aware that economic and social considerations were linked.

A Worker member (Ms. Tonjes) said that as well as often being dismissed in case of pregnancy, women were often the first to be laid off in case of downsizing. As users, women relied heavily on transport for all activities related to their dual roles as women and as workers. However, if transportation services became more focused on the economically

viable transport of goods rather than on people, women would be quickly affected. The unions were not asking for better rights for women but for equal rights for all workers. Furthermore, flexibility and contracting out were making things difficult for all workers, threatening safety, loyalty and, in the end, productivity. A fresh look at these issues was necessary, particularly as they concerned women.

Another Worker member (Mr. Shana) addressed the issue of the lack of government funding for railway infrastructure which affected the safety and lives of workers. In addition, he drew attention to the fact that there were no ILO Conventions specifically dealing with rail transport.

A representative of the Government of India, speaking on behalf of the Government group, said that safety and security were points where there should be no disagreement between the social partners. Governments in developing countries in particular should take the necessary measures to deal with shortcomings. As far as child labour was concerned, his Government had initiated a carrot and stick policy: prohibition or regulation depending on the hazards, together with better schooling. Something similar should be done in the case of owner-drivers. The Government could, for example, provide concessionary interest rates or promote the setting up of cooperative societies. It was the duty of governments to enforce all transport legislation.

Mr. Shields said that there were two forms of employee participation. First, the regular meetings to oversee joint progress on such items as employment equity, employee and family assistance programmes, safety and health, disability management and the management of the pension fund. In addition, there were separate task-specific groups. An example was a joint union-company group studying the work-family balance at three locations.

Most of CP's wages were in the top deciles in the country; all were within the top quartile. Internal wage relationships and relationships to the external market were handled through the collective bargaining process with the unions providing the company with their examples of comparators and CP giving them the correct ones.

In the area of safety and health, employees had to work safely in compliance with the various regulations. The railroad industry, as safety sensitive, was heavily regulated and the safety regulations and work rules were unfortunately, but perhaps necessarily, very complex. Any breach resulted in disciplinary action that could result in a discharge from work. On the other hand, under Canadian law, an employer not providing a safe work environment could be jailed.

Mr. Shields did not agree that his presentation had been in part an argument for more regulation and standards. He had advocated joint union-management approaches by those closest to the action to solve matters. Regulations or standards often took too long when a solution was needed fast. Standards could create more obstacles or problems than solutions and they often did not fit the situation.

The question of family care and paid time out of the workforce was the classical political issue. Governments had to decide how they wanted to tax society, what services they wanted to provide and how they would balance an investment in this important area as against the many other demands.

He fully agreed there were benefits from experiences in other countries. One of the tasks of the ILO should be to research and broadly communicate best practices that existed in all the areas that had been discussed.

Mr. Urata announced that the ITF had just conducted its fatigue survey for road transport workers and had received about 7,000 replies from ten countries. Data input and analysis should be finalized by the end of 1999 and he believed the information could be of use to delegates and to the ILO.

8. Panel discussion

The panel dealt with two subjects: “Substance abuse prevention in the transport sector” and “Violence in transport”. Mr. Shahandeh¹ said it was clear that the challenge of serving expanding markets, acquiring and mastering new technology and adapting to increasing competition had implications for the environment in which the transport sector operated, particularly for safety for workers, employers and the public. Traditional working conditions, together with other elements such time zone changes and the impact on sleep, made the human factor crucially important. It was necessary to ascertain whether working conditions and the structural changes that were taking place imposed additional pressures, stress and demands on transport workers, that could lead to them using drugs or alcohol to cope and, if so, what preventive action should be taken.

Fatigue and safety were interrelated and of concern to all categories of transport workers. Fatigue had been mentioned as a factor in 30-40 per cent of deaths and injuries in the United States and fatigue was the most common cause of accidents. The US National Transportation Safety Board had reported that 12 per cent of truck drivers killed in accidents had alcohol in their systems. Another 12 per cent had marihuana in their systems and the Board had concluded that driver impediment due to substance abuse was the second most important cause of accidents. The use of amphetamine type stimulants, marihuana and khat were reported in many regions of the world.

Transport Canada, in a survey of 1,000 randomly selected railway workers in safety sensitive positions, had found that 20 per cent reported coming to work feeling intoxicated from alcohol and 9 per cent believed that alcohol use had compromised workplace safety. A study by the US National Institute on Drug Abuse on the effects of alcohol on a sample of airline pilots found that, in a simulator:

- before any alcohol ingestion, 10 per cent could not perform all tasks correctly;
- with a blood alcohol concentration of 0.1/100 ml, 89 per cent could not perform all tasks correctly and 14 hours later, after all alcohol had left their systems, 68 per cent could not perform all tasks correctly.

