A Compendium of the ILO’s work in the Postal and telecommunications services sector

Compendium (1984-2013)

An informal inventory of past meetings, conclusions and resolutions in the sector

Sectoral Policies Department, 2023
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Introductory Note

This document presents a compendium of the International Labour Organization (ILO)'s work in the Postal and telecommunications services sector from 1930 to present. It includes conclusions and resolutions adopted by the Joint committee for Postal and Telecommunications Services, and outcomes of technical meetings, ad-hoc meetings and meeting of experts.


Part II includes conclusions, resolutions and outcomes adopted by Sectoral Meetings, Ad Hoc Meetings and Meetings of Experts on the postal and telecommunication sector (1977-2002).

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Part I: Meetings of the Joint Committee for Postal and Telecommunications Services

Meeting of the Joint committee for Postal and Telecommunications Services of the International Labour Organisation (27 November-5 December 1984)

Resolution No. 1 concerning working hours in postal and telecommunications services

The Joint Committee for Postal and Telecommunications Services;
Having met in Geneva in its First Session from 27 November to 5 December 1984;
Noting that the nature, organisation and public demand for postal and telecommunications services make it necessary for certain services to be provided 24 hours per day and seven days per week;
Considering that this requires some postal and telecommunications employees to work hours that are extremely variable and frequently include substantial periods of night or shift work;
Noting also that the rapid introduction of technological changes in post and telecommunications services creates particular concern about future levels of employment and that the changing nature of work available will oblige the workers affected to adapt themselves to different skill requirements and working conditions;
Considering that a reduction in working hours could be one means of allowing workers to share in benefits of the introduction of new technology and higher productivity;
Adopts this fifth day of December 1984 the following resolution:
The Joint Committee for Postal and Telecommunications Services invites the Governing Body to:
(1) urge member States and employers’ and workers’ organisations to consider measures which would allow for the reduction of all forms of working time, by agreement between the parties;
(2) invites the Governing Body of the ILO to include in the agenda of the next meeting of the Joint Committee on Postal and Telecommunications Services a comprehensive report on the question of working time in postal and telecommunications services.

Resolution No. 2 concerning freedom of association and the right to collective bargaining in postal and telecommunications services

The Joint Committee for Postal and Telecommunications Services;
Having met in Geneva in its First Session from 27 November to 5 December 1984;
Considering that the promotion and protection of the rights of freedom of association and collective bargaining are fundamental aims of the ILO;
Noting with grave concern that in some countries postal and telecommunications workers are denied these rights and that in other countries these rights are restricted;
Reaffirming that the principles of the right to organise and bargain collectively, as enshrined in the conventions of the International Labour Organisation, apply to all workers and therefore to all postal and telecommunications workers;
Emphasising the important role which the International Labour Organisation has played, and must continue to play, in the protection and promotion of trade union rights;
Adopts this fifth day of December 1984 the following resolution:

The Joint Committee for Postal and Telecommunications Services invites the Governing Body of the ILO:

1. to call upon member States to take steps with a view to ratifying and effectively applying to postal and telecommunications workers the Freedom of Association and Right to Organise Convention, 1948 (No. 87), the Right to Organise and Collective Bargaining Convention, 1949 (No. 98) and the Labour Relations (Public Service) Convention, 1978 (No. 151);

2. to urge the Director-General to make every effort and to use his good offices to promote and encourage the protection of freedom of association and the right to organise and to bargain collectively.

Resolution No. 3 concerning technological changes in postal and telecommunications services

The Joint Committee for Postal and Telecommunications Services;

Having met in Geneva in its First Session from 27 November to 5 December 1984;

Recalling that the Joint Meeting on Conditions of Work and Employment in Postal and Telecommunications Services, convened by the Governing Body of the ILO in March 1977, adopted conclusions on the effects of technological changes on conditions of work and employment in postal and telecommunications services;

Reaffirming that mechanisation and the introduction of new technologies in postal and telecommunications services should be pursued in order that they benefit workers, minimise the costs of services to the public and improve their quality and range;

Considering that, if implemented, the conclusions of the Joint Meeting would serve to increase the efficiency and effectiveness of services, provide users with the best possible services and, at the same time, ensure that after negotiations with workers' organisations full account is taken of the consequences of change for workers, its impact on job security, career prospects and general working conditions;

Considering that, to this end, methods and procedures for consultation and negotiations on all the aspects of working and employment conditions affected by technological change should be agreed between the workers' organisations and employers concerned: the objective of such procedures should be to enable employees to exert an influence on the introduction of major technological change and therefore their representatives should be consulted and employees informed, at the preparatory stage, regarding proposals and their effects; in this regard, ongoing consultations should take place at all appropriate levels and on all relevant aspects of change and they should be based on equal access to information;

Noting that since the Joint Meeting in 1977 the rapid introduction of technological changes in postal and telecommunications services has continued and that it is one of the influences leading to important structural changes in the sector;

Recognising that in the past the effect of these developments has been felt first and most strongly in the industrialised countries;

Considering that the changes now taking place have significant impact also on developing countries and could have important repercussions for economic and social development;

Noting therefore that technological changes are affecting ever greater numbers of postal and telecommunications workers and give rise to serious concern about levels of employment and job security, conditions of work, work skills, career prospects and other aspects of work and employment;

Adopts this fifth day of December 198A the following resolution:
The Joint Committee for Postal and Telecommunications Services invites the Governing Body of the ILO:

1. to draw to the special attention of all member States the conclusions of the Joint Meeting on Conditions of Work and Employment in Postal and Telecommunications Services held in 1977, and to request them to take fully into account these conclusions whenever technological changes are introduced into their postal and telecommunications services;

2. ensure that the ILO keep under constant review the effects which technological changes introduced in postal and telecommunications services have on the conditions of work and employment of postal and telecommunications employees;

3. to put on the agenda of the next session of the Joint Committee for Postal and Telecommunications Services the subject of technological change in postal and telecommunications services, and to include in the report on this item a review of the actions taken to apply the conclusions of the 1977 Joint Meeting referred to above.

Resolution No. 4 concerning women and workers with family responsibilities employed in postal and telecommunications services

The Joint Committee for Postal and Telecommunications Services;

Having met in Geneva in its First Session from 27 November to 5 December 1984;

Noting that the Declaration of Philadelphia, 1944, concerning the Aims and Purposes of the International Labour Organisation recognises that “all human beings, irrespective of race, creed or sex, have the right to pursue their material well-being and their spiritual development in conditions of freedom and dignity, of economic security and equal opportunity” and that since then the ILO and numerous other organisations, including the United Nations have adopted international instruments concerning equality of opportunity for men and women;

Recalling that the 67th Session of the International Labour Conference, in 1981, adopted The Workers with Family Responsibilities Convention (No. 156) which stresses, in particular, that to guarantee such equality, each member State should aim to enable persons with family responsibilities, who are engaged or wish to engage in employment, to exercise their right to do so without being subject to discrimination and without conflict between their employment and family responsibilities;

Recalling that the third session of the Joint Committee on the Public Service (Geneva, 1983) adopted conclusions (No. 8) concerning the situation of women in the public service;

Stressing that in most countries postal and telecommunications services employ a large number of women and in certain countries they are even in a majority;

Noting that even if the principle of equality between men and women is recognised in postal and telecommunications services in most countries, women are in reality too often subject to discrimination from the time of their recruitment, and frequently find themselves confined to lower paid jobs;

Noting that the growing unemployment resulting from the present economic crisis particularly affects women;

Considering also that many women working in postal and telecommunications services encounter serious difficulties in reconciling their family and employment responsibilities;

Adopts this fifth day of December 1984 the following resolution:
The Joint Committee for Postal and Telecommunications Services invites the Governing Body of the International Labour Office to appeal to member States to take measures with the aim of guaranteeing equal rights for men and women in employment in postal and telecommunications services. These measures should include:

- the elimination in all aspects of employment of discrimination based on sex;
- the application of the principle of "equal pay for work of equal value";
- the granting to women of the same opportunity as men to hold all jobs in postal and telecommunications services;
- the access to creches, nurseries, pre-school centres, etc., to allow postal and telecommunications workers with family responsibilities to reconcile these responsibilities with their employment responsibilities and aspirations;
- the granting of parental leave and the obligation of the postal and telecommunications service, as an employer, to guarantee re-employment at the end of such leave and the provision of all the means and facilities necessary to return to employment.

Resolution No. 5 concerning youth unemployment

The Joint Committee for Postal and Telecommunications Services;

Having met in Geneva in its First Session from 27 November to 5 December 1984;

Stressing the importance of the participation of young workers in the development of postal and telecommunications services;

Stressing the importance of postal and telecommunications services as one of the major employers in each country;

Declaring that unemployment constitutes a waste of precious human resources and that it is socially damaging;

Noting therefore that unemployment is unacceptable and that it has now reached alarming levels in numerous countries;

Reaffirming that full employment should be a high priority of all governments;

Emphasising that young people are one of the categories most affected by unemployment and that this has serious consequences for them;

Recalling that the 69th Session of the International Labour Conference (1983) supported the resolution of the United Nations (No. 35/126 of 1980) proclaiming 1985 the "International Year of Youth", and the fact that the ILO Governing Body has included an item on youth on the agenda of the 1986 International Labour Conference;

Adopts this fifth day of December 1984 the following resolution:

The Joint Committee for Postal and Telecommunications Services invites the Governing Body of the International Labour Office:

- to encourage the competent authorities especially concerned with postal and telecommunications services to take whatever steps possible to reduce youth unemployment,
- to take note of the interest and concern of the Committee regarding this issue.
Resolution No. 6 concerning the ILO's activities in the field of posts and telecommunications

The Joint Committee for Postal and Telecommunications Services;

Having met in Geneva in its First Session from 27 November to 5 December 1984;

Welcoming the holding of this first session of the Joint Committee concerning questions relating to posts and telecommunications, following a recommendation by the Joint Committee on the Public Service;

Emphasising that the postal and telecommunications services in each country constitute one of the largest employers of labour, one of the largest investors and one of the largest customers of industry;

Recalling that as a result the postal and telecommunications services are a vital element in the economic and social infrastructure of society and that they have a substantial influence on the development of the economy and the quality of life of every citizen;

Recalling the conclusions (No. 9) of the third session of the Joint Committee on the Public Service concerning the effects of structural and technological developments on employment in the public services and those adopted by the Joint Meeting on Conditions of Work and Employment in Postal and Telecommunications Services (Geneva, March 1977);

Taking into account the fact that there are categories of workers who are not recognised as part of the regular postal and telecommunications personnel but nevertheless carry out jobs in the field of posts and telecommunications, especially in postal agencies, sub-post offices, etc.;

Noting that the legal status of workers in the postal and telecommunications services and, therefore their employment conditions and their rights depend to a large extent on the fact that they are employed by organisations under public, semi-public or private law;

Considering that some categories of workers in postal and telecommunications services perform specific duties which cannot be compared with any job in other sectors of activity;

Considering, finally, that the aim of the postal and telecommunications services is to provide a reliable and efficient communications system for all the whole population in all parts of the country and at reasonable rates;

Adopts this fifth day of December 1984 the following resolution:

The Joint Committee for Postal and Telecommunications Services invites the Governing Body of the International Labour Office to:

(a) convene the second session of the Committee in 1988;
(b) include the following items on the agenda for this second session:
   (1) an examination of general developments in the postal and telecommunications services, including freedom of association and the right to bargain collectively;
   (2) consequences of technological developments in the postal and telecommunications services, together with an examination of the conditions governing participation in decision-making concerning the introduction and utilisation of new technologies;
   (3) the length of working time in the postal and telecommunications services, with regard to the working week, the working year and total working life;
(c) include the following studies in the ILO's programme of activities for posts and telecommunications:
(1) a study on the situation of workers permanently performing jobs full-time or part-time within postal and telecommunications services but without belonging to the regular staff of the postal and telecommunications services;

(2) a comparative study on the employment conditions and rights, especially trade union rights, of workers in the postal and telecommunications services employed by postal and telecommunications organisations under public, semi-public and private law;

(3) a study on the pay, and employment conditions of specific categories of workers within the postal and telecommunications services, particularly:

(i) mail distribution staff (letter carriers);

(ii) telephone exchange maintenance staff;

(4) a study on the possibility of carrying out technical co-operation activities between the ILO and its member States and among member States with respect to posts and telecommunications, for example in the field of vocational training, with bipartite participation;

(d) include the postal and telecommunications services in any study that might be carried out by the ILO with regard to non-established staff in the public service.

Conclusions No. 7 concerning methods of wage determination in the postal and telecommunications sector

The Joint Committee for Postal and Telecommunications Services,

Having met in Geneva, in its First Session, from 27 November to 5 December 1984,

Having examined the report presented to it by the International Labour Office on methods of wage determination in the postal and telecommunications sector,

Adopts this fifth day of December 1984 the following conclusions:

General considerations

1. Postal and telecommunications services are an indispensable element in the economic structure; they contribute vitally to the efficiency and development of industry, commerce and other services.

2. They are major employers of labour and their expansion has a multiplier effect on general levels of employment because of their crucial place in the economy.

3. Good communications services also confer personal and social benefits to users in the form of reduced transportation costs, better social contacts and a higher quality of life.

4. Despite recent changes in the structure of postal and telecommunications services in a number of countries, they generally continue to be considered as public services, the aim of which is to provide, at a reasonable cost, reliable and efficient communications to all sections of the population in all regions of the country.

5. Given that postal and telecommunications services often form part of the community services which fall within the public sector, wages and conditions of employment will often (and specially where there is a monopoly) be subject to the same procedures and arrangements as the rest of the public sector.

6. Given the importance and nature of postal and telecommunications services, governments have a special interest in these services, whether they be private or public. It must, however, be recognised that if postal and telecommunications services are to function efficiently and to adapt to the many changes currently...
taking place, they must be able to pursue policies which will enable them to attract and retain sufficient and appropriately qualified workers. Success in attaining this objective will, to a great extent, be determined by the ability of postal and telecommunications undertakings to ensure that the wages and conditions of employment are perceived as serving the interests of both workers and employers and are such as to attract and retain appropriate staff.

7. Special regulations may be determined by national law or practice for the implementation of these conclusions for the postal and telecommunications administrations.

8. It would assist in staffing postal and telecommunications undertakings if there is the necessary authority to allow management and trade unions representing workers in the sector to determine wages by collective bargaining.

Institutional procedures for wage determination

9. It is noted that the wages of a large number of postal and telecommunications employees are determined through collective bargaining but that there are some who are denied this right.

10. It is desirable that all postal and telecommunications workers, without distinction, should, through their trade unions, have the right to collective bargaining with regard to the determination of wages.

