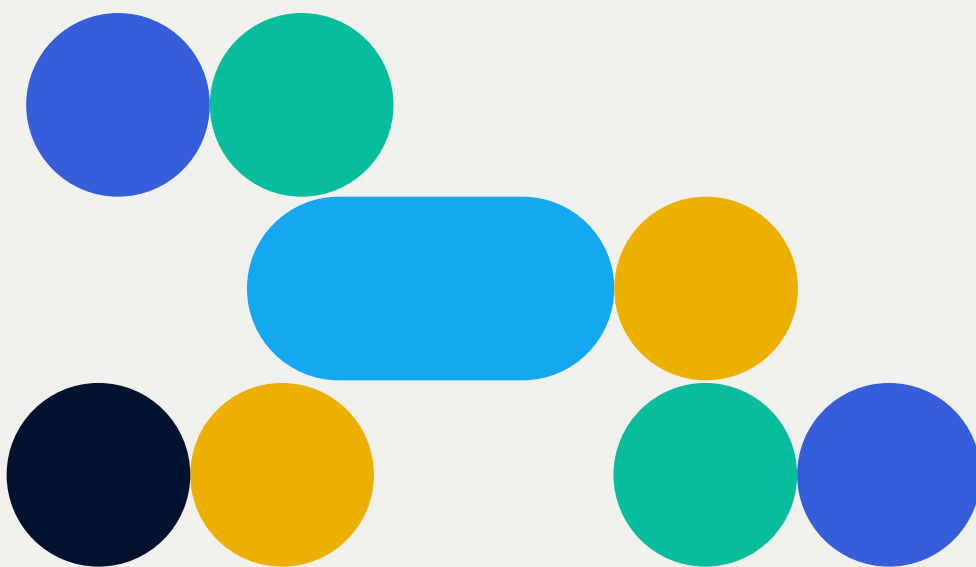




The Global Deal Flagship Report 2024

Shaping Transitions to Decent Work
Social Dialogue for a Better Future



GLOBAL DEAL

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Shaping Transitions to Decent Work:

Social dialogue for a better future

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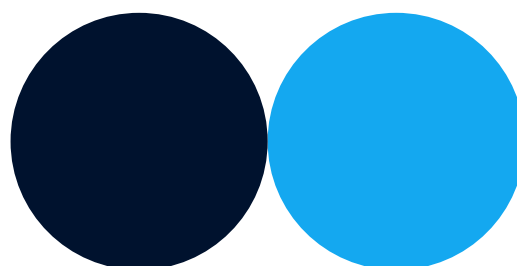
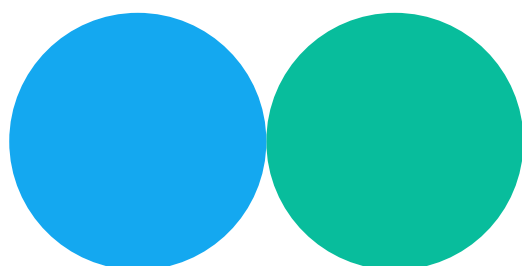
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EXECUTIVE SUMMARY - English version

The 2024 edition of the Global Deal Flagship Report examines the importance of social dialogue in today's fast-changing labour markets, to ensure that workers can reap the opportunities that are presented to them, access good quality jobs and limit decent work deficits.

The green and AI transitions are key drivers of the changes and opportunities we are witnessing globally. In the medium to long term, this twin transition has the potential to lead to more inclusive and sustainable growth by fostering innovation, increasing productivity, and creating quality jobs. In the short term, however, it threatens to disrupt our labour markets. As these disruptions affect regions, sectors, and population groups differently, there is a risk of widening divides between people, sectors, countries and regions. Social dialogue stands to play a key role in mitigating these risks, making these transitions just and inclusive, and ensuring that no one is left behind.

Job quality, not just job quantity, is under strain globally. Nearly 60% of the global workforce is employed in the informal economy. While informal employment has been declining over the past decade (with the number of informal workers however rising as the working population grows), the spreading of platform work risks inverting the trend. Further, the total number of fatal and non-fatal work injuries as well as work-related diseases has been on the rise – for example, between 2000 and 2019 work-related deaths increased by 12%. Additionally, heat stress is increasingly affecting workers worldwide. Social dialogue is crucial in enabling and supporting

the transition to the formal economy and shaping working conditions, including occupational safety and health standards. As such, social partners stand to play a key role in improving working conditions through the negotiation of collective agreements at sectoral or firm-level, participation in representative institutions in the workplace or through advocacy efforts and participation in tripartite negotiations to design policies and laws.

Both informal self-employed workers and employees may face challenges to exercise their rights to freedom of association and collective bargaining, both in law and in practice. The same is true for migrant workers. The search for better work opportunities is the main driver of migration with migrant workers accounting for 4.9% of the global workforce. To harness the benefits of labour migration, it is key to engage with social partners. They can make a significant contribution to make labour migration governance fair and effective and address challenges, including protection deficits and enhancing labour market functionality.

This report provides several case studies structured along five themes selected among Global Deal partners through desk research and close consultation of partners, yielding insights into how labour-market challenges can be addressed through social dialogue and sound industrial relations and draws lessons that can serve as a source of inspiration for representatives from governments, employers' and workers' organisations globally.

Key lessons

Social Dialogue for the Safe, Responsible and Ethical Adoption of Artificial Intelligence (AI) in Workplaces

- > The introduction of AI in the workplace poses new challenges and risks. To mitigate AI's potential harms to employees' well-being and maximise its potential benefits, consultation of various stakeholders, including social partners is key. They play a crucial role in adopting and implementing new policies, legislation and guidelines to close legal and policy gaps that are needed for a safe, responsible and ethical adoption of AI in the workplace. For example, the U.S. AI Executive Order identifies guiding principles and priorities for the safe, secure and trustworthy development and use of AI, which recognise the importance of consultation of various stakeholders, including social partners, for implementation.
- > Collective bargaining agreements can set protective measures around AI use, so that AI technologies enhance rather than diminish job quality. They can ensure mechanisms for direct feedback from workers to AI developers and put in place training programmes, as is the case under the partnership between the American Federation of Labor and Congress of Industrial Organizations (AFL-CIO) and Microsoft. Collective bargaining agreements are also important to regulate the use of AI, to enhance transparency and ensure worker consent. This is underlined by the agreements reached by the Writers Guild of America (WGA) and the Alliance of Motion Picture and Television Producers (AMPTP), as well as the Screen Actors Guild and the American Federation of Television and Radio Artists (SAG-AFTRA) and AMPTP.
- > Both the PSI Digital Bargaining Hub and the UNI Europa Database of AI and Algorithmic

Management in Collective Bargaining Agreements provide a useful resource for trade unions and highlight the critical role of social dialogue in ensuring trustworthy AI adoption through collective bargaining.

- > Cross-industry agreements between social partners can be a useful instrument to adopt a common approach to reply to the digitalisation of the world of work. The European Social Partners Framework Agreement on Digitalisation provides a framework at the European level that can guide implementation at national level tailoring it national contexts and to specific industries to enforce a common approach.

Social Dialogue for a Just Transition

- > The net-zero transition has far-reaching implications for the labour market: new green skills will be needed, which will lead to the creation of new jobs, the adaptation of existing jobs, and the replacement of current jobs. The Austrian Just Transition Action Plan on Training and Reskilling recognises the fundamental importance of upskilling and reskilling initiatives. Social partners were part of the Just Transition Working Group and play a key role in the Action Plan implementation.
- > When designing measures to support a just transition and specifically reduce greenhouse gas emissions in energy production, it is crucial to assess the labour market impact nationally and regionally. In Chile, social partners are contributing to the establishment of the National Strategy for a Socio-ecological Just Transition. At the regional level, they have been involved in the design and implementation of Environmental and Social Recovery Plans.
- > An advisory body with a multistakeholder

governance structure is an effective way to promote, coordinate and oversee the just transition. As an independent, statutory, multistakeholder body whose mission is to promote social partnerships by engaging with various stakeholders for a just transition, the Presidential Climate Commission in South Africa provides evidence-based information to support decision-making, build consensus to enable policy and action for a just transition, and advise on means of implementation, including finance, capacity and technology.

Social dialogue to support holistic approaches to transition to formality

- > Establishing technical working groups that include social partners is crucial to design holistic and inclusive strategies that promote transition to formality. In Costa Rica, four Tripartite Technical Commissions supported the drafting of the four pillars of the National Strategy for the Transition to the Formal Economy adopting a holistic approach and paying special attention to the needs of vulnerable groups of workers, such as women, youth, migrant workers, and persons with disabilities. Further, social partners shaped several achievements under the National Strategy for the Transition to the Formal Economy, including the upscaling of the National Employment Programme (PRONAE 4x4), the design of new social protection schemes, and the support for the formalisation of enterprises.
- > It is key to give informal workers a representative voice and a platform to associate and bargain with authorities. In Brazil this approach has succeeded in regulating street vending and improving informal street vendors' working conditions. Engaging with representative organisations of informal workers can help decrease tensions and support social cohesion. In Zimbabwe, in a climate of historical tensions between street vendors and local authorities, the memorandum of understandings

(MoUs) between the Zimbabwe Chamber of Informal Economy Association (ZCIEA) and local authorities led to a win-win situation: On the one side, informal workers gained social and legal recognition, were granted access to public space and infrastructure and were protected against harassment and confiscation of their goods. On the other hand, local authorities were able to maintain order and public health standards and provided a regulated stream of revenue through vendor fees.

Social dialogue to improve working conditions with a particular focus on occupational safety and health (OSH)

- > Decent work and fair play go together. Workers are behind the successful organisation of large-scale sports events and their labour rights need to be protected, especially more vulnerable groups of workers. The Paris 2024 Social Charter, even if not legally binding, has underscored the strong commitment of social partners to respect decent work and promote local sustainable development, ensuring the Olympics are economically, socially and environmentally responsible.
- > Workers in the garment industry worldwide face challenging working conditions. In Indonesia, bipartite workplace and occupational safety and health (OSH) committees play a key role in promoting social dialogue at enterprise level, identifying risks and establishing preventive measures. Women need to be represented on workplace and OSH committees so that women-related health issues, including violence and harassment in the workplace, receive attention. Further, violence and harassment in the workplace have to be addressed as part of the measures implemented to promote occupational safety and health and bipartite dialogue at the workplace. Indonesia has taken an important step forward by requiring enterprises to establish sexual harassment task forces under the existing workplace committees.

- > Workers in the construction sector are facing difficult working conditions in many countries. Long hours and low pay are often the norm. Additionally, safety remains a concern on many construction sites, with standards often not respected and safety equipment not always provided. In Tunisia, climate change is exacerbating this situation. Social partners play an important role in improving working conditions and protecting construction workers. The MoU signed between the Fédération Générale du Bâtiment et du Bois (FGBB) and the Fédération Nationale des Entreprises de Bâtiment et des Travaux Publics (FNEBTP) in May 2023 represents a major step forward.

Social dialogue for fair and effective labour migration governance

- > Social partners play a crucial role in supporting fair and effective labour migration governance. Recognising this, tripartite consultation mechanisms have been established at both regional and national levels within the Association of Southeast Asian Nations (ASEAN) region. These mechanisms have contributed to the creation of inclusive and holistic policies, ensuring robust support for on-the-ground implementation.
- > Through cross-border cooperation, social partners can significantly contribute to protecting migrant workers' rights. The agreement signed between the Federation of Somali Trade Unions (FESTU) and the Confederation of Ethiopian Trade Unions (CETU) in 2023 is a powerful example of such cooperation. It foresees, amongst others, joint campaigns to combat prejudices and highlight the contributions of migrant workers, raise concerns in national tripartite labour committees, and encourage inclusion of migrant workers in collective bargaining.
- > Trade unions play a key role in protecting all workers, including migrant workers. Otherwise, there is a risk of downward pressure on wages

and working conditions. Some of the initiatives implemented in specific sectors in Sweden, such as the projects implemented by Byggnads in the construction sector and by Fastighets in the cleaning industry, make an important contribution to protect the labour rights of workers in sectors where labour rights abuses are more common than in others, and where there is a high share of migrant workers.

This report also provides an update of Global Deal partners' commitments on mobilising social dialogue as a means to achieve decent work and inclusive growth. The Global Deal aims to facilitate and advance co-operation between governments and social partners. To achieve this, the Global Deal provides a unique platform to enable knowledge sharing, encourage policy discussion and accelerate positive change through the implementation of voluntary commitments by partners.



RÉSUMÉ – Version en français

L'édition 2024 du rapport phare du Global Deal examine l'importance du dialogue social dans les marchés du travail actuels en pleine évolution, afin de garantir que les travailleurs puissent saisir les opportunités qui se présentent à eux, accéder à des emplois de qualité et limiter les déficits en matière de travail décent.

Les transitions vertes et de l'intelligence artificielle sont les principaux moteurs des changements et des opportunités dont nous sommes témoins à l'échelle mondiale. À moyen et long terme, cette transition jumelle peut conduire à une croissance plus inclusive et durable en encourageant l'innovation, en augmentant la productivité et en créant des emplois de qualité. À court terme, cependant, elle menace de perturber nos marchés du travail. Comme ces perturbations touchent les régions, les secteurs et les groupes de population différemment, il y a un risque que les écarts se creusent entre les personnes, les secteurs, les pays et les régions. Le dialogue social est appelé à jouer un rôle clé dans l'atténuation de ces risques, en rendant ces transitions justes et inclusives, et en veillant à ce que personne ne soit laissé pour compte.

La qualité de l'emploi, et pas seulement la quantité, est mise à rude épreuve à l'échelle mondiale. Près de 60 % de la main-d'œuvre mondiale est employée dans l'économie informelle. Alors que l'emploi informel a diminué au cours de la dernière décennie (le nombre de travailleurs informels augmentant toutefois à mesure que la population active augmente), la prolifération du travail des plateformes risque d'inverser la tendance. De plus, le nombre total d'accidents du travail mortels et non mortels ainsi que de maladies liées au travail est en augmentation - par exemple, entre 2000 et 2019, les décès liés au travail ont augmenté de 12 %. En outre, le stress thermique touche de plus en plus de travailleurs dans

le monde entier. Le dialogue social est essentiel pour permettre et soutenir la transition vers l'économie formelle et pour améliorer les conditions de travail, y compris les normes de sécurité et de santé au travail. À ce titre, les partenaires sociaux sont appelés à jouer un rôle clé dans l'amélioration des conditions de travail par la négociation de conventions collectives au niveau du secteur ou de l'entreprise, la participation à des institutions représentatives sur le lieu de travail ou par des efforts de sensibilisation et la participation à des négociations tripartites visant à élaborer des politiques et des lois.

