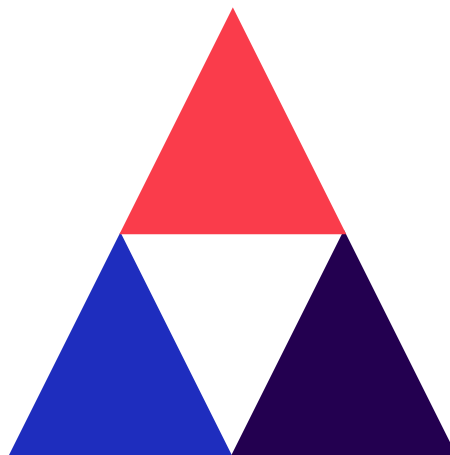




## ► Summary record of proceedings

**Tripartite Technical Meeting on Access to Labour Justice for All: Prevention and resolution of labour disputes**  
(Geneva, 17–21 February 2025)



## ► Contents

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|                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>Page</b> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| Introduction .....                                                                                                                                                                                                                                                                                                                                                                                                           | 5           |
| Opening statements .....                                                                                                                                                                                                                                                                                                                                                                                                     | 7           |
| Statements on the points for discussion .....                                                                                                                                                                                                                                                                                                                                                                                | 14          |
| Point for discussion 1: What are the developments, opportunities and challenges to accessing labour justice for all in the world of work, at national, regional and global levels? .....                                                                                                                                                                                                                                     | 14          |
| Point for discussion 2: What has been effective and ineffective for labour dispute prevention and resolution systems, and what lessons have been learned? .....                                                                                                                                                                                                                                                              | 21          |
| Point for discussion 3: What can governments and social partners do to strengthen labour dispute prevention and resolution systems? What normative and/or non-normative action can the ILO take to support constituents in providing access to labour justice for all, taking into account the elements identified in the background report, but not limited thereto, to provide clear and integrated policy guidance? ..... | 33          |
| Consideration and adoption of the draft conclusions .....                                                                                                                                                                                                                                                                                                                                                                    | 42          |
| Closure of the meeting .....                                                                                                                                                                                                                                                                                                                                                                                                 | 45          |

## ► Introduction

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1. The [Tripartite Technical Meeting on Access to Labour Justice for All: Prevention and resolution of labour disputes](#) was held from 17 to 21 February 2025, in Geneva. The Governing Body of the International Labour Organization (ILO) decided at its 349th Session (November 2023) to convene the meeting, the purpose of which was to seek to exchange views and perspectives, on a tripartite basis, concerning access to labour justice.
2. The specific aim of the Meeting was “to make recommendations to the Governing Body on further steps to provide clear and integrated guidance of a normative or non-normative nature for achieving inclusive access to labour justice, through effective labour dispute prevention and resolution institutions and mechanisms, while considering generally accepted principles of effectiveness for access to labour justice and the diversity of legal and practical solutions to realize them.” Informed by the tripartite technical meeting, the Governing Body would then decide “on subsequent actions, such as possibly placing an item on the agenda of a future session of the Conference.”<sup>1</sup>
3. The Chairperson of the meeting was Hon. Mr Colin Everett Jordan (Minister of Labour, Social Security and the Third Sector of Barbados). The Government Vice-Chairperson was Ms Nilufarkhon Kamalova (Uzbekistan); the Employer Vice-Chairperson was Mr Isiah Kaizer Moyane (South Africa); and the Worker Vice-Chairperson was Mr Jeffrey Vogt (United States of America).
4. The meeting was attended by 94 Government representatives and advisers (from 58 Member States), together with 39 Government observers (from 28 Member States), as well as 12 Employer and 12 Worker representatives, 3 Employer advisers, 4 Worker advisers, and 3 observers from United Nations (UN) agencies and intergovernmental organizations (IGOs).
5. The Chairperson, opening the meeting and welcoming all participants, noted the importance of the topic under discussion. Effective access to labour justice and the strengthening of the rule of law were integral to the quest for decent work and social justice. The [ILO Director-General's report to the 2024 International Labour Conference](#) highlighted that inadequate access to labour justice continued to affect a significant portion of the global workforce, underscoring the urgent need to invest in this crucial aspect of social justice. The meeting was timely, as the World Day of Social Justice was being celebrated in the same week (20 February).
6. It was noted that the meeting held great historical significance. While access to labour justice had been a recurring theme in many ILO meetings and International Labour Conference discussions, it had never been comprehensively addressed as a standalone topic by ILO's tripartite constituents. This was the first ILO meeting devoted entirely to the subject of labour dispute prevention and resolution (LDPR). The topic was an inherent feature of the world of work, and the growing frequency and severity of labour disputes were not in the best interest of governments or social partners. Preventing the occurrence and escalation of labour disputes was crucial for strengthening labour relations, fostering an enabling business environment, upholding the rule of law, and ensuring access to both labour justice and justice more broadly. It was recalled that the importance of access to justice for sustainable development, inclusive growth and peaceful, just and inclusive societies was reaffirmed in Action 7 of the Pact for the Future adopted by the UN General Assembly in 2024.

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<sup>1</sup> ILO, [Agenda of future sessions of the International Labour Conference](#), GB.349/INS/2, 2023, paras. 33 and 34.

7. As the UN's custodian agency for labour and employment issues and the only tripartite body representing governments, employers and workers, the ILO was increasingly expected to lead efforts in fostering a shared understanding of dispute prevention and resolution in the world of work. This meeting provided a key opportunity to reach ambitious conclusions that could inspire actionable decisions by the Governing Body, under whose mandate it was convened.
8. The Secretary-General of the meeting welcomed all participants to the tripartite technical meeting on access to labour justice for all. She highlighted the remarkable interest the meeting had generated among Member States, with over 80 countries from all regions in attendance. She expressed gratitude to the representatives of the social partners for their participation in the meeting and their dedication to advancing access to labour justice.
9. ILO standards promoted effective and inclusive social dialogue, emphasizing a consensus-based approach to prevent labour disputes or, at the very least, to curb their escalation into strikes or lockouts. It was therefore important that LDPR systems promote dispute prevention and the complementarity of judicial and non-judicial mechanisms in addressing disputes in the world of work.
10. The purpose of the meeting was to provide recommendations to the Governing Body on further steps to provide clear and integrated guidance of a normative or non-normative nature for achieving inclusive access to labour justice, through effective LDPR institutions and mechanisms, while considering generally accepted principles of effectiveness for access to labour justice and the diversity of legal and practical solutions to realize them. The Office looked forward to hearing from participants on how tripartism and social dialogue, which were core principles of the ILO, could shape the recommendations on access to labour justice emerging from the meeting.
11. The Lead Expert of the meeting provided an overview of the contents of the report, [Access to labour justice for all: Prevention and resolution of labour disputes](#), which had been prepared by the Office to inform the deliberations of the meeting. The report aimed to provide an overview of the scope of access to labour justice and its various dimensions, emphasizing that access to labour justice was a complex, evolving and multifaceted issue. Access to labour justice was central to the concept of social justice, and the effectiveness of LDPR systems was crucial in preventing disputes from arising or escalating. These systems also played a key role in fostering enabling business environments and ensuring the realization of rights at work.
12. The report was divided into six sections. Section 1 outlined the background and purpose of the meeting and highlighted the connection between advancing access to labour justice for all and the achievement of Sustainable Development Goals (SDG) 8, 10 and 16. Section 2 outlined recent developments, challenges and opportunities shaping LDPR, particularly concerning access to justice and technology. It covered migrant workers' access to justice, the informal economy and emerging transnational mechanisms. The section also highlighted the link between labour justice systems and industrial relations, stressing the importance of freedom of association and the effective recognition of the right to collective bargaining for effective labour justice systems. Section 3 reviewed the international legal and policy framework, focusing on human rights instruments and international guidance on access to remedy ([Annex II](#)). It also examined international labour standards, identifying 15 key elements of access to labour justice derived from ILO instruments, with detailed provisions contained in [Annex I](#).
13. Section 4 provided a comparative perspective on LDPR systems. While national systems were context-specific, they shared common features. This section built on a 2023 ILO study, [Access to labour justice: Comparative law and practice on labour disputes prevention and resolution](#), which reviewed legal and regulatory frameworks, procedural aspects of LDPR, judicial and non-judicial institutions and mechanisms, including bipartite and tripartite mechanisms and the role of labour

administrations and social partners. The study emphasized collective bargaining's role in preventing and resolving disputes. Section 5 discussed the operationalization of access to labour justice, highlighting ILO's technical assistance, research and partnerships. It also addressed data collection gaps and the principles of effectiveness in assessing LDPR institutions. Lessons from implementing the [diagnostic tool](#) for assessing institutional effectiveness were also covered. Finally, Section 6 concluded the report by proposing building blocks for effective and human-centred LDPR systems. These included a guiding framework, the structure and functioning of institutions, and objectives such as preventing disputes, ensuring rights at work, providing effective remedies, promoting compliance and responsible use of technology in labour justice systems.

## ► Opening statements

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14. The Employer Vice-Chairperson noted that it was fitting for the meeting to be held as the observance of World Day of Social Justice approached. Labour justice was a fundamental pillar of social justice, and the effectiveness of labour dispute prevention and resolution mechanisms was essential to upholding the rights and responsibilities of both workers and employers in the workplace. Employers fully recognized the importance of access to justice, particularly labour justice, as a vital component of the rule of law and a cornerstone of sustainable development. Employers acknowledged the essential role of effective and fair dispute resolution in fostering stable labour relations and ensuring that both workers and employers could thrive in labour markets that uphold rights and promote economic sustainability. The Employers' group welcomed the opportunity to explore the various dimensions of access to labour justice, share collective insights and deepen their understanding of developments, current practices, persisting challenges and opportunities with the goal of developing actionable solutions.
15. While the background report provided a structured framework for discussions, it was important to recognize that labour justice was inherently broad and multifaceted. This necessitated the need to go beyond the report and to engage in a more comprehensive and inclusive exchange of ideas, considering diverse experiences and best practices from all groups. For example, the prevention and resolution of labour disputes should be approached holistically, extending beyond institutional arrangements. There was a need to consider both the nature of industrial relations and the characteristics of the interacting parties, as well as the broader national context.
16. It was important to strengthen dialogue between social partners, as open and constructive engagement fostered mutual understanding and trust, allowing disputes to be addressed early. To support this, targeted measures such as improved information-sharing, training, and capacity-building for employers, workers, governments and institutions responsible for labour justice should be implemented.
17. Diverse contexts and needs regarding labour justice across different countries and regions should be recognized and respected. Labour justice was shaped by legal systems, economic structures and social dynamics, which varied among different countries and regions across various sectors, ranging from the formal economy to the informal economy. There was a need for flexible and adaptable dispute resolution mechanisms based on the size of enterprises. This underscored the importance of ensuring that approaches to labour justice were context sensitive, inclusive and capable of addressing the specific realities of different working environments.
18. The Worker Vice-Chairperson emphasized that access to labour justice was a core element of the ILO's mandate, rooted in the principle of social justice, which was referenced in the opening

sentence of the ILO Constitution of 1919. ILO instruments were also part of a broader framework of international law, where access to justice was recognized as both a fundamental human right and a norm of customary international law.

19. For the Workers' group, access to labour justice was not merely a procedural right that could be satisfied by the establishment of courts or other tribunals who adjudicate disputes. The ILO Constitution enshrined a broader and more substantive concept of labour justice, asserting that social justice could not exist amid widespread inequality and labour conditions marked by injustice, hardship and deprivation. As a result, access to justice should be understood as a means of addressing systemic injustices that often require deeper social, political or economic reforms.
20. The discussion on access to labour justice was taking place at a critical moment globally, as fundamental human and labour rights faced increasing and systematic attacks. The 2024 ITUC Global Rights Index warned that some governments and companies were intensifying efforts to undermine trade union rights – rights that formed the foundation of democracy and the rule of law. This erosion was evident in acts of violence, arbitrary arrests, and, in some cases, even killings. Additionally, other forms of repression, including the denial of union registration, the dismissal of union leaders and systematic efforts to obstruct unions' lawful activities aimed at defending and promoting workers' interests were on the increase.
21. The background report noted that freedom of association and effective recognition of the right to collective bargaining were enabling rights for all other rights at work. While collective bargaining was one of the most effective means of non-judicial dispute resolution, collective bargaining was under attack around the world. Prevention of labour disputes through respect of the right of workers to form and join trade unions and conduct legitimate trade union activities was critical to workers as it reduces the monetary, physical, social and psychosocial costs of labour disputes to workers. It sometimes also costed workers their lives.
22. An estimated 5.1 billion people, which constituted two thirds of the world's population, lacked meaningful access to justice. Over 2 billion workers were excluded from labour justice due to informality or working arrangements that effectively denied them their rights and access to dispute resolution mechanisms. Even within the formal economy, both judicial and non-judicial mechanisms were often difficult to access and so protracted that they resulted in a denial of justice. This issue was particularly severe in non-unionized workplaces, where individual workers were left to defend their own rights and interests. Marginalized groups, especially migrant workers, faced even greater barriers to accessing labour justice.
23. Lack of access to labour justice imposed severe costs on workers, including the financial burden of costly and prolonged litigation, as well as emotional tolls such as heightened stress, anxiety and depression. In many countries, labour justice systems were severely underfunded, with only a limited number of courts available to manage disputes affecting tens of millions of workers. As a result, cases frequently experienced lengthy delays, and even when rulings favoured workers, enforcing these judgments proved equally challenging and led to further delays.
24. The Government Vice-Chairperson (Uzbekistan) noted that the meeting provided a unique opportunity for constructive dialogue on an issue essential to the fairness and sustainability of labour relations and decent work. Ensuring effective access to labour justice was the foundation of fair and equitable labour relations, crucial for protecting human dignity, and key to fostering an environment where sustainable enterprises could uphold fundamental principles and rights at work.
25. A well-organized, accessible, and affordable labour justice system was essential for providing both workers and employers with the tools needed to resolve disputes fairly. Labour disputes required

both technical expertise and a nuanced understanding of the complexities of the world of work. There was a need to create comprehensive justice mechanisms, and governments should extend labour justice beyond the courtroom to include mediation, conciliation and arbitration. Additionally, justice in labour relations was not only about resolving disputes but also about fostering a culture of dialogue and fairness to prevent conflicts from escalating.

26. A clear definition of labour justice was needed. Without a shared understanding, efforts to improve access to labour justice could remain fragmented. Labour justice needed to be conceptualized in the context of the changing world of work, considering new forms of employment, technological shifts that vary across regions and evolving industrial relations. A comprehensive approach to defining and implementing labour justice mechanisms was essential to ensuring that all workers, including those in informal employment, had access to fair dispute resolution systems.
27. Labour disputes were best resolved through early dialogue and mediation rather than prolonged litigation, which could be both costly and time-consuming. Resolving labour disputes through conciliation, mediation and arbitration ensured that access to justice was swift, cost-effective and inclusive.
28. Access to labour justice was not only a national issue but also a transnational one. Migrant workers often faced legal insecurity and were forced to seek justice only after returning to their home countries. Developing accessible and effective labour justice mechanisms for migrant workers in host countries should be a priority.
29. The potential of artificial intelligence (AI) in negotiations, dispute resolution and case management should not be underestimated. AI and digital tools could streamline case handling, reduce backlogs and enhance transparency. Governments should explore technology-driven solutions such as digital platforms, virtual mediation and AI-powered legal assistance to improve accessibility and ensure faster, more efficient dispute resolution.
30. The Government group proposed the following key objectives for the meeting: clearly defining labour justice and ensuring its alignment with the modern world of work; strengthening early dispute resolution mechanisms such as mediation, conciliation and arbitration to reduce unnecessary litigation; expanding access to justice for all workers, including those in the informal economy and migrant workers; enhancing the capacity of labour courts by improving judges' training and capacity to handle complex labour disputes with sensitivity; and promoting regional and international cooperation by sharing best practices across diverse legal and economic contexts.
31. The Government representative of Israel observed that the world of work was changing rapidly due to technological advances, globalization and demographic shifts, which presented both opportunities and challenges. These included widening wage gaps, new forms of employment that lacked adequate protection and the need for effective dispute resolution mechanisms. Israel's experience showed that early dialogue, professional mediation and arbitration were the most effective tools for preventing escalation and finding stable solutions.
32. The Government representative of the Islamic Republic of Iran emphasized that preventing and resolving labour disputes were fundamental pillars in establishing fair and effective labour markets. The Islamic Republic of Iran has undergone significant transformation in its dispute resolution mechanisms, notably with the digitalization of labour courts and the establishment of specialized labour dispute committees. Mandatory pre-dispute consultation mechanisms have proven highly effective in reducing formal disputes. Additionally, the successful implementation

of a three-tier dispute resolution system in the country underscored the importance of providing multiple pathways to justice.