11. The Joint Committee notes the relevant provisions of ILO Conventions Nos. 98, 151 and 154 and Recommendation No. 163. Governments should take measures to encourage and promote the full development of machinery for collective bargaining between employers and trade unions with a view to the regulation of terms and conditions of employment by means of collective agreements.

12. Although the procedures for bargaining collectively may differ from one country to another, it is advisable that these procedures be negotiated and agreed to with the trade unions concerned.

13. In countries where collective bargaining leading to the determination of wages of postal and telecommunications workers takes place at different levels, the parties concerned should ensure that there is co-ordination between the levels and that postal and telecommunications trade unions and management are represented at these different levels.

14. Collective bargaining should aim to achieve collective agreements on wages which can be implemented promptly and fully by the authorities concerned.

15. Procedures for the determination of wages and other conditions of employment and for the settlement of disputes should be the subject of collective bargaining between the employers and the trade unions. Provisions should also be made for the settlement of disputes through independent and impartial machinery such as mediation, conciliation and voluntary arbitration, established in such a manner as to ensure the confidence of the parties involved. Decisions of these bodies should be fully and promptly implemented.

16. This machinery should be conceived in such a way as to contribute to the promotion of collective bargaining and must not serve as a substitute for, or hinder, normal collective bargaining.

Determination of wage levels

17. In recent years, workers in some countries, including postal and telecommunications workers, have experienced a stagnation or decline in real pay. Frequently, this has been a result, not of the economic situation of the sectors involved, but of the pay policies and austerity measures taken by governments.

18. When national pay restraint policies are applied, postal and telecommunications workers should not be singled out for harsher treatment than other categories of workers.

19. In this respect, it must be recalled that the ILO Committee on Freedom of Association has insisted that any pay restraint policy should apply for a limited period only and be accompanied by appropriate safeguards. Moreover, such pay policies, if imposed arbitrarily by governments, clearly constitute a violation of the principle of free collective bargaining.

20. It is clear that levels of pay in postal and telecommunications services will be determined in relation to a number of factors including, for example, comparison with similar jobs in other sectors, changes in the cost of living, the ability of the enterprise or undertaking to pay, changes in productivity, skills and qualifications required, etc.
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21. The weight given to these diverse factors will depend upon the traditions and circumstances in different countries. It is, however, in the interests of the services, the employers and the workers in the sector for levels of remuneration to be fair and appropriate. To this end, certain principles must be followed with regard to the determination of levels of remuneration provided by the employer:

   (a) All elements of remuneration must be open to periodic review and adjustment on the basis of collective bargaining with the trade unions concerned.
   
   (b) Changes in elements of remuneration must be the subject of collective bargaining with the trade unions concerned.
   
   (c) There should be no discrimination. All postal and telecommunications employees should receive equal remuneration for work of equal value.
   
   (d) Where comparability is an element in determining remuneration of postal and telecommunications employees, the methodology used for making comparisons should be clearly understood and established in such a way as to ensure the confidence of the parties involved. Relevant data should be equally available to both partners in negotiations. Where systems of comparison have been agreed with trade unions, they should only be changed or suspended following negotiations with the trade unions concerned.
   
   (e) Trade unions must be given access to all information regarding the financial situation of the enterprise or administration which is considered necessary for collective bargaining on levels of wages and remuneration and which is permitted under the rules relating to public or private undertakings.
   
   (f) Where important elements of remuneration are dependent upon changes in output or in productivity, whether due to the introduction of new technology or reorganisation of work, it is essential that the methods of measuring output or productivity should be clear, compatible with the concept of public service and, where possible, agreed with the trade unions concerned and that the payments linked to output or productivity should be subject to collective bargaining with the unions concerned.

22. The remuneration of part-time postal and telecommunications workers should also be established in accordance with the principles mentioned above.

23. Rapid technological changes being introduced in postal and telecommunications services often require workers to adapt to new situations through retraining or the acquiring of new skills. It is important that grading and pay structures should be flexible enough to recognise this. In addition, the pay, conditions and acquired rights of any workers affected by these changes, should be the subject of collective bargaining.

Structure and composition of remuneration

24. The major factor determining the remuneration of individual postal and telecommunications workers is the pay and grading structures which exist in most postal and telecommunications undertakings. Fay and grading structures should be so designed as to reflect the staffing needs of the postal and telecommunications sector, encourage the retention of existing staff and offer reasonable opportunities for progression and promotion.

25. Seniority is in some countries an important factor influencing progression within given grades or categories, and promotion. Where promotion is based on individual merit, and where qualifications and merit are equal, seniority should prevail. The systems and methods of appraisal should be the subject of collective bargaining with the trade unions concerned.

26. It is advisable, in the light of technical and other changes taking place, that classification systems should be regularly reviewed in consultation with the unions concerned and any changes in the systems should be the subject of collective bargaining.

27. Wherever job evaluation systems are employed in order to review grading structures, the system to be used and the results of group evaluation exercises should be the subject of collective bargaining with the trade unions.
28. According to the ILO Report, the principle of equal pay for men and women is recognised by postal and telecommunications services in many countries. A particular problem arises, however, when a large proportion of employees are women and when they are concentrated in certain jobs or categories. When reviewing pay and grading structures it is, therefore, essential, if the principle of equal pay for work of equal value is to be fully implemented, to ensure that the jobs predominantly occupied by women are not systematically undervalued.

29. Although the grading structures and the associated pay scales agreed in postal and telecommunications services will be the main influence on the remuneration received by postal and telecommunications employees, other bonuses, payments and allowances related to specific duties or conditions of work or to the cost of living, either generally or in different localities, can form a part of total remuneration.

30. If the purposes of grading systems and pay scales are not to be undermined, it is advisable that other elements of remuneration be periodically reviewed. Wherever appropriate and possible, such payments should be consolidated into the normal pay scales.

**Conclusions No. 8 concerning the working environment and safety and health**

The Joint Committee for Postal and Telecommunications Services,

Having met in Geneva, in its First Session, from 27 November to 5 December 1984,

Having examined the report presented to it by the International Labour Office on the working environment and safety and health,

Adopts this fifth day of December 1984 the following conclusions:

**Technological changes and their influence on occupational safety and health**

**General considerations**

(1) The introduction of new techniques in postal and telecommunications services has led to a decrease in certain physical risks for some categories of workers. This is to some extent offset, however, by the emergence of some new physical and psycho-social hazards arising from the use of new technologies as well as the changes which they entail.

(2) It should be noted that more and more workers in the postal and telecommunications sector, as in other sectors, are called upon to use visual display units. Consequently, the ILO should intensify activities concerning studies of the hazards and the working environment for this type of equipment.

(3) Finally, it is necessary to stress the fact that health, safety and the working environment are of concern to everybody. Consequently, decisions in this area should be taken after consultation with the trade unions or workers representatives, as appropriate.

**Postal services**

(4) In many countries, postal administrations and enterprises have taken rationalisation, mechanisation and automation measures. Numerous services have, however, not been - or not yet been - affected by these measures. This is particularly the case of material handling (which is only partially mechanised), counter services (where automation is only beginning), sorting of letters and packets (where manual sorting is still largely used), delivery and outdoor work (where it is difficult to foresee total mechanisation), etc.

(5) In fact, the introduction of new technologies has affected the largest sorting centres and services such as the postal cheque, savings bank, salaries and personnel services, and stock management.

**Telecommunications**
(6) Telecommunications services have in the past been and continue to be significantly more affected by the introduction of new technologies than the postal services. Many of the services have been affected and some new systems entail hazards. Main occupational safety and health hazards and problems

(7) Like workers in all industries, workers in postal and telecommunications services are exposed to occupational hazards, some of which are specific. Mention should be made, inter alia, of the following:

(i) Postal services

(a) Indoor workers (machine and manual)

Hazards
- material handling,
- operating equipment, restricted substances,
- environmental factors and influences,
- repetitive motion;

Types of injury
- strains, sprains, back injuries,
- serious injury and death,
- other physical effects;

(b) Counter, and clerical workers

Hazards
- material handling,
- attack (armed),
- staffing levels,
- environmental effects,
- restricted substances;

Types of injury
- strains, sprains, back injuries,
- serious injury and death, stress;

(c) Outdoor distribution workers

Hazards
- material handling,
- attack (armed and animals),
- weather and traffic, environmental factors (railway stations and airports);

Types of injury
- bites,
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- serious injury and death,
- strains, sprains, back injuries,
- varicose veins.

(iii) Telecommunications

(a) External operations

Hazards
- heights and climbs,
- weather,
- falls, burns, explosions, emissions, power supplies and transmissions,
- hazardous substances or materials,
- confined spaces,
- traffic;

Types of injury
- serious injury and death,
- burns;

(b) Internal operations

Hazards
- hazardous substances or materials,
- electrocution,
- radiation;

Types of injury
- serious injury and death,
- burns;

(c) Telephonists

Hazards
- acoustic shock, stress, repetitive motion,
- environmental effects;

Types of injury
- impaired hearing,
- serious injury,
- repetitive strain injury.

Occupational safety and health legislation
(8) Legislation should be drawn up and periodically revised in consultation with the trade unions and workers' representatives, as appropriate, and should be applicable to all workers in all sectors, stressing the preventive character of measures related to safety and health and the work environment and taking account of technological, scientific and medical developments in order to ensure that the law should not be rapidly outdated.

(9) This legislation should be based on existing international standards such as Convention No. 155 and Recommendation No. 164 on occupational safety and health of 1981. It should apply not only to the prevention of physical hazards but, as far as practicable, to any risks of psychological character and their possible social consequences.

(10) In accordance with the provisions of Labour Inspection Convention No. 81 of 1947, national legislation should ensure the existence of a system of labour inspection to secure the application of legal provisions, in particular those related to safety and health and the working environment, with staff and conditions of work independent of any change of government or any external influence.

(11) The legislation should provide for the establishment of safety and health committees or of safety and health representatives, depending on the size of the workplace. This legislation should also establish guidelines for the composition and the functioning of these committees and for the responsibilities, rights and guarantees of both the committees and the safety and health representatives.

(12) According to occupational safety and health Convention (No. 155), 1981, the legislation should provide that any worker must give immediate notice of a situation presenting imminent and serious danger to his life and health and that the employer cannot request him to resume work until remedial measures have been taken.

Legislation, organisation and functioning of occupational health services

(13) Postal and telecommunications workers should be covered by an occupational health service with the resources and the medical, technical, psycho-social, para-medical and administrative personnel necessary for the discharge of its functions, and which is familiar with the specific hazards of the sector, as well as with the means to prevent them. These occupational health services shall act as professionally independent advisory services to the employer, the workers and their representatives.

(14) The postal and telecommunications occupational health service should co-operate closely with the trade unions and workers' representatives, as appropriate, and all bodies responsible for safety and health and the working environment. It should not confine itself to aspects of work alone, but should take into consideration all factors liable to affect workers' health and well-being.

(15) The role of the postal and telecommunications occupational health service should be essentially preventative in character. In particular, it should be responsible for the medical examination at recruitment, periodic medical examination, and special examination for certain categories of employees.

(16) A postal and telecommunications occupational health service should carry out research and studies into all aspects of workers' health. These studies could include such subjects as psychosomatic disorders, social consequences of occupational hazards, new materials and products, the effects of non-ionising radiation, etc.

(17) A postal and telecommunications occupational health service should be authorised to enter all postal and telecommunications offices and services and to take cognizance of all information it deems useful, subject to national laws regarding confidentiality.

(18) It has the duty to give its advice and to make recommendations on all aspects related to safety and health and the working environment and should also have the duty to recommend the immediate cessation of any kind of work or any work procedure that it considers dangerous for the worker or workers concerned.

(19) The occupational health service should oversee first-aid services and, should the need arise, provide emergency medical services.

(20) The occupational health service should be responsible for advising on the integration of disabled workers and those whose health calls for special precautions in special jobs which they are able to perform, and on the reintegration of victims of occupational sickness and accident.

(21) All costs related to occupational health services should be at the expense of the employer or government.
The ILO’s work in the postal and telecommunication sector

Inspection

(22) The labour inspectorate should have authority extending to the postal and telecommunications services.
(23) The labour inspection service should have an adequate number of personnel with the competence required to carry out their tasks, especially with regard to occupational safety and health. The personnel should have the benefit of continuous training taking into account, in particular, rapid technological changes and the risks that they might entail.
(24) In conformity with Labour Inspection Convention No. 81, the labour inspectors should have the right, without prejudice to any legal or administrative appeal provided for under national legislation, to order or have an order made for immediately enforceable measures to be taken to eliminate any defects observed in installation, layout or working methods that they may consider constitute a threat to the health and safety of the worker.
(25) In accordance with Occupational Safety and Health Convention No. 155, the enforcement system should provide for adequate penalties for violations of the laws and regulations.

The participation of workers in health and safety activities and in health and safety committees

(26) In principle, all postal and telecommunications offices and services should have a health and safety representative or a committee, the latter being composed of representatives of the employer and the workers, at least on an equal basis. The participation of trade union representatives in health and safety committees must not affect the independence and the rights of the trade unions.
(27) Health and safety committees should have the responsibility to examine and analyse occupational hazards and recommend means to prevent them.
(28) The committee should have access to all the information and facilities it deems necessary for the proper discharge of its functions. All normal operating expenses arising from the committees’ functions should be covered by the employer or government.

Measures to improve occupational safety and health and the working environment

(29) It is essential that measures to improve safety and health and the working environment are taken at all levels, at all stages, and for all categories of workers, including those needing special provisions (the young, pregnant women, the handicapped, etc.) in consultation with the trade unions and workers’ representatives, as appropriate, particularly in the framework of collective agreements. These measures should aim at the prevention of all occupational hazards and fair treatment for the workers concerned and possibly their dependants.
(30) The preventive measures should be designed to provide a working environment where the worker is protected, as far as reasonably practicable, from any physical, mental or social harm by rules appropriate to the technological and social level of society.
(31) A worker involved in an occupational accident or disease, if he continues to work, should be guaranteed employment at a reasonable level or, if possible, at an equivalent level and have his promotion rights preserved. In addition, fair compensation proportionate to any loss sustained should be granted to the worker or his dependants.
(32) It is the responsibility of the employer to put into practice any measures decided upon in consultation with the trade unions or workers’ representatives, as appropriate, in respect of safety and health and the working environment, thereby aiming to make available to the workers a working environment free of risk.
(33) Provisions for the postal and telecommunications sector should be decided in consultation with the trade union or workers’ representatives, as appropriate, and take into account the specific physical, psychological and social hazards specific to the sector.

Occupational safety and health training

(34) Practical and appropriate training, in matters of safety and health and the working environment, having, as its object, to teach all staff of the precautions to take to ensure their own safety, that of their colleagues and, where appropriate, that of the users, should be given: to all staff when they take up their work when
there are any modifications of tasks, equipment, materials, products used or arrangement of buildings which could create new hazards or when taking up work after a prolonged break in service; to health and safety representatives and committee members; and to administrators responsible for services or sectors.