Les travailleurs indépendants et les employés informels peuvent rencontrer des difficultés pour exercer leurs droits à la liberté d'association et à la négociation collective, tant en droit qu'en pratique. Il en va de même pour les travailleurs migrants. La recherche de meilleures opportunités de travail reste le principal moteur de la migration et les travailleurs migrants représentent 4,9 % de la force de travail mondial. Pour optimiser les avantages des migrations de main d'œuvre, il est essentiel de collaborer avec les partenaires sociaux. Ils peuvent contribuer de manière significative à rendre la gouvernance des migrations de main d'œuvre équitable et efficace et à relever des défis, notamment les déficits de protection et l'amélioration du fonctionnement du marché du travail.

Ce rapport présente plusieurs études de cas pour les cinq chapitres thématiques du rapport, sélectionnés parmi les partenaires du Global Deal par le moyen d'une recherche documentaire et une concertation étroite des partenaires. Le rapport souligne la manière dont les défis du marché du travail peuvent être relevés par le biais du dialogue social et de relations industrielles saines et tire des leçons qui peuvent servir de source d'inspiration pour les représentants des gouvernements, des employeurs et des travailleurs dans le monde entier.

Principaux enseignements :

Dialogue social pour l'adoption sûre, responsable et éthique de l'intelligence artificielle (IA) sur le lieu de travail

- > L'introduction de l'IA sur le lieu de travail pose de nouveaux défis et risques. Pour atténuer les effets négatifs potentiels de l'IA sur le bien-être des employés et maximiser ses avantages potentiels, il est essentiel de consulter les différentes parties prenantes, y compris les partenaires sociaux. Ceux-ci jouent un rôle crucial dans l'adoption et la mise en œuvre de nouvelles politiques, législations et lignes directrices visant à combler les lacunes juridiques et politiques nécessaires à l'adoption sûre, responsable et éthique de l'IA sur le lieu de travail. Par exemple, le décret américain sur l'IA définit des principes directeurs et des priorités pour le développement et l'utilisation sûrs, sécurisés et fiables de l'IA reconnaissant l'importance de la consultation des différentes parties prenantes, y compris les partenaires sociaux, pour la mise en œuvre.
- > Les conventions collectives peuvent prévoir des mesures de protection autour de l'utilisation de l'IA, afin que les technologies de l'IA améliorent la qualité de l'emploi plutôt que de la diminuer. Elles peuvent garantir des mécanismes de retour d'information direct des travailleurs vers les développeurs d'IA et mettre en place des programmes de formation, comme c'est le cas dans le cadre du partenariat entre la American Federation of Labor and Congress of Industrial Organizations (AFL-CIO) et Microsoft. Les conventions collectives sont également importantes pour réglementer l'utilisation de l'IA, améliorer la transparence et garantir le consentement des travailleurs. C'est ce que soulignent les accords conclus par la Writers Guild of America (WGA) et l'Alliance of Motion Picture and Television

Producers (AMPTP), ainsi que par le Screen Actors Guild and the American Federation of Television and Radio Artists (SAG-AFTRA) et l'AMPTP.

- > Le PSI Digital Bargaining Hub et le UNI Europa Database of AI and Algorithmic Management in Collective Bargaining Agreements constituent une ressource utile pour les syndicats et soulignent le rôle essentiel du dialogue social pour garantir une adoption fiable de l'IA par le biais de la négociation collective.
- > Les accords interprofessionnels entre partenaires sociaux peuvent être un instrument utile pour adopter une approche commune afin de répondre à la numérisation du monde du travail. L'accord-cadre des partenaires sociaux européens sur la numérisation fournit un cadre au niveau européen qui peut guider la mise en œuvre au niveau national en s'adaptant aux contextes nationaux et aux industries spécifiques afin de faire respecter une approche commune.

Dialogue social pour une transition juste

- > La transition nette zéro a des implications considérables pour le marché du travail : de nouvelles compétences vertes seront nécessaires, ce qui entraînera la création de nouveaux emplois, l'adaptation des emplois existants et le remplacement des emplois actuels. Le Plan d'action autrichien pour une transition juste sur la formation et la requalification reconnaît l'importance fondamentale des initiatives d'amélioration et de requalification des compétences. Les partenaires sociaux ont fait partie du groupe de travail sur la transition juste et jouent également un rôle clé dans la mise en œuvre du plan d'action.
- > Lors de l'élaboration de mesures visant à soutenir

une transition juste et à réduire spécifiquement les émissions de gaz à effet de serre dans la production d'énergie, il est essentiel d'évaluer l'impact sur le marché du travail aux niveaux national et régional. Au Chili, les partenaires sociaux contribuent à l'élaboration de la Stratégie nationale pour une transition socio-écologique juste. Au niveau régional, ils ont participé à la conception et à la mise en œuvre de Plans de rétablissement environnemental et social.

- > Un organisme consultatif doté d'une structure de gouvernance multipartite est un moyen efficace de promouvoir, de coordonner et de superviser la transition juste. En tant qu'organe indépendant, statutaire et multipartite dont la mission est de promouvoir les partenariats sociaux en impliquant les différentes parties prenantes pour une transition juste, la Commission présidentielle sur le climat en Afrique du Sud fournit des informations factuelles pour soutenir la prise de décision, établir un consensus pour permettre une politique et une action pour une transition juste, et donner des conseils sur les moyens de mise en œuvre, y compris le financement, la capacité et la technologie.

Le dialogue social pour soutenir des approches holistiques de la transition vers la formalité

- > La mise en place de groupes de travail techniques incluant les partenaires sociaux est essentielle pour concevoir des stratégies holistiques et inclusives qui promeuvent la transition vers la formalité. Au Costa Rica, quatre commissions techniques tripartites ont soutenu la rédaction des quatre piliers de la Stratégie nationale de transition vers l'économie formelle en adoptant une approche holistique et en accordant une attention particulière aux besoins des groupes de travailleurs vulnérables, tels que les femmes, les jeunes, les travailleurs migrants et les personnes en situation d'handicap.

En outre, les partenaires sociaux ont façonné plusieurs réalisations dans le cadre de la Stratégie nationale de transition vers l'économie formelle, notamment l'extension du programme national pour l'emploi (PRONAE 4x4), la conception de nouveaux régimes de protection sociale et le soutien à la formalisation des entreprises.

- > Il est essentiel de donner aux travailleurs informels une voix représentative et une plateforme pour s'associer et négocier avec les autorités. Au Brésil, cette approche a permis de réglementer la vente ambulante et d'améliorer les conditions de travail des vendeurs informels. Collaborer avec les organisations représentatives des travailleurs informels peut contribuer à réduire les tensions et à soutenir la cohésion sociale. Au Zimbabwe, dans un climat de tensions historiques entre les vendeurs de rue et les autorités locales, les mémorandums d'accord (MoUs) entre la Zimbabwe Chamber of Informal Economy (ZCIEA) et les autorités locales ont abouti à une situation gagnant-gagnant : D'une part, les travailleurs informels ont obtenu une reconnaissance sociale et juridique, se sont vu accorder l'accès à l'espace public et aux infrastructures et ont été protégés contre le harcèlement et la confiscation de leurs marchandises. D'autre part, les autorités locales ont été en mesure de maintenir l'ordre et les normes de santé publique et ont fourni un flux de revenus réglementé grâce aux redevances versées par les vendeurs.

Dialogue social pour améliorer les conditions de travail, avec un intérêt particulier pour la sécurité et la santé au travail (SST)

- > Travail décent et fair-play vont de pair. Les travailleurs sont à la base de l'organisation réussie d'événements sportifs de grande envergure et leurs droits du travail doivent être protégés, en

particulier ceux des groupes de travailleurs les plus vulnérables. La Charte sociale de Paris 2024, même si elle n'est pas juridiquement contraignante, a souligné l'engagement ferme des partenaires sociaux à respecter le travail décent et à promouvoir le développement durable local, en veillant à ce que les Jeux olympiques soient économiquement, socialement et écologiquement responsables.

- > Partout dans le monde, les travailleurs de l'industrie du vêtement sont confrontés à des conditions de travail difficiles. En Indonésie, les comités bipartites sur le lieu de travail et les comités de sécurité et santé au travail (SST) jouent un rôle essentiel dans la promotion du dialogue social au niveau de l'entreprise, l'identification des risques et la mise en place de mesures préventives. Les femmes doivent être représentées au sein des comités sur le lieu de travail et les comités de SST afin que les problèmes de santé liés aux femmes, notamment la violence et le harcèlement sur le lieu de travail, reçoivent une attention particulière. En outre, la violence et le harcèlement sur le lieu de travail doivent être abordés dans le cadre des mesures mises en œuvre pour promouvoir la sécurité et la santé au travail et le dialogue bipartite sur le lieu de travail. L'Indonésie a fait un pas en avant important en exigeant que les entreprises créent des groupes de travail sur le harcèlement sexuel au sein des comités existants sur le lieu de travail.
- > Les travailleurs du secteur de la construction sont confrontés à des conditions de travail difficiles dans de nombreux pays. De longues heures de travail et des bas salaires sont souvent la norme. De plus, la sécurité reste un sujet de préoccupation sur de nombreux chantiers, les normes n'étant souvent pas respectées et les équipements de sécurité n'étant pas toujours fournis. En Tunisie, le changement climatique exacerbe cette situation. Les partenaires sociaux jouent un rôle important dans l'amélioration des conditions de travail et la protection des travailleurs de la construction.

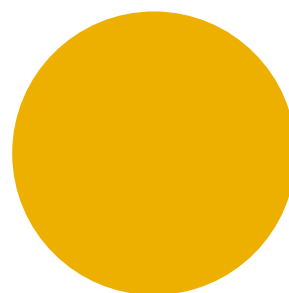
Le protocole d'accord signé entre la Fédération Générale du Bâtiment et du Bois (FGBB) et la Fédération Nationale des Entreprises de Bâtiment et des Travaux Publics (FNEBTP) en mai 2023 représente une avancée majeure.

Dialogue social pour une gouvernance équitable et efficace des migrations de main d'œuvre

- > Les partenaires sociaux jouent un rôle crucial dans le soutien d'une gouvernance équitable et efficace des migrations de main d'œuvre. Reconnaisant cela, des mécanismes de consultation tripartite ont été mis en place aux niveaux régional et national dans la région de l'Association des Nations d'Asie du Sud-Est (ASEAN). Ces mécanismes ont contribué à la création de politiques globales et inclusives, garantissant un soutien solide pour la mise en œuvre sur le terrain.
- > Grâce à la coopération transfrontalière, les partenaires sociaux peuvent contribuer de manière significative à la protection des droits des travailleurs migrants. L'accord signé entre la Federation of Somali Trade Unions (FESTU) et la Confederation of Ethiopian Trade Unions (CETU) en 2023 est un excellent exemple de cette coopération. Il prévoit, entre autres, des campagnes conjointes pour lutter contre les préjugés et mettre en évidence les contributions des travailleurs migrants, soulever leurs préoccupations dans les comités nationaux tripartites du travail et encourager l'inclusion des travailleurs migrants dans les négociations collectives.
- > Les syndicats jouent un rôle clé dans la protection de tous les travailleurs, y compris les travailleurs migrants. Dans le cas contraire, il existe un risque de pression à la baisse sur les salaires et les conditions de travail. Certaines initiatives mises en œuvre dans des secteurs spécifiques en Suède, comme les projets mis en œuvre par Byggnads

dans le secteur de la construction et par Fastighets dans l'industrie du nettoyage, contribuent à protéger les droits des travailleurs dans des secteurs où les violations des droits des travailleurs sont plus courantes que dans d'autres, et où la proportion de travailleurs migrants est élevée.

Ce rapport fournit également une mise à jour sur les engagements des partenaires du Global Deal concernant la mobilisation du dialogue social pour la promotion du travail décent et une croissance inclusive. Le Global Deal vise à faciliter et à promouvoir la coopération entre les gouvernements et les partenaires sociaux. Pour atteindre ceci, le Global Deal offre une plateforme unique permettant le partage des connaissances, encourageant les discussions et accélérant le changement positif grâce à la mise en œuvre des engagements volontaires des partenaires.



RESUMEN EJECUTIVO – Versión en español

La edición 2024 del informe principal del Global Deal examina la importancia del diálogo social para que los trabajadores se beneficien de las oportunidades en los mercados laborales actuales, accedan a empleos de calidad y se reduzcan los déficits de trabajo decente.

Las transiciones verdes y de IA están impulsando una transformación significativa a nivel global. A medio y largo plazo, esta doble transición tiene el potencial de promover un crecimiento inclusivo y sostenible, impulsando la innovación, la productividad y generando empleos de calidad. A corto plazo, sin embargo, estas transformaciones pueden desestabilizar los mercados laborales. Las disrupciones afectan de manera desigual a distintas regiones, sectores y grupos de población, con el riesgo de profundizar divisiones entre personas, y países. En este contexto, el diálogo social es clave para mitigar tales riesgos ya que puede promover una transición más justa e inclusivas y, por lo tanto, evitar que nadie se quede atrás.

La calidad del empleo, no solo la cantidad, se enfrenta a serios desafíos. Cerca del 60% de la fuerza laboral mundial forma parte de la economía informal. Aunque el empleo informal ha disminuido en la última década (con el número de trabajadores informales aumentando a medida que crece la población activa), el aumento del trabajo en plataformas digitales podría revertir esta tendencia. Además, el número total de accidentes laborales mortales y no mortales y enfermedades relacionadas con el trabajo continua en aumento; entre 2000 y 2019, las muertes laborales se incrementaron un 12%. Asimismo, el estrés térmico afecta a cada vez más trabajadores en todo el mundo. El diálogo social juega un papel fundamental para facilitar y apoyar la transición hacia la economía formal, así como para mejorar las condiciones laborales, incluidas las normas relativas a la salud y seguridad en el trabajo. A través de la negociación de

convenios colectivos a nivel sectorial o de empresa, la participación en instituciones representativas en el lugar del trabajo, y la participación en negociaciones tripartitas para diseñar políticas y leyes, los actores sociales desempeñan un papel esencial en la mejora de las condiciones de trabajo.