33. Governments should commit to increasing resource allocation for labour justice institutions, implementing specialized training programmes for labour justice officials, and establishing clear time frames for dispute resolution. Additionally, social partners should actively participate in dispute prevention through early warning systems, engage in regular dialogue to address emerging workplace challenges and contribute to capacity-building initiatives.
34. The Government representative of Indonesia said that inclusive and efficient labour justice systems were essential for protecting rights at work, fostering harmonious industrial relations and strengthening social development. Indonesia has implemented key legal reforms in this area. For example, Law No. 2 of 2004 regarding settlement of industrial disputes established a statutory dispute resolution process that included bipartite negotiation, mediation and arbitration. Regionally, Indonesia worked alongside other Association of Southeast Asian Nations countries to enhance access to labour justice for migrant workers. Governments should expand access to labour justice and harness digital innovation to create more inclusive and efficient labour justice systems.
35. The Government representative of Namibia noted that Namibia has prioritized access to justice as a fundamental right enshrined in its Constitution. In 2008, with technical assistance from the ILO, Namibia introduced an alternative dispute resolution (ADR) system, ensuring that all labour disputes were referred to the country's labour commissioner and resolved through conciliation and arbitration. This ADR system has proven to be more cost-effective, efficient and accessible, with 70 per cent of cases being resolved at the conciliation stage, compared to 30 per cent through arbitration. Despite these successes, several challenges remained, including the lack of enforcement of settlement agreements reached during conciliation, the high costs associated with appealing or reviewing cases at the labour and supreme courts, frequent turnover of skilled arbitrators, and a shortage of specialist labour judges.
36. The Government representative of the Philippines said that conciliation, mediation and other forms of consensual dispute resolution in the Philippines were institutionalized through Republic Act No. 10396, which made conciliation-mediation a mandatory mode of dispute settlement for all labour cases in the country. The law mandated that, with certain exceptions, all disputes had to undergo a 30-day mandatory conciliation and mediation process aimed at reaching a settlement. This administrative approach ensured a speedy, impartial, inexpensive and accessible procedure for labour disputes. Compulsory arbitration, being an adjudicative process, was the less preferred approach and was only initiated after conciliation and mediation efforts had been exhausted.
37. The Government representative of Niger noted that paragraph 77 of the background report referenced a request from the International Labour Conference for the ILO to expand its assistance in enhancing labour dispute prevention and resolution through research, expert advice, capacity-building and the exchange of experiences. He inquired whether any such research or evaluation of practices had been conducted on the topic and, if so, whether the findings could be shared with participants.
38. The Secretary-General informed the meeting that the Office had conducted a series of studies on this topic. These included [regional studies](#) published in 2021, a 2022 [review](#) of labour dispute resolution mechanisms in the wake of the COVID-19 pandemic, and a 2023 [global comparative study](#). The studies enabled the Office to develop a [diagnostic tool](#) for self-assessing the effectiveness of labour dispute prevention and resolution institutions, based on a range of

effectiveness principles. Additionally, in November 2024, the Office presented a [report](#) to the Governing Body on tripartism and social dialogue covering the period from 2019 to 2023.

39. The Government representative of Senegal welcomed the background report's recognition of conciliation and mediation as essential tools for the fair and effective prevention and resolution of conflicts. Senegalese legislation supports quasi-judicial dispute resolution procedures, with the labour inspectorate playing a vital role in facilitating amicable settlements between parties.
40. Despite ongoing efforts, Senegal recorded 3,318 individual labour disputes in 2023. While conciliation successfully resolved most cases, the high number of unresolved disputes highlighted the need to strengthen conciliation and mediation mechanisms and ensure equitable access to labour justice.
41. Senegal was in the final stages of adopting a new labour code, which prioritized improving access to labour justice. Key focus areas included enhancing the conciliation, mediation, and arbitration capacity of labour inspectorates through training in best practices and the provision of modern tools; promoting access to labour justice by improving communication and information for workers, especially informal economy workers, about their rights; simplifying procedures and reducing related costs; and strengthening social dialogue by encouraging consultation and the conclusion of collective labour agreements that ensure fair and equitable working conditions at all levels.
42. The Government representative of Nigeria emphasized the importance of clearly defining labour justice in the background report. Like justice itself, labour justice is a relative concept, with its application varying across different jurisdictions.
43. While efficiency was a key aspect of labour justice, the background report also underscored the right of appeal as a fundamental right. Therefore, it was important to consider whether the appeal process should be subject to a defined time frame.
44. The Government representative of Bangladesh highlighted that factory-level dispute prevention in Bangladesh was facilitated through participation committees. To further support dispute resolution, Bangladesh had increased the number of labour inspectors and expanded the number of labour courts from 6 to 13. Additionally, the Labour Appellate Tribunal was functioning effectively. However, many Labour Court judges lacked a background in labour law, underscoring the need for capacity-building initiatives.
45. In Bangladesh, efforts were focused on enhancing access to justice for workers in the services sector, including tourism, medical services, supply chains and small enterprises. Given the country's workforce of over 74 million, special attention was also being given to workers in the informal economy.
46. Efforts were under way to leverage technology for labour dispute resolution, including the use of online platforms such as Zoom, to reduce travel time and costs for participants. Additionally, efforts to improve cross-border labour dispute resolution was ongoing, particularly given the presence of over 10 million Bangladeshi migrant workers abroad. Ensuring that these workers had access to justice in their host countries remained a key priority.
47. The Government representative of Malawi noted that the background report lacked sufficient detail on country- and regional-level access to labour justice, as well as on dispute prevention and resolution systems. It was expected that the report would provide a comparative analysis of existing systems, highlight gaps and challenges across different countries and regions, and present best practices and opportunities for improving labour dispute prevention and resolution.

48. In Malawi, non-judicial systems were in place, with district labour offices serving as a primary point of entry. These offices, located in all districts and cities, were accessible to all workers and focused on conciliation and mediation, alongside other services such as labour inspections. Malawi also had a specialized labour court, the Industrial Relations Court (IRC), which had jurisdiction over all employment-related cases when conciliation and mediation at the district labour office level failed. The decisions of the IRC were final and can only be appealed on matters of law, not fact.
49. It was premature to consider normative action in respect of labour justice. The current ILO standards provided an adequate basis for access to justice, labour dispute prevention and resolution.
50. The Government representative of Mexico stated that the world of work had undergone a paradigm shift since the establishment of the ILO and the signing of the Philadelphia Declaration. Notably, the role of the state had undergone fundamental changes, leading to a reduction in the state's functions and its capacity to effectively carry out its responsibilities. Labour relations had similarly undergone significant transformations, with the traditional definitions of "employer" and "employee" becoming increasingly blurred. Greater labour market flexibility had led to the rise of precarious work, creating new marginalized sectors, such as migrant workers, domestic workers, platform workers and gig workers. Moreover, many companies had expanded their operations globally, which further complicated their relationships with workers, including those at the local level.
51. To achieve genuine social peace through dialogue, it is essential to bring together all stakeholders to forge a renewed social contract that reflects the realities of today's world of work while considering the specific contexts of each country.
52. The Government representative of Gabon emphasized that access to labour justice was a fundamental right in Gabon, as outlined in both the Constitution and the Labour Code. The Labour Code established provisions for managing and resolving labour disputes, including guaranteeing all workers access to dispute resolution services, ensuring equality before the law, and the right to a fair trial in an impartial and independent court. It also provided affordable legal aid to workers who could not afford legal services and promoted access to information about workers' rights in labour disputes. In cases where alternative dispute resolution failed, workers were granted access to representation in court proceedings and during labour inspectorate procedures. The labour inspectorate played a crucial role in ensuring compliance with labour laws.
53. The inadequately staffed labour dispute resolution system led to significant case backlogs, further exacerbated by corrupt practices. To address these deficiencies, it was essential to implement corrective measures. These included capacity-building for labour inspectors and labour courts through training and improved resourcing, as well as enhancing workers' access to information about their rights, with a particular emphasis on those in the informal economy.
54. The Government representative of Brazil emphasized the importance of access to labour justice for the protection of labour rights and ensuring fair and equitable labour relations. This was especially necessary given the prevailing power imbalance between employers and employees.
55. Labour courts played a crucial role in providing swift and effective dispute resolution. It was therefore of vital importance that these courts were well structured, adequately resourced, independent and impartial.
56. For the labour dispute resolution system to be effective, it needed to be accessible, timely, cost-free, transparent, accountable and humane. In this context, labour court judges differed from other judges, as they dealt with individuals in urgent need of assistance. Therefore, it was

crucial for labour court judges to be technically well-prepared and capable of performing their duties with empathy and sensitivity.

57. The Government representative of Grenada stated that Grenada was committed to advancing social justice for all its citizens, recognizing that access to labour justice was a key component of social justice. The establishment of effective, accountable and transparent institutions at all levels was identified as essential to achieving this goal.
58. It was also recognized that improving access to labour justice for all included revising regulatory frameworks, streamlining processes and procedures, and strengthening the capacity of the personnel within the Ministry of Labour and other relevant institutions.
59. To this end, to strengthen institutional capacity and reform the regulatory framework for labour dispute prevention and resolution, a tripartite self-assessment of Grenada's labour dispute prevention and resolution mechanism was conducted in October 2024. This assessment used the ILO's diagnostic tool and was supported by technical assistance from the ILO. This exercise proved to be highly informative, revealing the current state of Grenada's dispute prevention and resolution system. It also served as the foundation for a road map aimed at enhancing the system's efficiency and effectiveness. The road map outlined short, medium and long-term goals for implementation.
60. Grenada was reforming its labour dispute resolution mechanisms to improve efficiency and effectiveness. It participated in the [Subregional symposium on labour dispute prevention and resolution in the Caribbean](#), held in Port of Spain on 9–10 October 2024. The event offered valuable insights into the challenges and opportunities in labour dispute prevention and resolution, fostered dialogue and knowledge-sharing, highlighted best practices, and strengthened regional collaboration towards achieving inclusive access to labour justice for all, particularly in the context of the Caribbean Community's goal of free movement.
61. The Government representative of Canada highlighted the challenges and complexities of accessing labour justice globally, influenced by globalization, technological advances, labour migration and the informal economy. The rise of non-standard employment, including gig and platform work, complicated the application of legal protections and collective agreements. Additionally, declining unionization has resulted in fewer workplaces with collective agreements, potentially impacting civic life, political participation and social welfare in ILO Member States.
62. Global supply chains have generated employment and fostered economic and social development in many countries. However, they have also contributed to decent work deficits and the transnational nature of labour disputes.
63. The Government representative of Algeria highlighted that labour justice should not be a theoretical concept but should be central to sustainable and equitable development. Algeria had established several mechanisms to guarantee access to labour justice, promote social dialogue and promote and support the resolution of labour disputes in accordance with international labour standards.
64. Modernized labour legislation provided the basis for strengthening worker and employer rights, promoting alternative dispute settlement mechanisms, and prioritizing social dialogue. Consensus-based solutions were key for the establishment of a stable social climate and improved productivity.
65. The Government representative of Zimbabwe emphasized that Zimbabwe's Constitution, labour laws and administrative systems for accessing justice in the world of work underscored the country's commitment to ensuring access to labour justice.

66. It was clear that dispute resolution mechanisms should, as much as possible, ensure timely justice while respecting the rights of both employers and workers. A well-functioning system was crucial for fostering industrial harmony, boosting productivity and ensuring the sustainability of enterprises. In this context, tripartite constituents should focus on preventing and de-escalating disputes whenever they arose.
67. The world of work demands a unique approach, tailored to the dynamics of managing employment relationships. It was essential to achieve a shared understanding and agreement on what access to labour justice entailed. A regional analysis to highlight best practices and areas for improvement in Southern Africa should be conducted. Additionally, more information on the ILO's work in dispute resolution was needed.
68. The Government representative of Jamaica stated that while labour disputes were inevitable, effective management of these disputes was crucial. Unemployment in Jamaica reached a historic low of 3.5 per cent in October 2024, achieved not just through job creation but primarily through job retention. This was made possible by improved access to labour justice, guidance on labour rights, access to representation and independent dispute resolution systems.
69. Vulnerable groups, including young workers, platform economy workers, people with disabilities, migrant workers, women and marginalized men, needed to be prioritized. Additionally, labour justice systems should recognize the challenges faced by micro and small businesses in fully participating in labour justice arrangements. The decline in trade union representation also posed challenges to tripartite dialogue and collective bargaining, requiring further attention in strengthening dispute prevention and resolution systems. Fundamental rights at work were crucial to advancing access to labour justice.

## ► Statements on the points for discussion

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### Point for discussion 1: What are the developments, opportunities and challenges to accessing labour justice for all in the world of work, at national, regional and global levels?

70. The Worker Vice-Chairperson highlighted that global and regional trends in labour markets and labour relations presented significant challenges to accessing to labour justice. The decline in union density and collective bargaining coverage, driven by persistent attacks on trade union rights and regressive legislative reforms, has shifted focus from collective social dialogue to increasingly individualized dispute resolution, as noted in the background report. The erosion of mature industrial relations inevitably led to more individual disputes and the potential for unorganized, or "wildcat", collective disputes, which imposed higher costs for everyone involved.
71. The latest ILO data on SDG 8.8.2, which measured national compliance with freedom of association and the right to collective bargaining, revealed a global decline in labour rights. From 2015 to 2022, the global average compliance level dropped by 7 per cent. Since 2020, 33 per cent of ILO Member States have seen worsened scores, driven primarily by violations and restrictions on civil liberties, particularly regarding union formation and bargaining rights.
72. The rise of non-standard work, now prevalent globally, and the fragmentation of global supply chains were fuelling greater exploitation, anger and desperation. For example, platform-based work exacerbated access to labour justice in two key ways: First, the dispute resolution mechanisms in standard contracts, combined with the cross-border nature of worker-platform

relationships, create unique challenges. Second, algorithms governing pay, working hours, and termination/deactivation hinder workers' ability to challenge decisions without having a human being as an interlocutor.