(35) In principle, training in health and safety and working environment matters should be organised within working hours.

(36) Questions concerning safety and health and the working environment should be included in the programmes of institutions of technical and higher education in postal and telecommunications services.

(37) All the expenses arising from such training should be covered by the employer or the government.

Statistics

(38) In order to allow for useful comparisons between different postal and telecommunications administrations or enterprises and between different sectors of activities, the International Labour Office should continue and intensify its efforts to harmonise procedures for the notification and registration of occupational accidents and diseases, including work currently under way in standard setting, for the adoption of a new international instrument.
Meeting of the Joint committee for Postal and Telecommunications Services of the International Labour Organisation (8-16 May 1991)

Conclusions (No. 9) Concerning Technological Change and Workers' Participation in Posts and Telecommunications

The Joint Committee for Postal and Telecommunications Services of the International Labour Organisation,
Having met in Geneva, in its Second Session, from 8 to 16 May 1991,
Adopts this sixteenth day of May 1991 the following conclusions:

General considerations
1. The postal and telecommunications sector is at the centre of technological change. In many cases this is taking place alongside far-reaching structural changes. These changes and the introduction of competition, in some countries, are having a profound impact on the sector's operations. Both management and the workforce should recognise and consider appropriate responses to new and changing circumstances.

2. The need to adopt new technologies and to exploit fully their vast potential is accepted by all concerned. Both management and workers organisations have an interest in seeking to ensure that technological changes are introduced in a way which promotes the well-being of the workforce.

3. Notwithstanding the more commercial approach which has become prevalent in some countries, postal and telecommunications services throughout the world, whether public or private, remain subject to universal service and other prescribed standards. However, these differ on a national basis in terms of specific application. It is important that the introduction of new technologies should, consistent with these national requirements, be to the benefit of the community as a whole.

Early and meaningful consultation
4. Before and during the operational introduction of technological change, the change and its likely effects should be the subject of meaningful consultation between the management of postal and telecommunications services and the workers' organisations concerned. Consultation should start as early as possible and if the process is to work well, the parties should approach it with an open mind, endeavour to build a climate of trust and respect, and provide full and relevant information. Reasonable opportunity should be provided for views to be expressed, and full consideration should be given to any concerns expressed by either party. This process should be without prejudice to the right of workers to engage in collective bargaining on all the effects which technological change may have on employment and working conditions.

5. Discussions of new technology should be viewed in the broader context of the opportunities and challenges facing the industry, taking account of commercial and other pressures and of the need for the undertaking to maintain its financial viability. A fuller understanding by the workforce of these aspects may be achieved if workers' organisations are fully informed and closely associated in discussions regarding the long-term development and future orientation of the industry. In this way there is a greater likelihood that not only technological changes, but also the organisational and structural changes which often accompany them, may be received positively by the workforce.

6. In the context of the consultative and collective bargaining process set out in paragraph 4 above, it is highly desirable that there be a participative approach, involving the workers affected and their representatives, in the implementation of technological change at the workplace level.

New technology and working conditions
The adoption of new technologies is an essential element in improving the range and quality of services provided and in raising efficiency and productivity. However, technological change should also serve, to the greatest extent possible, to improve employment and working conditions. In particular, it should be recognised that maintaining and improving job interest and job satisfaction are important elements in promoting efficiency, especially in an industry where employees are frequently in direct contact with customers. Good job design and training not only make for better performance by employees and project a better image of the service in the eyes of its users; they also help employees to improve their skills and to achieve satisfactory career development.

**Security of employment**

8. Early consultation with workers’ organisations regarding technological changes plays a vital role in avoiding adverse effects on the workforce, particularly redundancies. If redundancies appear to be likely, full consultation or collective bargaining in accordance with national legislation or practices, should take place, as early as possible, with a view to minimising them and to finding alternative solutions wherever possible as specified in the Termination of Employment Convention, 1982 (No. 158).

**Occupational safety and health**

9. New technology cannot be presumed to be inherently safe or inherently unsafe. All appropriate measures should therefore be taken in advance to ensure that it forms part of a safe and, where applicable, ergonomically sound working environment and that it does not jeopardise the health and safety either of workers or of the public at large. Joint safety and health committees at the level of the workplace can play a vital role in obtaining active worker involvement in efforts to achieve a healthy working environment.

**Training and career development**

10. Employers must provide workers who are to be involved with new technologies with the training necessary to ensure the safe and successful introduction of new technologies. This will help safeguard the workers, contribute to their career development, and contribute to the achievement of higher levels of productivity. The likelihood of future technological change should be kept in mind when providing employees with their initial training.
Conclusions (No. 10) Concerning Working Time in Posts and Telecommunications

The Joint Committee for Postal and Telecommunications Services of the International Labour Organisation,

Having met in Geneva, in its Second Session, from 8 to 16 May 1991,

Adopts this sixteenth day of May 1991 the following conclusions:

General considerations

1. Working time is seen as an increasingly important factor both for the efficiency and economic viability of postal and telecommunications services and for the well-being of the workers concerned. The fluctuating nature of customer-led service requirements necessitates flexibility of approach to the arrangement of working time. For workers the length and organisation of working time is an essential element of their working and living conditions.

2. A number of countries have reduced normal hours of work and have increased the length of annual leave with pay in the postal and telecommunications services. Further progress on this trend will undoubtedly be sought in the light of international labour standards; any such further developments must remain a matter for collective bargaining within individual member countries paying due regard to national legislation and local circumstances, including service requirements.

3. The introduction of new technology offers positive opportunities in terms of better services to customers, work organisation and flexibility of working time. This introduction should benefit both employers and the workers concerned.

Normal hours of work and annual leave

4. Taking into account national conditions, the need to guarantee the efficiency of the postal and telecommunications services and the difficult nature of certain types of work in these services:
   (a) appropriate measures should be considered to reduce progressively the normal weekly working time, particularly whenever the social objective of the 40-hour week laid down by the Reduction of Hours of Work Recommendation, 1962 (No. 116), has not been attained yet;
   (b) taking into account national legislation, the length of annual holidays with pay and especially the three-week objective of the Holidays with Pay Convention (Revised), 1970 (No. 132), should be a matter for collective bargaining.

Overtime

5. Overtime can be required to meet unforeseeable circumstances, daily, weekly or monthly variations in the volume of activities, or on a scheduled basis to fulfil service requirements. Such overtime should not be excessive and should be adequately compensated through either higher pay or compensatory time off and be subject to the bargaining process and national legislation.

Organisation of working time

6. Certain types of work, such as shift work, night work, work on weekends or public holidays and work at unsocial hours are necessary to ensure the continuity of the services. Such types of work should be limited as far as possible and when they are unavoidable should be adequately compensated and, as required by national legislation, should be the subject of collective bargaining.

7. Night work may require specific measures to protect workers' health and assist them with their family and social responsibilities. The Night Work Convention, 1990 (No. 171), draws attention to such measures. Cognizance should also be taken of the existence of the Night Work Recommendation, 1990 (No. 178), associated with the Convention.

8. The provision of rest breaks during the working day should take into account the specific nature of work in the postal and telecommunications services.
Part-time and temporary work

9. Part-time work, in the form of regular wage employment, can positively contribute to reconcile the personal needs and lifestyles of workers with the operational requirements of postal and telecommunications services.

10. In accordance with national legislation and practices, temporary workers should be used to meet service requirements deemed to be of a temporary nature.

11. The rights of part-time workers and, where applicable, temporary workers should be defined by collective bargaining, taking into account national legislation and practice.

Retirement

12. Wherever they exist, systems of early, delayed or phased retirement should aim at facilitating a smooth passage from working life to satisfactory retirement, opening new job opportunities, especially for young workers, and retaining a skilled workforce.

Workers with family responsibilities

13. Measures concerning working time should be taken, taking into account national legislation, practices and local needs, to enable workers to reconcile their work and family responsibilities. Within this context, particular attention should be given to international labour standards.

14. Part-time work is a key measure in reconciling work needs and family requirements. Where part-time staff are employed and vacancies exist, such staff should be able to be considered for such vacancies if they meet the job requirements.

15. Adequate maternity leave, parental leave and issues of child and elder care are seen as being of fundamental importance. Recognising the diversity of circumstances in respective countries, constructive dialogue to make such issues progress should take place.

Paid educational leave

16. Measures should be considered, taking account of national conditions and practice (and by stages, if necessary), to promote training (especially where this relates to the introduction of new technologies) and other appropriate forms of paid educational leave.

New forms of working time

17. The potential of innovative forms of working time, such as flexible working hours, modular working time arrangements, job-sharing, compressed work weeks and telework should be given careful consideration by governments, workers' and employers' organisations in view of improving the conditions of work and life of the workers concerned and achieving higher levels of flexibility and productivity in the postal and telecommunications services and enhancing services to the customers. Any such innovations should be subject to the collective bargaining process, taking account of national legislation and practices.

Resolution (No. 11) Concerning Freedom of Association and the Right to Collective Bargaining in Postal and Telecommunications Services

The Joint Committee for Postal and Telecommunications Services of the International Labour Organisation,

Having met in Geneva, in its Second Session, from 8 to 16 May 1991,

Considering that the promotion and protection of the rights of Freedom of association and collective bargaining are fundamental aims of the ILO,

Noting with grave concern that in certain countries postal and telecommunications workers are denied these rights
and that in other countries these rights are severely restricted,

Reaffirming that the principles of the right to organise and bargain collectively, as enshrined in the Conventions of the International Labour Organisation, apply to all workers and therefore to all postal and telecommunications workers, in both the public and the private sectors,

Emphasing the important role which the International Labour Organisation has played, and must continue to play, in the protection and promotion of trade union rights,

Adopts this sixteenth day of May 1991 the following resolution:
The Joint Committee for Postal and Telecommunications Services invites the Governing Body of the International Labour Office:

(1) to call upon member States to ratify and effectively apply the following Conventions to postal and telecommunications workers, in accordance with the terms of the Conventions:

(a) the Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87);
(b) the Right to Organise and Collective Bargaining Convention, 1949 (No. 98);
(c) the Labour Relations (Public Service) Convention, 1978 (No. 151);
(d) the Collective Bargaining Convention, 1981 (No. 154), and Recommendation, 1981 (No. 163);
(e) the Workers' Representatives Convention, 1971 (No. 135), and Recommendation, 1971 (No. 143);

(2) to invite the Director-General to use his good offices to protect freedom of association and the right to organise and to bargain collectively, and to promote these rights in the postal and telecommunications services.

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**Resolution (No. 12) Concerning Multinational Enterprises in the Postal and Telecommunications Services**

The Joint Committee for Postal and Telecommunications Services of the International Labour Organisation,

Having met in Geneva, in its Second Session, from 8 to 16 May 1991,

Noting the growing role of public and private multinational enterprises in the postal and telecommunications services,

Considering the ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy, which sets out principles in the fields of employment, training, working and living conditions, and industrial relations,

Adopts this sixteenth day of May 1991 the following resolution:

The Joint Committee for Postal and Telecommunications Services invites the Governing Body of the International Labour Office to:

(1) call on governments and national employers’ organisations and, through them, on multinational enterprises, to give effect to the provisions of the Tripartite Declaration of Principles concerning Multinational Enterprises
and Social Policy;

(2) take further measures to promote the full implementation of the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy, including measures to strengthen ILO procedures for the monitoring of the effect given to the Declaration and the settlement of disputes concerning its application;

(3) request the Director-General to include the postal and telecommunications services in ILO research on multinational enterprises, and to report to the Standing Technical Committee for Postal and Telecommunications Services at its first session on the social and labour practices of multinational enterprises in these services, in the light of the provisions of the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy.
Resolution (No. 13) Concerning Future ILO Activities in the Field of Postal and Telecommunications Services

The Joint Committee for Postal and Telecommunications Services of the International Labour Organisation,

Having met in Geneva, in its Second Session, from 8 to 16 May 1991,

Recalling that postal and telecommunications services are an important element in the economic and social infrastructure in all countries, influencing the development of the economy and the quality of life of all members of the community,

Considering the far-reaching changes in the structure and organisation of postal and telecommunications services, at the national and international levels and the continuing changes in technology,

Considering that the training, retraining and further training of employees in terms of skills and motivation are of critical importance to the future success of postal and telecommunications services and the provision of rewarding careers,

Considering the resolution adopted at the First Session of the Joint Committee for Postal and Telecommunications Services on women and workers with family responsibilities and the significant proportion of women among workers employed in the sector,

Adopts this sixteenth day of May 1991 the following resolution:

The Joint Committee for Postal and Telecommunications Services invites the Governing Body of the International Labour Office to:

1. convene the First Session of the Standing Technical Committee for Postal and Telecommunications Services in 1996;
2. include the following items on the agenda of the First Session:
   (a) an examination of general developments in the postal and telecommunications services, in particular the labour and social implications of structural change (including a review of trade union rights);
   (b) training and retraining in the postal and telecommunications services;
3. include the following studies in the ILO’s programme of activities for posts and telecommunications and communicate the results of these studies to the First Session of the Standing Technical Committee:
   (a) national and regional case studies on the introduction and consequences of technological changes in posts and telecommunications;
   (b) conditions of work and employment of workers in postal and telecommunications services;
   (c) conditions of work and employment of professional and managerial employees in postal and telecommunications services;
   (d) conditions of work and employment of women and workers with family responsibilities employed in postal and telecommunications services;
   (e) the different types of working time arrangements and the resultant diversity of elements of remuneration in the postal and telecommunications services;
4. organise, at the national, regional or international level, workshops or seminars to:
   (a) follow up the conclusions and resolutions of the Joint Committee and to examine the studies undertaken;
   (b) promote the application in postal and telecommunications services of ILO standards, in particular those concerning freedom of association and the right to organise and bargain collectively;
5. ensure participation of all the parties concerned, including employers as well as workers' organisations, in technical cooperation activities carried out by the ILO with member States concerning postal and telecommunications services, for example, in the field of vocational training.
Part II: Sectoral Meetings, Ad Hoc Meetings and Meetings of Experts

The Joint Meeting on Conditions of Work and Employment in Postal Services and Telecommunications (8-19 March 1977)

Resolution concerning the future ILO activity in the field of posts and telecommunications