In spite of these reports, information on the extent and nature of the problem was difficult to obtain. Self-reporting was low and certain methods of data collection such as testing, were not widely used. There was, however, the common perception that the use of drugs and alcohol did pose a safety risk. As a result, the number of national laws aimed at prevention of substance abuse in the transportation sector was increasing, and transport was now the sector where legislation on substance abuse in the workplace was concentrated.

Parallel to national laws, there was much self-regulation in the sector in governing fitness for work and periods of abstinence prior to reporting for work and while on duty. Resolutions and policy imposition papers had also been drawn up by ICAO, ITF and IATA.

The ILO’s tripartite structure and its close relations with the world of work gave it a unique opportunity in the UN system to address the problems of substance abuse in a preventive approach, within the framework of health, safety and productivity. The

¹ International Labour Office.

cornerstone of ILO's work was the Code of practice on the management of alcohol- and drug-related issues in the workplace. The Code underlined the importance of joint assessment of the problem and joint formulation of policy and programmes by management and workers' representatives. The Code advocated that these issues should be regarded as a health problem and treated as such, in a supportive environment that encouraged individuals to seek assistance. Only in cases where help was refused should disciplinary action be considered.

The traditional approach had been to concentrate available resources on assistance programmes on the small number of people who needed immediate help and assistance. While attention to this was essential, and should be maintained, such reactive strategies did not respond to the overall objectives of health, safety and productivity and the concerns of management and workers' representatives. The ILO programmes promoted a proactive preventive approach with resources and programmes distributed accordingly.

He said that the focus of prevention programmes was on education and health promotion, addressing the entire workforce. They emphasized employee safety and health, supporting enterprise productivity and competitiveness and family welfare, while encouraging collaboration with community services and enlisting their support. Prevention programmes were proactive and they were aimed at integration within ongoing enterprise programmes such as human resources, management, safety and health and welfare. Within this policy framework, a global technical cooperation programme has been developed with activities in all regions. All projects were implemented in consultation with government agencies and employers' and workers' organizations. The aim was to assist interested enterprises to set up prevention programmes and use them as models for replication, policy advice, staff training and the development of appropriate tools for prevention. Transportation companies participated in all projects. Early results were encouraging and he cited the example of the Karnataka State Road Transport Company in India where over 300 employees had received counselling and treatment and had returned to work. An indicator of success reported by the company was that the number of routes cancelled daily had been reduced significantly.

He also mentioned the project on Drugs and Alcohol in the Maritime Sector, which was launched at the request of the Joint Maritime Commission of the ILO and was being carried out in consultation with the IMO, ISF and ITF. A major output was the manual for planners on "Drug and Alcohol Prevention Programmes in the Maritime Industry". A revised edition was near completion.

The issue of drug trafficking in the transport sector also warranted attention. The 1988 United Nations Convention against Illicit Traffic in Narcotic Drugs and Psychotropic Substances stipulated that parties must take appropriate measures to ensure that means of transport operated by commercial carriers were not used for drug trafficking. As the Convention allowed for the confiscation of the means of transport, both employees and employers were affected by it.

Looking to the future, the activities of the ILO's drug and alcohol programme would be integrated in the InFocus Programme on SafeWork, with an emphasis on improving access to information needed for policy and programme development, identification and dissemination of good practices and technical advisory services. The ILO's partnership with the United Nations Drug Control Programme (UNDCP) was also bearing fruit. Workplace prevention programmes had been included among its priorities for 2000-04. There was much potential for cooperation at the international level for the pooling of resources needed to mobilize action at the national, sectoral and enterprise levels.

The second panellist, Mr. Di Martino,² said it was practically impossible to distinguish between physical and psychological violence as both types went together. Bullying or mobbing were new types of violence characterized by the fact that instead of one single major act of violence, there was a series of small acts. While each was difficult to sanction from a legal point of view, and even from a sociological one, put together they had a negative effect on the health and safety of the people concerned.

There was a widespread conviction that sexual harassment was an act of violence and thus part of harassment in general. He stressed that although violence was perceived in different ways in different cultures, differences in culture did not justify violence.

Although it was not known whether the number of acts of violence had increased, the incidence was better recorded, as was its changing profile, which served to increase awareness. He believed the focus should be on the mix of physical and psychological violence which could have a major impact on the health and safety of the people concerned.

He gave details of the extent of violence at the workplace in several countries. In the United States workplace homicide was the main cause of occupational death for women and the second for men. A survey showed that violence at work was considered to be the most important security threat to the United States' largest corporations. In the United Kingdom, research showed that 55 per cent of employees had experienced bullying and 78 per cent had witnessed it. In the European Union, 3 million workers had been subject to sexual harassment, 6 million to violence and 12 million to intimidation and bullying. In South Africa, 78 per cent of workers had experienced hostile behaviour at the workplace. Data from Sweden and France indicated that transport was a sector with a high occupational risk of violence. Stress was the first cause of occupational disease among RATP bus drivers in the Ile de France region. There was a clear link between violence and stress. In Australia in 1993, 81 per cent of taxi drivers had experienced abuse, 17 per cent threats and 10 per cent physical attacks.