Los trabajadores autónomos y empleados informales se enfrentan a dificultades significativas a la hora de ejercer sus derechos de libertad de asociación y negociación colectiva, tanto desde un punto de vista legal como práctico. Lo mismo aplica a los trabajadores migrantes. La búsqueda de mejores oportunidades laborales sigue siendo el principal motivo de migración y los trabajadores migrantes representan ya el 4.9% de la fuerza laboral mundial. Para potenciar los beneficios de la migración laboral, es esencial colaborar con los actores sociales puesto que pueden contribuir de manera decisiva a una mejor gobernanza de la migración laboral, ya sea garantizando que sea justa y efectiva, abordando déficits de protección o fortaleciendo el funcionamiento del mercado laboral.

La edición 2024 del informe principal presenta varios estudios de casos para cada uno de los cinco temas del informe seleccionados entre los socios del Global Deal a través de una investigación preliminar y consulta estrecha con los socios. Estos estudios de casos ofrecen perspectivas sobre cómo abordar los retos del mercado laboral mediante el diálogo social y las relaciones laborales sólidas, y permiten extraer lecciones que pueden servir de referencia para representantes de gobiernos, organizaciones de empleadores y de trabajadores en todo el mundo.

Lecciones clave

Diálogo social para la adopción segura, responsable y ética de la inteligencia artificial (IA) en el lugar de trabajo

- > La incorporación de la IA en el lugar de trabajo presenta una serie de nuevos desafíos y riesgos. A fin de mitigar los efectos potenciales negativos para el bienestar de los trabajadores y maximizar los beneficios potenciales, es clave consultar a diversos actores, incluyendo a los actores sociales. Estos juegan un papel fundamental en la adopción e implementación de nuevas políticas, leyes y directrices que llenen los vacíos normativos existentes para una adopción segura, responsable y ética de la IA en el entorno laboral. Por ejemplo, el decreto estadounidense sobre la IA establece principios rectores y prioridades para el desarrollo y el uso seguro, protegido y confiable de la IA, reconociendo la importancia de consultar con varios actores, incluso los actores sociales su puesta en práctica.
- > Los convenios colectivos pueden establecer medidas de protección en torno al uso de la IA, garantizando que estas tecnologías mejoren la calidad del empleo en lugar de reducirlo. Tales acuerdos pueden servir para crear un canal directo entre trabajadores y desarrolladores de IA, e incluir programas de capacitación, como por ejemplo el acuerdo entre la Federación Estadounidense del Trabajo y Congreso de Organizaciones Industriales (AFL-CIO) y Microsoft. Además, los convenios colectivos son clave para regular el uso de la IA, mejorar la transparencia y garantizar el consentimiento de los trabajadores, tal y como evidencian los acuerdos alcanzados entre el Writers Guild of America (WGA) y la Alliance of Motion Picture and Television Producers (AMPTP), así como entre el Screen Actors Guild and the American Federation of Television

and Radio Artists (SAG-AFTRA) y la AMPTP.

- > El PSI Digital Bargaining Hub y la UNI Europa Database of AI and Algorithmic Management in Collective Bargaining Agreements ofrecen valiosos recursos para los sindicatos. Del mismo, ponen de manifiesto el rol crítico que desempeña el diálogo social para lograr una adopción segura de la IA a través de convenios colectivos.
- > Los acuerdos intersectoriales entre actores sociales pueden ser un instrumento útil para establecer un enfoque común en respuesta a la digitalización del mundo laboral. El acuerdo marco alcanzado entre actores sociales europeos sobre digitalización proporciona un marco a nivel europeo que puede servir de referencia para la implementación a nivel nacional, adaptándolo a los diversos contextos e industrias para hacer cumplir un enfoque común.

Diálogo social para una transición justa

- > La transición hacia la neutralidad de carbono tiene profundas implicaciones para el mercado laboral: se demandarán nuevos tipos de competencias, lo que implicará la creación de nuevos empleos, cambios en algunos de los empleos ya existentes y la sustitución de empleos existentes. Austria ha puesto en marcha un Plan de Acción de Capacitación y Recapacitación en el contexto de una Transición Justa que reconoce la importancia fundamental de las iniciativas de capacitación y recualificación. Los actores sociales formaron parte del Grupo de Trabajo para una Transición Justa y desempeñan un papel clave en la implementación de este plan.
- > Al diseñar medidas para apoyar una transición justa y reducir las emisiones de gases de efecto invernadero en la producción de energía, es crucial evaluar el impacto en el mercado laboral

tanto a nivel nacional como regional. En Chile, los actores sociales están contribuyendo al diseño de la Estrategia Nacional para una Transición Socioecológica Justa. También han participado a nivel regional, a través de su implicación en el diseño e implementación de los Planes de Recuperación Ambientales y Sociales.

- > Un órgano consultivo con una estructura de gobernanza multipartita es un medio eficaz para promover, coordinar y supervisar la transición justa. Como órgano independiente, estatutario y multipartito cuya misión es promover las asociaciones sociales involucrando a las diferentes partes interesadas para una transición justa, la Comisión Presidencial sobre el Clima en Sudáfrica proporciona información factual para apoyar la toma de decisiones, establecer un consenso para permitir una política y una acción para una transición justa, y dar consejos sobre los medios de implementación, incluyendo la financiación, la capacidad y la tecnología.

Diálogo Social para la formalización

- > La creación de grupos técnicos de trabajo que incluyan a actores sociales es fundamental para diseñar estrategias holísticas e inclusivas que promuevan la transición hacia la formalidad. En Costa Rica, cuatro Comisiones Técnicas Tripartitas respaldaron la elaboración de la Estrategia Nacional para la Transición hacia la Economía Formal. Dicha estrategia cuenta con un enfoque integral que presta especial atención a las necesidades de grupos vulnerables de trabajadores, como mujeres, jóvenes, trabajadores migrantes y trabajadores con discapacidad. Además, los actores sociales han contribuido a una serie de logros en el marco de esta estrategia, tales como la ampliación del Programa Nacional de Empleo (PRONAE 4x4), el diseño de nuevos esquemas de protección social y el apoyo a la formalización de empresas.

- > Resulta de vital importancia dar voz a los trabajadores informales, así como ofrecerles una plataforma donde organizarse y negociar con las autoridades. Por ejemplo, en Brasil este enfoque ha permitido regular la venta ambulante y mejorar las condiciones laborales de los vendedores informales. Del mismo, colaborar con organizaciones que representan a los trabajadores informales puede ayudar a disminuir tensiones y fomentar la cohesión social. Este ha sido el caso en Zimbabue, donde en un contexto de tensiones históricas entre los vendedores ambulantes y las autoridades locales, los memorandos de entendimiento (MoUs) entre la Zimbabwe Chamber of Informal Economy (ZCIEA) y las autoridades locales resultaron en una situación beneficiosa para ambas partes: los trabajadores informales obtuvieron reconocimiento social y legal, acceso a espacios públicos e infraestructura, y protección contra el acoso y la confiscación de sus bienes. Por su parte, las autoridades locales pudieron mantener el orden y los estándares de salud pública, generando al mismo tiempo un flujo de ingresos a través de tarifas abonadas por los vendedores.

Diálogo social para mejorar las condiciones laborales, en especial la seguridad y salud en el trabajo (SST)

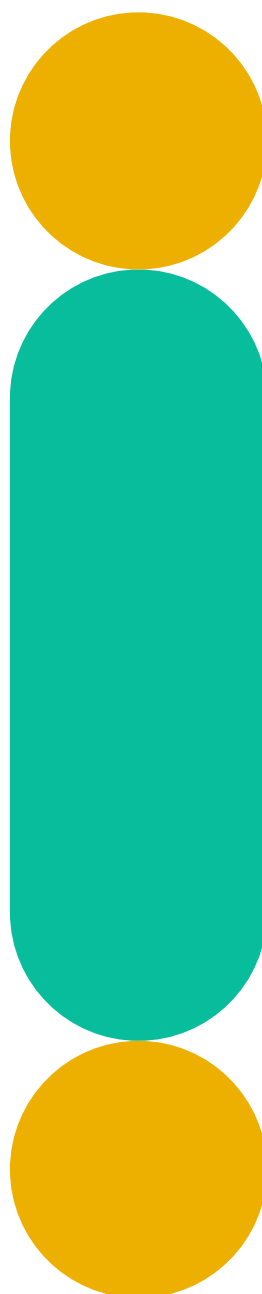
- > El trabajo decente y el juego limpio van de la mano. Los trabajadores son la base de la sobre la que se asienta la buena organización de los eventos deportivos a gran escala y es necesario proteger sus derechos laborales, especialmente en el caso de los grupos más vulnerables. Si bien la Carta Social París 2024 no tiene carácter vinculante, ha puesto de manifiesto el sólido compromiso de los actores sociales con el trabajo decente y la promoción de un desarrollo local sostenible. Todo ello ha hecho que los Juegos Olímpicos sean responsables desde el punto de vista económico, social y ambiental.

- > Los trabajadores de la industria textil en todo el mundo se enfrentan a condiciones de trabajo difíciles. En Indonesia, los comités bipartitos de trabajo y de seguridad y salud en el trabajo (SST) desempeñan un papel fundamental en la promoción del diálogo social a nivel de empresa, identificando los posibles riesgos y estableciendo medidas preventivas. Es importante que las mujeres estén representadas en estos comités para que se aborden los problemas que les afectan en exclusiva, incluidos la violencia y el acoso en el lugar de trabajo. Además, la violencia y el acoso en el lugar del trabajo deben ser abordados como una parte más de las medidas de seguridad y salud ocupacional en la empresa, así como del diálogo bipartito. Indonesia ha dado un importante paso adelante al exigir que las empresas establezcan comités de prevención del acoso sexual en el marco de los comités de trabajo ya existentes.
- > Los trabajadores del sector de la construcción también se enfrentan a condiciones de trabajo difíciles en muchos países. Las largas jornadas y los bajos salarios suelen ser la norma. Además, la seguridad sigue siendo un problema en muchas obras, donde las normas no siempre se respetan y donde el equipo de seguridad no siempre se proporciona. En Túnez, donde el cambio climático está agravando aún más esta situación, los actores sociales desempeñan un papel importante en la mejora de las condiciones laborales y la protección de los trabajadores de la construcción. El memorando de entendimiento firmado entre la Fédération Générale du Bâtiment et du Bois (FGBB) y la Fédération Nationale des Entreprises de Bâtiment et des Travaux Publics (FNEBTP) en mayo de 2023 representa un avance significativo.

Diálogo social para una gobernanza justa y eficaz de la migración laboral

- > Los actores sociales desempeñan un papel crucial para una gobernanza justa y eficaz de la migración laboral. Muestra de ello son los mecanismos de consulta tripartita tanto a nivel regional como nacional que se han establecido en la región de la Asociación de Naciones del Sudeste Asiático (ASEAN). Estos mecanismos no solo han contribuido a la creación de políticas inclusivas e integrales, sino que también han brindado un sólido respaldo para su implementación sobre el terreno.
- > Mediante la cooperación transfronteriza, los actores sociales pueden contribuir significativamente a la protección de los derechos de los trabajadores migrantes. El acuerdo firmado entre la Federation of Somali Trade Unions (FESTU) y la Confederation of Ethiopian Trade Unions (CETU) en 2023 es un ejemplo poderoso de esta cooperación. El acuerdo prevé, entre otras cosas, campañas conjuntas para combatir prejuicios, promocionar las contribuciones de los trabajadores migrantes, trasladar sus dificultades a los comités laborales tripartitos nacionales y fomentar la inclusión de los trabajadores migrantes en la negociación colectiva.
- > Los sindicatos desempeñan un papel clave en la protección de todos los trabajadores, incluidos los trabajadores migrantes. De lo contrario existiría el riesgo de una presión a la baja sobre los salarios y las condiciones laborales. Algunas iniciativas implementadas en sectores específicos en Suecia, como los proyectos implementados por Byggnads en el sector de la construcción y por Fastighets en la industria de la limpieza, contribuyen a proteger los derechos de los trabajadores en sectores donde las violaciones de los derechos de los trabajadores son más comunes que en otros, y donde la proporción de trabajadores migrantes es alta.

El presente informe incluye, asimismo, una actualización de los compromisos de los socios del Global Deal en cuanto a la movilización del diálogo social como herramienta para lograr un trabajo decente y un crecimiento inclusivo. El Global Deal tiene como objetivo facilitar y promover la cooperación entre gobiernos y actores sociales. Para ello, ofrece una plataforma única donde se comparten conocimientos, se fomenta el debate y se impulsa un cambio positivo mediante compromisos voluntarios de los socios.



INTRODUCTION

The Global Deal is a multi-stakeholder partnership established in 2016 with OECD and ILO as founding partners. The objectives are to address global labour market challenges and support decent work and inclusive growth through social dialogue and sound industrial relations. The partnership provides governments, businesses and employers' organisations, workers' organisations, civil society and other organisations with a platform to enhance the value of social dialogue through the exchange of knowledge, good practices and resources for capacity-building.

What is social dialogue?

Social dialogue is defined by the ILO as all types of negotiation, consultation or simply the exchange of information between or among representatives of governments, employers and workers on issues of common interest relating to economic and social policy. It includes:

- > Collective bargaining between employers or employers' organisations and workers' organisations.
- > Peak-level (that is, bipartite and tripartite) social dialogue on socio-economic policy.
- > Workplace cooperation and consultation.

Source: ILO Social Dialogue Report (2022)

The objectives of the Global Deal align with the United Nations 2030 Agenda for Sustainable Development, particularly Goal 8 on Decent Work and Economic Growth. They also align with Goal 17 by providing an example of the kind of global partnerships needed to accelerate change as a tool for delivering

on the Sustainable Development Goals (SDGs).

As of November 2024, the Global Deal counted 146 partners representing governments, businesses, business organisations and employers' organisations, workers' organisations, and other stakeholders, including international organisations, civil society, local and regional administrations. As of October 2024, 112 partners have made 160 voluntary commitments, with several partners having updated their commitments since 2022 and 18 new commitments made.