The Joint Meeting on Conditions of Work and Employment in Postal Services and Telecommunications
Having been convened by the Governing Body of the ILO,
Having met in Geneva from 8 to 16 March 1977,
Welcoming the convening of this first joint meeting devoted solely to the problems of posts and telecommunications,
Emphasising the social and economic importance of the postal and telecommunications services, which besides being a large employer of both labour and capital, form part of the economic infrastructure utilised by all business and industry and by the public, providing essential services both to the national and international communities,
Noting that whole there are important differences between the sectors and between the industries in different countries, they are all experiencing rapid technological changes,
Considering that whilst in the past problems arising from these changes have been mitigated by the expansion of demand for the services offered and by the policies pursued by unions and management, this may not be possible in all countries in the future,
Stating that international meetings of those concerned are of great benefit in exchanging knowledge and experience on changes in different countries and the remedies applied to the problems which emerge- many problems arising not from the techniques themselves, but in the human consequences of these changes; stating further that exchanges of ideas and experiences through the ILO are therefore essential to ensure that the greatest possible benefits from new techniques and services accrue both to the workers and in the industry and the customers,
Considering that the ILO can perform an extremely important role in this regard and that the work of this meeting should be continued and expanded, that many of the changes outlined are still at an early stage of development in many countries and that further studies and meetings would therefore benefit both those countries already affected by the changes and those about to embark on such developments,
Noting with approval the resolution of the ILO Joint Committee on the Public Service, Second Session, 6-14 April 1976 which requested the ILO to consider creating a standing joint committee on conditions of work and employment in posts and telecommunications.
Recommends further periodical studies by the ILO of social aspects of technological changes in posts and telecommunications, and in particular measures to protect occupational interests, training and retraining of personnel, safety measures, conditions of women workers, social security, etc.,
Invites the Governing Body of the ILO to consider the establishment of a standing committee for postal and communications services.
Conclusions on the effects of technological changes on conditions of work and employment in postal and telecommunications services

The Joint Meeting on Conditions of Work and Employment in the Postal and Telecommunications Services,

Having been convened by the Governing Body of the ILO,

Having met in Geneva from 8 to 16 March 1977,

Noting that the activities and methods of the postal and telecommunications services have undergone and are undergoing significant technological changes, particularly in the industrialised countries, that such changes are also due to take place in the developing countries as yet untouched by such change, while in other countries they will continue in keeping with a technology which is evolving at a rapid pace,

Considering that the introduction of technological change within postal and telecommunications services should aim not only at strictly economic advantages but also at improving the reliability of those services and extending the range of their usefulness to the community,

Recognising that technological development is not uniform throughout the sectors of posts and telecommunications or the countries of the world, that such development is necessary to increase efficiency and effectiveness in the services as well as to provide users with the best possible reliable service to meet their needs and that it should also serve to improve working environment and to solve human and social problems of the personnel,

Convinced that, as stated in the Resolution on Labour and Social Implications of Automation and Other Technological Developments, adopted by the International Labour Conference in 1972, the benefits of advanced technology should be widely shared by all members of society rather than accrue only to the workers and employers directly involved, and that hardships resulting from technological change should not affect a few heavily but should be shared by the community as a whole,

Noting the above-mentioned resolution as a whole as well as relevant ILO instruments,

Adopts the following conclusions

General principles

1. Mechanisation and technological changes in postal and telecommunication services should be pursued to the extent that they benefit workers and minimise the cost of postal and telecommunications services to the general public. The pursuit of mechanisation and technological changes should:

   (a) take full account of the effect of mechanisation and technological changes on the financing of services and the usage costs borne by the public;

   (b) provide for the transition of workers from manual and non-technical operations to those positions established as a result of mechanisation and technological changes;

   (c) develop and maintain high safety standards for the protection of all workers and in particular take account of the need to minimise and remove any possible health hazards;

   (d) take full account of the needs of workers to perform meaningful duties in a healthful work environment with just compensation and recognition of individual accomplishments;

   (e) provide for protection of the staff affected against possible redundancy, as well as a fair share of the benefits flowing from the new processes;
(f) ensure that staff in the postal and telecommunications services concerned should be adequately trained to operate and maintain all new equipment once installed;

(g) be made in accordance with the principles set forth in the relevant ILO instruments.

Mechanization and technological changes should also be linked to current and projected traffic flow.

2. Governments and employers' and workers' organisations are jointly responsible for ensuring that the staff is adequately protected against harmful social consequences when substantial technological changes are introduced. This calls for effective communication and close co-operation between the parties. To that end appropriate machinery should be developed and agreed between employers and workers where existing arrangements are or have become inadequate. This should ensure –

(a) that the workers are informed before the necessary decisions are taken on planning, etc., in so far as the disclosure of such information does not harm the interests of either party;
(b) that there should be full consultation between the parties on the introduction and timing of the change and on its social effects; and
(c) that in any solutions proposed after negotiations with the workers' organisations full account is taken of the consequences of such change for workers, its impact on job security, career prospects and general working conditions.

Account should also be taken of existing national law and practice and of the specific social and economic conditions existing in the various countries.

3. Contemplated mechanisation or technological changes should not provide any basis for discrimination because of race, colour, creed, religion, national origin, sex, age, or marital status, or because of a physical handicap with respect to a position the duties of which can be performed by any individual so handicapped efficiently and without danger to his own health or safety or that of others.

Planning and participation

4. Technological changes in the postal and telecommunications services must by their very nature be planned well in advance: the introduction of automatic switching in the telephone field may require reorganisation of networks and maintenance programmes; introduction of mechanised systems of sorting in postal operations may require reorganisation of the routing and collection of mail; introduction of computers into financial and other areas may require a replanning of office routines and personnel; in all sectors the introduction of new equipment may require new buildings or extensive modifications of existing buildings.

5. Major technological change should be introduced as part of an over-all development plan with continuous consultation during the implementation stage in accordance with the principles set out in paragraph 2.

6. To facilitate the introduction of major technological change and to enable employees to exert an influence in this respect, their representatives should be consulted and employees informed, at the preparatory stage, regarding proposals and their effects. In this regard, ongoing consultations should take place at all appropriate levels and on all relevant aspects of change and they should be based on equal access to information.

7. The arrangements and procedures to be used in consultations should be agreed between the parties and may involve the use of special committees if necessary. The main objective of any such procedure should be to provide an opportunity for regular and continuing discussion of problems arising from technological change.
Job security

8. Recent developments have shown the introduction of new technologies together with the rationalization of work processes to be an essential prerequisite for maintaining the scale and quality of the posts and telecommunications services. It is equally clear, however, that this development frequently leads to qualitative changes in jobs and can put jobs at risk.

9. It is therefore essential that the planning of such projects should take account of the likely personal and social effects on the staff. This approach, though it may at times lead to delays in implementation, is likely to improve the final outcome of such measures. Where there would be drastic effects on the staff, the phasing should be adjusted.

10. Where existing remedies prove inadequate in order to maintain job security, it is for the management and labour to negotiate on other measures to this effect.

11. Where there are surpluses of staff, special emphasis should be placed on voluntary measures such as the transfer or reclassification of individuals.

12. Consideration should be given to the possible effects on placement of available labour of reduction in total working time through, for example, earlier retirement, longer paid vacations, additional holidays with pay and shorter daily and weekly work schedules, in a manner compatible with the law and practice in each country.

13. Governments should, through an active labour market policy aimed at full employment in their countries, also help to alleviate problems in connection with staff surpluses resulting from technological changes.

14. The effects of mechanisation and technological changes on normal working hours, overtime, retirement policies, and forms of leave not subject to laws or regulations should be a matter for negotiation between the workers’ representatives and employers, paying due regard, however, to the specific economic, industrial and social policies and practice in different countries.

Health, environment and safety

15. Technological change should also be used to increase safety at work, preserve the health of the workers and improve the general working environment.

16. Post and telecommunications employers should use resources for preventive action with regard to safety and for research on prevention.

17. Joint committees are a suitable means of establishing relevant programmes and setting priorities.

18. Post and telecommunications employers should take full account of the effects of noise, temperature lighting, and potential hazards to physical and mental health in the design and, layout of premises and work points.

19. Post and telecommunications employers should take every reasonable preventive or protective measure to ensure the safety and health of workers during the installation, operation, and maintenance of equipment.

Work organization and job satisfaction
20. Modern technology and a human working environment are values of equal importance and are interdependent. Since man will continue to be indispensable for supervising and operating technical equipment, controlling work processes and carrying out various other tasks, such as problem solving, either on his own or with the help of mechanical or automated equipment, due consideration should be given to the human factor in planning the working environment and designing operational equipment. These requirements should be met by making use of studies and current objectives in the fields of work technology, behavioural science and ergonomics. To achieve this objective, minimum requirements should be incorporated in works regulations or collective agreements.

21. Post and telecommunications employers should, to the maximum extent feasible, organize the work and content of jobs modified or created as a result of mechanization and technological changes to take full account of workers' needs to perform meaningful duties, while avoiding monotonous tasks as far as possible and with just compensation and recognition of individual accomplishments.

22. Post and telecommunications employers should, to the maximum extent feasible, strive to provide job satisfaction for all workers.

23. Workers' attitudes, interests, and motivation should be given full consideration when mechanization or technological changes necessitate altering working conditions, so long as those attitudes, interests or motivations do not materially impede the employer's ability to provide efficient and economical services.

24. The effects of mechanization and technological changes on the arrangement of working time, including shift work, rest breaks, flexible hours, temporary work and part-time work, not subject to laws or regulations, should be a matter for negotiation between workers' representatives and post and telecommunications employers.

Training, retraining and career

25. Training and further training should be oriented towards workers already in the services, take account of foreseeable developments, and should also consider the needs of society in general. Where technological changes render the technical skills of workers obsolete, suitable retraining facilities should be provided.

26. Where technological changes alter the qualifications required of workers, post and telecommunications employers should provide such training as may be necessary for a capable, motivated individual to attain the necessary qualifications in reasonable time.

27. It is the post and telecommunications employers' responsibility to provide for such vocational training or retraining measures as are necessary for workers to develop or maintain special skills as a result of mechanization or technological change. No worker should suffer loss of just compensation or status as a result of participation in such training, except to the extent that failure to satisfactorily complete such training may affect his eligibility for certain positions.

28. Remuneration should also take into account any new qualifications involving more sophisticated skills required as a result of mechanization or technological changes.

29. Staff structures should be reviewed and modified as appropriate in the context of technological changes to provide improved career opportunities wherever possible. Special attention should also be given to ensuring that women enjoy the same career opportunities as men.
30. The qualifications acquired should also help to assure the livelihood, career and income of workers in the longer term.

31. In so far as arrangements are required for short-term measures regarding the income and social protection of workers, these should be subject to negotiation between the parties concerned in accordance with the principles laid down in paragraph 2.

The Tripartite Meeting on the Human Resources Dimension of Structural and Regulatory Changes and Globalization in Postal and Telecommunications Services (20-24 April 1998)

Conclusions on the human resources dimension of structural and regulatory changes and globalization in postal and telecommunications services

The Tripartite Meeting on the Human Resources Dimension of Structural and Regulatory Changes and Globalization in Postal and Telecommunications Services,

Having met in Geneva from 20 to 24 April 1998,

Adopts this twenty-fourth day of April 1998 the following conclusions:

General considerations

1. Postal and telecommunications services have a vital role to play in contributing to the welfare of people, the growth of other economic sectors and, more generally, to the development of society as a whole and to national and social cohesion. The revolution which, in various parts of the world, has been brought about by information technology, changing customer expectations, changes in life and work styles and the accompanying working conditions, is directly linked to the development of new postal and telecommunications services and to the gradual disappearance of frontiers between these activities and other sectors such as financial services, office automation and the media sector as a whole.

2. The regulatory and structural changes witnessed by the postal and telecommunications services since the last session of the Joint Committee on Postal and Telecommunications Services in 1991 have had a major impact. Where national monopolies or private enterprises existed in situations of de facto monopoly, they have, in most cases, gradually opened up to competition through the liberalization of telecommunications and, in some cases, postal services.

3. Postal and telecommunications services find themselves at the forefront of the process of globalization of the economy. Regulatory and structural changes and, in particular, the full or partial privatization of public operators, have had many repercussions on employment levels, work organization, labour relations, training needs and human resources development.

4. National competitive pressures and those of globalization must not be used as a pretext to suppress or curtail workers' rights or lower conditions of work. One of the main challenges of globalization lies in reconciling the need for competitiveness of the industry, the increasingly sophisticated demands of the customers, technological change and the need for social justice. The granting of licences to operators should be subject to respect for the prevailing working conditions, workers' rights and recognition of workers' organizations.

5. For both employers and workers in postal and telecommunications services, these profound changes will have important consequences for training, whether workers remain with their employer or move to
another company. The jobs of today may no longer be the jobs of tomorrow and workers and employers will have to be prepared for the jobs of the future. Social partners will need greater cooperation and a flexible approach in training for future employment and adjustment.

6. Within the perspective of general employability, governments and social partners will therefore have to find the means to update and develop national laws and international labour standards, including social security standards, for this new situation. The objective should be to balance a certain “mobility” in professional life with social stability and protection.

7. Structural and regulatory changes should take into account the contribution which both the public and the private sectors make to the improvement in the quality of services and the maintenance of equity in the delivery of services to all consumers.

The universal service in the postal and telecommunications sector

8. The maintenance and guarantee of a universal service in postal and telecommunications services varies from country to country and even within countries. Where areas of good provision of such services exist side by side with areas which are badly equipped or where such a service does not exist at all, the absence of such a service can lead to a situation where national and social cohesion is jeopardized.

9. It is the responsibility of governments and regulatory authorities to ensure a framework for the provision and funding of a universal service, whether through government or private funding. The provision of the universal service should be periodically reviewed to take account of new services.

10. In the development of these funding parameters, multinational enterprises may play an important part in contributing towards the development of the universal service.

Employment and training

11. It is difficult to assess whether the creation of new employment opportunities in the recently established communications services will fully compensate for the job losses which are occurring due to technological, structural and regulatory changes as well as the management policies in enterprises.

12. Various measures, including training and retraining, should be implemented to enhance equal opportunities consistent with national legislation. With regard to gender equality, this would include the facilitation of lateral movement into jobs that are not undertaken traditionally by the respective genders (for example, female operators moving to engineering technician jobs) and the opening up of career progression opportunities, particularly for women. An important aim should be to allow employees to reconcile their work and family responsibilities whilst continuing to meet the business and customer requirements. The social partners should seek to develop these measures through their established consultative and negotiation processes as appropriate.

13. In times of rapid structural and regulatory change, whilst it may be difficult to predict the number of jobs which will be created or required, this serves to emphasize the importance of resource planning. This should take into account the need to provide new services to satisfy consumer demand thereby creating the potential for new job opportunities.

14. Continual training and development of workers are indispensable if competencies are to be adapted to meet future needs in terms of organization, improving job satisfaction, ensuring training and career development, enhancing job opportunities, benefiting from technical progress and reaching the objectives required to respond efficiently to the expectations of consumers as a whole. This is despite the fact that competition will bring about a high degree of turnover of postal and telecommunication employees.