73. A key example of the first challenge arose in Canada, where Mr Heller, a driver for a US-based ride-hailing company, was required to accept a non-negotiable contract mandating arbitration in the Kingdom of the Netherlands through the International Chamber of Commerce. The process carried prohibitive costs, including a US\$15,000 filing fee, which was nearly Mr Heller's annual income. The Supreme Court of Canada deemed the clause unconscionable and allowed a \$400 million class action to proceed in Ontario courts, though the case remains unresolved.
74. The background report highlighted specific issues with global supply chains. Multinational enterprises (MNEs) operating across multiple legal jurisdictions often evaded accountability for labour violations, leaving workers without legal remedies. Local subsidiaries or suppliers of these MNEs were typically undercapitalized and unable to satisfy judgments, even if workers won a case in domestic courts. Traditional choice-of-law rules in private international law further complicated access to justice. For example, Pakistani workers harmed in a garment factory fire failed to hold a German brand accountable in German courts due to an erroneous application of the statute of limitations. Additionally, doctrines like *forum non conveniens* created barriers for claims involving harm in another jurisdiction, hindering access to labour justice.
75. Since 2016, the Workers' group has sought to address corporate accountability in global supply chains. While tools like the UN Guiding Principles on Business and Human Rights, the OECD Guidelines for Multinational Enterprises and the ILO MNE Declaration were helpful, they are non-binding and often failed to provide adequate remedies. For example, ILO estimated that illegal profits from forced labour in the private sector reached \$236 billion annually, a \$64 billion increase since 2014, despite the promotion of these guidelines and legal measures like modern slavery bills. This suggested that current frameworks were ineffective. While private initiatives like the Bangladesh Accord, Lesotho Agreement and Dindigul Agreement have been valuable, workers have called for a binding legal framework at the UN and ILO, covering all business enterprises and protecting labour and trade union rights, access to justice for victims, and strong international monitoring and enforcement.
76. Section 2 of the background report highlighted the challenges faced by workers in the informal economy and by migrant workers. Over 2 billion workers in the informal economy lacked labour rights or avenues to address claims. The Maharashtra Boards model and collective agreements between workers in the informal economy and entities like municipal authorities have improved access to justice. Migrant workers, driven by factors like war, instability and climate change, faced significant barriers to labour justice, including exclusion from labour laws, restrictive visa systems, lack of language support and deportation when raising claims. Weak enforcement mechanisms often left workers uncompensated. The ILO's November 2024 [report](#) on migrant workers' access to justice through cross-border litigation emphasizes the need for robust legal frameworks, flexible complaint mechanisms and portable justice, offering promising models for improving access to justice for migrant workers.
77. Many other categories of workers were excluded from access to labour justice. This included those in export processing zones (EPZs) and special economic zones (SEZs), who were excluded from access to justice due to their exclusion from labour laws. The ILO [report](#) for the Tripartite Meeting of Experts on promoting decent work in EPZs highlighted that these workers were often outside the scope of labour legislation and had no means of accessing labour dispute resolution mechanisms.

78. One sector that was particularly affected by exclusion from labour legislation and enforcement mechanisms was professional sport. Professional athletes faced significant barriers to organizing and accessing labour justice due to exclusion or misclassification under labour laws, as highlighted in the 2022 World Players Right2Organise Report. Many jurisdictions mischaracterized disputes as “sporting” rather than employment matters, creating key obstacles. The report revealed that a third of player associations identified sport-specific carve-outs and lack of remedies as major challenges. Additionally, reliance on mandatory arbitration through the Court of Arbitration for Sport has been criticized for its inaccessibility, high costs and inadequacy in addressing human and labour rights.
79. In many countries, public service workers faced significant barriers to accessing labour justice, with courts often favouring the state as employer. Additionally, civil law contracts used by the state denied civil servants access to labour justice. Barriers also existed for workers with employers granted sovereign or diplomatic immunity, as well as for domestic workers, indigenous workers, agricultural workers, apprentices and trainees and those who were subjected to special regulatory frameworks like police, defence forces or seafarers. Workers in fragile, conflict-affected regions faced even greater challenges. In light of the record number of conflicts globally, particular consideration should be given to the situation of workers affected by such crises. In this context, it was important to recall the guiding principles and strategic approaches outlined in the ILO [Employment and Decent Work for Peace and Resilience Recommendation, 2017 \(No. 205\)](#).
80. Access to labour justice required sustained public investment in labour inspections, labour courts and tribunals, as well as extending labour protections and effective remedies to all workers on a non-discriminatory basis. While technology could support these efforts, it could not alone address inequalities in access to justice. The limitations of technological solutions like virtual hearings were illustrated during the COVID-19 pandemic, which often worsened power imbalances and left workers without internet access unable to pursue claims. Relying solely on AI to determine rights should be avoided. It was crucial to prioritize human-centred justice, with final decisions made by people, not technology.
81. The Employer Spokesperson noted that the Employers’ group was committed to the establishment of a fair, transparent and effective labour dispute prevention and resolution systems and to fostering stable and predictable working environments. The Background Report stated that two thirds of the world’s population lacked access to justice. This democratic deficit seriously undermined social cohesion in the countries concerned and compromised the emergence of an environment favourable to the development of sustainable enterprises.
82. The world of work has changed significantly over time due to factors such as informality, digitalization, climate change, demographics, productivity and economic growth, shifting demands, and challenges in labour market transitions. There have also been changes in the workplace, the profiles of new groups of workers and company structures. While change has always been a part of society, recent decades have seen an accelerated pace of change. In this context, social partners play a vital role, offering long-term stability and practical experience in social dialogue, which are key to preventing industrial disputes and facilitating their peaceful resolution.
83. Labour disputes could be resolved through both judicial and non-judicial means. While labour courts were crucial, alternative methods like conciliation, voluntary arbitration and mediation were also important. Most Member States have established various systems to prevent and resolve industrial disputes, with courts interacting with other mechanisms. Technological advancements have enhanced access to justice, making it faster and more accessible. For

example, digital tools have enabled remote hearings, translations and legal research assistance, reducing the burden on traditional judicial systems.

84. Governments worldwide were adapting legal frameworks to emerging challenges. In Australia, for example, the Fair Work Commission was developing minimum standards for digital platform workers, addressing unfair contract terms and reviewing homework arrangements.
85. Employers faced several barriers to labour justice. First, judicial inefficiency in the form of overburdened courts, delays and resource shortages eroded confidence in dispute resolution and could worsen conflicts. Second, bias, corruption and lack of transparency in some judicial and non-judicial systems undermined legal certainty. Governments must enforce clear, balanced labour rules while respecting social partners' autonomy in collective agreements. Third, litigation's financial and administrative burden, including slow processes, legal complexity and high costs, discouraged access, especially for SMEs. Fourth, the informal economy, covering over 60 per cent of employment, struggled with registration, taxation and labour regulations, limiting access to justice. Fifth, and finally, a lack of research and comparative data on industrial disputes hampered effective reforms, and even where data exists, access remained a challenge.
86. The documented increase in litigation was also cause for concern. The introduction of unilateral social guarantees, without dialogue, increased the risk of contentious employment relationships. For example, in Belgium, legislation mandated lump-sum compensation of six months' wages as protection against dismissal, leaving courts no discretion to consider case-specific facts. Priority should be given to negotiated solutions for both individual and collective labour disputes. Employers strongly support early conflict prevention as a means of avoiding open conflict and the risk of escalation.
87. There were many non-normative opportunities to strengthen access to labour justice. Prevention and early conflict resolution should be a priority. In Belgium, a 2022 joint report by the Central Economic Council highlighted mechanisms for social dialogue that helped maintain social peace, reinforcing the background report's conclusion that prevention is key.
88. Strengthening social dialogue and empowering social partners was another opportunity. Social partners should uphold the law and negotiate fair agreements, as voluntary collective bargaining fostered balanced agreements akin to social peace treaties. Respecting dispute resolution procedures and social peace clauses was crucial. In some countries, social partners participated in joint conciliation bodies or served as social judges alongside professional magistrates.
89. Strengthening both judicial and non-judicial systems was essential. Expanding ADR methods, such as mediation and conciliation, could improve access to justice. While courts remained the primary mechanism, training judges in ADR and allowing referrals to other bodies could prevent labour disputes from escalating.
90. Labour disputes were diverse, requiring a balanced, multifaceted approach that integrated judicial and non-judicial solutions, enhanced social dialogue and leveraged technology. Despite ongoing challenges, opportunities existed through prevention, training and innovative dispute resolution. Effective prevention and resolution systems, developed with strong stakeholder involvement, could improve access to labour justice while reducing costs for both employers and workers.
91. The Government Vice-Chairperson noted that ensuring fair access to labour justice was essential for safeguarding workers' rights and promoting equitable labour relations. Governments worldwide recognized the importance of effective dispute resolution mechanisms to prevent, manage and resolve labour disputes. They worked actively to reform and strengthen labour

justice systems through legislative amendments, institutional improvements and ADR mechanisms.

92. Some governments have expanded legal aid programmes to provide free legal assistance, particularly for vulnerable workers. Special judicial assistance funds and public defenders ensure access to legal representation regardless of financial status. To extend labour justice services to remote areas, regional and mobile courts have been established, and district labour officers deployed to reach rural communities. Governments have also strengthened the role of labour inspectors in dispute prevention, with many countries implementing intermediary resolution procedures to enable early intervention.
93. There were numerous opportunities to strengthen labour justice systems. Governments could invest in mediation, conciliation and arbitration by training professionals at the company level to prevent disputes from overloading courts. Expanding ADR mechanisms would lower litigation costs and improve accessibility. Online conciliation and arbitration could further streamline proceedings and reduce delays. Additionally, enhancing training for labour justice officials, ministries of labour, inspectorates and mediation centres would ensure they stay informed on evolving labour market dynamics. The involvement of labour consultants and legal practitioners in arbitration proceedings is also crucial for effective dispute resolution.
94. A well-functioning collective bargaining system and strong trade unions were key to preventing labour disputes. Governments should enhance social dialogue mechanisms, promote fair collective bargaining and facilitate regular information exchange for meaningful negotiations. Strengthening the capacity of all stakeholders was essential. Social dialogue should be encouraged at bipartite, tripartite and tripartite-plus levels, involving government agencies, NGOs and multinational enterprises. Additionally, international cooperation and knowledge-sharing could help harmonize labour dispute resolution frameworks. Organizations like the ILO played a crucial role by supporting governments through capacity-building, research and policy guidance.
95. Access to labour justice faced several challenges. High litigation costs prevented many workers from affording legal representation, though some countries have reduced fee payments. Legal illiteracy, especially in informal sectors, left many unaware of their rights and dispute resolution options. Governments could improve legal awareness and invest in public defenders. In some countries, judges and lawyers lacked proper training in labour dispute resolution. Delayed justice remained a major issue, with judicial backlogs, lengthy procedures and bureaucratic inefficiencies prolonging cases for years. Extending access to labour justice to informal, migrant, and workers in conflict and post-conflict situations remained challenges and should be addressed through targeted policies.
96. The Government representative of Belgium emphasized that globalization brought unique transnational challenges, including decent work in supply chains and cross-border labour disputes, which should be included in the discussions. A key opportunity for improving access to justice lay in preventing and resolving labour disputes through social dialogue and collective representation, reducing litigation. This requires a strong institutional framework at national and regional levels, and an important role for autonomous independent and responsible social partners.
97. The Government representative of Niger stated that labour disputes in Niger were adjudicated by labour courts, which were free of charge and composed of a professional judge and two assessors representing social partners. Conciliation was mandatory before cases go to court, with both conciliation and arbitration proceedings also free of charge, with the State covering lost wages and travel costs. Legal aid was available, and law enforcement ensured that judgments were enforced. Between January 2024 and February 2025, 888 of 1,200 individual disputes were settled

through conciliation, with 171 cases going to court, 123 of which were still pending. All three collective disputes were resolved amicably.

98. The Government representative of Grenada noted that Grenada's labour dispute prevention and resolution system was undergoing reform to ensure broader access to labour justice. Notable improvements included the digital recording of disputes to enhance efficiency and allow for targeted interventions. Capacity-building for officers in conciliation and mediation has significantly increased the resolution rate for both individual and collective disputes. Grenada's non-judicial system was unique, with disputes first addressed by the Labour Commissioner and then referred to the Minister for Mediation. If unresolved, arbitration was only possible with both parties' consent. However, the system also faced challenges, as a tripartite assessment revealed issues with transparency, impartiality, inconsistent fees and unresolved cases.
99. Grenada was making legislative, policy and institutional changes to improve labour management services and strengthen its dispute resolution mechanisms. Key actions included enhancing the labour inspectorate, updating the Occupational Safety and Health Policy, and drafting new legislation to prevent labour disputes. A major challenge, however, was maintaining the separation between the labour inspectorate and dispute resolution functions to avoid conflicts of interest, compounded by limited resources and insufficient staffing at the Ministry of Labour.
100. A key strategic objective was to review and update the Labour Code by establishing a Permanent Labour Tribunal with tripartite representation. This tribunal would enhance efficiency and accessibility through streamlined procedures, reducing barriers to use. It sought to ensure impartiality by eliminating bias, both real and perceived, and to promote equality by providing fair and equitable dispute resolution. Expert professionals would operate under established standards, with accountability ensured through a transparent appeals process and an enforceable compliance mechanism.
101. The Government representative of Brazil highlighted the success of itinerant judges in extending labour justice to remote groups, such as indigenous communities, who would otherwise lack legal protection. He emphasized the need to consider groups in urban areas who, despite their location, remain unprotected due to the absence of contractual labour relationships. In many countries, this absence prevented workers from accessing labour justice. He stressed the importance of clearly defining "Labour justice for all" to ensure inclusive protection for all workers.
102. AI was often seen as a tool for expediting justice, and Brazil has explored promising initiatives in this area. While AI can help manage workloads, caution was needed, as algorithms reflected human biases and were not inherently impartial. The notion of machines independently adjudicating cases in the future was not only unrealistic but also impossible. Human wisdom remained essential for fair and just judicial decisions.
103. The Government representative of Uzbekistan stated that her Government was actively implementing measures to protect human rights and align its labour relations with international standards, including access to labour justice. Efforts to strengthen labour rights enforcement, mediation and arbitration across various sectors adhered to the principle of tripartism, with active involvement from social partners. A key priority was safeguarding the labour rights of citizens working abroad. To support these reforms, developing practical guidelines, enhancing training for mediators and labour inspectors, and increasing workers' awareness of their rights and dispute resolution mechanisms were deemed essential.
104. The Government representative of the Philippines noted that a precondition for successful tripartite social dialogue was the existence of a robust system of bipartite social dialogue between employers and workers. Bipartism often served as the first line of defence in addressing not only

plant-level issues but also crisis-related disputes, policy matters and industry challenges. However, bipartism faces several challenges, including low union density, limited collective bargaining coverage, and the rise of new forms of employment and non-standard work arrangements. Despite these obstacles, bipartite social dialogue mechanisms remained essential, as they contribute to stable industrial relations.

- 105.** The Government representative of Malawi said that the presence of trade unions and employers' organizations played a crucial role in expanding access to justice by informing workers about how to address their grievances and providing assistance when needed. Additionally, strengthening ADR systems offered a valuable complement to formal legal processes. ADR mechanisms were more flexible, widely accessible and easier to navigate, making them an effective means of securing labour justice and preventing or resolving workplace disputes. A key challenge was workers' lack of awareness about available dispute resolution systems. To address this, it was crucial to promote robust and effective workplace dispute resolution mechanisms. In Malawi, for instance, disputes can only be escalated to district labour officers and to the courts if resolution at the workplace was not possible.
- 106.** The Government representative of Spain noted that in his country, collective bargaining played a crucial role in preventing labour disputes, supported by an efficient dispute resolution system and a strong labour inspectorate. Preventing disputes at an institutional level required fostering a culture of shared responsibility among workers and employers, promoting workplace democracy, and minimizing risks through proactive business practices. The rise of AI presented new challenges, as algorithm-driven decisions could lead to disputes. Addressing this requires AI training not only for workers but also for institutions involved in administering labour justice. Finally, robust monitoring and follow-up on dispute mechanisms were essential. A data-driven approach would help inform policy adjustments and ensure effective, timely regulatory measures.
- 107.** The Government representative of Barbados highlighted that a key challenge in accessing labour justice was the increasing prevalence of new employment forms, such as platform work, which often led to greater worker vulnerability and limited access to decent work and labour protections. Additionally, cross-border employment posed a significant challenge for labour administration and access to labour justice, as legal provisions for delivering labour administration services to workers outside their employer's jurisdiction were often lacking. Therefore, an international approach to resolving disputes in cross-border employment was essential to ensuring fair access to labour justice.
- 108.** The Government representative of Zimbabwe noted that the adoption of electronic case management systems and digitalization, as well as the use of technology over manual processes, presented a significant opportunity to improve access to labour justice. The background report had highlighted the risk of files being lost in manual systems, further underscoring the benefits of digital solutions. Furthermore, bipartite negotiation platforms in various countries were recognized as a valuable mechanism for fostering dialogue and resolving labour disputes. In Zimbabwe, for instance, bipartite sectoral bodies, known as National Employment Councils, played a key role in collective bargaining, setting sector-specific working conditions and resolving disputes. Emphasis was placed on resolving disputes at a localized level, starting at the enterprise level before escalating to other institutional mechanisms when necessary. However, a significant challenge was the widespread lack of awareness about the ADR system, causing some parties to favour litigation over ADR.
- 109.** The Worker Vice-Chairperson emphasized the importance of freedom of association and collective bargaining as key mechanisms for preventing disputes or facilitating their resolution through non-judicial means. He noted his group's agreement with previous contributions that emphasized

the challenges digital platforms and new forms of work posed for access to labour justice. While technology could be a valuable tool, it was not a universal solution. Its role in providing access to justice depended on its availability to all, which, unfortunately, was not yet the reality. He noted that the Employers' group emphasized that the financial burden of disputes posed a major challenge for employers. While the Workers' group typically focused on the impact on workers – financially, mentally and in terms of overall health – both groups acknowledged that the costs and burdens of disputes were significant concerns for their respective constituencies.