Railway personnel were also at risk: attacks on railway personnel increased by 40 per cent in the Greater Tokyo Area in 1994. An emerging area was the "air rage" phenomenon. The German airline pilots' association estimated the number of cases of "unruly" passengers at between 80,000 and 100,000 in 1998 and it was believed to be increasing. The main causes appeared to be the use of alcohol and the introduction of smoke-free flights.

In order to address violence at the workplace it was important to understand how violence operated. He warned the participants not to try to trace a profile of a typical perpetrator or victim because such profiles were often used to discriminate against people. It was important to note that the individual factor only explained part of the violence. It was the combination of the individual and the environment. The working environment, especially in transport, could diffuse or exacerbate the individual's predisposition to violence, and the way in which the physical environment was organized – in a train, an office or a bus – played a major role in triggering off acts of violence.

Six situations of risk had been identified in the literature: working alone, working with the public, working with valuables, working with people in distress, education and schools, and working with people with special vulnerability. All of these were present in transport.

² International Labour Office.

Prevention was the key response to violence. Intervening after the fact was more costly. Another response, depending on the type of violence, was targeted intervention. However, since violence could be caused by a multitude of factors, a mix of responses was needed in order to achieve positive results. Above all, immediate intervention was essential because it could alleviate a lot of the effects of violence. Crisis intervention was important both for major as well as minor accidents or violence. He stressed the need to be aware of the long-term effects of violence on the people affected.

For an appropriate response, it was necessary to have specific legislation, regulations and guidelines. There were many guidelines in the transport sector. All major airlines, for example, had guidelines on how to deal with unruly passengers. The dissemination of information and positive examples was most important.

Zero-violence policies and programmes at the workplace should be accompanied by measures to enhance the quality of work organization, the content of jobs, styles of management and interpersonal relationships. Other means of response included the selection, screening and training of managers and workers, the involvement of all people at work as well as the customers, users, suppliers, and the active involvement of employers' and workers' organizations. He mentioned the importance of having a reporting system for all incidents, of having post-incident plans in place as well as a proper monitoring and evaluation system in order to draw lessons from what had happened.

Violence remained a major and mostly unrecognized problem that was extremely costly for the worker, the enterprise and the community. It was not just an episodic, individual problem but a structural, strategic problem rooted in wider social, economic, organizational and cultural factors. It was a problem that needed to be tackled now.

A Worker member, opening the discussion, recognized that fatigue was the most common cause of accidents. This underlined the importance of having reasonable rest periods, especially for shiftworkers. He would like to see programmes on the prevention of drug and alcohol abuse in all transport sectors. In his opinion, suicide and shock should be included among the variety of behaviours covered as they might result from sudden lay-offs.

An Employer member said that a major concern of employers had been to promote the elimination of the use of alcohol and drugs among workers because not only did the abuse of drugs and alcohol affect their health, it also resulted in a deterioration in the working conditions and the environment in which they were working. The speaker was interested to learn that it was so difficult to make a distinction between physical and psychological violence.

A Worker member (Ms. Fernandes) said that her union had prepared a report on substance abuse in 1994. The study of an urban rail passenger transport company with 11,000 workers found that 20 per cent of the workers frequently consumed alcohol resulting in many accidents at work. In 1994-98 the company had campaigned to control this situation and there had been a drastic decrease in work accidents, particularly at peak times. She gave another example of trade union counselling programmes in the Brazilian railway system before she turned to problems of violence in the railways, such as sexual harassment of female ticket collectors.

A Worker member (Mr. Lopez Meyer) said in addressing the use and abuse of alcohol and drugs in transport, it was most important to have cooperation between the employers and the workers. He had found that employer-initiated prevention programmes in the airline industry were often ineffective because employees did not want to admit to their employer that they had a problem. Prevention and treatment programmes were more

effective when carried out through the trade union because a worker had more trust in counselling by his own colleagues.

Several Worker members (Sweden, France) referred to violence in buses and the different means that had been used to prevent it, from passengers paying the driver on entry, anti-aggression booths or camera systems. Governments were requested to provide safe and better protected parking places for truck drivers transporting sensitive or valuable goods so that they did not become victims of aggression.

Another Worker member (Ms. Ahrens) said that in her experience, police authorities at arrival destinations were not always cooperative and unruly passengers were not arrested. She regretted that several airlines did not have policies or guidelines on possible limitations of the distribution of alcohol.

A Worker member (Ms. Tonjes) said that organizations of pilots and flight attendants had received grants from the United States Government to set up peer referral programmes. Since then, however, alcohol testing programmes had been introduced with a negative impact on the referral programmes. Her union was advocating a “responsible alcohol serving policy” and was still negotiating with the companies. IATA and ICAO was working to define which legal system would apply in the case of “air rage” incidents.