The 2024 edition of the Global Deal Flagship Report, *Shaping Transitions to Decent Work: social dialogue for a better future*, is the fourth in a series of biennial reports. Its precursors, [Building Trust in a Changing World of Work](#), [Social Dialogue, Skills and COVID-19](#), and [A Partnership in Action](#) respectively, describe the concept and current state of social dialogue at the international level; outline how governments and social partners around the world have mobilised social dialogue to address the repercussions of the COVID-19 pandemic, including to promote lifelong learning and skills development policies; and through different case studies, describes how partners have addressed global labour market challenges with the help of social dialogue.

The 2024 Flagship report is divided into five thematic sections, each containing examples of good practices, underlining the contribution of social dialogue to address labour market challenges. Key lessons at the end of each good practice underline how social dialogue has succeeded in addressing labour market challenges in selected countries and contexts. At the regional level, the recent Tripartite Declaration for a Thriving European Social Dialogue concluded at the Val Duchesse Social Partner Summit in January 2024 underlines the value of social dialogue in accompanying labour market transitions (see Box 1).

Chapter 1, *Social Dialogue for the Safe, Responsible and Ethical Adoption of Artificial Intelligence (AI) in Workplaces* analyses the impact of AI on workplaces and assesses how social dialogue can contribute to regulate automation and algorithmic management. Three case studies showcase different options to promote the rights to freedom of association and to collective bargaining as enabling rights and preconditions for social dialogue and, more generally social dialogue mechanisms to support the safe, responsible and ethical adoption of AI in the workplace:

1) Inclusive approaches to harness the benefits of AI for all – the US Executive Order on AI.

2) Social dialogue to agree on common standards: The European Social Partners Framework Agreement on Digitalisation.

3) Responsible adoption of artificial intelligence through collective bargaining agreements.

Chapter 2, *Social Dialogue for a Just Transition*, assesses the impact of climate change on labour markets, looking at potential job creation and job losses in different regions. This chapter underlines how social dialogue can contribute to the drafting of policies and action plans to support a just transition. Three case studies highlight different options to design and implement policies and action plans together with social partners and to build consensus together with social partners so that a just transition is promoted:

1) Supporting a Just Transition through upskilling and reskilling initiatives in Austria.

2) Supporting the phasing-out of coal-fired power plants in Chile.

3) The Presidential Climate Commission (PCC) in South Africa.

Chapter 3, *Social Dialogue to Support Holistic Approaches to Transition to Formality*, looks at workers



in the informal economy, the impact of informality on the labour market in different regions and how social dialogue can give informal workers a voice and support holistic policies to transition to formality. Two case studies underline different options to promote the rights to freedom of association and to collective bargaining as enabling rights and preconditions for social dialogue in the informal economy and show how social dialogue mechanisms more generally can support transition to formality:

1) Social dialogue to support the drafting of holistic strategies on transition to the formal economy in Costa Rica.

2) Giving informal workers a voice: Supporting access of informal workers to freedom of association and collective bargaining.

Chapter 4, *Social Dialogue to Improve Working Conditions: Focus on Occupational Safety and Health (OSH)* looks at work-related fatal and non-fatal injuries caused by a variety of factors, including the

increasing impact of heat stress on OSH. It assesses how social partners improve occupational safety and health through collective bargaining, participation in representative institutions in the workplace or through advocacy efforts and participation in tripartite negotiations to design policies and laws. Three case studies underline different options to promote freedom of association, collective bargaining and social dialogue to promote safe and healthy workplaces:

1. For economically and socially responsible games – The Paris 2024 Social Charter.
2. Improving working conditions and competitiveness in the export garment sector in Indonesia.
3. Improving occupational safety and health in the construction sector in Tunisia through the conclusion of a sectoral agreement.

Chapter 5, [Social Dialogue for Fair and Effective Labour Migration Governance](#), outlines how fair and effective labour migration governance can benefit countries of origin, countries of destination and migrant workers. It highlights challenges to fair and effective labour migration governance and shows how social dialogue, if certain conditions are met, can help addressing these. Three good

practice case studies underline how social partners contribute to the protection of migrant workers – including to promote the rights to freedom of association and collective bargaining – as well as more broadly, the contribution of social dialogue to support fair and effective labour migration policies:

1. Social dialogue for fair and effective labour migration governance in Cambodia.
2. Successful cross-border trade union cooperation to protect migrant workers' rights in Somalia and Ethiopia.
3. Protecting the labour rights of all workers, including migrant workers, in Sweden.

The OECD and the ILO have long championed social dialogue. Well-functioning social dialogue and sound industrial relations are key to addressing today's challenges in the global labour market, to contribute to decent work and quality jobs, increased productivity, greater equality and inclusive growth. By building on their mutually reinforcing objectives, as well as complementing and supporting their respective actions, the Global Deal is the expression of the shared commitment of the ILO and the OECD to bring their efforts together.



Box 1. Val Duchesse Declaration for a Thriving European Social Dialogue

On 31 January 2024, 39 years after the first Val Duchesse meeting that laid the foundation for European social dialogue, the European Commission (EC), the Belgian Presidency of the Council of the EU and European social partners, including Global Deal partners SGI Europe and ETUC, came together at the Val Duchesse Social Partners Summit. In an effort to strengthen social dialogue at EU level and to join forces in addressing key challenges in EU economies and labour markets, they signed a Tripartite Declaration for a Thriving European Social Dialogue (2024^[1]). The Summit follows on the 2023 Council Recommendation on strengthening social dialogue in the European Union (European Commission, 2023^[2]) as well as the Commission Communication on strengthening social dialogue in the European Union: harnessing its full potential for managing fair transitions (European Commission, 2023^[3]).

The objective of the Declaration is to achieve thriving companies of all sizes, services of general interest and public services, quality jobs and improved working conditions. It is structured around four commitments:

1. Address labour and skills shortages: recognising significant labour and skills shortages that hold many SMEs back in their general business activities, the EC in cooperation with social partners committed to present an action plan to tackle labour and skills shortages. The action plan presented on 20 March, includes five areas for action: 1) supporting underrepresented people to enter the labour market, 2) providing support for skills development, training and

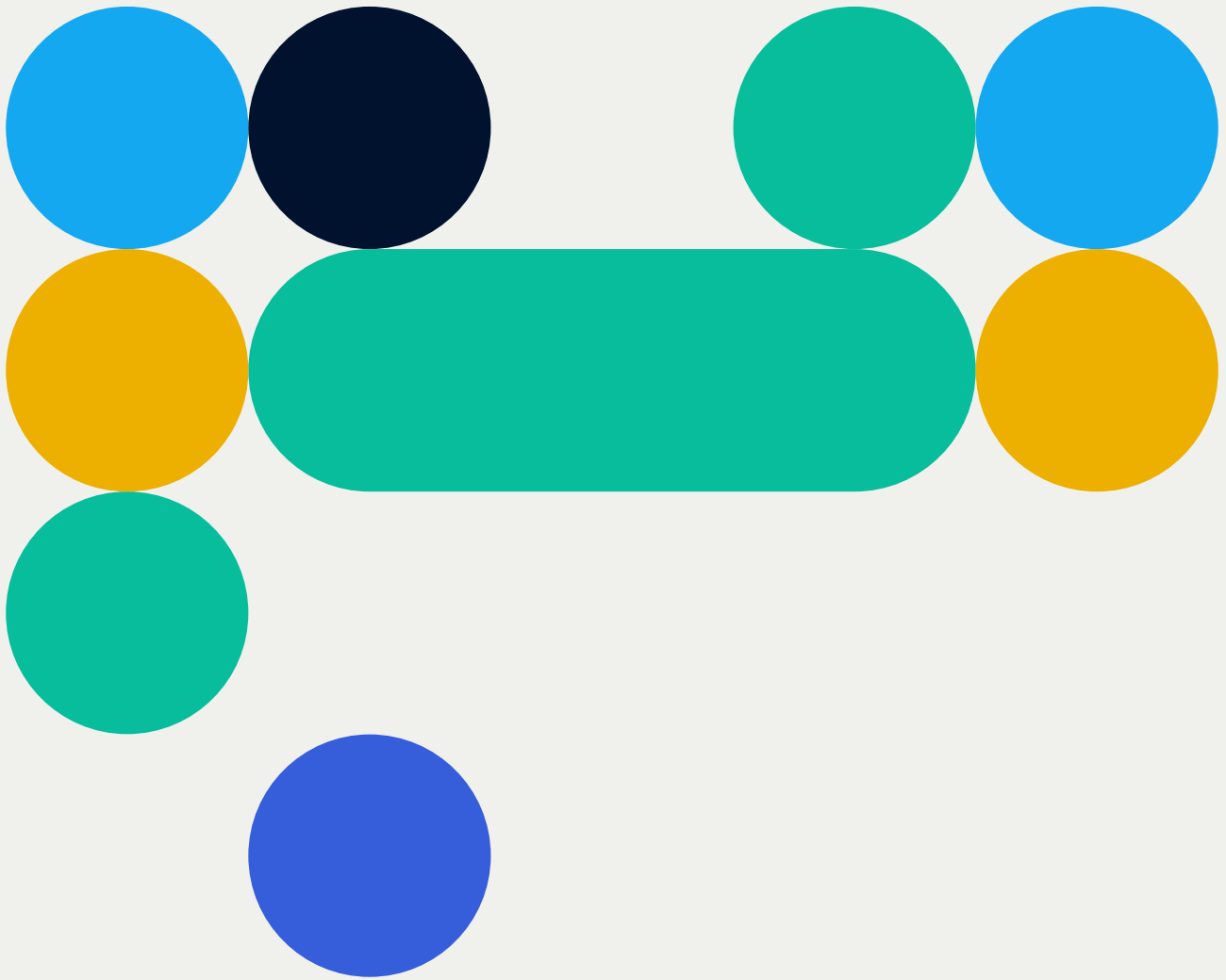
education, 3) improving working conditions, 4) improving fair intra-EU mobility of workers and learners, 5) attracting talent from outside the EU. Moreover, the four signatories committed to each do their part to bring more people to the labour market, improve working conditions, facilitate the recognition of qualifications, and integrate workers coming from abroad.

2. Put European social dialogue at the heart of our common future: the Declaration reiterates the EU's commitment to fully respect and promote the role of social partners and social dialogue and recognises the unique role of social dialogue that is different from other forms of consultation, such as the dialogue with civil society.

3. Establish a European social dialogue envoy: the Commission will establish a dedicated European Social Dialogue Envoy to promote and strengthen further the role of social dialogue at European and national level. The Envoy will be the contact point for social partners to jointly inform about concerns related to social dialogue.

4. Launch a Pact for European social dialogue: a series of bipartite and tripartite meetings to identify how to reinforce social dialogue further at EU level. This includes EU institutional and financial support and capacity building, including through the European Social Fund Plus (ESF+), as well as an agreed bipartite approach for the negotiation, promotion and implementation of social partners agreements. The aim is to conclude the Pact by early 2025.

Source: Val Duchesse Social Partner Summit - Employment, Social Affairs & Inclusion - European Commission ([european-council.europa.eu](https://european-council.europa.eu/media/1000000/attachment/data/1000000/1000000.pdf))



1. Social Dialogue for the Safe, Responsible and Ethical Adoption of Artificial Intelligence (AI) in Workplaces



Introduction

The OECD provides a comprehensive definition of artificial intelligence (AI), describing it as “a machine-based system that, for explicit or implicit objectives, infers, from the input it receives, how to generate outputs such as predictions, content, recommendations, or decisions that can influence physical or virtual environments. Different AI systems vary in their levels of autonomy and adaptiveness after deployment” (Russell, Perset and Grobelnik, 2023^[4]). According to ILO,¹ there exists two distinct types of AI adoption in the workplace. While the first one is about automating tasks that workers perform, the second one refers to algorithmic management, i.e. the use of AI-based analytics and algorithms to automate managerial functions.

AI technologies are rapidly advancing and being integrated into various tasks ranging from manual jobs to complex decision-making systems in the workplace. AI applications, such as machine learning algorithms, robotics, and data analytics, have significantly transformed several sectors including services, manufacturing, healthcare, finance and logistics. The OECD AI surveys of employers and workers in the manufacturing and finance sectors reveal that AI is already transforming the nature of work, with workers in those sectors generally perceiving its impact on productivity and working conditions positively, while expressing some concerns about job stability and wages (Lane, Williams and Broecke, 2023^[5]). Since the introduction of large language models, such as ChatGPT, a natural language processing tool based on the Generative Pre-trained Transformer (GPT) architecture, released in November 2022,

various generative AI systems have been launched and have drawn attention to the potent capabilities of AI technologies.² The latest McKinsey Global Survey on AI reveals that 65% of respondents report regular use of generative AI technologies in their organisations (McKinsey & Company, 2024^[6]).

AI is set to continue to impact labour markets and workplace environments. The OECD Employment Outlook 2023 (OECD, 2023^[7]) explores the multifaceted effects of AI systems on the labour market. For example, the report underscores how AI development and adoption are transforming skills, creating a demand for new ones while making others obsolete. Training to address these changes is important for all workers but special efforts are needed to support low-skilled and older workers who are significantly under-represented in training programmes. A more recent report conducted by the OECD, covering 10 countries, finds that about one third of vacancies in these countries have high AI exposure (by measuring proxy for AI use). However, these jobs are unlikely to require AI skills; instead, the most demanded skills in occupations with high AI exposure are management, business processes and social skills (Green, 2024^[8]). The report also shows that the demand for some blue-collar skills may increase with AI adoption. The ILO working paper on Generative AI and Jobs (Gmyrek, Berg and Bescond, 2023^[9]), which examines the effects of generative AI on job quantity and quality, suggests that the most significant impact of AI will be augmenting work rather than fully automating occupations. The authors show that “most jobs and industries are only partially

1- See: ILO, [Topic portal Artificial intelligence](#)

2- For more information about generative artificial intelligence, see also: Lorenz, P., K. Perset and J. Berryhill (2023), “Initial policy consideration for generative artificial intelligence”, OECD Artificial Intelligence Papers, No. 1, OECD Publishing, Paris.

exposed to automation and are thus more likely to be complemented rather than substituted by AI”.