- 110. He noted that there was broad agreement between the Employers' and Workers' groups on the importance of empowering social partners, engaging in social dialogue and collective bargaining, and strengthening both judicial and non-judicial systems.
- 111. Expanding legal aid and representation, as well as improving court accessibility – whether through regional or mobile courts – were crucial for reaching hard-to-reach workers and people in rural areas. It was equally important to strengthen labour inspection and to improve the capacity of judges in respect of both national labour law and international labour standards.
- 112. The Employer spokesperson emphasized the strong connection between access to labour justice and efficient, effective national governance. A cooperative climate among social partners, along with high-quality social dialogue, was essential for preventing and resolving labour disputes. It was equally important to expand access to dispute resolution mechanisms, whether of a judicial or non-judicial nature.

## **Point for discussion 2: What has been effective and ineffective for labour dispute prevention and resolution systems, and what lessons have been learned?**

- 113. The Employer spokesperson said that her group welcomed the opportunity to discuss both effective and ineffective methods of labour dispute prevention and resolution, as well as to share lessons learned by employers.
- 114. The Employers' group identified four key practices for labour dispute prevention and resolution. First, a combination of judicial and non-judicial mechanisms has effectively addressed diverse labour disputes. Second, and linked to the presence of both judicial and non-judicial systems, raising awareness and providing a range of service to the users has been a crucial practice and proven effective. Dispute management systems should cater to the specific needs of all parties by providing information, advice, training, joint problem-solving and investigations where appropriate. Third, social partners played a crucial role in preventing labour disputes and facilitating the amicable resolution of both individual and collective disputes. Integrating social partners into labour tribunals, mediation and conciliation structures helped to align labour justice with real workplace challenges, since they bring valuable practical experience and a deep understanding of the concerns of all parties. Fourth, when public authorities supported employers, workers and their organizations, labour disputes were more effectively prevented and, when necessary, resolved amicably. Key measures included collaborating with social partners to establish a regulatory framework that strengthened industrial relations and fostered mutual trust; providing services to social partner organizations to support social dialogue at all levels; and offering free, permanent dispute resolution services, such as independent, qualified civil servants.
- 115. Several ineffective practices hindered access to justice for both workers and employers, sometimes worsening existing challenges. First, delayed, lengthy, and costly dispute resolution processes failed to deliver timely labour justice. Prolonged litigation discouraged legitimate

claims and imposed unnecessary financial burdens on all parties. Second, inadequate training and awareness among stakeholders further complicated dispute resolution. In some countries, lay judges (assessors) without legal backgrounds participated in decision-making, adding to inefficiencies. Third, weak social dialogue systems and the failure to promote dialogue mechanisms contributed to and prolonged disputes. A strong social dialogue framework – including voluntary collective bargaining and workplace cooperation – helped prevent and swiftly resolve conflicts, fostering harmonious labour relations. Fourth, and finally a labour inspectorate-based dispute resolution system was ineffective, as dispute resolution fell outside its primary enforcement role, which potentially created conflicts of interest.

116. The following key lessons emerged from analysing effective and ineffective labour dispute prevention and resolution practices. First, there was no one-size-fits-all solution – strengthening a variety of dispute mechanisms was essential. Second, dispute prevention should begin at the workplace level with adequate resources to educate all parties. For example, in Australia, workplace-level resolution was prioritized, and cases were dismissed if employees failed to engage in internal dialogue before escalating claims, reducing unnecessary legal proceedings. Third, conflict resolution procedures developed by social partners, as seen in Denmark, effectively tailored dispute mechanisms to labour market needs while promoting amicable settlements. Fourth, providing permanent, free-of-charge services – such as independent civil servants – enhanced efficiency. Fifth, non-judicial mechanisms needed to be legitimate, accessible, predictable, equitable, transparent and a source of continuous learning. Sixth, and finally, the biggest challenge was not the absence of legal frameworks but the lack of effective implementation and enforcement. Rather than creating new mechanisms that may not fit national contexts, efforts should focus on assessing and improving existing systems to ensure broader access to justice.
117. The Worker Vice-Chairperson stressed that freedom of association and social dialogue, including collective bargaining, were essential for fair dispute resolution in the world of work. To ensure effective and meaningful access to labour justice, environments that supported the formation of representative workers' organizations and promoted collective bargaining at all levels needed to be fostered. The special protection of union representatives was also essential to effective access of individual and collective labour justice.
118. While social dialogue could resolve many disputes, formal mechanisms remained essential for effective labour dispute prevention and resolution. For labour courts to be effective, they had to be adequately staffed. Judges, whether in civil or specialized labour courts, needed to be well-versed in labour law, including international labour standards. States had a duty to align their laws and judicial decisions with international law.
119. Related to the under-capacity of the judiciary was the length of proceedings, which was often excessive and worsening in many countries. For example, in 2023, a government was ordered to pay €6,800,000 in damages to victims, including employees, for breach of Article 6§1 of the European Convention on Human Rights. The Paris Court of Justice found that the delays amounted to a “denial of justice generated by excessive procedural delays”.
120. Effective enforcement of court decisions was crucial, with sanctions for non-compliance. In many countries, even after workers and unions secured favourable rulings after lengthy legal battles, enforcement remained another hurdle, often delaying justice indefinitely. Meaningful penalties for non-compliance were rare, even when legally permitted. Another major concern with formal justice systems was their high cost, making them inaccessible to many workers. Shrinking legal aid budgets further limited access to qualified counsel, placing justice out of reach. Member States

should make the claims process affordable by waiving fees and investing in legal aid, including for labour and employment disputes.

121. Some legal systems allowed union representatives, rather than lawyers, to represent workers in certain proceedings but require legal representation at higher levels. In France, unions could act on behalf of workers in cases involving discrimination, harassment and foreign workers. Brazil's *jus postulandi* principle enabled workers to file complaints individually without a lawyer, reducing reliance on costly legal representation and improving court accessibility.
122. Labour laws should shift the burden of proof in rights-based claims, requiring employers to demonstrate legal compliance rather than placing the burden on workers with limited resources to prove non-compliance. Legal rights were only meaningful when enforcement ensured both penalties for violators and remedies for those harmed. Sanctions needed to be effective, dissuasive and proportionate to deter violations and encourage compliance.
123. The background report made reference to company-based grievance mechanisms. It was important to note that workers represented by a trade union constituted a form of operational-level grievance mechanism in its own right. The ultimate objective of company-based mechanisms should be to strengthen social dialogue as means to address non-compliance issues.
124. In addition, these mechanisms needed to be aligned with the "effectiveness criteria" as set out in the UN Guiding Principles on Business and Human Rights. They should not undermine legitimate trade unions or limit access to judicial or non-judicial grievance avenues. While useful, company grievance mechanisms had limitations, particularly in driving systemic change across companies or countries.
125. Cross-border access to labour justice remained particularly challenging. One approach with limited success was enforceable brand agreements, such as the *Bangladesh Accord on Fire and Building Safety* and the *Dindigul Agreement to End Gender-Based Violence and Harassment*, which were enforceable through binding arbitration. Additionally, an increasing number of brand agreements referenced the International Labour Arbitration and Conciliation Rules developed by UNI Global Union and IndustriALL Global Union.
126. There were more barriers to access to labour justice than successes in extraterritorial cases. Workers often could not pursue claims against parent companies not present in the jurisdiction where harm occurred. A more effective framework for extraterritorial access to justice was needed.
127. The effectiveness of mandatory human rights due diligence laws remained unproven. So far, only one case under the French Corporate Duty of Vigilance law resulted in an enhanced vigilance plan, and no cases have been decided under the German Act on Corporate Due Diligence Obligations in Supply Chains. These laws would only benefit workers if it involved meaningful engagement with trade unions from the outset and throughout all stages and resulted in collective bargaining across supply chains.
128. In the context of extraterritorial access to justice, states should strengthen protections against human rights abuses by businesses. This included regulating the conduct of such businesses beyond their home state and ensuring access to remedies through protective jurisdiction, as well as appropriate choice of law rules. More agreement on mutual assistance in judicial matters among ILO Member States was needed, particularly in the context of global supply chains.
129. Enforcement of dispute resolution ruled under trade agreements remained slow and ineffective. Cases often took years, with disappointing outcomes. Nevertheless, the US-Mexico-Canada Trade Agreement (USMCA) had shown promise, enabling workers to file claims directly against

employers. International Financial Institution (IFI) mechanisms remained limited, with performance standards often breached without remedies for workers or consequences for companies benefiting from favourable loans. While the ILO-IFC collaboration was welcomed, systemic change has yet to materialize. Workers would continue to push for reforms in both performance standards and enforcement.

- 130.** Practices that created significant barriers to labour justice and should be avoided included mandatory arbitration clauses for individual employment disputes, even in rights-based claims; excessive use of non-disclosure agreements, silencing victims of harassment or violence through settlements; weaponizing the law against workers, such as suing misclassified self-employed individuals for organizing or taking collective action; and excluding workers from labour dispute mechanisms by using commercial rather than employment contracts.
- 131.** Finally, these harmful practices often disproportionately affected marginalized groups, including migrant workers, those in the informal economy, and, in many cases, women and racial minorities.
- 132.** The Workers' group noted, however, the recent ILO report on migrant workers, which highlighted several positive examples of access to justice. These included a Bulgarian domestic worker awarded compensation for unpaid wages by a German court; undocumented Brazilian construction workers receiving compensation for lost wages and breach of contract in Belgium; a Filipino domestic worker awarded damages for sexual assault in Hong Kong Special Administrative Region, China through a pre-trial settlement; Indonesian domestic workers reimbursed for unlawful recruitment fees following mediation by the national labour agency; Mexican farmworkers receiving compensation for retaliation and unpaid wages through a court-approved settlement in the United States; and a Ugandan domestic worker awarded unpaid wages following mediation in Jordan.
- 133.** The Government Vice-Chairperson emphasized that preventing and resolving labour disputes were crucial for industrial harmony, protecting workers' rights, and ensuring fair, productive labour relations. With labour disputes rising in many countries, governments worldwide were continuously seeking and implementing strategies to improve dispute resolution systems while addressing ongoing challenges. Governments have identified key mechanisms for effectively preventing and resolving labour disputes, including robust legal frameworks, social dialogue, alternative dispute resolution methods, and digital technologies.
- 134.** The active participation of social partners in strong, structured tripartite dialogue mechanisms helped resolve disputes amicably at an early stage. Likewise, bipartite social dialogue played a vital role in preventing and resolving labour disputes. Collective bargaining remained a crucial tool in addressing issues before they escalated into conflicts.
- 135.** Alternative dispute resolution mechanisms, which were easily accessible, had significantly improved labour dispute resolution in many countries. In some countries, alternative labour dispute resolution was the only mechanism through which to resolve labour disputes. Countries that invested in voluntary conciliation, mediation and arbitration systems achieved higher success rates in resolving conflicts before they escalated to litigation.
- 136.** Some countries have established specialized mediation centres for platform workers and micro, small and medium-sized enterprises, ensuring affordable access to labour justice while reducing litigation. These centres also supported migrant workers by helping them navigate cultural and language barriers. Countries that have implemented third-party mediation and arbitration services have successfully reduced disputes, strengthened industrial peace and fostered better employer-worker relations.

137. The labour inspectorate played a vital role in dispute prevention and conciliation. Proactive labour inspections effectively ensured compliance with labour laws and helped prevent conflicts by addressing violations early. In many countries, inspectorates have expanded their role beyond enforcement to include advisory services for both workers and employers, further reducing disputes.
138. Technology played a crucial role in improving access to labour justice and enhancing dispute resolution efficiency. Some governments have implemented digital case management systems, online mediation platforms, and digital filing systems, leading to faster and more transparent dispute resolution. Online dispute resolution has made justice mechanisms more accessible to workers in remote and rural areas, improving both employer and worker access to dispute resolution services. Additionally, data-driven approaches have enabled targeted interventions in high-risk sectors.
139. Legal reforms that addressed the evolving world of work, along with simplified processes, clear procedures, and guidelines for best practices, were essential for preventing and efficiently resolving labour disputes. Streamlined legal procedures and the elimination of bureaucratic inefficiencies have significantly contributed to faster and more cost-effective dispute resolution.
140. In some countries, judicial institutions have been mandated to directly apply ratified international labour standards on a case-by-case basis, ensuring better alignment with these standards.
141. Labour standards that outlined clear procedures for defining and resolving individual and collective disputes were key to effective labour dispute prevention and resolution. Additionally, establishing accessible guidelines for labour court proceedings has been instrumental in improving the predictability and consistency of rulings.
142. Raising awareness and providing training for workers, employers and those involved in labour dispute resolution were crucial. It was particularly important to train managers to improve their conflict management skills.
143. Despite progress, structural, legal, and institutional inefficiencies persisted. The first area of inefficiency concerned the overlap in responsibilities among labour institutions. In some countries, overlapping mandates between labour inspection authorities, mediation bodies and judicial institutions led to duplicated efforts, wasted resources and administrative delays. The lack of coordination between these bodies created bottlenecks and prolonged dispute resolution.
144. The second area of inefficiency was outdated labour laws and regulations. In some jurisdictions, outdated legislation hindered effective dispute resolution, as labour laws had not adapted to changing employment trends, such as gig and informal work. The lack of clarity around access to labour justice complicated policy implementation, while ambiguity in dispute categorization made it difficult to direct complaints to the appropriate resolution mechanisms.
145. The third area of inefficiency was limited awareness and accessibility. Many workers, especially in the informal sector and remote areas, were unaware of their rights and available dispute resolution mechanisms. Public awareness campaigns were insufficient, particularly for migrant and informal sector workers. Expanding legal literacy programmes was essential to help workers effectively navigate dispute resolution processes.
146. The fourth area of inefficiency was judicial delays and backlogs. Labour courts and arbitration bodies struggled with heavy caseloads and inefficient case management, leading to prolonged rulings that discouraged workers from seeking legal redress and eroded trust in the system. Lengthy proceedings imposed financial and emotional burdens on both employers and workers, often deterring dispute resolution and straining labour relations.