A Worker member said that an interpersonal relationship between workers and employers would not only be important for the treatment of alcohol problems, but also of stress and some of the other ills. He wanted to know whether there was any study that established a link between the consumption or abuse of drugs or alcohol and social or workplace reasons, or social conditions.

Mr. Shahandeh replied that conditions of work had major implications in terms of prevention in the workplace. The issue of working time was a critical one for employers and workers to look at together in a variety of cultures.

Peer assistance programmes had proven to be quite successful in the United States and other countries. For example, the code of practice, developed by British Airways and the pilots’ association, emphasized joint action by employers and workers. Many airlines and civil aviation authorities were already looking at the issue of air rage. In the United Kingdom, legislation had recently been enacted that stipulated stiff penalties for unruly passengers. Swissair was looking at the same issue and flight attendants had been given training to ensure that if alcohol consumption exceeded a certain limit, to stop distribution. There was probably a lesson from “responsible hosting” in the hospitality industry where the management and the servers were trained to ensure that the clients did not abuse it because of the dangers to themselves and to the establishment and because of the possibility of legal action that may take place.

Mr. Di Martino stressed that prevention was the least costly way of dealing with violence and that violence affected productivity. Advanced companies were increasingly looking at productivity in a strategic way and taking long-term measures. Answers to incidents of violence had to be developed in specific situations based on discussions and cooperation among all the interested parties. He said that a ban on alcohol in aeroplanes looks impossible, but 20 years ago a ban on smoking looked impossible too. Personnel had often not been trained, did not know what to do and lacked the means to cope with certain situations. The solution could only be achieved step-by-step with the involvement of all parties concerned.

Turning to the point of violence against bus drivers, he said the French Government was contemplating an entire system of protection, including cabin radio communication

and cameras. He felt that this was rather a passive approach and advocated a proactive approach to combating violence. An organizational solution was sometimes better than instilling physical barriers.

The Chairperson concluded the session by saying that there was considerable agreement among the Workers and Employers concerning solutions for this subject which was indeed a very complicated one. Everyone had to be concerned with finding solutions.

9. Consideration and adoption of the conclusions

The Chairperson said that the Working Party had successfully concluded its work.

A Worker member (Ms. Hannah) said that the Workers' group was pleased with the recognition of women by the social partners. The group offered some suggestions to guide the work of the ILO. Several factors limited women's workforce participation and made them particularly vulnerable to change. These factors included poor access to safe and affordable transportation, inadequate pregnancy and parental leave, lack of childcare and discriminatory practices in hiring, promotion and training. To strengthen women's participation as workers in the transport sector, the ILO should do the following:

- when organizing transport sector meetings, note the Workers' group target of 30 per cent women and facilitate the participation from each of the social partners at the meetings;
- when collecting and analysing transport employment data, report any gender differences;
- work intensively with the transport unions to encourage women's participation in their union at the local and national level; and
- report on the policies and practices, both legislated by government or implemented by employers which have led to secure and decent employment for women with the priority for research in the developing countries.

Another Worker member (Mr. Katete) said that the Workers' group wished to place on record its belief that ILO activities in the transport industries should include work involving all transport modes (maritime, aviation, rail and road) in order to develop and promote integrated transport policies, programmes and sectoral social dialogue activities, where appropriate, without distinction between modes.

A representative of the Government of Italy reminded participants that several Governments had proposed a recommendation which was a specific, concrete and positive proposal for public transport services. The text, which could not be studied, was endorsed by the representatives of the Governments of Austria, France, Italy, Luxembourg, Portugal, Sweden and Tunisia. Most of the concepts were reflected in the draft conclusions before the Symposium. The text was as follows:

Considering that the problems raised by the deregulation, privatization and the technological evolution in the transport sector, must be dealt with by each country in accordance with the economic and social situation. Despite any preconceived ideas because there is no single model – no unique model – hardly any results can be obtained in isolation. Cooperation and union of countries provides a greater efficiency. All modernizations should come into play to be effective in multilateral frameworks. We recommend that the ILO should take the initiatives that are within its mandate. First of all, to promote a social dialogue that is with much reflection an expression that a very useful model to attenuate difficulties and therefore consequently to be able to encourage the States to decide in the decision-making stage in the exercise of their responsibilities. To encourage this social dialogue and to establish it through monitoring in the light of the recommendations made by the ILO. Safety of workers and their working conditions are essential for the public at large. They must, therefore, be a fundamental objective in this context. We should associate the transport users – that is users and enterprises. If there is restructuring,

employment, income and working conditions must always be settled by being able to be transferred and maintained in the greatest possible scope. Information, reconversion, vocational training must be promoted, the objective is to invite or to include the means, observations and inform people about their causes and consequences.

The conclusions, as submitted by the Working Party, were adopted unanimously.