While current research indicates mixed effects of AI on employment – both in terms of job quantity and quality – emerging risks such as work intensification, enhanced labour control, and ethical challenges related to privacy, discrimination and accountability are becoming increasingly evident. To ensure a trustworthy use of AI, possible ethical risks should be addressed such as risks in terms of human rights (privacy, fairness, agency and dignity); transparency and explainability; robustness, safety and security; and accountability (Salvi del Pero, Wyckoff and Vourc’h, 2022^[10]). Further, a new joint report by ILO and the UN Office of the Secretary General’s Envoy on Technology (ILO; United Nations, Office of the Secretary-General’s Envoy on Technology, 2024^[11]) draws attention to the AI divide and warns that it could widen the gap between high-income and low-income countries in the scenario of an uneven adoption. In addition to ensuring digital infrastructure, promoting technology transfer and building AI skills, the report highlights the importance of fostering social dialogue for the effective integration of AI in workplaces.

What role for social dialogue?

As labour markets undergo important transitions, fostering effective social dialogue is essential to address the challenges and opportunities presented by AI, ensuring that the benefits are shared, and potential risks mitigated. Social dialogue is a useful mechanism to design effective laws, policies and practices, at the national, regional or sectoral level. In some cases, existing policies and laws can be adapted to regulate the introduction of AI in the workplace, however, in some instances, it can become necessary to develop AI-specific policies and legislation. In both cases, when adapting existing rules and regulations, and when developing new ones, it is key to consult social partners.

The Global Deal Thematic Brief on Artificial Intelligence (The Global Deal, 2021^[12]) explores the role of social dialogue in managing the risks and benefits of AI technologies for the labour market and the workplace, even before the emergence of generative AI systems. The brief underscores the role of social partners in helping companies develop tailor-made and fair solutions to organisational and technological changes in workplaces, thereby increasing the quality of working environments.

Given the rapid evolvement of AI, it becomes necessary to further accompany the various changes in the workplace, to address concerns, harness the benefits of AI and mitigate its risks. Social partners should be consulted to address various topics such as:

- > Measuring the implications on occupations and skills and support for labour market institutions to ensure effective labour market transitions
- > Impacts of AI-based technologies on occupational safety and health in the workplace
- > Impacts of AI-based technologies on productivity, wages and job stability
- > Ensuring that algorithmic management:
 - Protects labour rights and prevents discrimination and bias in decision-making by ensuring human oversight, especially in the context of HR policies, giving workers the possibility to contest AI-made decisions
 - Respects privacy and the protection of personal data
- > Enforcing cybersecurity, combating misinformation at the workplace and protect workers’ data

The OECD Employment Outlook 2023 (OECD, 2023^[7]) addresses how social partners can support the introduction of AI in the workplace while safeguarding workers’ rights and facilitating transitions. For example, through collective bargaining, stakeholders

can negotiate agreements that safeguard workers' rights and ensure transparency in AI deployment. Further, agreements can be reached on data privacy, algorithmic management and the ethical use of AI in decision-making processes. This collaborative approach not only protects workers but also promotes trust for and acceptance of AI technologies in the workplace. As the OECD AI surveys of employers and workers reveal, consultation with workers or worker representatives results in better outcomes with respect to worker productivity, working conditions, employment and wage expectations (Lane, Williams and Broecke, 2023^[5]).

The OECD AI Principles were first adopted in May 2019 and subsequently updated in May 2024. These values-based principles for trustworthy AI are: inclusive growth, sustainable development and well-being; human rights and democratic values, including fairness and privacy; transparency and explainability; robustness, security and safety; and accountability (OECD, 2024^[13]). The critical role played by social dialogue is underscored in one of the recommendations for policy makers within the OECD AI Principles: "Building human capacity and preparing for labour market transition". This principle highlights the importance of social dialogue to "ensure a fair transition for workers as AI is deployed, such as through training programmes along the working life, support for those affected by displacement, and access to new opportunities in the labour market". In addition to inclusive growth, sustainable development and worker well-being, social dialogue plays a critical role in addressing concerns related to job displacement by advocating for comprehensive reskilling and upskilling initiatives. By engaging in social dialogue, stakeholders can collaboratively develop training programs that equip workers with the necessary skills needed as a result of the adoption of AI technologies.

In the end, the successful integration of AI in the workplace hinges on the ability of social partners to effectively engage in dialogue and cooperation. The lack of expertise among social partners can impact the potential benefits AI offers, including advancing social partners' own goals. For example, using AI technologies can support workers' and employers' organisations to effectively organise and reach out to potential members. Further, a shared understanding of the potential impacts of AI needs to be developed. Under-representation by social partners, especially of certain groups of workers, can also limit the potential of social dialogue to address the challenges presented by AI.



Summary of good practices

The following good practice case studies showcase different options to promote freedom of association, collective bargaining and, more generally social dialogue to support the safe, responsible and ethical adoption of AI in the workplace.

Inclusive approaches to harness the benefits of AI for all – the United States Executive Order on AI

The United States of America (U.S.) Executive Order on the Safe, Secure, and Trustworthy Development and Use of Artificial Intelligence underlines the importance of involving various stakeholders in developing and implementing AI policies to ensure they are fair, transparent and beneficial to all. Building on the views of workers, labour unions, educators, and employers, the Executive Order requires that the critical next steps in AI development should support responsible uses of AI that improve workers' lives, positively augment human work, and help all people safely enjoy the gains and opportunities from technological innovation. As part of the Executive Order, the Secretary of Labor was tasked to develop and publish principles and best practices for employers to be used to mitigate AI's potential harms to employees' well-being and maximise its potential benefits. The U.S. Department of Labor held listening sessions and met with developers, employers, government officials, unions, worker advocates, and AI researchers to develop these principles and best practices. They provide a framework for the ethical and responsible use of AI in the workplace, by, for example, ensuring worker empowerment, human oversight, transparency and protecting labour and employment rights and

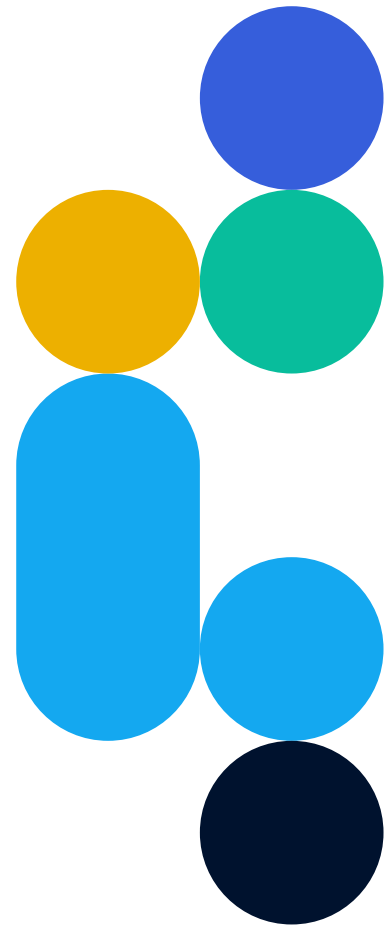
worker data. AI should be used to complement and enhance workers' capabilities and workers should be supported to adapt to new roles through upskilling.

Social dialogue to agree on a common approach: The European Social Partners Framework Agreement on Digitalisation

The European Social Partners Framework Agreement on Digitalisation was concluded between the European Trade Union Confederation (ETUC), BusinessEurope, SGI Europe (as CEEP - European Centre of Employers and Enterprises providing Public Services) and SMEunited in June 2020. It provides an action-oriented framework to encourage, guide and assist employers, workers and their representatives to support the introduction of digital technology in the world of work taking a human-centred approach. Even though the agreement dates back to 2020, i.e. before the introduction of generative AI technologies, it provides important principles to ensure trustworthy AI, guarantees the human in control principle, upholds transparency in the deployment of AI and ensures data protection. After four years of implementation, some good practices applying the agreement to different industries and local contexts have emerged, including the Netherlands Artificial Intelligence Coalition (NL AIC), aiming at adopting a joint approach to AI implementation through one national knowledge and innovation network. Another example is the platform "Industrie 4.0 Österreich". The objective of this platform is to make the best possible use of new technological developments for companies and employees, and to shape labour market transformations in a socially responsible manner.

Responsible adoption of artificial intelligence through collective bargaining agreements

The Public Services International (PSI) Digital Bargaining Hub and the UNI Global Union Database of AI and Algorithmic Management in Collective Bargaining Agreements provide valuable resources for workers' organisations to regulate the adoption of AI in workplaces in a way that respects workers' rights and promotes transparency and fairness. The PSI database structures clauses found in collective bargaining agreements around eight themes, including one on "Digital tools, artificial intelligence, and algorithms" further divided into four sub-themes. The UNI database focuses on AI and algorithmic management more specifically and categorises 23 collective agreements from various sectors and countries around eight topics. Both databases represent key resources to support social dialogue on the introduction of AI in the workplace, helping workers' organisations to identify key issues, anticipate changes and strategise, building on successful experiences from unions around the world.



Case study 1

Inclusive approaches to harness the benefits of AI for all – the US Executive Order on AI



To harness the benefits of AI and use it for good while mitigating its substantial risks, the government of the United States of America (U.S.) adopted the “Executive Order on the Safe, Secure, and Trustworthy Development and Use of Artificial Intelligence” (The White House, 2023^[14]) (AI Executive Order) in October 2023. This was followed by the release of the Department of Labor’s “AI Principles for Developers and Employers”³ when using AI in the workplace in May 2024, and accompanying “AI Best Practices”⁴ in October 2024. These initiatives underscore the importance of involving various stakeholders, including employers, workers, and their representatives in developing and implementing AI policies to ensure they are fair, transparent and beneficial to all.

The AI Executive Order represents a comprehensive approach to AI governance. This order aims to harness the potential of AI while safeguarding the public interest. It identifies eight guiding principles and priorities for the safe and responsible development and use of AI. These guiding principles and priorities include (see also Box 2):

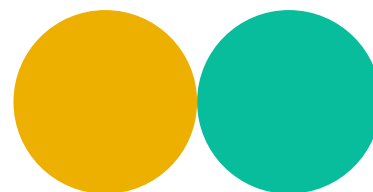
- > AI safety and security
- > Responsible innovation, competition, and collaboration
- > Commitment to supporting workers
- > Equity and civil rights
- > Consumer protections
- > Privacy and civil liberties
- > Managing the risks from the Federal Government’s own use of AI and increasing its internal capacity
- > Promoting responsible AI safety and security principles and actions in the world

The AI Executive Order recommends “taking into account the views of other agencies, industry, members of academia, civil society, labor unions, international allies and partners, and other relevant organizations” for implementation of these principles.

Box 2. Selected Priorities of the US Executive Order

- > Ensuring that AI systems are safe and secure is a top priority. The AI Executive Order requires that developers of the most powerful AI systems share their safety test results and other critical information with the U.S. government. The U.S. government is developing standards, tools, and tests to help ensure that AI systems are safe, secure, and trustworthy.
- > The Executive Order emphasises that privacy and civil liberties must be protected as AI continues advancing. This includes a focus on accelerating the development and use of privacy-preserving techniques, as well as strengthening privacy-preserving research and technologies.
- > The Executive Order highlights that irresponsible uses of AI can lead to and deepen discrimination, bias, and other abuses in justice, healthcare, and housing, and directs actions to advance equity and civil rights.
- > The responsible development and use of AI requires a commitment to supporting workers. The Executive Order states that AI should not be deployed in ways that undermine rights, worsen job quality, encourage undue worker surveillance, lessen market competition, introduce new health and safety risks, or cause harmful labour-force disruptions.

Source: [Executive Order on the Safe, Secure, and Trustworthy Development and Use of Artificial Intelligence | The White House](#)



3- See: [Artificial Intelligence and Worker Well-being: Principles for Developers and Employers | U.S. Department of Labor \(dol.gov\)](#)

4- See: [AI-Principles-Best-Practices.pdf \(dol.gov\)](#)



According to the Executive Order, consultation with social partners and other stakeholders is fundamental, including collective bargaining processes. Subsection 2 (c) emphasises the importance of supporting workers for the responsible development and use of AI. It highlights that “the critical next steps in AI development should be built on the views of workers, labor unions, educators, and employers to support responsible uses of AI that improve workers’ lives, positively augment human work, and help all people safely enjoy the gains and opportunities from technological innovation.” For example, the Order underscores the need to prepare the workforce for the changes brought by AI by emphasising that “all workers need a seat at the table including through collective bargaining”. It calls for the development of training programmes and educational initiatives to equip workers with the skills needed to thrive in an AI-driven economy.

It warns against the possible risks of AI use in the workplace, such as worsening job quality, undue worker surveillance, and new health and safety risks.

Section 6 is devoted to “Supporting Workers” and subsection 6 (b) (i) assigns to the Secretary of Labor the duty to “develop and publish principles and best practices for employers that could be used to mitigate AI’s potential harms to employees’ well-being and maximize its potential benefits” in consultation with other agencies and with outside entities, including labour unions and workers. These principles and best practices provide a framework for the ethical and responsible use of AI in the workplace. The principles and best practices cover:

- > **Centering worker empowerment:** Ensuring workers and their representatives are able to provide input in the design and deployment of AI systems. This involves engaging workers in the development process to address their concerns and incorporate their insights.
- > **Ethically developing AI:** AI systems should be developed to protect workers and enhance job quality. This principle advocates for the ethical use of AI to improve working conditions and prevent exploitation.
- > **Establishing AI governance and human oversight:** Clear procedures for human oversight of AI systems must be established. This includes setting up governance structures that ensure accountability and transparency in the development of AI technologies.
- > **Ensuring transparency:** Employers should be transparent regarding the AI systems used in the workplace. This involves informing workers about how AI is being used and the impact it may have on their roles.
- > **Protecting labour and employment rights:** AI systems should not weaken workers’

rights. This principle emphasises the need to protect workers from unfair treatment and discrimination caused by AI.