147. The fifth area of inefficiency was the lack of resources and institutional capacity. Many labour dispute resolution bodies faced staff shortages, limited funding, and high turnover rates. With labour inspectors and mediators managing multiple responsibilities, enforcement and resolution efforts were often ineffective. Increasing investment in institutional capacity would enhance dispute prevention and resolution.
148. The Government representative of Ukraine expressed concern over access to labour justice in Ukraine's occupied territories, citing numerous violations of fundamental labour rights. He requested support for including this issue in the meeting's final conclusions.
149. The Government representative of Bangladesh noted that despite the vast size of the informal sector in Bangladesh, no established mechanisms existed for dispute prevention and resolution for informal workers. He emphasized the need to develop accessible systems to protect the rights of workers in the informal economy.
150. The Brazilian Government representative emphasized the importance of robust social dialogue. Workers represented by strong trade unions were less likely to bring cases to adjudication compared to those in less organized sectors. However, this did not diminish the need for a strong and well-organized judiciary. Labour dispute resolution institutions needed to collaborate effectively, given the complementary nature of their functions.
151. The training of labour judges was a critical priority, and Brazil addressed this need by establishing a specialized school for judges that included instruction on international labour standards. With support from the ILO, this training programme has now been expanded to encompass the entire Latin American region, as well as Portuguese-speaking countries in Africa.
152. The Government representative of Morocco explained that Morocco's system for resolving labour disputes distinguished between individual and collective disputes, operating within a dual procedural framework. This framework involves both competent administrative authorities and the judiciary. The Labour Code, which governed the system of labour dispute prevention and resolution, was rooted in a tripartite approach. It has enabled the establishment of mechanisms tailored to the realities of the labour market, prioritizing the amicable resolution of disputes before resorting to legal action.
153. Individual labour disputes in Morocco were first addressed through conciliation by a labour inspector, followed by legal action if conciliation failed. The judicial system included specialized labour courts at all levels, including a social chamber at the cassation level, which played a key role in developing consistent case law. A tailored procedure for labour disputes ensured fairness, with employees fully exempt from legal costs, regardless of the case outcome. These provisions aimed to ensure workers' access to justice and a fair, specialized resolution of labour disputes.
154. For collective disputes, Morocco's system offered several mechanisms. The Labour Code encouraged social dialogue and collective bargaining as the first step. If direct negotiations failed, the dispute moved through three levels of conciliation. The first level was the labour inspectorate, followed by the Provincial Commission of Inquiry and Conciliation, which included representatives from the administration, employers' organizations and trade unions, chaired by the local governor. The third level was the National Commission, also with equal representation and chaired by the Minister of Labour. If conciliation and mediation failed, arbitration could be pursued before embarking on legal action.
155. From 2018 to 2022, the average number of individual labour disputes remained steady at approximately 55,000 per year. In 2022, a total of 57,884 disputes and 128,765 claims were recorded. Labour inspectors played a crucial role in resolving these conflicts, with about 50 per cent of claims settled through conciliation, leading to the reinstatement of 4,281 workers. The

effectiveness of the labour inspectorate's preventive interventions was particularly evident in collective disputes. In 2022, swift action by inspectors helped prevent 989 strikes across 975 establishments. As a result, only 65 strikes took place in 53 establishments.

156. The Government representative of Indonesia said that Indonesia had taken significant steps to strengthen its labour dispute prevention and resolution approach through social dialogue, legal reforms, institutional improvements, alternative dispute resolution mechanisms and digital transformation. It was important to prevent disputes before they escalated.
157. Indonesia had established bipartite and tripartite cooperation institutions, known as *LKS Bipartit* and *LKS Tripartit*, to promote open communication between workers, employers and the government. The legal framework, including the Civil Code, Law No. 2/2004 and Law No. 18/2017, safeguarded fair access to justice, particularly for informal and migrant workers.
158. Alternative dispute resolution was prioritized to ease court burdens and expedite settlements. Mediation and arbitration services were strengthened through specialized training for mediators and labour inspectors, enhancing their effectiveness. Labour inspectors played a vital role in ensuring compliance with and enforcing dispute resolution outcomes. Targeted enforcement in the manufacturing, construction, and fisheries sectors helped address disputes related to wages, social security, and workplace safety.
159. Digital solutions were adopted to improve access to labour justice. Online mediation platforms and digital case management systems enabled workers, particularly those in remote and informal sectors, to resolve disputes more efficiently. Additionally, AI-powered dispute resolution tools were being explored to further enhance efficiency and effectiveness.
160. The Government representative of Zimbabwe stated that Section 65 of Zimbabwe's Constitution guarantees labour rights, supported by key legislation such as the Labour Act, the Public Service Act, and the Tripartite Negotiating Forum Act. Additionally, Statutory Instrument 1 of 2000 outlined conditions of service in the public sector. Workplace codes of conduct emphasized resolving disputes at the workplace level whenever possible and included guidance on the disciplinary measures that could be taken. The National Employment Code 15 of 2006 established dispute resolution mechanisms, detailing offences, procedures and timeframes. It also guaranteed key rights, including the right to be heard, representation, personal appearance, witness examination and alternative dispute resolution.
161. The judicial system played a crucial role in resolving rights disputes, particularly for essential services workers who were legally prohibited from collective action. Simplified procedures and multilingual information improved accessibility, further supported by the provision of judicial services at no cost to the parties involved.
162. The Government representative of China emphasized the importance of a systematic and integrated policy for preventing and resolving labour disputes to promote workplace harmony. China had developed a labour dispute resolution system tailored to its national context, incorporating alternative dispute resolution mechanisms. Arbitration was mandatory rather than voluntary, but dissatisfied parties could still appeal through the judiciary. This system had proven effective and resilient in China's vast labour market, with over 70 per cent of cases resolved at the mediation or arbitration stage. China was developing legislation to address labour dispute prevention and resolution for its large platform workforce. A one-stop mediation centre had improved access to dispute resolution for various categories of workers.
163. The Government representative of Malawi stated that the country's legislative and regulatory framework effectively ensured access to justice and dispute resolution. The Constitution, Labour Relations Act and Employment Act upheld workers' rights to fair labour practices. The Ministry of

Labour, present even in rural areas, served as the first point of contact, providing alternative dispute resolution and handling complaints. Courts played a key role, particularly for essential workers, with litigation serving as a last resort. Tripartite and bipartite dialogue forums helped diffuse tensions, while workplace grievance mechanisms and labour inspectorate services aided in early dispute detection. Strong trade unions further minimized potential disputes, and court decisions were typically final, with appeals allowed only on points of law.

164. Limited financial and human resources remained a key challenge, including high staff turnover at the Ministry of Labour, which hindered dispute mediation and conciliation efforts. Directly filing cases in court, bypassing ADR, led to delays that could have been avoided through the Labour Office. The multitasking of labour officers, who also performed inspectorate duties, contributed to case backlogs. Despite these challenges, workplace grievance mechanisms and flexible, human-centred ADR were effective in preventing and resolving disputes. The courts also played a crucial role in resolving rights disputes, particularly for essential services.
165. The Government representative of Portugal highlighted the country's strong tripartite social consultation council, which played a key role in defining policies like the national minimum wage before it was submitted to the Assembly for approval. Portugal's collective labour dispute prevention process, with a success rate over 70 per cent, was widely used for its efficiency, low cost and avoidance of litigation. The Government has promoted this process with social partners for over ten years. Conciliation procedures for revising or concluding collective agreements were also in place, with arbitration available if direct negotiations failed. The labour inspectorate and the industrial relations department operated separately, with the former focused on inspection and enforcement, and the latter on education and dispute resolution.
166. The Government representative of Algeria stated that strengthening tripartite and bipartite social dialogue had helped prevent many disputes from escalating. Conciliation, mediation, and arbitration mechanisms facilitated quick, consensual resolutions. Key prevention measures included regular meetings between employers' and workers' representatives to assess socio-occupational relations and workplace conditions. Participation committees and joint health and safety committees played a crucial role in ensuring decent work. Distinguishing between individual and collective disputes allowed for tailored mechanisms. The labour inspectorate, with its proactive and reactive interventions, ensured effective dispute resolution. Transparent, simplified procedures for resolving disputes, primarily through conciliation and mediation, were introduced, with labour inspectors ensuring lasting solutions, especially in collective disputes.
167. In Algeria, access to labour justice was guaranteed, with equal opportunities for parties to present their claims. The Constitution ensured legal aid for those unable to afford proceedings. In individual labour disputes, the first court hearing needed to take place within 15 days, and rulings were issued promptly. Simplified procedures and reduced costs have improved access and efficiency. However, a lack of awareness and training limited the effectiveness of these dispute resolution mechanisms, and complex, lengthy procedures had the potential to encourage informal protests. The success of a dispute resolution system depended on strengthening social dialogue to prevent disputes; simplifying and modernizing resolution mechanisms; and investing in training to foster a culture of prevention and peaceful dispute settlement.
168. The Government representative of Paraguay stated that informality was a major barrier to accessing labour justice in the country. To address this, the Ministry of Labour, Employment and Social Security led a tripartite process to create a strategy for formalizing employment. This strategy includes using labour inspections to reduce informality and ensure workers' rights. The Ministry found that effectively preventing and resolving labour disputes required clear definition and categorization, which helped identify their causes and enabled appropriate resolution

through mediation, conciliation, inspections or judicial processes. Finally, the Ministry emphasized the importance of inter-agency cooperation and was developing an agreement with the Ministry of Public Defence to provide free legal services to workers and support labour court claims when administrative solutions failed.

169. The Government representative of Senegal noted that the Senegalese Government and social partners preferred conciliation, mediation and arbitration to resolve labour disputes. Effective dispute prevention and resolution relied on recognizing the role of labour inspections in ensuring justice. Individual disputes in Senegal were managed by labour inspectorates, and in the absence of conciliation, the case could be referred to court. Collective disputes, involving claims about current rights and future interests, were addressed by the labour inspectorate or Directorate General of Labour, depending on jurisdiction. Training mediators and conciliators improved intervention quality and success rates, while strengthening social dialogue through collective bargaining helped prevent conflicts and fostered a calmer social climate. Additionally, training staff delegates and union representatives on workers' rights proved effective.
170. Reliance on legal proceedings often led to delays, high costs, and inadequate solutions. Poor communication of workers' rights and dispute resolution processes increased conflicts and perceptions of injustice. Additionally, a lack of resources and institutional capacity, especially in the informal economy, hindered the effective enforcement of labour laws and access to justice. While conciliation and mediation were crucial, they needed to be supported by proper resources and training. Barriers to access to social justice, particularly those related to discrimination, poverty and lack of information, needed to be removed. Strengthening social dialogue and promoting a culture of decent work were key to preventing conflict and ensuring fairness in the world of work.
171. The Government representative of Niger stated that the right to access labour justice in Niger was guaranteed by law, supported by decrees and collective agreements. The labour inspectorate played a key role in resolving labour disputes through on-site inspections, monitoring visits and consultations. In 2022, hundreds of visits were conducted, and consultations at the labour inspectorate provided social partners with vital information about their rights and obligations. Additionally, businesses were required to provide employee representatives with the Labour Code and all relevant regulations. These visits and consultations served as the initial step in handling labour disputes, helping to prevent or de-escalate conflicts. The next step was conciliation, with labour courts being the final recourse. Most issues were resolved at earlier stages, with very few cases reaching court. However, there was potential to strengthen cooperation between the labour inspectorate and social partners, for example by organizing targeted training sessions. Similarly, collaboration between labour administration and the judiciary in Niger could be improved.
172. A diagnostic survey on the labour inspectorate's capacity to protect migrant workers' rights was conducted, revealing limited knowledge of international standards and insufficient resources. As a result, Niger revised its employment policy to address migration issues. The Ministry was assessing the needs of migrant workers and their families to develop a targeted training programme. The survey concluded that with adequate resources, expertise and international labour standards knowledge, the labour inspectorate could improve labour dispute management in Niger.
173. The Government representative of Mexico emphasized the need for diagnostics and data collection at future meetings to drive actionable solutions. A 2014 survey in Mexico identified 21 inefficiencies in the dispute resolution system, which included the improper use of conciliation, where minimum legal obligations were reduced and non-negotiable issues were negotiated in court, making conciliation ineffective. The survey also revealed that parties often provided

inaccurate information to courts, and enforcement of rulings was challenging. There was no genuine social dialogue, and protection contracts backed by employers were widespread. Inconsistencies in applying criteria to similar cases were common, and gender equity rules were frequently overlooked.

174. As a result, significant changes were made to the justice system, reducing dispute resolution time from 4–6 years to 4–6 months. Conciliation became a prerequisite for court applications, aiming to balance labour law guarantees with business activity. Ethical behaviour and modern interpretation techniques were emphasized, and oral proceedings were introduced where necessary. Information technology was meant to support, not replace, judicial activities. Regarding labour inspection, a 2014 analysis showed non-compliance with Article 3 of the Labour Inspection Convention, 1947 (No. 81), though improvements were noted. Mexico had 1.13 inspectors per 10,000 formal workers, surpassing the recommended ratio of 1 per 10,000. However, unionization in Mexico remained low, at just 12.7 per cent.
175. The Government representative of Samoa highlighted the effectiveness of labour dispute prevention and resolution systems in Samoa, despite limited resources. Over the past five years, Samoa has maintained a record of zero court cases, thanks to a strong conciliation and mediation system. The Labor and Employment Relations Amendment Act, 2023, established a conciliation committee with representatives from employers, employees, and the government to address grievances before they escalated. While formal mediation was underused due to funding constraints, an informal panel consisting of key officials had successfully resolved 100 per cent of cases in the past six months. This system, in place for ten years, benefited from Samoa's cultural emphasis on *Talanoa*, which promotes respectful dialogue and mutual understanding. A guide for conciliators, developed from the experiences of labour inspectors, has further streamlined the mediation process over the past five years.
176. A key component of Samoa's dispute prevention system was its labour awareness programme, aimed at educating both local and migrant workers on their rights, responsibilities and dispute resolution methods. With the implementation of Labor Law amendments on February 5, 2024, these programmes gained additional significance. Guides in both Samoan and English were launched in August 2023 to help workers understand the new regulations and processes. Samoa's National Tripartite Forum (SNTF), established in 2013, has been highly effective in facilitating dialogue between the Government, employers and workers. With 12 members, including representatives from major employers' associations, the forum played a crucial role in resolving employment grievances through collaborative discussions.
177. Samoa conducted routine inspections every six months, covering over 200 businesses to identify potential issues before they escalated into formal disputes. Despite having only eight labour inspectors, the team worked diligently to monitor all sectors. Effective resource management was essential to ensure maximum impact, and Samoa continued to make the most of available resources by inspecting both private businesses and state-owned enterprises. Despite successes, Samoa faced challenges, particularly due to limited resources. With only eight inspectors, the team struggled to meet the growing demands for inspections, case management and the increasing complexity of labour disputes. The inability to hire additional staff sometimes caused delays in handling disputes and inspections. A major barrier to improving the dispute resolution system was the reliance on manual reporting and case management, which led to inefficiencies, delays and a lack of transparency. Although digitalization could improve efficiency, limited funding has hindered the expansion of these tools.
178. Samoa's informal conciliation system emphasized the importance of early intervention in preventing disputes from escalating. While inspectors managed multiple roles, including

inspections, reporting and compiling international labour standards, there was a clear need for specialized training. As non-certified mediators, additional conflict resolution and mediation training would improve their effectiveness, especially with migrant workers. Investing in digital solutions for case management, reporting and tracking would enhance efficiency and transparency, addressing the growing demand for dispute resolution. Prioritizing investment in the labour inspectorate was essential.