15. Both employers and governments have a responsibility and an interest in ensuring the ongoing development and reskilling of employees. However, access to the workplace both for young people and others seeking employment remains a critical issue. Both employers and governments recognize the importance of facilitating such employment access.

Labour relations
16. Postal and telecommunications workers have the right to organize collectively and to be represented by free and independent workers' organizations in accordance with international labour standards concerning freedom of association, workers' organizations' rights and collective bargaining.

17. There should be good labour relations in the postal and telecommunications sector including openness and sharing of information on a timely basis. Workers and their organizations should be informed of the strategic decisions of operators and their views should be taken into account particularly with regard to human resources implications.

18. Workers and their organizations in the postal and telecommunications services should be involved at all appropriate levels of the restructuring process if the reforms are to fully achieve their objectives of efficient and quality service. The process of restructuring must not undermine existing collective bargaining arrangements.

Remuneration

19. Performance-related arrangements can form part of the overall remuneration package including performance bonuses, individual incentives, group incentives and employee stock for the achievement of objectives and can be effective motivational tools and increase workers' loyalty. It is important that these arrangements are transparent and regarded as fair and equitable. These performance-related arrangements will be subject to existing collective bargaining arrangements.

Terms and conditions of employment

20. The coexistence of civil servants and public and private contractual employees within the postal and telecommunications sectors or within the same enterprise creates delicate management problems, particularly as regards the rights of salaried workers and the public financing of retirement pensions. The transition from public service status, of which a large group of telecommunications staff and even more postal staff are beneficiaries, towards private employment contract law rights requires a thorough reflection by the social partners and governments to find innovative and adequate solutions. Considering the need for flexibility and adaptation to markets by the operators, such solutions should balance the necessity for employment stability required by workers as well as the need for flexibility. These original solutions should also take account of historical, legal and budgetary considerations.

21. Workers and employers can, through a process of joint consultation and negotiation where appropriate, facilitate the attainment of both employment security and job flexibility and thereby actively contribute to the success of the enterprise. The competencies and potential of employees can be maximized to the advantage of both the enterprise and the individual through reappraisal of job design.

Role of the ILO

22. The ILO has an important role to play in the promotion of sound labour relations and of the Organization's values in the work of other international agencies. The ILO should study and disseminate to all member States results on best practices in new ways of organizing work, such as social and technical approaches, group work, virtual groups and telework. Because of its various impacts on employment, flexibility, which could satisfy the needs of both employers and workers, should be examined from functional and numerical perspectives.

23. Several ILO instruments, including some recent ones, are particularly relevant to the new structural and regulatory developments in postal and telecommunications services. Governments should be encouraged to ratify and ensure the full implementation of all appropriate Conventions and take into account the relevant Recommendations in carrying out structural adjustment and regulatory policies.
Resolution concerning multinational enterprises in the postal and telecommunications services

The Tripartite Meeting on the Human Resources Dimension of Structural and Regulatory Changes and Globalization in Postal and Telecommunications Services,

Having met in Geneva from 20 to 24 April 1998,

Noting that issues in each industry, namely postal and telecommunications services, differ and are unique in many respects,

Noting the rapidly growing role of multinational enterprises in the postal and telecommunications services, in particular since the meeting of the Joint Committee for Postal and Telecommunications Services in 1991,

Considering the ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (Tripartite Declaration), which sets out principles in the fields of employment, training, working and living conditions, and industrial relations and whose list of references to Conventions and Recommendations was most recently updated in 1995;

Adopts this twenty-fourth day of April 1998 the following resolution:

The Tripartite Meeting on the Human Resources Dimension of Structural and Regulatory Changes and Globalization in Postal and Telecommunications Services invites the Governing Body of the International Labour Office to:

(1) renew its appeal for the promotion of the Tripartite Declaration with special reference to resolution (No. 12) concerning multinational enterprises in the postal and telecommunications services, adopted at the Second Session of the Joint Committee for Postal and Telecommunications Services;

(2) encourage the promotion of agreements between multinational enterprises and workers’ organizations on workers’ rights in multinational enterprises in the postal and telecommunications services, in accordance with the principles of the Tripartite Declaration;

(3) review to improve the procedures governing the periodic survey on the effect given to the Tripartite Declaration and the adaptation of its list of references to recent ILO Conventions and Recommendations;

(4) request the Director-General to consider the possibility of including labour-related issues of multinational enterprises on the agenda of a forthcoming session of the International Labour Conference.
Resolution Concerning telework in the postal and telecommunications services

The Tripartite Meeting on the Human Resources Dimension of Structural and Regulatory Changes and Globalization in Postal and Telecommunications Services,

Having met in Geneva from 20 to 24 April 1998,

Noting the increasing role of telework in particular in the telecommunications services;
Adopts this twenty-fourth day of April 1998 the following resolution:

The Tripartite Meeting on the Human Resources Dimension of Structural and Regulatory Changes and Globalization in Postal and Telecommunications Services invites the Governing Labour Office to:

1. Call on member States to study the rights of teleworkers and take appropriate measures, legislative or other, to protect them;
2. Call on member States, employers' and workers’ organizations to recognize that teleworking can be a means of enhancing job opportunities, offering better quality of working life and an efficient way of organizing work for business success;
3. Request the Director-General to:
   a. Intensify research in this field, including a gender perspective, with specific reference to obtaining a clearer definition of telework;
   b. Convene a meeting of experts to examine the implications of telework including the possibility of adopting ILO labour standards on this subject.
Resolution concerning future ILO activities in the field of postal and telecommunications services

The Tripartite Meeting on the Human Resources Dimension of Structural and Regulatory Changes and Globalization in Postal and Telecommunications Services,

Having met in Geneva from 20 to 24 April 1998,

Recalling that postal and telecommunications services form an important economic and social infrastructure in all countries, influencing the development of the economy and the quality of life of all members of the community,

Considering the technical convergence and the far-reaching and continuing structural and regulatory changes in postal and telecommunications services,

Considering the globalization of services, of the information society, of regulatory frameworks, and of operators and workers’ organizations’ activities in the postal and telecommunications services,

Considering the increasing diversity of customer needs,

Noting with satisfaction that the present Meeting has been held on a tripartite basis,

Regretting the excessive, seven-year interval between the present Meeting and the Second Session of the Joint Committee for Postal and Telecommunications Services, held in May 1991,

Recognizing the work of the ILO in convening meetings and preparing studies on issues in the postal and telecommunications services;

Adopts this twenty-fourth day of April 1998 the following resolution:

The Tripartite Meeting on the Human Resources Dimension of Structural and Regulatory Changes and Globalization in Postal and Telecommunications Services invites the Governing Body of the International Labour Office to:

(1) convene the next meeting for postal and telecommunications services not later than in 2001;

(2) include the following subjects in the agenda of the next meeting for postal and telecommunications services: the promotion of employment including access to the workplace, employability and equal opportunities within the postal and telecommunications sector through training, the way work is organized, flexibility and other means of development, including reskilling;

(3) include the following subjects in studies prepared for the relevant ILO programmes:
   (a) further aspects of the operation of multinational enterprises in the postal and telecommunications services, including respect for the right to organize and to bargain collectively;
   (b) employment and conditions of work of professional and managerial employees in postal and telecommunications services;
   (c) the protection of workers' rights and interests in privatization processes;
   (d) the impact on the rights of workers and on conditions and terms of employment, in traditional and new operators, of convergence of technology, services and ownership in the communications sector;
   (e) the social obligations and labour aspects of statutory regulations concerning the functioning of postal and telecommunications operators, with a view to ensuring adherence to existing ILO standards and the formulation of new standards if appropriate;
   (f) occupational safety and health in the postal and telecommunication services, including the issues of stress at work, repetitive strain injury (RSI) and microwave radiation;

(4) organize or support, at the regional or subregional levels, tripartite seminars with the participation of the or workshops Universal Postal Union (UPU), the International Telecommunication Union (ITU) and the World Bank to consider structural and regulatory changes in the postal and telecommunications services
of the regions or subregions concerned and to propose measures in the light of ILO standards, including measures to improve labour relations;

(5) ensure participation of all parties concerned, including employers’ and workers’ organizations, in technical cooperation activities carried out in member States by the ILO, alone or in cooperation with other international organizations or with regional organizations, concerning postal and telecommunications services, for example, with respect to policies in response to globalization;

(6) continue the ILO’s struggle against inequalities in the world of work, in particular against gender-based discrimination, and encourage the participation of women from all three ILO constituent groups in all ILO activities and meetings.
The Tripartite Meeting on Employment, Employability and Equal Opportunities in the Postal and Telecommunications Services (13 - 17 May 2002)

Conclusions on employment, employability and equal opportunities in the postal and telecommunications services

The Tripartite Meeting on Employment, Employability and Equal Opportunities in the Postal and Telecommunications Services,

Having met in Geneva from 13 to 17 May 2002,

Adopts this seventeenth day of May 2002 the following conclusions:

General considerations

1. Postal and telecommunications services have experienced rapid change and wide fluctuations in growth, profitability and employment in recent years. They have, in turn, promoted economic growth and stimulated changes in cultural, social and political life around the world. Structural reforms in posts and telecommunications have curtailed public monopolies and led to the appearance and expansion of private operators, and this has increasingly affected employment, working conditions and labour relations. Spectacular technological progress, globalization, changing customer requirements and significant developments in the regulatory framework at the national, regional and world levels have accompanied those changes.

2. The nature and scope of those changes had profound negative and positive effects on employment, employability and equal opportunities in these industries. As in many other economic sectors, employment creation in some areas has been accompanied by job losses elsewhere, but at a particularly rapid pace in telecommunications. The telecoms boom of the late 1990s gave way to a sharp recession in this sector, as enthusiasm for third generation telephony and for e-commerce waned while telecommunications firms' debts grew, exacerbated by an economic downturn and events in late 2001. However, new jobs are being created that need to be meaningful and quality jobs, which can be viewed as an opportunity and a challenge for employers' and workers' organizations and governments.

3. These two industries have a fundamental and strategic role in contributing to the economic growth of other sectors and to national and social cohesion. Changes in the economy around the world are directly linked to the development of new postal and telecommunications services, and to the blurring of frontiers between these activities and other sectors such as freight, financial services, and the media sector as a whole. There is strong and continuing commitment to the principle of the universal service in postal services and telecommunications, albeit in various forms, including for example Internet access, at affordable prices, coupled with a need to identify how this can be financed in the longer term, especially as regards remote or rural areas.

4. Regulatory and structural changes have continued in postal and telecommunications services since the 1998 ILO Tripartite Meeting on Postal and Telecommunications Services, including for example the General Agreement on Trade in Services of the WTO and the allocation and pricing of wireless licences. These changes have had a major impact on both industries in many countries. Where monopolies existed, they have, in some cases, gradually been opened up to competition through the liberalization of telecommunications and, more recently, of postal services. Such changes and, in particular, the full or partial privatization of public operators, have had substantial impact on employment, employability and equal opportunities. Although there is no “one size fits all” approach, the ILO Declaration on Fundamental
Principles and Rights at Work provides a good foundation to employment, employability and equal opportunities issues in postal and telecommunications services.

**Employment**

5. It is difficult to assess whether the creation of employment opportunities in new postal and telecommunications services has compensated for job losses resulting either from technological, structural and regulatory changes or from management policies in enterprises. It is important to consider the quality as well as the quantity of jobs when discussing change in employment levels, and to recall that employment statistics represent real people and their families. The best results in managing the change process are likely to be achieved through appropriate strategic planning and effective social dialogue. Whether contemplating job creation or employment reductions, the social partners and governments should endeavour to respect the principles of fundamental rights at work, social protection, equal treatment and social dialogue.

6. In this period of rapid change, it is difficult to forecast the level of employment, reemphasizing the need for proper human resource planning and for effective social dialogue. This should take into account the need to provide new services to satisfy consumer demand, thereby creating new job opportunities.

**Employability**

7. For employers and workers in postal and telecommunications services, these profound changes are having a major impact on training, whether workers stay with their current employer or move to another one. Successful business is dependent upon current skills which are key to employability and better work. Governments, workers and employers and their organizations recognize that many skills are becoming obsolete. All share the responsibility to develop significant, future-oriented skills. They should cooperate in a positive approach towards training for employability and change. Multiskilling, multitasking and lifelong learning should become the norm in these industries.

8. Lifelong learning should be the key to avoiding skills shortages, improving job quality and satisfaction, enhancing job opportunities, benefiting from technical progress, meeting consumers’ requirements and enhancing the quality of service. It requires commitments to ensure adequate funding by employers and governments and commitment by workers to their own skill development, labour-management cooperation, and suitable trainers, facilities and learning materials.

9. Internet access for purposes of training, upskilling and e-learning should be promoted for postal and telecommunications workers, and efforts should be made to bridge the digital divide within the workforce. In addition, it is recognized that all parties should make efforts to bridge the digital divide in regions and among groups in society that have insufficient access.

10. Respect for equal opportunities with regard to training is crucial to the success of efforts in employability, employment creation and equal treatment in general.

11. Education is the responsibility of governments, whereas employability training can benefit from inputs from governments, employers and workers’ organizations as regards the curriculum and the general orientation of skills development. Universities and schools may not provide all types of skills required by this sector, whereas vocational technical schools are often much more effective in meeting their needs. Greater efforts are needed on the part of governments, academic institutions, employers and workers’ organizations to make education and training more relevant and useful in fulfilling the needs of students and potential employers. Constructive dialogue among the social partners on training issues has been very productive, as illustrated by examples provided in this Meeting and should therefore be encouraged.

12. Governments, educational institutions and the social partners should work towards portability of skills, through recognized skill certification schemes (for example, the IT drivers’ licence in Europe) that would allow greater mobility for workers.
Equal opportunities

13. A commitment to equality on the part of workers and employers and their organizations in postal and telecommunications enterprises can assist them to reflect and benefit from diversity in the workforce. ILO instruments on equality should be applied in this sector, in particular the principles of non-discrimination on the basis of race, colour, sex, religion, political opinion, age, disability, national extraction or social origin.

14. Progress towards equal opportunities varies widely in these industries in different countries, and it is important to ensure that equal opportunities can open the way towards greater equality of treatment. Education, training, retraining and career development should be open to all workers. Second-chance education could be of special importance to disadvantaged groups.

15. Measures should be implemented to enhance equal opportunities. This would include facilitating opening up career development opportunities, particularly for women and disadvantaged groups. An important objective should be to allow employees to reconcile their work and family responsibilities while continuing to meet business and customer requirements. The social partners should seek to develop these measures through social dialogue processes as appropriate. Opportunities for part-time, short-term and other flexible working arrangements can provide access for those trying to enter or re-enter the workforce. Access to longer term or full-time employment by those wanting to progress should also be encouraged.