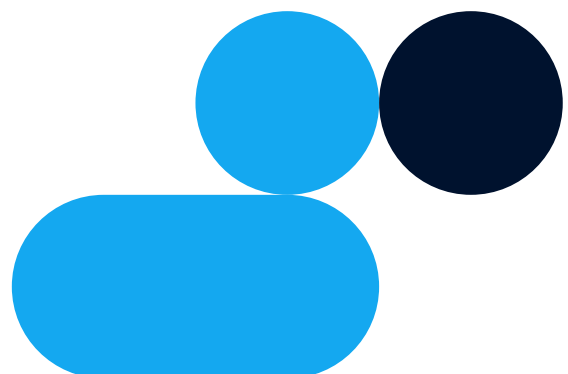
- > **Using AI to enable workers:** AI should complement and enhance workers' capabilities. This involves designing AI systems that assist workers in their tasks and improve productivity.
- > **Supporting workers impacted by AI:** Employers should provide support and upskilling for workers affected by AI. This includes offering training programs and career development opportunities to help workers adapt to new roles.
- > **Ensuring responsible use of worker data:** Worker data used by AI should be handled responsibly and used only for legitimate purposes. This principle calls for robust data protection measures to safeguard workers' privacy.

Social dialogue is a key tool in implementing these principles and best practices. In developing the principles and best practices, the U.S. Department of Labor held listening sessions and met with developers, employers, government officials, unions, worker advocates, and AI researchers. AI system design and use can ensure more ethical and transparent AI use. In some notable examples, unions and employers have reached collective bargaining agreements that set protective measures around AI use, so that AI technologies enhance rather than diminish job quality.

In December 2023, the American Federation of Labor and Congress of Industrial Organizations (AFL-CIO^[15]) and Microsoft^[16] announced a landmark partnership to create an open dialogue about AI in the workplace. This partnership is aimed at incorporating workers' perspectives in AI development and implementation, sharing critical AI trends with labour leaders, and shaping public policy to support workers in an AI-driven economy. The collaboration includes training programmes, policy advocacy, and mechanisms for direct feedback from workers to AI developers.

In 2023, the Writers Guild of America and the Alliance of Motion Picture and Television Producers, as well as the Screen Actors Guild and the American Federation of Television and Radio Artists (SAG-AFTRA) and Alliance of Motion Picture and Television Producers, reached agreements that include important protections related to the use of artificial intelligence in the workplace. Union and employer representatives negotiated provisions on issues including disclosure and consent related to the use of AI, to reach contracts that were ultimately ratified by union members.

These efforts have resulted in the development of AI governance frameworks that prioritise human oversight and accountability, mitigating potential risks associated with AI deployment. The U.S. Executive Order on AI and the accompanying principles and best practices developed by the Department of Labor highlight how an ethical and responsible AI implementation can be fostered by cooperation among stakeholders.



Key Lessons

1. A comprehensive approach is needed for a safe, responsible and ethical adoption of AI in the workplace. Existing policies, legislation and guidelines can be used to regulate the adoption of AI in the workplace. However, new policies, legislation and guidelines may have to be adopted to close legal and policy gaps. The AI Executive Order identifies guiding principles and priorities for safe, secure and trustworthy development and use of AI and assigns relevant actions set forth in the Order to executive departments and agencies.

2. The introduction of AI in the workplace poses new challenges and risks. To mitigate AI's potential harms to employees' well-being and maximise its potential benefits, consultation of various stakeholders, including social partners is key. To work on one of the deliverables under the AI Executive Order, the U.S. Department of Labor held listening sessions and met with developers, employers, government officials, unions, worker advocates, and AI researchers to develop the "Artificial Intelligence and Worker Well-being: Principles for Developers and Employers" and the accompanying "AI Best Practices". For example, the principles and best practices underline the need to empower and protect workers, which is especially important in a context with increased risks for worker surveillance and new health and safety risks.

3. To ensure that workers are prepared and that AI leads to job augmentation, it is key to consult social partners on changing skills needs so that workers can succeed as tasks and roles change. The AI Executive Order calls for the development of training programmes and educational initiatives to equip workers with the skills needed to thrive in an AI-driven economy. The principles and best practices developed by the U.S. Department of Labor on AI and worker well-being further call for supporting workers impacted by AI, and employers should provide support and upskilling for workers affected by AI.

4. Collective bargaining agreements can set protective measures around AI use, so that AI technologies enhance rather than diminish job quality. They can ensure mechanisms for direct feedback from workers to AI developers and put in place training programmes, as is the case under the partnership between the American Federation of Labor and Congress of Industrial Organizations (AFL-CIO) and Microsoft. Collective bargaining agreements are also important to regulate the use of AI, to enhance transparency and ensure worker consent. This is underlined by the agreements reached by the Writers Guild of America and the Alliance of Motion Picture and Television Producers, as well as SAG-AFTRA and Alliance of Motion Picture and Television Producers.

Case study 2

Social dialogue to agree on a common approach: The European Social Partners Framework Agreement on Digitalisation



The European Social Partners Framework Agreement on Digitalisation (BusinessEurope, SGI Europe, SMEunited and the ETUC, 2020^[17]) represents a collaborative effort between European cross-industry social partners to manage the impact of the digital transformation in the workplace. The agreement was signed by the European Trade Union Confederation (ETUC), Business Europe, SGI Europe (as CEEP - European Centre of Employers and Enterprises providing Public Services) and SMEunited in June 2020, and exemplifies the benefits of social dialogue in navigating the complexities of digitalisation.

The Framework Agreement on Digitalisation represents the shared commitment of the European cross-industry social partners to benefit from opportunities and handle challenges linked to digitalisation in the world of work.

Its key objectives include:

- > Raising awareness and improving the understanding of employers, workers and their representatives on the opportunities and challenges in the world of work resulting from the digital transformation;
- > Providing an action-oriented framework to

encourage, guide and assist employers, workers and their representatives in devising measures and actions to seize these opportunities and dealing with the challenges, whilst taking into account existing initiatives, practices and collective agreements;

- > Encouraging a partnership approach between employers, workers and their representatives;
- > Supporting the development of a human-oriented approach to integrate digital technology in the world of work, to support/assist workers and enhance productivity.

To achieve its goals, the agreement outlines a jointly-managed dynamic circular process as a suitable way for its implementation process by respecting the roles and responsibilities of the different actors (see below: Digitalisation Partnership Process). It identifies four main issues to be addressed during the process:

1. Digital skills and securing employment
2. Modalities of connecting and disconnecting
3. Artificial Intelligence (AI) and guaranteeing the human in control principle
4. Respect of human dignity and surveillance

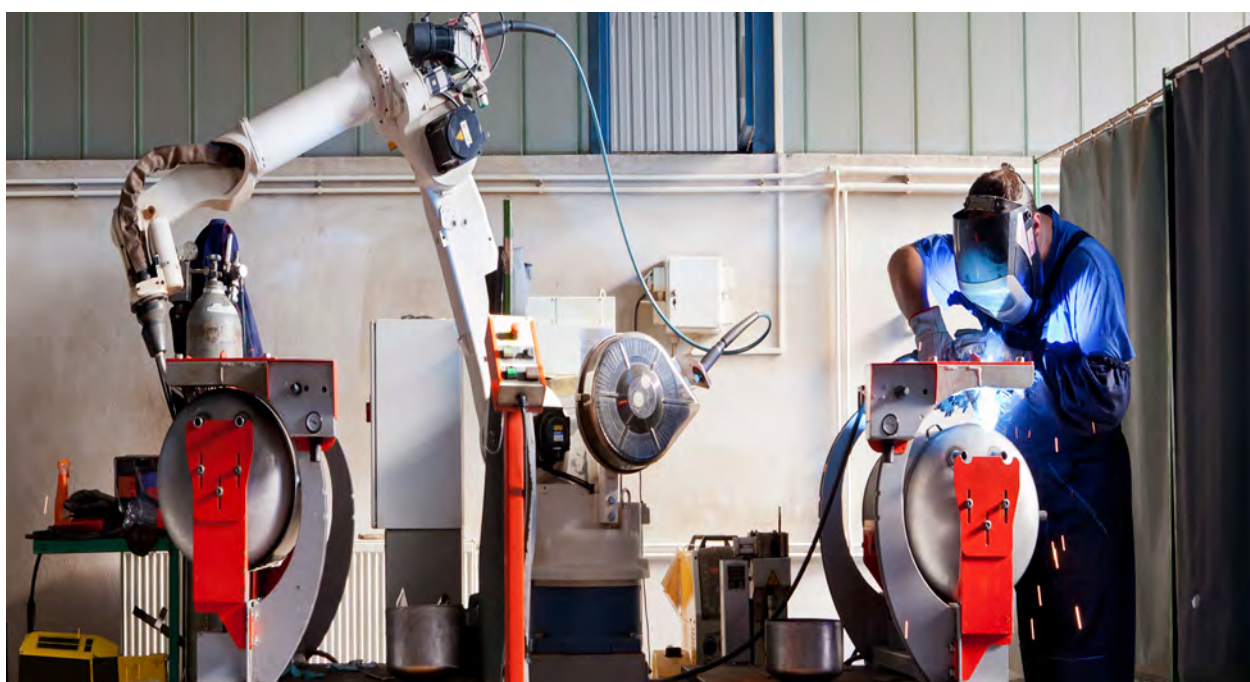
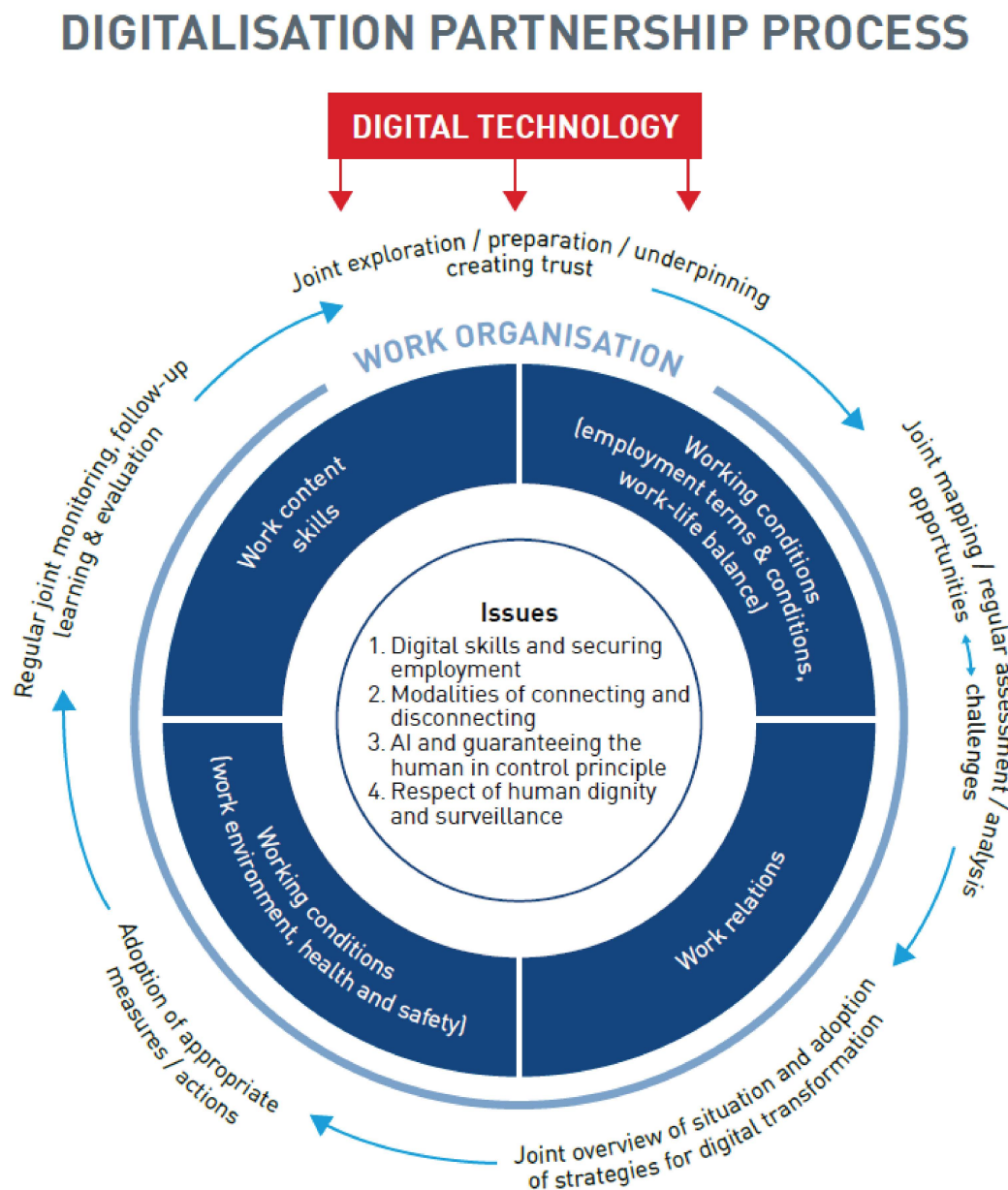


Figure 1. Digitalisation Partnership Process



Source: European Social Partners Framework Agreement on Digitalisation

Although the agreement dates back to 2020, i.e. before the emergence of generative AI technologies, it puts a significant focus on AI systems, reflecting their profound impact on the workplace. The section of the agreement devoted to Artificial Intelligence (AI) and guaranteeing the human-in-control principle, identifies three components for trustworthy AI as follows:

- > It should be lawful, fair, transparent, safe, and secure, complying with all applicable laws and regulations as well as fundamental rights and non-discrimination rules,
- > It should follow agreed ethical standards, ensuring adherence to EU fundamental/human rights, equality and other ethical principles and,

- > It should be robust and sustainable, both from a technical and social perspective since, even with good intentions, AI systems can cause unintentional harm.

The agreement emphasises the need for transparency in how AI systems are deployed in the workplace. This includes providing workers with clear information about the purpose, functioning, and implications of AI systems used in their roles. It also calls for the active participation of workers and their representatives in the implementation of AI technologies, including through consultations and negotiations on how AI will impact job roles, working conditions, and employment levels. Further, it advocates for mechanisms that ensure human oversight of AI decision-making processes. Social partners are encouraged to establish protocols where human intervention is possible to prevent, or correct unfair or erroneous decisions made by AI systems and prevent that they are biased or unfair. Additionally, the agreement places a strong emphasis on data governance, ensuring that the data used by AI systems is managed responsibly. This includes setting standards for data quality, privacy, and security, which are negotiated through social dialogue.