- 179.** The Government representative of Canada highlighted that Canada recognized the importance of effective, independent and accessible judicial and non-judicial labour dispute resolution mechanisms, including remedies and compensation, in supporting strong labour relations and social peace. In 2023–24, the Federal Mediation Service resolved 36 per cent of cases without work stoppages. The Canadian Government was committed to ensuring fair treatment and stronger protections for all workers, including those in the gig economy. Amendments to the Canada Labor Code now presumed all workers, including gig workers, were employees unless proven otherwise, shifting the burden of proof to employers in disputes over employment status. Additionally, a dedicated team has been established to address misclassification in the federally regulated transportation sector.
- 180.** Investment should never come at the expense of workers' rights. For over 20 years, Canada has secured enforceable labour commitments in free trade agreements (FTAs), including strong dispute resolution mechanisms such as the rapid response system in the USMCA. These provisions have strengthened enforcement of international labour standards in partner countries. Social dialogue played a key role, with social partners consulted during FTA negotiations and implementation to maximize both economic and social benefits.
- 181.** The Government representative of Namibia highlighted the effectiveness of the country's labour dispute prevention and resolution system, attributing its success to strong legislation and the integration of ADR. Through conciliation and arbitration, ADR facilitated access to labour justice, with conciliation favoured for its emphasis on dialogue and sustainable, win-win outcomes. However, inefficiencies persisted. Case backlogs, slow judicial processes, and weak enforcement of awards eroded trust in the system. Budget constraints hindered training for social partners, while an outdated case management system impeded efficient dispute tracking and resolution of disputes. Namibia has identified key lessons for improvement: timely and cost-effective dispute resolution was essential, with an emphasis on prevention through mediation and negotiation. Collective bargaining played a vital role in preventing disputes and promoting positive labour relations. A robust ADR system, supported by adequate funding, was crucial for long-term effectiveness.
- 182.** The Employer Vice-Chairperson affirmed his group's strong support for freedom of association and the right to collective bargaining but emphasized that it was just one of many approaches to dispute resolution and prevention. He stressed the importance of considering both judicial and non-judicial mechanisms equally, depending on the nature of the dispute and national context.
- 183.** On platform workers, the Employers' group maintained that the issue should be left to the International Labour Conference in June 2025 to discuss.
- 184.** Regarding supply chains, the ILO should prioritize domestic supply chains, where most labour rights deficits occurred. Data indicated that domestic supply chains contributed 80 per cent of GDP and employed up to 95 per cent of workers, yet interventions have disproportionately focused on global supply chains. The core challenge lay in weak national governance, impacting all enterprises and workers, regardless of their export status. Strengthening the enabling environment at national level was essential to ensuring access to labour justice.

185. Extraterritorial jurisdiction was impractical due to high costs, lengthy legal proceedings and its selective application against certain companies, often leaving domestic victims without recourse. Strengthening national legal frameworks and enforcement remained the most effective solution.
186. A balanced strategy was crucial, as no one-size-fits-all solution existed. Greater investment in training, capacity-building and social dialogue was needed to strengthen labour dispute prevention. However, the core challenge lay not in a lack of regulations but in their ineffective implementation. Rather than reinventing the wheel, existing mechanisms should be improved through best practices and peer learning.
187. The Worker Vice-Chairperson acknowledged the vital role of industrial relations, social dialogue and collective bargaining in preventing and resolving disputes. However, collective bargaining was not merely one option among many. It was a fundamental right and an enabling right for all other workplace rights, as highlighted in the background report.
188. The Workers' group recognized the diversity of labour dispute resolution systems but emphasized that ADR should be rights-compatible. Workers should not be pressured into accepting less than they are owed due to weak judicial systems. ADR should complement and not substitute proper investment in formal justice systems. Labour law reforms needed to be aligned with international labour standards and extend protections to all workers, including those in platform work and other excluded groups.
189. Digitalization and AI could enhance efficiency but were not universal solutions. Technology should not create new barriers for workers with limited access or digital literacy. Moreover, AI should be carefully evaluated, as workers did not want their rights adjudicated by a machine. In addition, the unique challenges faced by workers in conflict zones and occupied territories underscored the urgent need for stronger access to labour justice.
190. ILO research highlighted their transnational nature and the unique barriers to labour justice that arose from global supply chain dynamics.
191. The Government Vice-Chairperson highlighted shared views among governments, employers and workers on five key labour dispute prevention and resolution mechanisms. First, all three groups emphasized structured dialogue and collective bargaining as essential to preventing disputes. Second, mediation, conciliation and arbitration were widely supported as effective alternatives to litigation, with employers noting cost efficiency and workers prioritizing fairness. Third, there was consensus on modernizing legal frameworks, with employers and governments advocating for streamlined court procedures, while workers called for stronger enforcement and better access to legal aid. Fourth, all groups agreed on the importance of training for workers, employers and dispute resolution professionals to prevent conflicts. Finally, while governments and employers supported digital case management and online dispute resolution, workers cautioned against technological barriers for marginalized groups.
192. The government group emphasized the importance of legal and institutional mechanisms, such as labour inspections, mediation centres and court reforms. Improving coordination among labour institutions was crucial to avoid overlapping responsibilities. Additionally, tailored dispute resolution systems should be created for migrant and platform workers.
193. There appeared to be five key areas of disagreement among the three groups. First, on judicial vs non-judicial resolution, the governments supported both, employers favoured cost-effective non-judicial solutions, while workers emphasized strong legal enforcement and better access to courts. Second, regarding the labour inspectorate, the governments saw inspection as a tool for compliance and dispute prevention, employers prioritized guidance over enforcement, and workers called for stricter penalties. Third, on ADR, the governments supported institutionalized

ADR, employers viewed it as cost-effective, while workers argued it should not replace formal dispute prevention or litigation. Fourth, in terms of legal aid, the workers advocated for simplified procedures, while employers favoured workplace-level dispute prevention, and workers pushed for state-funded legal aid and free access to courts. Fifth, and finally, on technology, the governments supported digitalization, employers saw it as a cost-saving tool, and workers warned that it could exclude vulnerable groups lacking digital access. [It should be noted that this statement was the subject of a procedural point raised by the Government representative of Niger – see paragraph 227].

**Point for discussion 3: What can governments and social partners do to strengthen labour dispute prevention and resolution systems? What normative and/or non-normative action can the ILO take to support constituents in providing access to labour justice for all, taking into account the elements identified in the background report, but not limited thereto, to provide clear and integrated policy guidance?**

- 194.** The Worker Vice-Chairperson stressed the importance of ensuring free access to labour justice and the swift resolution of disputes at all levels, both of which were crucial for upholding fundamental labour rights. Access to labour justice should be universal, without exclusions or restrictions. It was vital to highlight the barriers faced by groups like migrant, informal, self-employed and platform workers, who were often excluded from the system, while public sector workers faced limited access to labour justice due to restrictive regulations.
- 195.** Establishing effective mechanisms for resolving collective labour disputes, rooted in social dialogue and full respect for the human right to freedom of association, was essential. This required eliminating regulations and practices that judicialized legitimate protests, infringing upon workers' fundamental rights. It was important to recognize the connection between promoting collective bargaining and effectively resolving labour disputes, as outlined in the Collective Bargaining Convention, 1981 (No. 154).
- 196.** It was a priority to implement mechanisms for immediate protection against violence, harassment or discrimination in the workplace, supported by agile, transparent, efficient procedures in both the regulatory framework and collective bargaining. The goal was to ensure effective conflict resolution, damage mitigation and full reparation for victims. People-centred access to labour justice required adopting a human-centred approach, based on equity and comprehensive labour rights protection. This involved guaranteeing free access to justice, promoting damage reparations, preventing violations through deterrent sanctions and strengthening a labour system grounded in social justice and decent work.
- 197.** The background report emphasized that the inability to ensure compliance with labour laws through effective labour justice systems undermined any credible approach to labour market governance, eroded public trust in key institutions, exacerbated inequality, and made productivity efforts, compliance, and litigation costs for businesses more unpredictable. The growing lack of trust in institutions, fuelled by widening inequality, was having serious political consequences globally,
- 198.** The background report outlined key building blocks for effective, human-centred labour dispute prevention and resolution systems. International labour standards, human rights and the rule of law were rightly recognized as core components of the guiding framework. While the principles of effectiveness were important, any dispute resolution system needed to be rights-compatible.

A strong emphasis on freedom of association and collective bargaining was crucial, as these “enabling rights” were fundamental for justice and sustained progress.

199. The importance of “complementarity of processes” in institutions, processes and mechanisms was strongly supported. Access to labour justice should be a continuum, offering broad coverage and a range of services at various levels. However, complementarity should not undermine the right to judicial remedy. Alternative mechanisms must complement, not replace, judicial access, especially for rights-based disputes. The participation and expertise of social partners in developing these institutions and processes were also strongly endorsed.
200. An essential element was the role of labour administration and inspection. Effective LDPR systems needed strong, well-funded administrations with a broad mandate that aligned with international labour standards. Empowered labour inspection was vital for dispute prevention, investigation and remedy enforcement. The independence of labour inspectors also needed to be protected. The reference to “inclusiveness” as a key building block was supported. This principle should ensure universal access to labour justice and remedies for all workers, without discrimination, including based on contract type or sector.
201. The inclusion of “respect for rights at work and individuals’ needs” under “objectives” was strongly supported. An effective labour dispute prevention and resolution system should go beyond establishing institutions and processes. Access to justice needed to be framed within a broader, transformative approach that addressed deeper injustices requiring fundamental changes in social, political and economic structures. Respecting, promoting and realizing rights at work was central to the Decent Work Agenda. While technology could aid in accessing labour justice, it was not a solution on its own, especially when workers were not involved in its development and use. Additionally, technology could create barriers for those without access or proficiency.
202. The inclusion of “prevention and timely resolution of labour disputes” was also strongly supported. A specific reference of collective bargaining as a key driver of dispute resolution should be added under this building block.
203. Specific language should be included to clarify the concept of “sustainable enterprises”, which should refer to enterprises that respected rights at work. Support for sustainable enterprises should be part of efforts to improve labour dispute prevention and resolution, but only if it contributed to the realization of labour rights.
204. To strengthen labour dispute prevention and resolution systems, the ILO should continue its work on access to labour justice, including research, expert advice, capacity-building and experience exchange. Current ILO data collection on labour justice was limited and needed improvement. For instance, enhancing ILOSTAT indicators related to strikes, lockouts, labour inspectors and other methodology elements was necessary. A more comprehensive approach to data collection, including a detailed desk review, was also supported. Improving the systematic collection and analysis of outcomes from ILO supervisory bodies was essential.
205. International efforts on global indicators for access to justice could enhance the ILO’s data collection. For example, the ILO could track the proportion of the population who experienced a labour dispute in the past two years and accessed formal or informal dispute-resolution mechanisms, complementing SDG indicator 16.3.3. Increased ILO involvement in the Inter-Agency and Expert Group on SDG indicators was essential. The ILO should collaborate with other organizations working on justice data at national, regional and international levels to strengthen its evidence base. Additionally, supporting social partners in effectively conducting their representative roles was crucial.

206. The ILO should enhance coordination for development cooperation, focusing on root causes and barriers to labour justice and dispute resolution. A comprehensive ILO approach is needed, prioritizing freedom of association and collective bargaining, which are crucial for effective dispute resolution. Additionally, efforts should include expanding South–South and triangular development cooperation.
207. The ILO should integrate information from its supervisory mechanisms related to labour justice and dispute resolution into its technical work, including Decent Work Country Programmes and development cooperation, and ensure that outcomes are communicated back to these mechanisms. The ILO should continue supporting constituents to strengthen social partners' capacity for active involvement in labour dispute prevention and resolution, with an emphasis on expanding collective bargaining coverage. Additionally, the ILO must support governments, labour administrations, judicial authorities, and ministries of labour to maintain their leadership in dispute resolution.
208. The ILO should take a leading role within the UN system on labour justice, particularly in business and human rights treaty negotiations, focusing on access to justice in global supply chains. This should link to the ILO's strategy on decent work in supply chains, especially Outcome 9, which emphasized support for governments and enterprises in ensuring access to effective remedies for workers' rights violations.
209. In terms of normative measures, the ILO should adopt a comprehensive strategy to guide Member States in implementing frameworks for labour dispute prevention and resolution, promoting respect for labour standards and human rights. The strategy should, in consultation with workers, employers and government groups, assess at an appropriate time whether there was potential value in developing additional ILO normative and non-normative guidance, including a framework to provide further support to Member States.
210. The ILO should also advocate for the ratification and implementation of international labour standards, particularly in relation to labour justice. This included ensuring these standards were effectively incorporated into national law and enforced, alongside well-designed training for all those involved in the labour justice system. Collaborating with universities to teach international labour standards to future social partners and their legal representatives was also essential.
211. The Employer Vice-Chairperson emphasized that ILO Member States had diverse systems for administering labour justice, and there was no one-size-fits-all solution. Governments should adopt context-specific approaches, grounded in their unique industrial relations systems, to ensure effective access to labour justice. The primary goal should be the prevention of disputes, with dispute resolution as a secondary objective.
212. A strong set of international standards and guidance already existed, as provided in the annex to the background report, providing a solid foundation for labour dispute resolution. However, greater focus was needed on translating these standards into national laws and regulations. To achieve this, the ILO should support Member States in enhancing access to labour justice for all.
213. The use of technology to support labour dispute prevention and resolution was crucial for delivering labour justice. Technology should be seen as an enabler, not an obstacle, to achieving labour justice. There were numerous examples of technology being used effectively to promote access to labour justice in remote areas, as well as providing quicker access to information, which facilitated informed decision-making.
214. Collective bargaining was one important element in addressing disputes, but it was not the only one. It should not be prioritized over other instruments for labour dispute prevention and resolution.

215. Given limited resources, dispute prevention should be prioritized, including through fostering a culture of compliance. Ensuring respect for the rule of law was key, achievable by promoting access to justice, raising awareness about existing mechanisms and involving social partners in developing labour laws to enhance inclusivity and legitimacy.
216. Government actions to improve labour dispute prevention and resolution should include maintaining neutrality in dispute settlements to enhance credibility, strengthening labour inspectorates to enforce regulations and court decisions, ensuring the implementation of ratified international labour standards, providing adequate funding for justice-related public institutions, promoting social dialogue to improve labour relations, and offering multiple access points to labour justice, including both courts and alternative dispute resolution processes to resolve disputes before they escalated.
217. Social partners could strengthen labour dispute prevention and resolution by engaging in consultation and social dialogue frameworks at regional, subregional and national levels, promoting collaborative dispute resolution, and organizing regular awareness-raising and training on legislation for both workers and employers and capacity-building for Employer and Business Membership Organizations (EBMOs), with support from the ILO.
218. The ILO should expand the use of the diagnostic self-assessment tool, provide follow-up support, assist EBMOs and update guidance on labour dispute prevention and resolution, particularly for small and medium-sized enterprises. New research on the challenges faced by employers and workers in labour dispute resolution and research on the effectiveness of ADR processes already adopted by countries and where those resolution mechanisms have avoided arbitration of disputes would also be valuable.
219. While the range of training programmes offered by the International Training Centre in Turin (ITC/ILO) was acknowledged, regional and online workshops focused on access to justice and implementing ILO standards were needed. The ILO should collaborate with the UN and other international agencies to gather and share up-to-date data on access to labour justice. For example, the ILO could collect best practices and lessons learned to be published on an online knowledge hub.
220. The Employers' group believed that normative action was not needed at this stage. Instead, priority should be given to enhancing access to labour justice through pragmatic, evidence-based and flexible approaches that place the rule of law at the centre.
221. The Government Vice-Chairperson emphasized that governments should adopt a multi-pronged approach to improving dispute prevention and resolution. First, access to labour justice should be prioritized as a fundamental right, aligning frameworks with SDG 16 and strengthening dispute resolution bodies, including courts. Alternative dispute resolution mechanisms should also be enhanced for accessible and cost-effective justice. Second, tripartite and bipartite social dialogue at all levels should be promoted to address workplace conflicts early. Social partners' active involvement ensured ownership and efficiency in resolving disputes, with a focus on collective bargaining. Third, labour inspectorates must be strengthened to monitor compliance, offer advisory services, and improve coordination with dispute resolution bodies for more effective interventions.
222. Fourth, governments should invest in digital platforms and AI tools for faster dispute resolution, ensuring fairness while maintaining human judgment. Video conferencing and digital literacy programmes would improve access to justice for remote and informal sector workers. Fifth, investment in training for arbitrators, mediators and inspectors was crucial to improve knowledge and efficiency in dispute resolution. Capacity-building should focus on alternative dispute

resolution, legal literacy and international labour standards. Sixth, a data-driven approach should be adopted to track disputes, identify trends and inform policies. Social partners could contribute data to enrich understanding and improve policy design. Finally, modernizing labour laws and decentralizing labour courts and mediation services could streamline dispute resolution and reduce case backlogs.