16. Governments and the social partners should promote and observe the ILO concept of decent work, the principles and rights in the Conventions referred to in the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy, and those enshrined in the Declaration on Fundamental Principles and Rights at Work and its Follow-up, as instruments to ensure equality of opportunities.

17. The achievement of equal opportunities is a goal for which we should strive constantly. Its pursuit has represented a major cultural and attitudinal change at the workplace. Progress has been made on equal opportunities in the postal and telecommunications sectors but there is still a need for greater equality of opportunity in career advancement and equality of treatment in pay and benefit structures.

Social dialogue

18. Good labour relations are essential in the postal and telecommunications sector. Workers should have the right to organize collectively and to be represented by free and independent workers' organizations in accordance with international labour standards concerning freedom of association and the right to organize and collective bargaining.

19. Many examples of effective social dialogue in postal and telecommunications services have been identified during the Meeting, from various parts of the world. The experience is more meaningful and mutually beneficial when it is genuine, transparent and freely entered into, and based on openness and sharing of information. European works councils exist in several postal and telecommunications enterprises. Global framework agreements have already been concluded by Telefónica (Spain) and OTE (Greece) with workers' organizations on labour and employment issues, taking into account international labour standards. Such arrangements can facilitate efforts by the social partners to work together in the process of sectoral change, and to find solutions to shared problems.

20. In accordance with national law and practice, workers and their representatives in postal and telecommunications enterprises should be consulted on a timely basis on human resources implications of the strategic decisions of operators. Wherever possible, they should be involved at all appropriate levels of the restructuring process if the reforms are to fully achieve their objectives of efficient and quality service. The process of restructuring should not undermine existing collective bargaining.

21. Social dialogue should include the regulators of postal and telecommunications services.
Role of the ILO

22. The ILO has an important role in promoting good labour relations and decent work in this sector, in conjunction with other international agencies. The ILO should study and disseminate to member States best practices in employment, employability and equal opportunities in this sector.

23. Several ILO instruments are particularly relevant to employment, equal opportunities, employability and the new structural and regulatory developments in postal and telecommunications services. An important aspect of the ILO's work is to promote the application of the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy and the ILO Declaration on Fundamental Principles and Rights at Work and its Follow-up.

24. The ILO should organize or support, at the regional or subregional levels, tripartite seminars or workshops in Africa, Latin America and the Caribbean with the participation of the Universal Postal Union (UPU), the International Telecommunication Union (ITU) and the World Bank to consider structural and regulatory changes in the postal and telecommunications services of the regions or subregions concerned and to propose measures in the light of ILO standards, including measures to improve labour relations.
Resolution concerning tripartite consultation on employment and working conditions in the postal and telecommunications services sectors

The Tripartite Meeting on Employment, Employability and Equal Opportunities in the Postal and Telecommunications Services,

Having met in Geneva from 13 to 17 May 2002,

Recognizing that for the Postal and Telecommunications Services to be able to face successfully the challenges of globalization, there is a need for an active social dialogue between employers' and workers' organizations and a dialogue between trade unions, employers and the relevant national and international public authorities;

Adopts this seventeenth day of May 2002 the following resolution:

The Tripartite Meeting on the Employment, Employability and Equal Opportunities in the Postal and Telecommunications Services invites the Governing Body of the International Labour Office:

To request the Director-General of the ILO to examine the possibility, in line with the ongoing sectoral activities review undertaken by the Governing Body, of convening a small tripartite consultative group to meet as often as necessary between the regular quadrennial meetings of the sectors, in order to promote a constructive exchange of views on global developments in the postal and telecommunications services sectors and their implications for employment, working conditions and labour relations. Among the priority issues that should be placed on its agenda are equal opportunities issues; restructuring, privatization, mergers and acquisitions; retraining and employability skills; job creation and employment security; policies and codes of conduct on employment as well as the ILO programme of action for the two sectors.
Resolution concerning fundamental principles and rights at work in the postal and telecommunications services sectors

The Tripartite Meeting on Employment, Employability and Equal Opportunities in the Postal and Telecommunications Services,

Having met in Geneva from 13 to 17 May 2002;

Adopts this seventeenth day of May 2002 the following resolution:

The Tripartite Meeting on the Employment, Employability and Equal Opportunities in the Postal and Telecommunications Services invites the Governing Body of the International Labour Office:

To call on governments, employers’ and workers’ organizations1 to observe and promote the ILO Declaration on Fundamental Principles and Rights at Work and its Follow-up, namely: freedom of association and the effective recognition of the right to collective bargaining; the elimination of all forms of forced or compulsory labour; the effective abolition of child labour; and the elimination of discrimination in respect of employment and occupation.

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1 When the term “workers’ organizations” is used, it refers primarily to trade unions.
Part III: Global Dialogue Forum

Global Dialogue Forum on Employment Relationships in Telecommunications Services and in the Call Centre Industry (18–19 October 2011)

Recommendations for future action by the International Labour Organization and its Members

14. The Forum recommends the following future action in this industry:

1. Tripartite constituents should:
   
   (a) engage in effective social dialogue to promote decent and productive work and equitable treatment for all workers regardless of their employment status;

   (b) seek to align flexible work arrangements and NSFE with decent work principles and practices, where needed;

   (c) design and implement measures to ensure respect for applicable legal frameworks by all; and

   (d) enhance access for all workers to relevant skills development and anticipate future training needs.

2. Governments should:

   (a) engage social partners in defining, monitoring and tracking the impact of NSFE and improving labour legislation and policies;

   (b) improve labour and social protection systems to mitigate the impact of NSFE on working conditions, where necessary; and

   (c) enhance labour inspection capacity and resources.

3. The Office should:

   (a) continue to promote the ratification, effective implementation and better use of relevant international labour standards, particularly those related to freedom of association and collective bargaining, conditions of work, occupational safety and health, and build the capacity of constituents to do likewise; and analyse whether there are industry-specific gaps in those standards;

   (b) promote social dialogue – including workers’ representation in NSFE – and develop constituents’ capacity to effectively engage in social dialogue;

   (c) work with member States to improve national systems to regularly collect and disseminate objective data on employment, wages, working hours, contractual arrangements, staff turnover and other relevant data on the basis of resolutions adopted by the International Conference of Labour Statisticians; and

   (d) improve statistical capacity and resources.
(d) undertake, together with constituents, research and comparative analysis, monitor, assess and map good practices and share knowledge on: drivers and impact of change, employment-creation potential, diversification of employment relationships and the role of SMEs and multinational enterprises.
Part IV: Regional Meetings and Seminars

5th Asian Regional Conference of the P.T.T.I., Bandung (20 - 25 September 1971)

Resolution of the Postal Telegraph and telephone international - Fifth Asian Regional Conference, Bandung (Indonesia), 20 - 25 September 1971

Resolution on the promotion by the ILO of trade unions rights for public servants

The 5th Asian Regional Conference of the P.T.T.I., held at Bandung from 20 to 25 September 1971,

EXPRESSES its satisfaction with the outcome of the first session of the ILO Joint Committee on the Public Service;

CONGRATULATES the representatives of the PTTI and its affiliates whose work largely ensured this success;

WELCOMES the terms of the Resolution adopted by the Joint Committee concerning Freedom of Association and Procedures for Staff participation in determining conditions of employment in the public service;

EMPHASIZES in particular the recognition by the Joint Committee that Convention 87 concerning Freedom of Association applies integrally to public servants and that public servants should have in accordance with Convention 98 adequate protection against any act which might impair trade union freedom;

DRAWS ATTENTION to the acceptance by the Joint Committee of the right of public servants' unions to bargain collectively and to defend the rights and interests of individual public servants;

CONSIDERS as a step forward the conclusion implied in the Resolution adopted by the ILO Joint Committee that public servants may have recourse to industrial action;

CALLS for a clear and unequivocal recognition by the ILO of public servants' right to strike;

URGES the Governing Body of the ILO to convene the second session of the Joint Committee on the Public Service at the earliest possible time to continue the work begun at the first session, and in particular to consider the problem of disciplinary and penal sanctions against public servants on account of their trade union activities; and

FURTHER URGES the Governing Body to take steps to secure the adoption by the International Labour Conference of a Convention on trade union rights of public servants.
ILO-UPU Joint Regional Seminar on Social Dialogue in Postal Services (Bangkok, 23-26 May 2000)

Conclusions of the ILO-UPU Joint Regional Seminar on Social Dialogue in Postal Services (Bangkok, 23-26 May 2000)

This seminar has arrived at consensus on: (a) the need for social dialogue in the postal sector; (b) the need for postal modernization and reform; and (c) the need to provide and maintain the universal postal service. The seminar recognizes that the above objectives should be pursued and the social dialogue initiated by the UPU, the ILO and UNI at this seminar should be further strengthened. Both management and trade unions have deepened their mutual understanding at the regional level. In particular, the management representatives recognize the responsibilities and contribution of trade unions in the attainment of better service standards and the development of postal services.

Theme 1: Postal modernization in Asia and the Pacific: The impact of the structural and legal reform on postal workers

There is a consensus on the urgency of postal modernization and reform. The postal industry is undergoing changes worldwide, and countries are at a variety of stages in this process, but whatever their stage, the challenge facing stakeholders is managing the process. The key factor is union-management involvement. In view of technological and economic changes, the modernization of the postal sector has become imperative, if this sector is to remain relevant for society and to serve customers effectively.

The seminar recognizes the requirement to fulfill the obligations set out in the Washington, Seoul and Beijing Congress Acts and Decisions of the UPU. The achievement of this should be the responsibility of all the stakeholders concerned, i.e. governments, postal administrations, trade unions, and, in this effort, the committed participation of all relevant international bodies must be ensured. The stakeholders need to recognize and address the concerns of postal workers; information-sharing and consultation should be carried out before changes are instituted. Legal reforms should also be taken into account, and protect the interest of workers, especially women. Postal administrations and unions should put great efforts into increasing female participation in their administrations.

The seminar notes that the employment of women in the postal sector is numerically low and requires specific initiatives to encourage better female participation, including job redesign for this purpose. Employment patterns and trends will improve the possibility of more flexible working hours to suit women workers. The ILO, the UPU and UNI should promote women's attendance of their meetings and seminars. Women's issues should be discussed more at the next regional seminar of this nature.

Theme 2: The impact of growth in electronic communications on employment and working conditions

With new technology, electronic communications and new products, there are new areas of growth, and the position of employers and the postal operator could be more viable and better placed to provide improved terms and conditions of employment. The UPU and postal administrations, in cooperation with the trade unions, should design a strategy to pursue fully the opportunities that are provided by the development of ecommerce and other technological innovations. With technology making inroads into the postal industry, training and retraining must be carried out to enhance the employability of postal workers, to improve productivity and to redeploy workers in accordance with their skill sets.

Theme 3: Managing change in the postal sector: The Asian experience

The Malaysian model and experience may be taken as a way to encourage better industrial relations, especially in overcoming the negative impact of change. Social dialogue in various forms, such as collective bargaining, information, informal and formal consultations must be well designed, and management and trade unions should cooperate for the development of postal services within this framework.

Theme 4: Finance and development in the postal services and the World Bank
Postal administrations should try to raise internal financing for postal development. In the case of external financing, the conditionalities should take local conditions into account. Unions should be informed and consulted in either case, in order to ensure the cooperation of workers with regard to the change.

**Theme 5: The universal postal service in 2000: Country studies and the role of the UPU**

The universal postal service is essential for balanced economic development, and this principle must not be lost sight of in the process of postal reform. It should be defined in the law and implemented in all Asian countries, as far as possible, taking into account the conditions in each country. Some sorts of assistance - in the form of reserved areas or monopolies on certain segments of the service, of subsidies and of the universal service fund - may be provided for maintaining the universal postal service. The question of commercial objectives (profitability) versus the provision of the universal postal service is indeed intricate to balance. Nonetheless, we recognize that the postal administration/company has an obligation to society to be a good corporate citizen by providing the universal postal service. When possible, the universal service should be regulated, and have a provision that ensures that the private couriers discharge their social obligation as well.

**Theme 6: The role of trade unions: Towards improved labour-management relations?**

Management and unions should regard each other as partners in educating workers in the postal services' business, and in resolving issues raised by postal administrations and unions. Unions should show responsibility in the use of their power. We need to have good labour-management relations to ensure that the mutual interests of workers and employers are taken care of. We must cultivate a culture of partnership. For this to be achieved there is a need for management to be open-minded and for the trade unions to operate responsibly.

**Theme 7: Social dialogue and the role of the ILO**

Management and unions appreciate the ILO, the UPU and UNI for designing this seminar in order to promote social dialogue at the national and regional levels. Both sides will promote social dialogue. In this regard, formal relations between the APPU and UNI-APRO Postal should be established. In accordance with the Beijing Postal Strategy, we look forward to the APPU extending the status of observer to UNI-APRO in APPU meetings, so that we can leverage on the strengths of each other to bring a better future for postal workers and services around the world, and promote social dialogue in the sector in Asia and the Pacific. UNI will take all possible initiatives to educate its affiliates and postal workers in achieving these objectives. In this endeavour, UPU and ILO cooperation should be available at all times.

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**Regional Seminar on Skills and Employability in Telecommunications Services in selected countries in Africa (Bagamoyo, Tanzania, 4-6 December 2006)**

**Conclusions**

**Introduction**

In accordance with a recommendation of the ILO Tripartite Meeting on Employment, Employability and Equal Opportunities in Postal and Telecommunications Services, held in Geneva, 13-17 May 2002, the International Labour Office organized a tripartite African regional seminar, in order to promote social dialogue on Skills and Employability in Telecommunications Services in selected countries in sub-Saharan Africa. This Seminar is a direct follow-up to the ILO’s Tripartite Meeting on Employment, Employability and Equal Opportunities in the Postal and Telecommunications Services, held in Geneva in May 2002. It follows similar Regional Seminars on Social Dialogue in Postal Services -- in Africa, here in Bagamoyo, just one week ago; in Latin America, held in Lima, Peru, in August 2003, and in Asia and the Pacific, held in Bangkok in May 2000.
The seminar was opened by Ms. Rose Teemba, Labour Commissioner, Ministry of Labour, Employment and Youth Development, Government of the United Republic of Tanzania. It brought together Government representatives (from Cameroun, Mozambique, Nigeria, Senegal, South Africa, Tanzania, Uganda, Zambia and Zimbabwe) Workers’ representatives (from Cameroun, Ethiopia, Kenya, Malawi, Mozambique, Nigeria, Senegal, South Africa, Swaziland, Tanzania, Uganda, Zambia, and Zimbabwe) and Employers’ representatives (from Ethiopia, Nigeria and Zimbabwe). The Seminar was supported by a team of experts from the ILO, the International Organization of Employers (IOE) and Union Network International (UNI).