10. Closing speeches

The Secretary-General said that this meeting had been rather different from other sectoral meetings and the Office was still feeling its way with the concept of a symposium that had a different outcome and a rather different way of achieving it. After providing some statistics about participation, he reviewed the inputs to the Symposium, including the background document and the discussion papers, the various presentations and the materials prepared by a number of delegates. In his opinion, the exchange of views and information on the importance of certain issues in different countries and the way in which they had been addressed was formidable. The exchange of views was an example of social dialogue at its best. The tangible outputs were the conclusions that had been adopted. They fully reflected the ILO's strategic objectives and highlighted the importance of social dialogue. There were also conclusions relating to the other three objectives and to the cross-cutting themes of gender and development. The other sectors of the Office would be asked to take account of these wishes in their work programmes. In the Social Dialogue Sector, the conclusions would be incorporated in both the regular Sectoral Activities Programme and the InFocus (international focus) Programme on Social Dialogue. Finally, he said that, despite the initial misgivings of some participants about the format and the focus of the meeting, the results had been very positive.

Mr. Nimbalkar (representative of the Government of India; Chairperson of the Government group) expressed the satisfaction of his group with the way in which the Symposium on this very important topic had been organized and conducted. The Governments wholeheartedly agreed with the necessity of social dialogue because tripartism was the backbone of all labour-related issues. They also underlined the need for vocational training. His group was satisfied with the conclusions that had been adopted and which would help to find practical solutions in future.

Mr. Arnold, on behalf of the Employers' group, believed that there had been considerable compromise by the constituents in reaching mutual conclusions on the matters that had been discussed. Social dialogue was the clear winner. The transport sector had real and lasting growth potential, provided that all agreed on the need for improvements in the use of workers and technology. The social dimension must always be taken into consideration, together with local enterprise conditions and the labour, political and economic framework in different countries. He added that deregulation and privatization were essential to meet the challenges of a global market. The ILO should encourage change. The Employers' group emphasized the importance of education and training so that workers had the right skills for the transport industry. The conclusions that had been adopted sought to position the ILO as a centre for expertise and data of interest to the constituents and for research into a broad range of labour market issues relating to the transport sector.

Mr. Purohit (Chairperson of the Workers' group) said that although his group initially had some misgivings about the idea of a symposium, they were satisfied with the outcome. It was understandable that there were differences of interest between the three groups which the members of his group had come to appreciate during the past week. He appreciated the active participation of the Employer and Government participants which had always been in a positive spirit. He was sure that the implementation of the conclusions would be helpful to all participants and to the transport sector in general.

The Chairperson commended the participants for their active participation, particularly the lively and substantive interventions by Government participants. The conclusions that had been adopted were clear and would provide proper guidance to the

International Labour Office for future work to be undertaken for the transport sector. He noted the emphasis on activities related to social dialogue in the sector and the call for the strengthening of the institutions, machinery and processes of social dialogue as well as the strengthening of the representation, capacity and services of the parties to social dialogue. The success of the Symposium would be measured by the extent to which the conclusions were applied. If implemented in all countries present here, this would be a small but significant step towards making transport an increasingly important source of decent work. The Chairperson declared the Symposium on the Social and Labour Consequences of Technological Developments, Deregulation and Privatization of Transport closed.

11. Conclusions

Conclusions on future activities of the ILO transport sector, i.e. air, rail and road ¹

The Symposium on the Social and Labour Consequences of Technological Developments, Deregulation and Privatization of Transport,

Having met in Geneva from 20 to 24 September 1999,

Adopts this twenty-fourth day of September 1999 the following conclusions:

The ILO should:

- (1) ensure that its work in the transport sector is undertaken in accordance with its four strategic objectives and their related InFocus programmes – promote and realize fundamental principles and rights at work; create greater opportunities for women and men to secure decent employment; enhance coverage and effectiveness of social protection for all; strengthen tripartism and social dialogue – and its two cross-cutting themes – development and gender. Particular emphasis should be placed on activities related to social dialogue in the transport sector;
- (2) hold meetings dealing with the transport sector which should be more focused, dealing either with the transport sector as a whole, or subsector by subsector, depending on the issues to be discussed;
- (3) promote social dialogue in the transport sector; strengthen the institutions, machinery and processes of social dialogue in the transport sector in the ILO's member States; and strengthen the representation, capacity and services of the parties to social dialogue in the transport sector. Such activity should take place at the regional and national level where appropriate;
- (4) carry out studies on the impact of change on the industrial relations systems and practices in the transport sector, with particular reference to developing countries, and publish the results;
- (5) collect and compare examples of evolution and change in the transport sector and describe whether and to what extent social, labour, economic development, environment and productivity improvement factors have been taken into account with a view to identifying and disseminating examples of successful practices and programmes, including an analysis of the employment effects, training, retraining and the impact on fundamental rights at work with the objective of, to the extent possible, promoting employment, productivity and improved working conditions and publish the results;
- (6) collect, analyse and disseminate data and information on measures relating to new working methods in the different branches of the transport sector, such as flexible, temporary, part-time and contract work, and on any occupational safety and health and environmental effects arising from them and measures taken to address these effects;

¹ Adopted unanimously.