- 223.** Social partners played a crucial role in strengthening dispute prevention and resolution systems. Their contributions included implementing grievance handling procedures at the workplace level to resolve disputes efficiently, conducting awareness-raising campaigns on workers' rights, and actively engaging in good faith collective bargaining to foster stable labour relations.
- 224.** ILO support should provide training to social partners to assist members with dispute resolution, offering both normative and non-normative guidance, technical assistance, and knowledge-sharing. This should include supporting data collection, creating regional networks of mediators, conciliators and arbitrators for best practice exchange, providing evidence-based guidance on effective dispute resolution, and strengthening the capacity of conciliators, arbitrators and judges through the International Training Centre. Additionally, the ILO should support awareness campaigns on access to labour justice and promote a global culture of labour dispute prevention.
- 225.** Further research was needed to develop mechanisms that effectively support access to labour justice for vulnerable workers. Clear guidance should be established to ensure access to justice for migrant workers, informal economy workers, domestic workers and workers in the care economy.
- 226.** While standards-setting for labour dispute prevention and resolution should not be ruled out in the medium term, the ILO should focus on strengthening the evidence base for potential future normative action in the short term. This could be achieved through data collection, comparative research, capacity-building, networking among regional dispute resolution institutions and conducting a gap analysis.
- 227.** The Government representative of Niger, speaking on behalf of the Africa Group, raised a procedural point regarding the Vice-Chairperson of the Government Group's response to discussion point number 2 (see paragraph 193 above). The content of this response had not been discussed or agreed upon in advance within the Government group, and it was requested that this objection be officially recorded.
- 228.** The Government representative of Canada expressed support for the ILO in developing clear, practical policy guidance for inclusive access to labour justice through effective dispute prevention and resolution mechanisms. Canada commended the ILO's ongoing efforts in advancing social dialogue, with a focus on freedom of association and collective bargaining and improving the independence and capacity of employers' and workers' organizations. Canada encouraged the ILO to continue exploring ways to ensure labour justice for workers in non-standard work and address the transnational aspects of labour disputes, such as jurisdiction. Canada also supported continued research on labour justice, gender equality and non-discrimination, including the provision of disaggregated data on recent labour disputes.
- 229.** The ILO should continue expanding its training programmes to enhance the capacity of constituents in effective labour dispute resolution and prevention. Canada was proud to partner with the ITC/ILO to support training that strengthens the application of conciliation and mediation techniques. Through this collaboration, mediators from the Federal Mediation and Conciliation Service (FMCS) have shared Canadian best practices in preventive mediation, as well as expertise in mediation skills and relationship-building. The ITC/ILO recently launched a free self-guided

course on conciliation and mediation, available in English, French and Spanish, to improve access and meet training needs for ILO constituents globally.

230. The Government representative of Pakistan emphasized the need for a comprehensive, inclusive approach to strengthening dispute prevention and resolution systems, guided by innovation, capacity-building and collaboration. Digitalization played a transformative role by expanding case tracking systems, enabling virtual consultations and increasing accessibility, even in remote areas. Simplifying and modernizing labour laws into streamlined codes promoted compliance and clarity, while integrating modern dispute resolution mechanisms and reinforcing collective bargaining rights. Empowering foreign workers, often excluded from formal justice mechanisms, was crucial, with policies extending legal protections and raising awareness of workers' rights. Capacity-building for labour inspectorates, arbitrators and the judiciary was important, focusing on occupational safety and health and enforcement of international labour standards. Social dialogue, a cornerstone of dispute prevention, should be promoted, with the ILO playing a key role through both normative and non-normative support, such as technical assistance and knowledge-sharing. By prioritizing these actions and fostering collaboration, accessible and effective dispute resolution systems could be established.
231. The Government representative of Grenada emphasized the need for a tripartite approach to enhance LDPR systems, with contributions from all social partners to strengthen access to labour justice. Governments should prioritize updating outdated legislation to improve accessibility, efficiency and independence of LDPR institutions. Adequate funding and support were essential, ensuring that these institutions have the necessary resources, both human and physical. Investment in electronic case management systems was crucial for real-time case tracking, monitoring progress and storing data for targeted interventions. Additionally, mechanisms for data collection and performance evaluation should be established to enable continuous improvement.
232. Social partners could enhance access to labour justice by engaging in dialogue with governments, raising awareness of labour rights, advocating for the establishment of accessible dispute resolution procedures, providing legal support, participating in capacity-building and collaborating with labour inspectorates to address workplace violations. They should focus on vulnerable groups, such as informal sector workers, migrants, women and youth, who faced additional barriers. Data collection and analysis should inform policy and targeted interventions, while promoting transparency and accountability through open communication and reporting mechanisms within workplaces.
233. In countries like Grenada, where limited resources hindered LDPR system strengthening, the ILO should continue supporting governments and social partners in updating outdated regulations, building capacity and transferring knowledge on mechanisms like conciliation/mediation. Ongoing assessments of LDPR systems were essential to evaluate effectiveness and identify areas for reform. Continued development of evidence-based research on LDPR systems at all levels remained critical.
234. The Government representative of the Islamic Republic of Iran emphasized the importance of strengthening LDPR systems for social justice and economic sustainability. To this end, it was important to develop clear frameworks for dispute prevention, reinforce social dialogue; implement educational programmes to raise awareness of rights and dispute resolution; support voluntary mediation systems for internal workplace grievance mechanisms; and strengthen reconciliation councils to resolve issues before resorting to formal dispute settlement bodies.
235. Improving dispute resolution systems requires adequate financial resources for judicial and quasi-judicial labour institutions, such as dispute resolution boards, and reducing administrative

costs for workers, in line with the ILO Employment Relationship Recommendation, 2006 (No. 198), paragraph 4(e). The principle of free labour proceedings was enshrined in the Islamic Republic of Iran's 2013 Labour Procedure Code. Proposed measures included specialized training for judges, mediators and arbitrators on labour law and international labour standards; leveraging digital technologies for case management to reduce processing times and improve transparency; simplifying administrative procedures and removing barriers for informal workers' access to labour law support; and implementing an electronic labour contract registration system. The Islamic Republic of Iran was in the process of creating such a system.

- 236.** ILO technical cooperation and capacity-building based on practical experience was essential. To enhance its role, the ILO should review existing Conventions and Recommendations, such as Convention No. 154 and Recommendation No. 198, to address evolving workplace developments. Additionally, the ILO should develop operational guidelines to assist governments in designing inclusive, technology-driven labour justice systems, provide technical support to developing countries to strengthen dispute resolution institutions and train human resources officials, publish comparative research on best practices in early mediation and restorative justice, support pilot projects integrating online platforms into dispute resolution, and facilitate knowledge exchange through regional workshops and specialized networks.
- 237.** The Government representative of Malawi emphasized the need for governments to implement relevant policies and legal frameworks for access to labour justice, dispute prevention, and resolution. Strengthening and modernizing labour inspection services, fostering social dialogue at all levels and raising awareness of workers' rights and grievance handling mechanisms were essential. Workplace-level dispute resolution and grievance handling should be encouraged, with alternative dispute resolution promoted. The ILO should conduct gap analyses and research on access to labour justice and dispute resolution to gain clarity on what worked in different countries. Finally, the ILO should continue to offer capacity-building programmes on dispute prevention, resolution and mediation for constituents and ADR institutions.
- 238.** The Government representative of Oman emphasized that justice was a fundamental right for all individuals, workers and employers alike. Governments should establish laws guaranteeing rights such as minimum wages, fair working hours and rest, while ensuring enforcement through regular monitoring. Fostering dialogue between governments, employers and trade unions was crucial for coordinated solutions to labour issues. The ILO should offer guidance on creating fair and effective labour justice systems, including strengthening mediation and arbitration, extending protections to the informal sector, and regulating digital work. Additionally, the ILO should consider organizing workshops and training for policymakers, trade unions and employers on best practices for managing labour disputes.
- 239.** The Government representative of Zimbabwe emphasized the need for governments to develop and enforce dispute prevention legislation, agreeing with employers that prevention was key. Both social partners needed to contribute to this effort. Strengthening the labour inspection system and ensuring adequate resources for dispute resolution services were crucial. Governments should also promote social dialogue, with support from social partners, and decentralize functions to improve access in rural and remote areas. Investment in electronic case management systems and workplace training was essential. The ILO could further support tripartite partners by offering tailored training and strengthening regional bodies, such as the African Regional Labour Administration Centres. Building partnerships to enhance ADR systems would help to produce skilled practitioners.
- 240.** The Government representative of Morocco identified three key areas for action: prevention, conciliation and judicial or arbitral resolution. To ensure effectiveness, future ILO actions,

especially non-normative ones, should focus on these areas, with concrete measures to strengthen access to labour justice. Proposed actions included enhancing tripartite dialogue and inter-institutional coordination through regular consultation platforms, promoting negotiation and transnational collective agreements for dispute prevention, reforming and harmonizing legislative frameworks, supporting digital innovation (online portals, videoconferencing, electronic mediation tools), strengthening training for judicial sector professionals and labour inspectors, and developing indicators to measure the effectiveness of dispute resolution systems. The ILO should also assess whether to revise Title 3 of the Labour Inspection Recommendation, 1947 (No. 81), and create an integrated strategic framework with technical resources and knowledge-sharing tools to assist constituents.

- 241.** The Government representative of China proposed the following actions: First, to strengthen public services and improve the implementation of labour laws, including increasing legal awareness and addressing illegal employment in micro and small enterprises. Second, to promote social partners' participation in dispute prevention and establish joint mediation organizations between trade unions and enterprise federations. Third, to leverage information technology for early warning, monitoring, big data analysis and efficient handling of complaints. Finally, to foster exchanges and mutual learning through the ILO platform to promote harmonious labour relations and social development.
- 242.** The Government representative of Tanzania emphasized that, given the constant evolution of labour law, it would be beneficial for the government to incorporate it into the curricula of institutions, colleges and universities. This approach would ensure that individuals receive the necessary training without the need for formal appointments as judges, mediators or arbitrators. Additionally, governments must ensure that awards are executed rather than relying solely on higher courts for enforcement.
- 243.** The Government representative of Senegal emphasized the need for the ILO to update its instruments to address gaps in sectors like the informal economy, digital economy and platforms. The ILO should provide technical assistance to Member States to strengthen national labour justice systems and improve conciliation and mediation, particularly through training for judges, mediators and conciliators. Promoting social dialogue, encouraging collective agreements and organizing affordable training for workers and their representatives were also crucial. Additionally, increasing access to labour rights information, establishing legal aid centres for workers in the informal economy and developing digital platforms to streamline access to labour justice were key steps. Sharing best practices and promoting collaboration between Member States would further strengthen national systems, especially in developing countries.
- 244.** The Government representative of Mexico emphasized that alternative dispute settlement mechanisms were essential for preventing and resolving disputes, reducing judicial and administrative costs. The following actions were proposed: developing a labour law culture among all actors in the justice system; raising awareness of informal and migrant work; fostering a gender-sensitive labour culture; promoting the establishment of international trade unions to ensure parity with employer alliances; creating a uniform labour inspection scheme with more inspectors and broader coverage; establishing public policies that upheld fundamental rights; implementing prevention schemes addressing health risks in labour laws; forming a tripartite commission to analyse patterns in dismissals, occupational diseases and claims to improve dispute prevention and resolution; promoting education on labour rights and gender equality; and creating free digital platforms for information on labour rights and global minimum employment standards.

- 245.** The Government representative of Spain emphasized the need for the ILO to focus on ensuring access to labour justice for all workers, regardless of their employment status. The ILO should continue doing research on migrant workers' access to justice and promoting fundamental rights at work, particularly in supply chains. Clear policy guidance was needed to address labour justice for informal economy workers, especially domestic workers, and those on digital platforms. This should not rule out future normative action if gaps in the existing body of instruments were identified.
- 246.** The Government representative of Indonesia emphasized the ILO's vital role in capacity-building, knowledge-sharing and digital innovation. The ILO should provide technical assistance to strengthen labour courts, mediation institutions and enforcement bodies, facilitate exchanges of best practices among Member States, promote regional peer-learning, and support research and implementation of digital dispute resolution tools. Given the diversity in legal frameworks across countries, more discussions were needed before any normative action could be taken. The focus should be on strengthening prevention mechanisms and improving existing judicial and non-judicial systems, tailored to national contexts.
- 247.** The Government representative of Uzbekistan highlighted the need for governments and social partners to strengthen legal frameworks by implementing more efficient and accessible ADR systems. Investing in digital solutions could help workers navigate the legal system with lower costs and shorter wait times. National governments should introduce legal aid programmes and awareness campaigns to ensure workers were informed of their rights and had access to legal support. Policies should also address the needs of informal sector workers, who faced significant barriers to justice, by creating protection laws and grievance mechanisms. The ILO should take both normative and non-normative actions to support constituents, guided by the elements identified in the background report.
- 248.** The Government representative of the Philippines noted that labour inspectors and adjudicators often faced challenges in applying rules, particularly when ambiguities arose. In such cases, decisions sometimes favoured labour, as inspectors and adjudicators acted not only as enforcers of the law, but also as agents of equity, necessitating some flexibility in rule application. The ILO should provide guidelines to help constituents balance the interests of employers and employees, recognizing that employers played a key role in driving economic activity. The principle of social justice should remain the guiding framework.
- 249.** The Government representative of Algeria emphasized the need for States to establish a clear and effective legal framework for labour dispute resolution by simplifying procedures, strengthening conciliation, mediation, and arbitration mechanisms, and digitalizing judicial services. Social dialogue should be encouraged at all levels to prevent and manage conflicts. Trade unions and employers' organizations needed to strengthen collective bargaining, raise awareness of dispute resolution mechanisms and invest in ongoing training. The ILO played a key role in providing tailored strategic guidelines and strengthening technical assistance to Member States and facilitating the exchange of best practices to address new challenges in the world of work.
- 250.** The Government representative of France said that France endorsed all proposed approaches aimed at fostering peace in the world of work and supported both normative and non-normative measures to enhance universal access to labour justice.
- 251.** The Worker Vice-Chairperson agreed with the Employers' group that defining terms was premature but appreciated the Office's elaboration of the various components, principles and building blocks underpinning access to labour justice as a strong foundation for discussion. The Workers' group supported technology's role in enhancing labour justice but emphasized the need for worker and employer involvement in its design, implementation and oversight to prevent

unintended barriers. While technology could be beneficial, many lacked access to it, and it should not become an obstacle. Lastly, as noted in the background report, supply chains were central to discussions on labour justice, as gaps at the transnational level often hindered access to remedies.

252. The Employer Vice-Chairperson thanked the Governments and noted encouraging convergence on the actions needed from both governments and social partners. There was also consensus on the need for further research, which the Employers' group saw as valuable before considering any additional steps, particularly normative action. The Employers' group saw no need for gap analysis research, as the background report's comprehensive annexes on existing international labour standards indicated no significant gaps warranting further study.
253. The Government Vice-Chairperson reiterated the importance of ongoing discussions on access to labour justice, emphasizing its role in ensuring decent work and advancing social justice. She thanked social partners for their valuable contributions and fellow government representatives for their insights. Governments remained committed to engaging constructively and collaborating actively within the working party to achieve meaningful progress.