The implementation of the Framework Agreement on Digitalisation has involved several activities: national level dialogues, case studies and good practices, reports and feedback sessions. Social partners have initiated national-level dialogues to adapt customised strategies and practices to meet the specific needs of different industries and regions. Regular monitoring and evaluation have been integral to tracking progress, assessing the impact of the implemented measures, and making the necessary adjustments. The implementation process has generated numerous case studies and examples of good practices which serve as valuable resources for other sectors and

countries looking to navigate the digital transformation through social dialogue. Regular reports and feedback sessions have been conducted to ensure transparency and continuous improvement providing opportunities for social partners to share experiences, address challenges, and showcase successes.

During the implementation process, several good practices have been observed. One example is the Netherlands Artificial Intelligence Coalition (NL AIC), which was established in October 2019, shortly before the agreement was signed. It is a joint initiative of the Confederation of Netherlands Industry and Employers (VNO-NCW), which is the largest employers' organisation in the country, the Royal Association MKB-Nederland, the largest entrepreneurs' organisation, the Ministry of Economic Affairs, the Dutch Organisation for Applied Scientific Research (TNO), and several private sector companies, including Seedlink, Philips, Ahold Delhaize, IBM, and Topteam Dutch digital delta. It is a public-private partnership, currently comprising 486 participants⁵, in which government, business, educational and research institutions and social organisations are committed to accelerating AI developments in the Netherlands and connecting AI initiatives. Its primary objective is to achieve a joint approach to AI implementation through a single national knowledge and innovation network, stimulating effective cooperation between the different research centres and avoiding fragmented AI initiatives. NL AIC also provides regional support and knowledge sharing among its participants via reference guides on AI applications, as well as education and training platforms.

The second good practice is the platform "Industrie 4.0 Österreich"⁶, which organised multiple events on AI in the workplace regarding cybersecurity issues and the use of trustworthy AI. The platform was founded

5- See: [Home · Nederlandse AI Coalitie \(nlaic.com\)](https://nlaic.com)

6- See: [Plattform Industrie 4.0 - Plattform Industrie 4.0 \(plattformindustrie40.at\)](https://plattformindustrie40.at)

in 2015 as the platform for “intelligent production” assessing the future of production and the future of work and bringing together political, economic and academic actors, including social partners. Founding members of the platform are the Federal Ministry for Climate Action (BMK), further in alphabetical order: Federal Chamber of Labour (BAK), Association of the Electrical and Electronics Industry (FEEL), Association of the Metaltechnology Industry (FMTI), Federation of Austrian Industries (IV) and Production Union (PRO-GE). The objective of the platform is to make the best possible use of new technological developments for companies and employees, and to shape labour market transformations in a socially responsible manner. The platform is implementing

different activities to support a dynamic development of the Austrian economy, to promote research and innovation, to contribute to good working conditions and to support employment. Currently, the platform is providing support to companies employing up to 2 999 employees through the European Digital Innovation Hub (EDIH), which is funded by the European Commission and the Austrian Ministry of Labour and Economy. It is one of four Austrian hubs and 151 European hubs, which provides technical expertise in digital design, digital production, cybersecurity and AI. Companies can benefit from funding to test new technologies, support to find funding for research and development, support for skills and training and networking opportunities.

Key Lessons

1. Fostering collaboration between workers and employers is key to ensure that digitalisation in the world of work is inclusive, fair, and beneficial to all stakeholders. The European Social Partners Framework Agreement on Digitalisation exemplifies the critical role of social dialogue in managing the digital transformation. The successful implementation of this framework demonstrates the power of social dialogue in shaping a digital future that respects workers’ rights and promotes sustainable economic growth.

2. Cross-industry agreements between social partners can be a useful instrument to adopt a common approach to reply to the digitalisation of the world of work. The European Social Partners Framework Agreement on Digitalisation provides a framework at the European level that can guide implementation at national level tailoring approaches to national contexts and to specific industries to enforce common a common approach.

3. Social partners can make a significant contribution to the definition of components for

the adoption of trustworthy AI. The framework agreement ensures the human in control principle, transparency and data protection and identifies three components of trustworthy AI as follows:

- > It should be lawful, fair, transparent, safe, and secure, complying with all applicable laws and regulations as well as fundamental rights and non-discrimination rules.
- > It should follow agreed ethical standards, ensuring adherence to EU fundamental/human rights, equality and other ethical principles.
- > It should be robust and sustainable, both from a technical and social perspective since, even with good intentions, AI systems can cause unintentional harm.

The implementation of the Framework Agreement is an opportunity to organise national-level dialogues and other events, and track implementation and progress, ensuring adaptation to national contexts and building expertise, which can ultimately lead to the development of good practices.

Box 3. The EU AI Act

The European Union's AI Act came into force on 1 August 2024 with provisions coming into operation gradually over the following 6 to 36 months. The Act aims to ensure the safe and trustworthy development, deployment, and use of AI across the EU. It adopts a risk-based approach to regulation, categorising AI systems into different levels of risk: unacceptable, high, limited and minimal risk.

- > Unacceptable risk: AI systems that pose a clear threat to the safety, livelihoods, and rights of people are banned outright. Examples include AI systems that manipulate human behaviour to the detriment of users.
- > High-risk: These are subject to strict requirements before they can be placed on the market. High-risk systems include AI applications in critical infrastructure, education, employment, and law enforcement. Requirements for high-risk AI systems include:
 - Rigorous testing and documentation to ensure compliance with safety and performance standards.
 - Transparency measures, such as clear information for users about the AI system's capabilities and limitations.
 - Robust data governance to ensure high-quality datasets free from biases.
- > Limited risk: Specific transparency obligations are introduced for the limited-risk AI systems that pose a risk of manipulation or deceit, associated with a lack of transparency in their use. For example, this includes generative AI systems classified as posing a limited risk.
- > Minimal risk: For systems deemed to pose minimal or no risk such as spam filters, the Act encourages adherence to voluntary codes of conduct.

The development of the EU AI Act involved extensive consultations with a broad range of stakeholders, including social partners and civil society groups. Initially, in February 2020, the European Commission started a public consultation process for ethical and legal requirements of AI.⁷ Trade unions advocated for stronger protections against job displacement and for the upskilling of workers to adapt to new AI-driven roles. Employer organisations emphasised the need for a balanced approach that would not stifle innovation while simultaneously ensuring worker protection. The final version of the Act includes specific provisions for AI systems used in employment contexts, requiring transparency on their use in recruitment, performance evaluation, and decision-making processes.

On 30 July 2024, the European Commission started another multi-stakeholder consultation for Trustworthy General-Purpose AI models under the AI Act.⁸

Source: [Regulation \(EU\) 2024/1689 of the European Parliament and of the Council of 13 June 2024 laying down harmonised rules on artificial intelligence](#)

7- See: [Artificial intelligence- ethical and legal requirements](#), European Commission, 2020.

8- See: [AI Act: Have Your Say on Trustworthy General-Purpose AI](#), European Commission, 2020.

Case study 3

Responsible adoption of artificial intelligence through collective bargaining agreements



Effective social dialogue is crucial for the ethical and responsible adoption of AI in the workplace, and it depends on the capacity of social partners to engage in meaningful dialogue and cooperation. Given the complexity of AI systems, workers organisations need to improve their capacity and expertise. They may also use insights from existing good practices. Two notable initiatives that exemplify this are the Public Services International (PSI) Digital Bargaining Hub (PSI International, 2023^[18]) and the UNI Global Union Database of AI and Algorithmic Management

in Collective Bargaining Agreements (UNI Europa; Friedrich-Ebert-Stiftung; WageIndicator, 2024^[19]). These platforms provide valuable resources for workers' organisations to regulate the adoption of AI in workplaces in a way that respects worker' rights and promotes transparency and fairness. By providing strategies and examples of successful negotiations, these platforms empower unions and workers to engage effectively with employers and ensure that AI adoption is ethical, transparent, and beneficial for all the parties involved.

PSI Digital Bargaining Hub

The PSI Digital Bargaining Hub is a free and publicly accessible online resource designed to assist trade unions in negotiating the complexities of digital transformation, including AI and algorithmic management through collective bargaining. The Hub provides information about eight key themes and 28 related sub themes with respect to digitalisation of work. It also provides access to real-world bargaining clauses via the database of existing clauses collected from unions across the world. The hub was launched in April 2023 with around 140 clauses, the hub now includes more than 500. It is available in English, Spanish and French and is classified under the following themes:

0. Definitions and Scope

1. Involvement, information and consultation
2. Equity, diversity, and inclusion
3. Employment, jobs, skills and lifelong learning
4. Telework, working time, work-life balance and platform work
5. Data rights and data protection
6. Digital tools, artificial intelligence, and algorithms

6.1. Technologies and tools: Information and scope of use

6.2. Technologies and tools: Restriction clauses

6.3. Transparency and design of tools, artificial intelligence (AI) and algorithms

6.4. Intervention in AI and algorithmic systems

7. Health and safety

8. Union communication, organising and representation

Section 6 of the Hub⁹, specifically focuses on digital tools, artificial intelligence, and algorithms. It offers comprehensive guidance on how to address the challenges and opportunities presented by these technologies. It has four sub themes in the context of workers' rights, digital tools, AI and algorithmic management:

- > The first sub theme is related to information-sharing practices with respect to the use of digital tools at work and the importance of clearly defining their use.
- > The second sub theme addresses possible limitations on the use of digital tools and

9- PSI Digital Bargaining Hub

technologies in the context of electronic monitoring and surveillance equipment.

- > The third sub theme concerns the importance of transparency when designing and using tools, AI and algorithmic management. The design and functioning of automated systems at work should be clearly defined and transparent for all.
- > The fourth sub theme deals with intervention mechanisms in AI and automated systems. The human in control principle should

become the norm in this respect.

PSI also notes that clauses addressing the use of AI should be accompanied by clauses covered in the other sections of the database, particularly in regard to Involvement, information and consultation (theme 1) and Data rights and data protection (theme 5).

Below clause from the collective bargaining agreement of the Writers Guild of America that sets the boundaries on the use of generative AI technologies shows how the database looks like:

Figure 2. Excerpt from the PSI Digital Bargaining Hub

A writer will be required to adhere to the Company's policies regarding the use of GAI [Generative Artificial Intelligence] (e.g., policies related to ethics, privacy, security, copyrightability or other protection of intellectual property rights). Any purchase of literary material from a professional writer is also subject to such policies. A writer must obtain the Company's consent before using GAI. The Company retains the right to reject the use of GAI, including the right to reject a use of GAI that could adversely affect the copyrightability or exploitation of the work.

COUNTRY	YEAR
United States	2023

DOCUMENT TYPE
Collective bargaining agreement

CLAUSE NUMBER
10545

6.2 TECHNOLOGIES AND TOOLS: RESTRICTION CLAUSES

6.1 TECHNOLOGIES AND TOOLS: INFORMATION AND SCOPE OF USE

5.1 REGULATORY COMPLIANCE

COPY TEXT

Source: [PSI Digital Bargaining Hub](#)

The Hub provides detailed information on the implications on the use of AI and digital tools in the workplace, helping union representatives and workers to understand the evolving technological landscape. It includes clauses taken from collective bargaining agreements that illustrate successful negotiations involving AI and digital tools, providing practical examples of how social dialogue can lead to beneficial outcomes for workers and employers. Furthermore, the Hub emphasises the need for policy advocacy to shape regulations that govern the use of AI in the public sector to ensure that

these policies protect workers, address the use of AI and algorithmic decision making in the delivery of social protection and promote an ethical AI use.

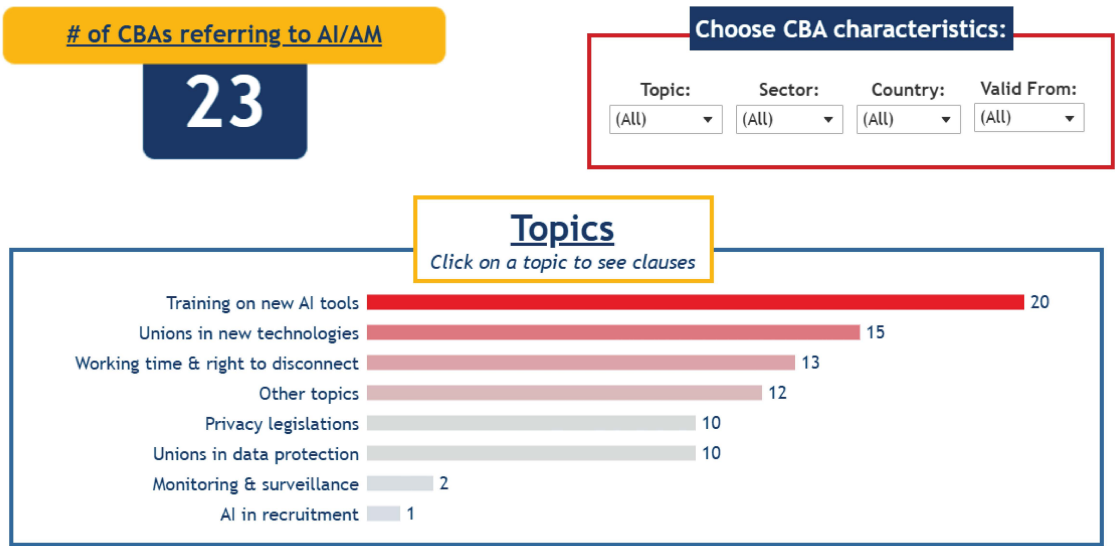
The hub can be used to identify key digitalisation issues affecting the world of work, anticipate changes, learn how other unions are addressing issues related to digitalisation, strategise about how to respond to workplace change, adapt existing language for use at the bargaining table and share unions' achievements to help workers elsewhere. Unions and other users are able to contribute to the Hub when new clauses are adopted or proposed.

UNI Europa Database of AI and Algorithmic Management in Collective Bargaining Agreements

In March 2024, UNI Europa and Friedrich-Ebert-Stiftung created a database of collective agreement clauses regarding the negotiation of AI and algorithmic management. This database serves as a repository of negotiated agreements that address the use of AI and algorithms in the workplace

and highlights the role of collective bargaining in managing the impact of these technologies. The database includes 23 collective bargaining agreements, which can be browsed selecting specific topics, sectors, countries and validity.