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- (7) expand and enhance its cooperation and collaboration with multilateral financial institutions, and with relevant transportation safety agencies and organizations so that, in developing and undertaking their transport-related activities, including the development of policies and standards, the social and labour dimensions of transport are taken fully into account, including the importance of tripartite consultations and continuous social dialogue;
 - (8) noting its standard-setting activity, revise, with a view to improving and modernizing, those standards affecting the transport sector that are considered to be obsolete;
 - (9) assist ILO member States to meet their obligations under the ILO Declaration on Fundamental Principles and Rights at Work and its Follow-up with a view to having a positive impact on social and labour conditions in the transport sector;
 - (10) devote available resources that will ensure its activities, in assisting its constituents in dealing with the social and labour effects of change in the transport sector, are undertaken in a sufficient and sustained manner;
 - (11) establish a small standing tripartite strategy forum to oversee its activities in the transport sector;
 - (12) pay specific attention to the impact of change on women transport workers;
 - (13) in conjunction with UNAIDS, develop initiatives to promote best practice in the workplace dimension of HIV/AIDS prevention and protection policies, with particular reference to regions with a high incidence of the disease;
 - (14) undertake studies of the medium- and long-term positive or negative impact of changes in the transport sector, including:
 - (a) an analysis of employment of displaced workers;
 - (b) information exchange on labour-management practices across a range of countries to help developing countries obtain and share economic and other appropriate information on transport;
 - (c) collect and disseminate data concerning employment terms and conditions and other social and labour issues, including comparative data from other industries;
 - (15) position itself as the international centre for expertise and data of interest to the constituents for research into the broad range of labour market issues and policies relating to the transport sector.

When reviewing the delivery of the ILO's sector-specific programmes, the Governing Body should examine how the needs of the transport sector can best be met and make recommendations accordingly.

Evaluation questionnaire

A questionnaire seeking participants' opinions on various aspects of the Symposium was distributed before the end of the Symposium; the response rate was 44 per cent. Items were rated on a five-point scale. The following table gives the absolute number of respondents who assigned each rating and the weighted average score on each item evaluated.

1. How do you rate the Symposium as regards the following?

Score	5 Excellent	4 Good	3 Satis- factory	2 Poor	1 Unsatis- factory	Abstain	Average score
Subject	9	31	5	-	-		4.1
Benefits for sector	11	21	10	2	-	1	3.8
Transport services	6	18	18	2	-	1	3.5
Deregulation	8	28	9	-	-	-	4.0
Impact of privatization	6	27	10	1	-	1	3.8
Labour relations	7	25	13	-	-	-	3.9
Working conditions	6	23	16	-	-	-	3.8
Panel discussion	5	17	15	3	-	5	3.2
Conclusions	6	26	6	3	-	4	3.2
Networking	7	21	10	-	-	7	3.3

2. How do you rate the quality of the background documents in terms of the following?

	Excellent	Good	Satis- factory	Poor	Unsatis- factory	Abstain	Average
Comprehensiveness of coverage	4	27	12	2	-	-	3.7
Presentation	11	23	11	-	-	-	4.0
Relevance of information	6	26	11	1	-	1	3.8

3. How do you consider the time allotted for discussion?

	Too much	Enough	Too little	Abstain
Discussion presentations	6	35	3	1
Groups	1	34	7	3
Working Party conclusions	1	29	10	5

4. How do you rate the practical and administrative arrangements?

	Excellent	Good	Satis- factory	Poor	Unsatis- factory	Abstain	Average
	23	19	1	1	-	-	4.4

5. Respondents

	Government	Employer	Worker	Observer	Unidenti- fied	Total
	10	16	14	4	1	45
	(i.e. 44% of participants)					

6. Participants at the Symposium

	Government	Employer	Worker	Observer	GB	Total
All participants	23	21	31	27	1	103
Women participants	8	3	7	3	-	21

List of participants
Liste des participants
Lista de participantes

Representative of the Governing Body
of the International Labour Office
Représentant du Conseil d'administration
du Bureau international du Travail
Representante del Consejo de Administración
de la Oficina Internacional del Trabajo

Mr. Leslie Kettleidas, Deputy Director-General, Labour Policy and Labour Market Programmes, Department of Labour, Pretoria

Members representing governments
Membres représentant les gouvernements
Miembros representantes de los gobiernos

ARGENTINA ARGENTINE

Sr. Jorge Luis Ginzo, Director Nacional de Negociación Colectiva, Ministerio de Trabajo y Seguridad Social, Buenos Aires

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Ms. Gabriele Kaida, Bundesministerium für Wissenschaft und Verkehr, Verkehrs-Arbeitsinspektorat, Wien

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Adviser/Conseiller technique/Consejero técnico

Sr. Frederico S.D.E. Meyer, Consejero, Misión Permanente de Brasil en Ginebra

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Ms. Islah Mohamed Amin, Counsellor of Labour Affairs, Permanent Mission of Egypt in Geneva