## ► Consideration and adoption of the draft conclusions

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254. The meeting nominated representatives and advisers from each group to form a working party, which met on 19 and 20 February 2025 to examine the draft conclusions drawn up by the Office based on the discussions held over the previous days.
255. The members of the working party were: Government representatives – Ms Nilufar Kamalova (Vice-Chairperson, Uzbekistan), Mr Guy Van Gyes (Belgium), Ms Laura Christandl (Austria), Mr Lelio Bentes Correa (Brazil), Mr Pedro Danilo Sanabria Martínez (Paraguay), Ms Huang Kun (China), Ms Wina Retnosari (Indonesia), Ms Gina T. Cenit-Escoto (Philippines), Mr Vallensi Fidelis Wambali (Tanzania), Ms Kyllikki Sihlahla (Namibia), Mr Benedict Bakwaph Kanyip (Nigeria), Mr Alioune Fall (Senegal), and as advisers Ms Liliya Fatkulina (Uzbekistan), Mr Tom Parys (Belgium), Mr Angelo Santos (Brazil), Ms Sannie Portillo (Paraguay), Mr Edgar Aquino (Tanzania), and Mr Aldrin Munembo (Namibia); Employer representatives – Mr Kaizer Moyane (Vice-Chairperson, South Africa), Ms Annick Hellebuyck (Belgium), Ms Stephanie McGuire (Canada), Mr Adhil Khasim (Sri Lanka), Mr Georgios Hadjikallis (Cyprus), Mr Luis Vinatea Recoba (Peru), Ms Lindiwe Sephomolo (Lesotho), Mr Paul Fernando Corral Ponce (Ecuador), Ms Ashlea Cameron (Australia), Mr Sok Lor (Cambodia), Ms Philomène Sidonie Yameogo/Tou (Burkina Faso), and Ms Lena Søby (Denmark), and as advisers Ms Rita Yip, Ms Tessa Mitchel (International Organisation of Employers) and Ms Gabrielle Girard (United States Council for International Business); and Worker representatives – Mr Jeffrey Vogt (Vice-Chairperson, United States), Mr Marcelo Carlos Di Stefano (Argentina), Ms Isabelle Louise Doyen (Belgium), Ms Mathilde Frapard (France), Ms Romaine Tjova Kakero (Namibia), Ms Raisa Liparteliani (Georgia), Mr Antonio Loffredo (Italy), Ms Toni Moore (Barbados), Ms Mikyung Ryu (Republic of Korea), Mr Fabio Tibirica Bon (Brazil), Mr Somiruwana Subasinghe (United Kingdom of Great Britain and Northern Ireland), and Mr Florian Yelin (Switzerland), and as advisers Mr Paapa Danquah, Ms Maité Llanos, and Ms Zuzanna Muskat-Gorska (International Trade Union Confederation).
256. The draft conclusions on Access to Labour Justice for All: Prevention and resolution of labour disputes, as revised by the working party, were submitted to the meeting for adoption on 21 February 2025. They were discussed as follows:

## **Tripartite Technical Meeting on Access to Labour Justice for All: Prevention and resolution of labour disputes**

### **Proposed title of the document**

**257.** The title of the document was adopted.

### **Proposed subtitle of the document**

**258.** The subtitle of the document was adopted.

## **Proposed introductory section: Conclusions**

### **Proposed title of the introductory section**

**259.** The title of the introductory section was adopted

### **Proposed paragraph 1**

**260.** Paragraph 1 was adopted.

### **Proposed paragraph 2**

**261.** Paragraph 2 was adopted.

### **Proposed paragraph 3**

**262.** Paragraph 3 was adopted.

### **Proposed paragraph 4**

**263.** Paragraph 4 was adopted.

### **Proposed paragraph 5**

**264.** Paragraph 5 was adopted.

## **Proposed section I: Setting the scene**

### **Proposed title of section I**

**265.** The title of section I was adopted.

### **Proposed paragraph 6**

**266.** Paragraph 6 was adopted.

### **Proposed paragraph 7**

**267.** Paragraph 7 was adopted.

## **Proposed section II: Recommendations for future actions by the ILO and its Members**

### **Proposed title of section II**

**268.** The title of section II was adopted.

**Proposed subtitle of section II**

269. The subtitle of section II was adopted.

**Proposed paragraph 8**

270. Paragraph 8 was adopted.

**Proposed paragraph 9**

271. Paragraph 9 was adopted.

**Proposed chapeau of paragraph 10**

272. The chapeau of Paragraph 10 was adopted.

**Proposed subparagraph 10(a)**

273. Subparagraph 10(a) was adopted.

**Proposed subparagraph 10(b)**

274. The Employer Vice-Chairperson noted that the working party had agreed to insert the word “all” before “Fundamental Principles and Rights at Work”, and that it should be added to the text.

275. The Worker Vice-Chairperson and the Government Vice-Chairperson supported the proposed amendment.

276. Subparagraph 10(b) was adopted as amended.

**Proposed subparagraph 10(c)**

277. Subparagraph 10(c) was adopted.

**Proposed subparagraph 10 (d)**

278. Subparagraph 10(d) was adopted.

**Proposed subparagraph 10(e)**

279. Subparagraph 10(e) was adopted.

**Proposed subparagraph 10(f)**

280. Subparagraph 10(f) was adopted.

**Proposed subparagraph 10(g)**

281. Subparagraph 10(g) was adopted.

**Proposed chapeau of paragraph 11**

282. The chapeau of Paragraph 11 was adopted.

**Proposed subparagraph 11(a)**

283. Subparagraph 11(a) was adopted.

**Proposed subparagraph 11(b)**

284. Subparagraph 11(b) was adopted.

**Proposed subparagraph 11(c)**

285. Subparagraph 11(c) was adopted.

**Proposed subparagraph 11(d)**

286. Subparagraph 11(d) was adopted.

**Proposed subparagraph 11(e)**

287. Subparagraph 11(e) was adopted.

**Proposed subparagraph 11(f)**

288. Subparagraph 11(f) was adopted.

**Proposed subparagraph 11(g)**

289. Subparagraph 11(g) was adopted.

**Proposed subparagraph 11(h)**

290. Subparagraph 11(h) was adopted.

291. The Conclusions were unanimously adopted, as amended.

## ► Closure of the meeting

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292. The Secretary-General of the Meeting noted that the discussions had provided broad clarity on the various dimensions of access to labour justice and its implementation at the country level. The meeting demonstrated the collective strength and commitment of constituents to ensuring access to labour justice for all. She expressed confidence that the decisions made would lead to meaningful progress and affirmed the Office's commitment to working closely with governments and social partners to advance the outcomes. She thanked the three Vice-Chairpersons for their dedication to consensus-building and the Chairperson for his strong leadership in achieving a sound agreement.
293. The Employer Vice-Chairperson described the meeting's outcome as meaningful, reflecting a genuine spirit of social dialogue. Valuable insights had been gained on labour dispute prevention and resolution practices across different jurisdictions. He emphasized the importance of ILO support in advancing these outcomes for the benefit of Member States and their social partners. He thanked the Chairperson for his strong leadership, the Government and Workers' Vice-Chairpersons for their collaboration, the Employers' Group secretariat, and the members of the Employers' Group for their steadfast support throughout the process.
294. The Worker Vice-Chairperson supported the Employer Vice-Chairperson's remarks and thanked the Chairperson, fellow Vice-Chairpersons, government representatives and the Office for their contributions. He also expressed gratitude to the Workers' Group secretariat, the ITUC, and the Bureau for Workers' Activities for their support.

- 295.** He emphasized that access to labour justice was at the core of the ILO, as international labour standards were ineffective without it. Any LDPR system had to uphold workers' rights and be human-centred. The Workers' group welcomed the recognition of labour justice as linked to freedom of association and collective bargaining. They were pleased that the adopted text covered, in their view, workers on digital platforms, including those in digital supply chains; workers in specific sectors or segments of economy, including cross-border, transborder logistic workers or seafarers; professional athletes and other workers subject to autonomous LDPR systems; workers in global supply chains and export processing zones; indigenous, migrant and domestic workers; public officials, public sector workers and workers whose employers have diplomatic immunity. This was a long but by no means an exhaustive list.
- 296.** He noted that two thirds of the global workforce lacked meaningful access to labour justice, a situation worsened by emerging business models, global supply chains and the absence of extraterritorial justice mechanisms. Access to justice was also a growing concern for workers in conflict zones and occupied territories. The Workers' Group welcomed the recognition that, in the context of globalization and international trade, access to labour justice was a transnational issue. They were pleased that all groups agreed new technologies came with responsibilities and that accessibility and affordability of LDPR systems needed to be ensured.
- 297.** The Workers' group supported the consensus on strengthening LDPR procedures, institutions, and mechanisms, emphasizing the importance of trade union representation, protection from retaliation, and proven measures like reversing the burden of proof. They also welcomed the acknowledgment that non-judicial and company-level grievance mechanisms should not hinder access to formal judicial remedies.
- 298.** The Workers' group appreciated the focus on effectiveness criteria and the Office's role in supporting constituents to advance labour justice. They understood that the Office would continue developing an integrated policy approach, potentially requiring a normative gap analysis on labour justice, particularly for vulnerable workers in emerging trends. If the results of the gap analysis pointed to the need for further normative and non-normative action, these should be further considered by the Governing Body. They looked forward to collaborating with the Office, governments and employers to achieve human-centred justice for all workers.
- 299.** The Government Vice-Chairperson emphasized the constructive contributions of all members of the Government group to the discussions. The strong attendance, both from representatives and observers, underscored the significance of the topic for governments, which played a central role in ensuring access to labour justice for all. While the approved document might not fully satisfy all constituents, which was a natural outcome of the multilateral process, it reflected the results of a tripartite effort and upheld the core principles of the ILO. The recommendations provided a valuable foundation for the Office to continue its work on this critical issue. She expressed gratitude to the members of the Government group for their active participation, as well as to the Workers' and Employers' Groups and their Vice-Chairpersons for their flexibility in reaching consensus. Finally, she thanked the Office, the Chairperson, and the interpreters for their contributions.
- 300.** The Government representative of the Philippines thanked the ILO, especially those behind the success of the meeting. She also expressed appreciation to the Vice-Chairperson of the Government group and all participants. The Philippines valued tripartism in preventing and resolving labour disputes and, thanks to the flexibility of each group and the leadership of the Chairperson and Vice-Chairpersons, the meeting concluded successfully. She suggested that the process might have been more efficient if detailed questionnaires had been sent to participants

prior to the meeting, allowing the focus to be directed more toward identifying the key differences among countries.

301. The Government representative of Morocco thanked the Chairperson and Vice-Chairpersons for their leadership, all delegates in the three groups for their commitment and valuable contributions, the Secretariat for their support and the interpreters for their excellent work. The discussions highlighted the importance of an integrated approach, combining preventive action, alternative mechanisms and judicial remedies. Morocco reaffirmed its commitment to promoting access to labour justice for all, in collaboration with social partners and relevant international bodies.
302. The Government representative of Grenada thanked the Chairperson for his leadership and the ILO for convening this timely technical meeting. While international labour standards addressed various aspects of access to labour justice, there was a lack of a systematic approach to the evolving world of work. The meeting highlighted the need to accelerate efforts at national, regional and international levels to improve access to labour justice for all and achieve social justice. Key priorities included strengthening legal frameworks, streamlining processes, integrating technology, building capacity and focusing on vulnerable groups. Grenada continued to uphold tripartism and supported comprehensive policy approaches, technical support, capacity-building, sharing best practices and promoting regional networks.
303. The Government representative of Mexico noted that the document that emerged marked a crucial first step on the important issue of access to labour justice. He extended his gratitude to the Chairperson, the Vice-Chairpersons, the interpreters and the Office, and expressed the hope that this would be the first of many high-level meetings on the topic, benefiting both workers and businesses. He emphasized the need for all actors to work together in synergy to create a better world of work.
304. The Government representative of Brazil congratulated the Secretary-General and her team for organizing the meeting, as well as the staff, interpreters and Chairperson for successfully guiding the participants through their differences. He also commended the Vice-Chairpersons of the Employers' and Workers' Groups for their efficient leadership and particularly recognized the Vice-Chairperson of the Government Group for effectively managing a diverse group of government representatives. Promoting social justice was a top priority for Brazil, and the ILO played a key role in combating inequalities and promoting decent work. Access to labour justice was vital for protecting workers' rights and ensuring fair labour relations, making it central to the ILO's mandate. While Brazil would have preferred more focus on certain issues, it respected the results of the tripartite dialogue and reaffirmed its commitment to multilateralism and social dialogue.
305. The Government representative of Niger, speaking on behalf of the Africa Group, thanked the Chairperson for his excellent leadership, the Office for organizing the meeting, the interpreters, and the Vice-Chairpersons of the Government, Employers' and Workers' Groups for their efforts. He expressed appreciation for his colleagues in the Africa Group for their commitment and determination, which led to quality conclusions. Lastly, he suggested that future meetings could benefit from more concise draft conclusions to improve time management.
306. The Government representative of the Islamic Republic of Iran expressed appreciation to the ILO and all participants for their valuable contributions to the meeting. Special thanks were extended to the Chairperson for his professional and skilful leadership, and to the Vice-Chairpersons for their dedicated efforts in guiding the discussions toward meaningful outcomes. The comprehensive discussions had highlighted the vital role of dispute prevention and resolution in achieving social justice. The exchange of experiences and best practices was highly instructive

and reinforced the importance of ensuring labour justice for all stakeholders. The conclusions and recommendations would serve as valuable guidance for enhancing national labour justice systems.

307. The Government representative of Algeria thanked the ILO for organizing this landmark tripartite technical meeting on labour justice and dispute resolution and extended his Government's appreciation to all participants, especially the Chairperson, Vice-Chairpersons, the Office, the interpreters and the drafting committee, for their valuable contributions. As this was the first meeting of its kind in ILO history, it provided a vital platform to exchange experiences and best practices in promoting labour justice and ensuring efficient dispute resolution. Algeria underscored the importance of ILO technical assistance, international cooperation and knowledge-sharing in strengthening these efforts.
308. The Employer Vice-Chairperson noted that he had kept his initial remarks brief not because he undervalued the process, but because, for his group, the final document is what truly mattered. Other groups should therefore not aim at re-interpreting the agreed outcome in their closing remarks, in particular on the content of the integrated strategy. The adopted document should serve as the sole guidance for the Office's work moving forward.
309. The Government representative of Indonesia thanked the ILO for organizing the important meeting, and the Chairperson and Vice-Chairpersons for their leadership in facilitating productive discussions. She noted four key takeaways from the meeting. First, access to labour justice was not just a legal matter but a pillar of social and economic stability. Addressing it required a multi-pronged approach, including legal reforms, institutional strengthening, awareness campaigns, social dialogue and technology integration. Second, while each country had unique legal frameworks, many challenges were universal, reinforcing the need for shared strategies. Third, improved data collection, best practice exchanges and deeper cooperation were essential to enhancing access to labour justice. Effective solutions required a clear understanding of root causes to ensure alignment with workers' and employers' actual needs. Fourth, and finally, tailored technical assistance aligned with national priorities should remain a key focus, as standard-setting alone may not always yield the desired outcomes without considering specific contexts. Ongoing dialogue and collaboration were crucial to identifying shared priorities and achieving meaningful progress in ensuring effective access to labour justice for all.
310. The Chairperson noted that at the outset of the meeting, there was agreement that access to labour justice, along with the prevention and resolution of labour disputes, was a matter of significant importance. The strong participation of governments in the meeting reaffirmed the widespread interest in this issue, which was critical not only for workers, employers and governments but also for the broader development of nations.
311. The discussions had been rich, constructive and reflective of the complexity, evolving nature and multifaceted challenges of labour justice. The diversity of systems and cultures made reaching consensus on a document a difficult task. However, the conclusions captured key developments, challenges and opportunities in labour dispute prevention and resolution, and provided valuable insights into what worked, what did not work, and the lessons learned.
312. The adoption of the conclusions marked an important step toward advancing access to labour justice in the world of work. While the final document did not reflect every view expressed during the meeting, it was a document that all participants could agree on and was one that added value to the work of the Office and the efforts of ILO constituents. The recommendations, once submitted to the Governing Body, would provide a solid foundation for developing an integrated policy approach to effective labour dispute prevention and resolution systems.

- 313.** The Chairperson thanked all participants for their active engagement and constructive dialogue. Despite differing perspectives, a meaningful outcome had been reached. He thanked the three Vice-Chairpersons for their trust, support and teamwork.
- 314.** Finally, gratitude was expressed to the Office team, ably led by the Secretary-General, and in particular to the Coordinator of the meeting for her unwavering dedication and support. Appreciation was also extended to the interpreters, whose commitment and professionalism were vital to the success of the meeting.
- 315.** The Chairperson declared the Tripartite Technical Meeting on Access to Labour Justice for All: Prevention and Resolution of Labour Disputes, closed.