The seminar participants focused on the following objectives: to

- share experiences,
- discuss challenges facing the telecommunications industry with regard to skills and employability,
- review their roles in improving training and work organization, and
- identify follow-up activities that could be developed and carried out in 2007 within the ILO’s already decided Action Programme to promote social dialogue on skills, training, employability and equal opportunities in telecommunications services in Africa, in three countries, to be decided after this meeting.

**Overall conclusions**

Theme 1 -- Skills, training and employability in telecommunications services in Africa

Success in the industry is dependent upon developing significant, future-oriented skills, in which ILO constituents could cooperate in a positive approach towards training for employability and change. This kind of training can help avoid skills shortages, improve job quality and satisfaction, enhance opportunities, meet consumers’ requirements and improve quality of service.

Theme 2 -- Recent developments and future trends in telecommunications services in Africa

The development of the Internet and mobile telephony, along with other new technologies, privatization and deregulation, have completely transformed the telecommunications industry in the past decade. Further changes are under way, such as those relating to Voice over Internet Protocol (VoIP), and to new infrastructure being introduced in the African region. All these technologies are coexisting and beginning to converge in Next Generation Networks (NGNs). These developments imply that countries will have to develop new policies and regulations. Telecommunications enterprises will have to adapt rapidly to changes in their market. The workforce will need to enhance current skills and develop new competencies that can ensure their continued employability. Technological change will have a significant impact on employment, work organization and labour relations in telecommunications services in Africa in the next few years, as efforts to bridge the digital divide are helped by the boom in mobile telephony and investment in infrastructure needed for high-speed Internet connections. The telecommunications industry will be crucial for development in Africa. Careful attention needs to be paid to issues relating to casualization of employment and to the role of the informal economy in the sale of prepaid phone cards and the like. Opportunities should be developed within the industry to promote community development, small-scale enterprises and decent work.

Theme 3 -- The ILO Action Programme on skills and employability in telecommunications services in Africa

After this Seminar, the ILO’s existing action programme will in 2007 consist of, for example, research; training; advisory services; and/or direct assistance. Follow-up to this regional seminar should be focused on three countries, to be decided by the Governing Body of the ILO (from Cameroon, Ethiopia, Mozambique, Nigeria, Senegal, United Republic of Tanzania, Uganda, Zambia and Zimbabwe).

Theme 4 -- Social dialogue in telecommunications services

The social partners will continue to engage in social dialogue in general, and specifically on training, commitment by workers to their own skill development, and equal opportunities in access to skills development. Greater efforts
need to be made to ensure full representation of the Employers’ Group, because some of the invited Employers’
delegates did not attend.

Theme 5 -- The role of governments, employers and trade unions in telecommunications training

The ILO will encourage governments, employers and trade unions to promote initiatives to develop public-private
partnerships on telecommunications training, and to examine possibilities to share facilities and experience of the
remaining telecommunications training centres in the African region. Governments have responsibility for
education, while training costs should be shared by government, employers, equipment vendors, and in some cases
by current or prospective workers in the industry. Certification of training should be accredited, possibly at the
enterprise, sectoral, national and regional levels. Vendor-specific training should ensure that skills are transferred
to African countries. The social partners will work towards greater gender equity in access to training. The role of
the International Telecommunication Union and the World Bank in telecommunications is recognized, and greater
efforts need to be made to align sectoral initiatives on skills, training and employability.

Conclusions of the ILO-UPU Joint Regional Seminar on Social Dialogue in Postal Services (23-25 November 2009, Dakar, Senegal)

Introduction

In accordance with a recommendation issued by the ILO Tripartite Meeting on Employment, Employability and
Equal Opportunities in the Postal and Telecommunications Services, held in Geneva from 13 to 17 May 2002, the
International Labour Office and the Universal Postal Union - in cooperation with Union Network International
(currently UNI Global Union) - organized the above Tripartite Seminar with a view to promoting social dialogue in
the region’s postal sector.

The Seminar was also part of the follow-up to the UPU’s Nairobi Postal Strategy (2008), the joint ILO/UPU
Subregional Seminar on Social Dialogue in Eastern and Southern Africa (Bagamoyo, Tanzania, November 2006) and
the joint ILO/ UPU Regional Seminars on Social Dialogue in Postal Services (Asia-Pacific, Bangkok, May 2000; and
Latin America, Lima, August 2003). The seminar was attended by eight representatives and two advisers of the
designated operators and governments (Benin, Burkina Faso, Cameroon, Côte d’Ivoire, Mali, Mauritania, Niger and
Senegal), 11 workers’ delegates from the above countries and representatives of private employers in Benin,
Senegal and Cameroon. One regulator (Mauritania) attended as an observer. The seminar was supported by a team
of experts from the ILO, the UPU and UNI Global Union.

General conclusions

The seminar participants agree on the following objectives: (a) to promote social dialogue in the postal sector; (b)
to offer and maintain the universal postal service; (c) to promote corporate social responsibility and sustainable
development in postal services; (d) to modernize and reform the postal service. Representatives of the designated
operators recognize their responsibilities, as well as those of workers and their representatives, in improving the
quality and achieving the development of postal services. The seminar considers that efforts must be made to
pursue these objectives and that social dialogue in all its forms had to be strengthened further. During their
discussions the designated operators and the employers’ and workers’ organizations of the region deepened their
mutual understanding.

The national reports presented at the seminar revealed differences between the countries of the region, even
though some characteristics were common to all. Social dialogue does exist in postal services in most of the eight
countries, but in some of them it works more effectively than in others. Solutions must thus be found to improve
social dialogue and strengthen its impact in the different countries concerned. The objective is to promote
partnerships between governments, employers and workers in order to offer high-quality services. It is important
to maintain the role of a rational and modern universal postal service which is competitive while being fair and
efficient.
Issue 1: Modernizing postal services in Africa and managing structural and cyclical change

There is consensus as to the urgency and necessity to reform the postal services. Nonetheless, the modernization or restructuring of a postal company does not necessarily go hand in hand with privatization. In Africa, the postal sector is going through a period of substantial change and the eight participating countries are at different stages in this process. Regardless of the level of change accomplished, the challenge for stakeholders is to find a better way of managing diversification - including the diversification of financial services, the opening up of markets and liberalization - so as to ensure the excellence and long-term sustainability of services. The main task is to focus on the effective and constructive participation of the workers' organizations and the postal administrations, making the most of corporate strategies and increasing participation in decision-making. Notwithstanding the economic situation, technological change makes it imperative for the postal sector to modernize in order to be able to meet society's needs and serve its customers effectively.

The seminar recognizes that the strategic objectives set at the UPU Conference, held in Geneva in 2008, had to be met by all stakeholders, that is to say governments, designated operators and workers' organizations. The participation of all is essential in this effort. The stakeholders have to acknowledge and address the concerns of postal workers, exchange information and consult in good faith before changes are implemented. Legal reforms, the specific conditions in every country and problems related to regulation - or the absence thereof - in the region's postal services have to be taken into consideration. It is also necessary to draw up training and information programmes for postal services.

The seminar stresses the importance of monitoring that structural and cyclical reforms are carried out in consultation with the workers' organizations. Furthermore, women workers should be encouraged to express their interests, career goals and steps taken in this respect. The ILO, the UPU and UNI Global Union, as well as their partners and members, should encourage the participation of women in their meetings and activities.

The participants further agree that governments and their representatives are essentially responsible for delivering effective postal services which ensure universal services and, in parallel, stability and decent working conditions. In managing change it is of paramount importance that the human factor should be taken into consideration. To modernize and improve the quality of services, businesses and workers have to draw up and implement longterm strategies.

To this end, the UPU and the ILO should commit to providing technical cooperation and support. Governments should encourage any initiatives aimed at financing programmes to modernize postal services.

National obligations with regard to a universal postal service arise from the fundamental rights enshrined in national laws. They are also based on the international commitments set out in the Universal Postal Convention, adopted at the 24th UPU Conference (2008). The services concerned by the Convention are the minimum postal services required for the delivery of letter-post items and postal parcels, which are essential for social communications and a dynamic economy.

Governments’ responsibility to maintain universal postal service and to meet their obligations towards society should be one of the main objectives of postal reform. In the search for the most viable and sustainable ways of financing the postal services, this responsibility must be a key element of any measures taken.

The conditions in which the postal services of the region operate at present require governments to make special efforts if they are to meet the challenges and overcome the risks that threaten the survival of postal services. Reforms are slow to be implemented in some parts of the region and appropriate legal frameworks are imperative if the sector is to develop.

Issue 2: Social dialogue in the postal services

The designated operators, private employers and workers’ organization welcomed the organization of the seminar by the ILO, the UPU and UNI Global Union to promote social dialogue at the national and regional level.

The concepts contained in the Memorandum of Understanding renewed in 2008 between the UPU and UNI Global Union, and the guiding principles of the ILO Conventions and the decisions of the 24th UPU Conference, should be examined as these instruments might serve to strengthen social dialogue between postal entities.
The different forms of social dialogue, including collective bargaining, the exchange of information and official and informal consultations, must be well designed and ongoing. The designated operators and the workers’ organizations should cooperate to enable postal services to develop in the course of this dialogue. Social dialogue should also take into account the role of the regulatory authorities.

Real social dialogue is based on a number of principles: understanding, mutual benefit, willingness, respect, responsibility, transparency and trust. Workers and their representatives should have a general understanding of the intentions of management, including any strategic plans. To understand these intentions, appropriate, useful information should be transmitted to enhance and facilitate decision-making.

It was agreed to promote the principles and rights set out in the ILO Declaration on Fundamental Principles and Rights at Work (1998) and its follow-up in order to encourage social dialogue in the postal sector. Collective agreements must include a clause calling for compliance with the above principles and rights. The seminar would like measures to be taken to ensure the long-term survival of the postal sector and the employment it offers. Applying 4 Conclusions Dakar postal english and putting into practice the above principles will help promote decent work in the postal sector.

It is up to governments to consult with the social partners to guarantee that social dialogue can take place in an appropriate framework and to ensure that dialogue is held within it. Governments are invited to create conditions conducive to effective social dialogue. It is recommended that the bodies taking part in social dialogue meet regularly on the basis of agendas previously agreed upon by all, and that these meetings should be attended by freely chosen representatives. In order to be effective and strengthen tripartism these bodies should receive adequate administrative support.

**Issue 3: The universal postal service in Africa**

The participants at the meeting recognize the need to promote universal postal service that takes into account the social, economic and technological environment; to draw up the regulations and criteria for universal postal service; to ensure that the options available for financing universal postal service are set out and understood; and to improve access to universal postal services and to understand the economic and social advantages associated with a viable universal postal service.

The participants recognize the importance of financial services in their region, including the availability of quality, affordable and accessible electronic money transfers for migrant workers.

The participants recognize every person’s right to a postal address.

The participants recognize that governments are responsible for financing universal postal service.

**Issue 4: Safety and health at work, HIV/AIDS, sustainable development, risk management and safety of postal items**

The participants strongly recommend that the designated operators be guided by the 20 priority actions accompanying the definition of sustainable development in the postal sector, notably those relating to social and societal aspects.

The participants recommend that the issue of HIV/AIDS be incorporated into collective agreements to avoid stigmatization and ensure that expenses are fully borne by the employer, as appropriate.

The HIV/AIDS campaign should be continued and expanded and should open the way for other initiatives (malaria, etc.) In view of the example set by Burkina Faso, Cameroon, Mali and Nigeria, which have been playing a pilot role in this project, the countries participating in the seminar are invited to join the campaign.

The participants recommend that hygiene committees should be established or reactivated, as applicable, and that they should exercise the powers conferred upon them by collective agreements or national legislation.

The participants recognize the importance of collective responsibility in matters of hygiene.

The participants recall that the sub-contracting of mail transport resulted in problems related to the safety of postal items.
Final remarks

The seminar was a good example of social dialogue at the regional and international level. The participants are grateful to the ILO, the UPU and UNI Global Union for launching the debate and invite them to adopt other initiatives aimed at implementing or “officializing” a mechanism of social dialogue and of extending it to other regions.

The seminar insisted on the importance of social dialogue in the postal services of Africa. This represents a major challenge for regulatory bodies, the public authorities, employers and workers. Social dialogue is necessary to strengthen and modernize the postal services. Proceeding from the objectives of the Nairobi Postal Strategy (2008), the conclusions of the joint regional seminars held in 2000, 2003 and 2006, the ILO tripartite meeting (Geneva, May 2002) and the UPU Strategy Conference (Geneva, October 2002), seminar participants recognize the importance of social dialogue adapted to national realities in order to arrive at joint solutions.

Follow-up

In accordance with the conclusions of the seminar, the participants issue the following proposals:

- the ILO, the UPU and UNI Global Union should draw up a report on the basis of the discussions held during the seminar between the designated operators, the employers’ and workers’ organizations and the regulatory authorities.

- the designated operators and the workers’ organizations should examine ways of organizing meetings at the national level as well as a follow-up seminar in the region in order to exchange best practices among the designated operators, the workers’ organizations, the public authorities and the regulatory authorities, possibly with support and assistance from the UPU and the ILO.

- the designated operators and the workers’ organization should inform the UPU, the ILO and UNI Global Union of the efforts made as part of their activities in order to promote sustainable development – including results obtained
- social dialogue, safety and health at work, risk management and the safety of postal items.