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Mr. Hidehiro Nanao, First Secretary, Permanent Mission of Japan in Geneva

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Membres représentant les employeurs

Miembros representantes de los empleadores

Mr. Terry M. Arnold, Manager, Industrial Relations, New Zealand Employers' Federation, Air New Zealand Limited, Auckland

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Ms. Rose Gidongo, Director, Personnel and Administration, Civil Aviation Authority, Entebbe

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Mr. Dagdan Jantsan, Vice-President, Mongolian Employers' Federation, Ulan Bator

Sr. Néstor Luraschi, Secretario Ejecutivo, Asociación Nacional de Empresas de Transporte por Autobús, Montevideo

Mr. Abdul Aziz Memon, Member Executive Committee, Employers Federation of Pakistan, Kings Group, Karachi

M. Ali M'Kaissi, conseiller directeur central, Union tunisienne de l'industrie, du commerce et de l'artisanat, Tunis

Mr. Eric Nyamunga, Managing Director, Kenya Railways Corporation, Nairobi

Sr. José Luis Pertierra Rodríguez, Director, Federación Nacional Empresarial de Transporte en Autobuses (FENEBUS), Madrid

Mr. Koytcho Roussev, President, Chamber of National Transport, Plovdiv, Bulgaria

Mr. André Rouvillain, Head of Department, Federation of Employers for Trade, Transportation and Services, Frederiksberg

Ms. Anu Sajavaara, Legal Adviser, Employers' Association for Transport and Special Services, Helsinki

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Mr. William Sashegyi, Manager, Industry and Resources, Chamber of Commerce and Industry of Western Australia (CCIWA), East Perth

Mr. Andrew Shields, Vice-President, Human Resources and Industrial Relations, Canadian Pacific Railway, Calgary

Mr. Serghei Taran, General Executive Manager, Uniunea Transportatorilor si Drumarilor Din Moldova, Chisinau, Republic of Moldova

Mr. Suwat Wanisubut, Adviser on Infrastructure Planning, National Economic and Social Development Board, Bangkok

Members representing the Workers
Membres représentant les travailleurs

Miembros representantes de los trabajadores

- Ms. Pornpimon Ahrens, Member, Thai Airways International State Enterprise Employees' Association, Bangkok
- Mr. Edgar Bilayon, President, Bagong Kapisanan Ng Mga Manggagawa Sa PNR, Manila
- Ms. Nadezda Borodina, Vice-President, Trade Union of Railways and Transport Construction Workers, Moscow
- M. Thierry Douine, Secrétaire général adjoint – secteur route, Fédération générale CFTC des transports, St. Martin de Tallevende
- Ms. Annika Falk, National Officer, Svenska Kommunalarbetare Förbundet, Stockholm
- Sra. Jainína Fernandes, Diretora, Confederação Nacional de Trabalhadores dos Transportes Terrestres (CNTTT), Rio de Janeiro
- Ms. Jo-Ann Hannah, National Representative, National Automobile, Aerospace, Transportation and General Workers' Union, Willowdale, Ontario
- Mr. Joseph K. Katende, General Secretary, Amalgamated Transport and General Workers' Union, Kampala
- M. Eric Levrat, président central SBV – membre du Comité directeur, Syndicat du personnel des transports, Lausanne
- Sr. Gilberto López Meyer, ITF Coordinador, Asociación Sindical de Pilotos Aviadores (ASPA), México
- Mr. Bavish Munboth, Public Relations Officer, Airport Management Services Employees' Union (AMSLEU), Vacoas, Mauritius
- Mr. Isaac Oboh, General Secretary, Railway Enginemen's Union (TUC), Accra
- Sr. Juan Manuel Palacios, Federación Internacional Transporte, Buenos Aires
- Mr. Umroamal Purohit, President, ADRF and President ITF, All India Railwaymen's Federation, New Delhi
- Mr. Tserayi L. Shana, General Secretary, Zimbabwe Amalgamated Railwaymen's Union, Bulawayo
- Mr. Mounir B. Sheta, President, General Trade Union of Land Transport Workers, Cairo
- Mr. Akira Shimada, General Secretary, Trade Unions of Transport Industries-National Council/Koun Rokyō, Tokyo
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- Mr. Kimiharu Sei, Japan Railway Trade Unions Confederation/JR-Rengo, Tokyo
- Mr. Katsuyuki Matsuki, Japan Railway Trade Unions Confederation/JR-Rengo, Tokyo
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- Mr. Tetsuyuki Yamada, Executive Board Member, Toshiko – ITF, c/o Toko-Kaikan, Tokyo
- Mr. Kazuo Yamaguchi, Executive Board Member, Toshiko – ITF, c/o Toko-Kaikan, Tokyo
- Mr. Makoto Kondo, Executive Board Member, Toshiko – ITF, c/o Toko-Kaikan, Tokyo
- Mr. Michinori Yamada, Executive Board Member, Toshiko – ITF, c/o Toko-Kaikan, Tokyo
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- Mr. Graham Stevenson, National Organizer, Transport, Transport and General Workers' Union, London
- Ms. Erika Tamás, International Officer, Free Trade Union of Railway Workers, Budapest
- Ms. Ann Tonjes, Manager, Policy Planning, Association of Flight Attendants (AFL-CIO), Washington

Sr. Francisco Torrealba Ojeda, Delegado del Comité de Transporte Urbano, Sindicato de Trabajadores de la CA Metro de Caracas (SITRAMECA), Caracas

Mr. Alois Weis, Leiter der Abteilung Wirtschaft, Gewerkschaft der Eisenbahner Deutschlands, Frankfurt

Others

Autres

Otros

Representatives of member States present at the sittings
Représentants d'Etats Membres présents aux séances
Representantes de Estados Miembros presentes en las sesiones

NIGERIA NIGÉRIA

Mr. Abdullah Shehu Ahmad, Permanent Mission of Nigeria in Geneva

Representatives of the United Nations, specialized agencies
and other official international organizations
Représentants des Nations Unies, des institutions spécialisées
et d'autres organisations internationales officielles
Representantes de las Naciones Unidas, de los organismos
especializados y de otras organizaciones Internacionales oficiales

Arab Labour Organization

Organisation arabe du travail

Organización Arabe del Trabajo

M. Adnan El-Telawi, chef de la délégation permanente, Genève

European Conference of Ministers of Transport (ECMT)

Conférence européenne des ministres des Transports

Conferencia Europea de Ministros de Transportes

M. Gerhard Aurbach, secrétaire général, Paris

Representatives of non-governmental international organizations
Représentants d'organisations internationales non gouvernementales
Representantes de organizaciones internacionales no gubernamentales

Community of European Railways

Communauté des chemins de fer européens

Comunidad de Ferrocarriles Europeos

M. Jean-Paul Preumont, Conseiller pour la politique sociale, Bruxelles

International Confederation of Free Trade Unions

Confédération internationale des syndicats libres (CISL)

Confederación Internacional de Organizaciones Sindicales Libres

Mr. Dan Cunniah, Director, Geneva

Ms. Anna Biondi, Assistant Director, Geneva

International Confederation of Railwaymen and Transport Builders' Trade Unions

**Confédération internationale des syndicats de cheminots et de constructeurs
de matériel de transport**

Mr. Aleh Vinnik, President of Trade Union of Belarus, Minsk

Mr. Anatolii Vassiliev, President, Moscow

M. Vitalii Orechkov, Membre du Comité exécutif, Moscou

Mr. Guennadi Kossolapov, General Secretary, Moscow

M. Youri Zarembo, Interprète, Moscou

International Federation of Air Traffic Controllers- Associations (IFATCA)

Fédération internationale des associations de contrôleurs du trafic aérien

Federación Internacional de las Asociaciones de Directores del Tráfico Aéreo

Mr. Martyn Cooper, Executive Vice-President Professional, Dunstable

Mr. Werner Bopp, Liaison Officer, Nyon

International Federation of Trade Unions of Transport Workers (FIOST)

Fédération internationale des organisations syndicales du personnel des transports

Federación Internacional de Sindicatos del Personal del Transporte

M. Georges Bach, secrétaire général, Luxembourg

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Organisation internationale des employeurs

Organización Internacional de Empleadores

Mr. Jean Dejardin, Deputy Executive Secretary, Cointrin/Geneva

Mr. Andrés Yurén, Deputy Executive Secretary, Cointrin/Geneva

International Transport Workers' Federation (ITF)

Fédération internationale des ouvriers du transport

Federación Internacional de los Trabajadores del Transporte

Mr. David Cockroft, Secretary General, London

Ms. Sarah Finke, Head, Information and Policy Department, London

Mr. Makoto Urata, Assistant Secretary, Inland Transport Sections, London

Mr. Shane Enright, Assistant Secretary, Civil Aviation Section, London

Sr. Omar José Gomes, Presidente, Confederação Nacional dos Trabalhadores em Transportes Terrestres (CNNTTT), Brasília

Mr. Sabri Fathi Mohamed El Gueridi, Secretary General, Cairo

Mr. Mostafa Rostom, General Trade Union of Land Transport Workers, Cairo

Mr. Malcom Cantello, National Transport Chair, UNISON, Walsall, United Kingdom

Sra. Maria C. Maciel Da Silva Gomes, Assesora, Confederação Nacional dos Trabalhadores em Transportes Terrestres, Rio de Janeiro

International Union of Railways

Union internationale des chemins de fer

Unión Internacional de Ferrocarriles

M. Marek Raczkiwicz, directeur de la formation internationale, Paris

World Confederation of Labour

Confédération mondiale du travail (CMT)

Confederación Mundial del Trabajo

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