Seminar on Sustainable Development in Postal Services in Asia-Pacific countries (Ho Chi Minh City, Viet Nam, 25 - 28 June 2012)

**ACTION PLAN FOR APPU MEMBERS AND PRIORITIES, adopted at the Seminar on Sustainable Development in Postal Services in Asia-Pacific countries, Ho Chi Minh City, Viet Nam, 25 - 28 June 2012**

<table>
<thead>
<tr>
<th>Social Pillar</th>
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<tbody>
<tr>
<td><strong>Gender equality</strong></td>
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<tr>
<td>1. Reinforce awareness</td>
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<tr>
<td>– Encourage women to apply for leadership positions</td>
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<tr>
<td>– Formalize partnership with universities and other partners to promote gender equality</td>
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<tr>
<td>2. Review process and integrate gender equality into the strategy</td>
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<tr>
<td>– Take care in drafting job descriptions</td>
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<td>– Promote qualified women who can set an example</td>
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<td>– Set up targets or quotas</td>
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<tr>
<td>– Improve access to training for women</td>
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<tr>
<td>– Support women in delivering the policy</td>
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<tr>
<td><strong>People with disabilities</strong></td>
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<tr>
<td>1. Encourage and facilitate disabled people's employment</td>
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<tr>
<td>– Understand the different kinds of disability</td>
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<tr>
<td>– Evaluate how they can work in the company</td>
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<tr>
<td>– Accompany them in their integration in posts by in particular raising awareness of colleagues</td>
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</tbody>
</table>
- Develop career progression
2. Develop partnership with association or organisation dedicated to disability
3. Develop a strategy for customer accessibility
4. Monitor implementation of disability policy

**Social dialogue**
1. Structure and prepare dialogue
   - Identify problems
   - Clarify structure and governance
   - Share ideas with employees
   - Set comfortable conditions
   - Implement regular meetings
2. Improve participation and train trade unionists

**Pandemic disease (HIV...)**
1. Raise awareness of staff
   - Work with specialized organizations
   - Give advice (at work, in school...)
   - Use annual medical visit to give information or accompany people living with the disease
   - Create event: awareness day or post card
   - Integrate the topic into information session to new staff
2. Raise fund for organizations
   - Use post office site for donation box
3. Avoid exclusion and discrimination and accompany people living with the disease
   - treatment support
   - support of governmental campaign

**Safety and health security at work**
1. Define and include a safety plan
   - Overall assessment of workplace for safety and ergonomics and eliminate unsafe work
   - Test and review workplace evacuation system (fire, earthquake, flood...)
   - Promote safety equipment (safety belt, helmet...) and behaviour in particular in terms of driving
   - Organize health examination every year
   - Implement training in particular for safety sensitive position
2. Implement reporting and statistics on health
3. Award good performance
4. Provide medical insurance for staff
5. Collaborate with other stakeholders to promote literacy through non-formal education
   - partnership with Ministry of Education for literacy program
   - work with publishers
   - partner with libraries in rural post offices and use post office to distribute books in remote areas
   - involve the staff in those programs
   - collect books for example postal staff donate
6. Help the staff benefit from the program
7. Implement a writing competition

**Economic Pillar**
1. Define green products and reinforce green procurement
   - Clarify available options in terms of procurement
   - Identify relevant and strategic procurement: paper, vehicles...
   - Consider whole life cycle cost, including use and end of life
   - Set up criteria and guidelines: reduction of resources used, reduction of CO2 emissions or consumption, preference to recycled and recycling product, include social aspects
   - Measure implementation
2. Implement an Ethic policy
| The ILO’s work in the postal and telecommunication sector |

- **Formalize a code of conduct**
  - General one at UPU level to reinforce credibility
  - Promote integrity, justice and fairness
- **Implement procedures to ensure code of conduct endorsement**
  - Questionnaire and declaration for conflict of interest
  - Internal and external audit
  - Integration of the code in all contracts
  - Involvement and support of top management and HR
  - Set up an evaluation system

Disclose the way you are doing business

3. **Responsible products**
- **Reinforce research and definition on responsible products**
  - Envelop reusable or recyclable, made of recycled paper
  - Integrate CO2 emitted in consideration
  - Research risks and impacts
  - Set sustainable criteria and include them in action plan and marketing objectives
- **Stop providing harmful products**
- **Transform involvement in added value**

4. **Develop stakeholder relationships and position the postal sector as a leader of opinion**
- **Select relevant stakeholders**
  - Find common interests and set up partnerships
- **Implement regular contacts and good and transparent communication, and share best practices**
- **Understand stakeholders’ issues through surveys, questionnaires...**

### Environmental Pillar

1. **Assess how to innovate with standardization of process and new technology integration**
2. **Create value-based training**
   - a. train every employee
   - b. reinforce awareness on new issues
3. **Implement strategic partnership to contribute to biodiversity preservation and raise awareness**
   - a. School programme,
   - b. Conservation / National Park
   - c. National programme
   - d. Philately programme
4. **Set up action plan to prevent waste and raise awareness**
   - a. Collect waste which have value (led battery, electric cells...)
   - b. Reduce as much as possible (when purchasing, using...)
   - c. Reuse (paper, postal bag...) and recycle (paper...)
   - d. Collaborate with related party
   - e. Substitute product by recycled and recycling ones
   - f. Implement communication plan and make top management transmitting the instruction
Seminar on Sustainable Development in Postal Services in EuroMed countries (St Julians, Malta, 17 - 19 September 2013)

Results of the regional seminar on sustainable development held in St Julians (Malta) from 17 to 19 September 2013

**Social Pillar**

<table>
<thead>
<tr>
<th>Topic</th>
<th>Priorities identified</th>
<th>Keys to success</th>
</tr>
</thead>
</table>
| Promotion of diversity  | Review recruitment and promotion procedures  
- Gender equality  
- Respect for diversity  
- Integration of people with different capacities  | Create a dedicated commission to find talented women and design specific programmes for them  
Revise salary levels  
Discuss implementation of quotas |
| Integration of decent work policies  | Improve working conditions  
- Promote safety at work  
- Improve work station: air quality, ergonomic position  
- Promote professional skills and implement training programmes  
- Guarantee equal opportunities  
- Create events to motivate employees (build team spirit)  
Increase benefits for employees  
- Health center and care/health insurance  
- Help employees to commute  
Encourage education of employees’ children  
Involve employees in decision-making  
Improve internal communication system |
| Promotion of social dialogue  | Develop communication system (publications, meetings, debates)  
Create a department dedicated to social relations  
Organize seminars with external stakeholders  
Maintain continuous dialogue with trade unions (institutionalize dialogue)  | Create a climate for discussion  
Have employees, employers and government participate in discussions |
| Awareness-raising campaigns on health issues  | Cooperate with Ministry of Health  
Inform the UPU of regional needs concerning new campaigns on specific diseases |
## Economic Pillar

<table>
<thead>
<tr>
<th>Topic</th>
<th>Priorities identified</th>
<th>Keys to success</th>
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<tbody>
<tr>
<td>Responsible finance</td>
<td>Promote local or international NGOs dedicated to microcredit, micro insurance and other responsible financial products</td>
<td>Accompany Posts' customers in their personal or professional projects with specific financial postal services or guidance towards partnerships</td>
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<td></td>
<td>Host microcredit or micro insurance operators in post offices</td>
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<td></td>
<td>Encourage Euromed member countries to develop responsible financial services (financial inclusion, microcredit, etc.)</td>
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<tr>
<td>Responsible purchasing</td>
<td>Integrate sustainable development criteria (working norms, respect for environment, etc.) in specifications of calls for tender</td>
<td>Involvement of top management</td>
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<td></td>
<td>Review the selection process in order to select subcontractors, products and services with a sustainable development approach (environment, ethics)</td>
<td>Lobby regulator to improve national purchasing process rules and integrate sustainable development</td>
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<td>Implement responsibility of and towards subcontractors (payment deadlines)</td>
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<td></td>
<td>Identify subcontractors able to collect and recycle waste</td>
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<tr>
<td>Ethics</td>
<td>1 Devise a framework within Euromed for a common code of conduct</td>
<td>Lobby government</td>
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<td>2 Combat corruption – Automate purchasing process in order to combat corruption (using dedicated software)</td>
<td>Train</td>
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<tr>
<td></td>
<td>3 Work with regulators to promote responsible purchasing and fight against corruption</td>
<td>Explain the benefits for the Post</td>
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<tr>
<td>Responsible offer</td>
<td>Develop new services to compensate for decreasing mail volume</td>
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<td></td>
<td>– Recycling services (combined with mail delivery)</td>
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<td></td>
<td>– Digital services: Internet identification, official document certification, scans, etc.</td>
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## Environmental Pillar

<table>
<thead>
<tr>
<th>Topic</th>
<th>Priorities identified</th>
<th>Keys to success</th>
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<tbody>
<tr>
<td>Climate change</td>
<td>Measure environmental impact</td>
<td>Participate in the UPU annual carbon inventory</td>
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<tr>
<td>Set objectives for reducing carbon emissions and energy consumption</td>
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<thead>
<tr>
<th>Transport</th>
<th>Invest in alternative vehicles fleet (GNV, electric)</th>
<th>Necessity to change mind</th>
<th>Speak with one voice (Euromed) to get better bargains from subcontractors (car manufacturers)</th>
</tr>
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<tbody>
<tr>
<td>– Lobby government to change regulations, implement incentives</td>
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<tr>
<td>– Create a purchasing platform within Euromed to raise volume order and obtain better price: formalize specifications based on postal needs</td>
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<tr>
<td>– Use postal vehicle leasing to renew fleet more often and obtain less polluting vehicles</td>
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<tr>
<td>Review services, products and operating process to reduce impacts</td>
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<tr>
<td>– Assess real need for emergency delivery</td>
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<tr>
<td>– Review the planning process</td>
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<tr>
<td>• use computers to optimize delivery or collection route</td>
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<tr>
<td>• mutualize mail and express activity</td>
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<tr>
<td>– Review work process (e.g. organize teleworking where appropriate)</td>
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<tr>
<td>Implement eco-driving training (possible 5% to 10% savings)</td>
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<tr>
<td>Use guide to raise employees' awareness of how they can help to reduce environmental impacts</td>
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<tr>
<th>Buildings</th>
<th>Incorporate environmental criteria into specifications for new buildings</th>
<th>Explain not only collective benefits, but also personal benefits of recommended measures in order to motivate people</th>
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<tr>
<td>– Develop a guide to explain the purpose of responsible buildings</td>
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<tr>
<td>– Share specifications, keys to success, errors made (e.g. use natural light, but increase air conditioning use because of heat) with other Euromed member countries</td>
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<td>– Study the possibility of using renewable energy where applicable</td>
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<tr>
<td>Create a guide for employees to explain the eco-friendly use of buildings (savings in energy, water and fuel, etc.)</td>
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<tr>
<td>Discontinue the use of plastic bags</td>
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</table>
Useful documents

Codes of practice

*Code of practice on workplace violence in services sectors and measures to combat this phenomenon:* Meeting of Experts to Develop a Code of Practice on Violence and Stress at Work in Services: A Threat to Productivity and Decent Work (Geneva, 8-15 October 2003)

Guidelines

*Guidelines on HIV and AIDS for the postal sector (2011)*

Studies and Reports

1935

Hours of Work in Postal Services (Geneva, 1935)

1988

Tomoaki Ishii (ed.) *Labour and social dimensions of privatization and restructuring: Telecommunication services* (Geneva, 1998)

2000

Claude Duchemin. *Competition policy and international labour and social relations (postal and telecommunications services, water, gas, electricity)*, (Geneva, 2000).

Background Reports for Meetings

1951

*Conditions of Employment in Postal, Telegraph and Telephone Services*

1984

Joint Committee for Postal and Telecommunications Services: General Report (First Item on the Agenda) (First Session, Geneva, 1984)

Joint Committee for Postal and Telecommunications Services: Methods of wage determination in the postal and telecommunications sector (Second Item on the Agenda) (First Session, Geneva, 1984)
Joint Committee for Postal and Telecommunications Services: The working environment and safety and health (Third Item on the Agenda) (First Session, Geneva, 1984)

1991

Joint Committee for Postal and Telecommunications Services: General Report (Second Session, Geneva, 1991)

Joint Committee for Postal and Telecommunications Services: Consequences of technological developments in the postal and telecommunications services, together with an examination of the conditions governing participation in decision-making concerning the introduction and utilisation of new technologies (Report II) (Second Session, Geneva, 1991)

Joint Committee for Postal and Telecommunications Services: The length of working time in the postal and communications services with regard to the working week, the working year and total working life (Report III) (Second Session, Geneva, 1991)

1998

Structural and regulatory changes and globalization in postal and telecommunications services: The human resources dimension, Report for discussion at the Tripartite Meeting on the Human Resources Dimension of Structural and Regulatory Changes and Globalization in Postal and Telecommunications Services (Geneva, 1998)

Committee on Sectoral and Technical Meetings and Related Issues: Structural and regulatory changes and globalization in postal and telecommunications services: The human resources dimension (Geneva, November 1998)

2002


2011


2015


Meeting Reports/ Note on the proceedings

1977


1991
The ILO’s work in the postal and telecommunication sector

Report of the Joint Meeting for Postal Services and Telecommunications (Second Session) (Geneva, 8-16 May, 1991)

1998

Note on the proceedings Tripartite meeting on the Human Resources Dimension of Structural and Regulatory Changes and Globalization in Postal and Telecommunications Services (Geneva, 20-24 April 1998)

2000

Social Dialogue in Postal Services in Asia and the Pacific: Final report of the ILO-UPU Regional Seminar (Bangkok, 23-26 May 2000)

2002


2003

Meeting of Experts to Develop a Code of Practice on Violence and Stress at Work in Services: A Threat to Productivity and Decent Work (Geneva, 8-15 October 2003)

Standing Orders

1983

Composition and Standing Orders of the Joint Committee on Postal and Telecommunications Services (Geneva, November 1983)

1984

Joint Committee for Postal and Telecommunications Services: Standing Orders of the Joint Committee for Postal and Telecommunications Services (Geneva, 1984)

Regional and national Seminars

Postal Telegraph and telephone international Fifth Asian Regional Conference, Bandung (Indonesia), 20 - 25 September 1971

ILO-UPU Joint Regional Seminar on Social Dialogue in Postal Services (Bangkok, 23-26 May 2000)

ILO/UPU Regional Seminar on Social Dialogue in Postal Services in Africa (Bagamoyo, Tanzania, 27 - 29 November 2006)

ILO Tripartite Regional Seminar on Skills and Employability in Telecommunications Services in Africa (Bagamoyo, Tanzania, 4 - 6 December 2006) Meeting Document; Ensure skills transfer, employability in Africa’s telecoms sector; Conclusions of the Regional Seminar on Skills and Employability in Telecommunications Services in selected countries in Africa

Regional Training Seminars on Skills and Employability in Telecommunications Services (Yaoundé, Cameroun, 30 July- 4 August 2007)

Sub-regional Seminar on Social Dialogue in Postal Services in Francophone Central and Western Africa (Dakar, Senegal, 23 - 25 November 2009) - Conclusions of the ILO/UPU/UNI Global Union Subregional Seminar on Social Dialogue in Postal Services in francophone Central and West Africa

National Seminar on Skills and Employability in Telecommunications Services in Central Africa (Yaoundé, Cameroun) - Resolution and recommendations of the National Seminar on Skills and Employability in Telecommunications Services in Central Africa

Seminar on Sustainable Development in Postal Services in the Americas (Santo Domingo de Heredia, Costa Rica, 6 - 9 April 2010, 14 - 17 September 2009)

Seminar on Sustainable Development in Postal Services in African countries (Yaoundé, Cameroun 26 - 28 September 2011)

Seminar on Sustainable Development in Postal Services in Asia-Pacific countries (Ho Chi Minh City, Viet Nam, 25 - 28 June 2012) - Action Plan adopted at the Seminar on Sustainable Development in Postal Services in Asia-Pacific countries

Seminar on Sustainable Development in Postal Services in EuroMed countries (St Julians, Malta, 17-19 September 2013) - Results of the regional seminar on sustainable development, Malta

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