Figure 3. Overview of the UNI Europa Database of AI and Algorithmic Management in Collective Bargaining Agreements



Source: UNI Europa Database of AI and Algorithmic Management

The database collects and categorises collective bargaining agreements from various sectors, providing a wide range of examples on how AI and algorithmic management issues have been addressed through social dialogue. It includes eight topics concerning AI and algorithmic management: training on new AI tools; unions in new technologies; working time and right to disconnect; privacy legislations; unions in data protection; monitoring and surveillance; AI in recruitment; and other topics.

Additionally, the database showcases exemplary

collective bargaining agreements in negotiating AI-related clauses, such as transparency in algorithmic decision-making, data privacy protections, human oversight, and measures to mitigate job displacement. The agreements included in the database often feature provisions for worker protections, such as the right to contest decisions made by AI systems and the need to ensure that AI is used to as a complement rather than a replacement for human labour. The database includes agreements from around the world, offering a global perspective on how different regions are handling the integration of AI into the workplace. UNI Global Union

also recognised the urgency to work on algorithmic management and prepared a guide for trade unions

in 2020 (UNI Global Union, 2020[20]) and updated it in 2023 (UNI Global Union, 2023[21]) (see Box 4).

Box 4. UNI Global Union Algorithmic Management Guides

Algorithmic management refers to the use of algorithms to oversee, manage, and sometimes control workers' activities, often through automated decision-making processes. This practice is becoming increasingly prevalent across various sectors, driven by advancements in AI and big data. While algorithmic management can enhance efficiency and productivity, it also raises significant concerns about privacy, fairness, and the potential for worker control and exploitation. In 2020, UNI Global Union developed a comprehensive guide to algorithmic management aimed at equipping trade unions with knowledge and tools needed to address the challenges it poses and ensure workers share in the gains made possible by technological advances. The guide provides practical advice on how to negotiate fair and transparent use of algorithms in the workplace so that all the parties can bargain over and mitigate any potential harm and seize the opportunities brought by algorithmic management. These include:

- > Reduce rather than increase bias and discrimination.
- > Improve worker flexibility and autonomy
- > Improve the quality and fairness of management decisions by providing managers with independent, data-driven advice.

The guide explains basic concepts and mechanisms of algorithmic management focusing on three main areas of algorithmic use: recruitment, workplace decisions and performance management. It outlines the potential risks associated with algorithmic

management, including issues of privacy, data security, bias, and the erosion of worker autonomy. Additionally, it explains how unions around the world have pushed back against these challenges.

UNI Global Union published a new edition of the guide in 2023 focusing on performance management, an emerging topic in the global trade union movement. It offers practical strategies for trade unions that can be used in collective bargaining negotiations. The Guide outlines strategies for collective resistance based on already existing protections with examples from different countries, including data protection laws, fair work standards, health and safety laws, and obligations to bargain over algorithms. Through collective bargaining, unions can negotiate terms that protect workers' rights in the face of automated decision making. This includes ensuring that workers have access to the data used for evaluating their performance and ability to contest decisions made by algorithms. The guide critically evaluates certain algorithmic management systems used by companies such as performance algorithms.

The Guide concludes with ten key negotiating demands for trade unions to use during collective bargaining over the question of algorithmic management. These demands focus on notice and assessment periods, decision making, the right to know, discrimination, discipline, health and safety, data collection and access, monitoring and surveillance, sharing benefits, and training.

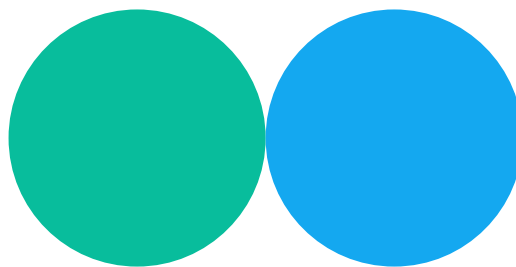
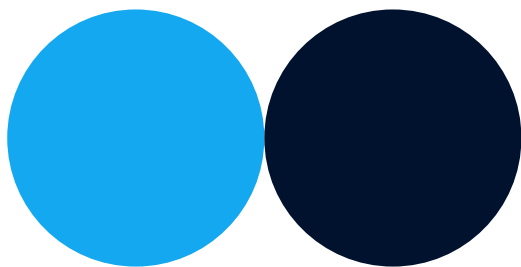
Source: Algorithmic management – a trade union guide (UNI Global Union, 2020^[20]) and Algorithmic Management: Opportunities for Collective Action. A Guide for Workers and Trade Unions (2023^[21])

Key Lessons

- 1.** Both the PSI Digital Bargaining Hub and the UNI Europa Database provide a useful resource for trade unions and highlight the critical role of social dialogue in ensuring trustworthy AI adoption through collective bargaining.
- 2.** Through collective bargaining, employers and workers decide together how AI and digital tools are implemented and used. This approach helps employers to use AI and digital tools as a means to increase efficiency and productivity while also promoting worker well-being, transparency and accountability.
- 3.** Collective bargaining agreements that address AI-related issues help protect workers' rights. Among other measures, these agreements ensure that AI systems do not undermine labour rights,

provide mechanisms for workers to contest AI-driven decisions, and safeguard data privacy.

- 4.** Through collective bargaining agreements, employers and unions can negotiate terms that promote fairness in AI deployment. These terms ensure that AI systems are free from biases and that their use does not disproportionately impact certain groups of workers, thereby protecting them from discrimination.
- 5.** Negotiations can lead to agreements on training and upskilling programmes that help workers adapt to the changes brought by AI. This is essential for mitigating the risk of job displacement and ensuring that workers can take advantage of the new opportunities created by AI technologies.





2. Social Dialogue for a Just Transition



Introduction

Climate change is impacting labour markets around the world: Between 2000 and 2015, 23 million working-life years have been lost annually to disasters induced or enhanced by human activity (ILO, 2018^[22]). The increase in heat stress is predicted to bring productivity loss equivalent to 80 million jobs by 2030, representing more than 2% of total working hours worldwide (ILO, 2019^[23]). At the same time, if measures outlined in the Paris Agreement are implemented and investments in the circular economy made, there could be a net job gain of

24 million jobs by 2030. This includes 18 million jobs resulting from the adoption of sustainable practices, such as changes in energy mix and uses of electric vehicles, along with 6 million jobs through a transition to conservation agriculture. While the green transition is a good opportunity to create quality jobs and reduce greenhouse gas (GHG) emissions, there will be a need for social policies to cushion the downside consequences of the transition towards cleaner economies.

Box 5. Green jobs and green-driven occupations

Green jobs are decent jobs that contribute to preserve or restore the environment, be they in traditional sectors such as manufacturing and construction, or in new emerging green sectors such as renewable energy and energy efficiency.¹⁰

Green-driven occupations are those that are likely to expand and/or being transformed by the net-zero transition.¹¹ This includes:

- > Green new and emerging occupations: new occupations with unique tasks and worker requirements;

- > Green-enhanced skills occupations: existing occupations whose tasks, skills, knowledge, and external elements, such as credentials, tend to be altered because of the net-zero transition;
- > Green increased demand occupations: existing occupations in increased demand due to the net-zero transition but with no significant changes in tasks or worker requirements (OECD, 2024^[24]).

Climate change is already leading to job losses but also the creation of new jobs, with notable regional differences. According to predictions made by ILO in 2018, until 2030, action taken in the energy, transport and construction sectors to limit global warming to 2°C, could lead to the creation of 3 million additional

jobs in the Americas, 14 million new jobs in Asia and the Pacific and 2 million new jobs in Europe. However, the Middle East is expected to lose 300 000 jobs, while Africa could lose 350 000 jobs (ILO, 2018^[25]).

More recent reports give a more nuanced picture

10- See [What is a green job? | International Labour Organization \(ilo.org\)](https://www.ilo.org/globallab/topics/green-jobs)

11- Net-zero transition refers to the process of cutting greenhouse gas emissions and removal measures, leaving no emission in the atmosphere by 2050.

shedding light on the consequences of climate change for economies and societies across regions. Latin America, rich in renewable energy resources, could benefit from the creation of up to 7 million jobs by 2030 according to OECD estimates in 2022 (OECD et al., 2022_[26]).

Africa, despite contributing less to climate change, is most affected and least able to adapt to its impacts, thereby increasing inequality. Labour markets with high informality rates and low social protection coverage are affected by natural disasters and heat stress. This impact is especially notable in the agricultural and construction sectors, which employ a significant part of the workforce, and which are greatly affected by heat stress (ILO, 2019_[23]).

The Arab States are already experiencing the realities of environmental degradation and climate change. For example, the Gulf Cooperation Council (GCC) states face diminishing water resources, heat waves, desertification, reduced agricultural yields, and extreme weather events. At the same time, according to ILO numbers from 2024, the Arab States could benefit from the creation of approximately 2 million additional jobs – representing a 3.8% increase in employment – if measures are taken to improve climate resilience (ILO, 2024_[27]).

Although Asia and the Pacific present significant potential for green job creation, ASEAN economies are among the most vulnerable to climate risks. They are confronted with the potential loss of a significant share of their GDP, which could reach 37.4% in the case of the most severe global warming through 2050 (OECD, 2024_[28]).

In European-OECD countries, between 2011 and 2022, the share of green-driven occupations has increased by 2% on average, with green new and emerging occupations witnessing an increase of 12.9% and GHG-intensive occupations experiencing a 18% decline (OECD, 2024_[24]).

Transitioning to a net-zero economy does present opportunities for the creation of green jobs if the right measures are taken. To ensure that this transition is just and that no one is left behind, it is essential to pay attention to a number of policy areas. The ILO Guidelines for a just transition (ILO, 2016_[29]) outline nine key policy areas to address environmental, economic and social sustainability simultaneously, including:

1. Macroeconomic and growth policies
2. Industrial and sectoral policies
3. Enterprise policies
4. Skills development
5. Occupational safety and health
6. Social protection
7. Active labour market policies
8. Rights at work
9. Social dialogue and tripartism



For example, skill policies can play an essential role in achieving the twin objectives of greening the economy and ensuring that the benefits of new investments do not lead to new forms of vulnerability and deprivation (OECD, 2023^[30]). Supporting access to the right skill sets will foster the net-zero transition and prevent labour shortages. Therefore, it will be critical to evaluate skills gaps and provide training accordingly, especially for low-skilled workers, who are likely to train less. This is especially important as higher skill levels are needed for green-driven occupations compared to the demands of low-skilled jobs in GHG-intensive and neutral

occupations. Due to the innovation-driven nature of the green transition, green-driven occupations will require more process and cross-functional skills (such as critical thinking or complex problem solving) and less technical skills (OECD, 2024^[31]).

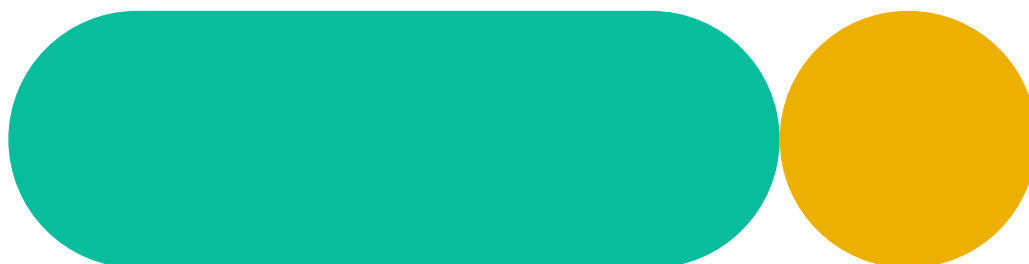
Beyond immediate employment and training support, local economic development and better frameworks for promoting mobility and mitigating income losses will be crucial. Social protection, including unemployment benefits or wage insurance schemes, will be needed to support displaced workers, compensate for earning losses and give them time to find a new job or upgrade skills (OECD, 2024^[32]).

What role for social dialogue?

Social partners play a crucial role in supporting a green transition that is just and supports the creation of decent jobs. Their involvement is key for ensuring that policy design and implementation include inclusive and diverse perspectives. As part of climate change mitigation and adaptation policies, social partners should accompany labour market transformations by facilitating and managing the reallocation of labour as well as adapting to rising temperatures and extreme weather events.

The ILO Just transition guidelines recognise the importance of social dialogue for the development, implementation and monitoring of national social, economic and environmental goals (see Box 6). This is further reinforced by the ILC resolution concerning a just transition, which underlines the value of social dialogue for seizing opportunities and overcoming

barriers to a just transition (ILO, 2023^[33]). The ILO has analysed social dialogue processes that have influenced policies promoting green workplaces, examining the approaches taken by 19 countries. Just transition plans were found to typically focus on broader issues, including training and skills, development policies, investment in new activities, sectors and funding, taxation or social protection. At the enterprise level, social dialogue has focused on production process and the reduction of emissions, but also on reskilling, functional mobility, and flexibility and organisation of work (ILO, 2022^[34]). However, a review of 512 collective agreements from 21 countries has shown that just under a quarter (23%) of the analysed collective bargaining agreements address environmental transitions (ILO, 2022^[35]).



Box 6. The role of social dialogue and tripartism for a just transition

The ILO Just transition guidelines recognise social dialogue and tripartism as one of the nine key policy areas for a just transition (see paragraphs 17 and 18 of the guidelines (ILO, 2016^[29])). As such, governments should:

- > Actively promote and engage in social dialogue, at all stages from policy design to implementation and evaluation and at all levels from national to enterprise level.
- > Promote the creation, development and formalisation of dialogue mechanisms and structures.

Social partners should:

- > Raise awareness and understanding and provide guidance among their members.
- > Play an active role in the formulation, implementation and monitoring of national sustainable development policies.
- > Promote the active participation of their members in social dialogue at the enterprise, sectoral and national levels.
- > Promote the inclusion of specific environmental provisions through collective bargaining and collective agreements.

Summary of good practices

In the following, good practice case studies underline different options to design and implement policies and action plans together with social partners and to build consensus together with social partners so that a just transition is promoted.

Supporting a just transition through upskilling and reskilling initiatives in Austria

Published in January 2023, the Just Transition Action Plan on Training and Reskilling from Austria, recognises the key role of upskilling and reskilling to prepare workers to transition to green jobs, including in renewable energies. The Just Transition Action Plan on Training and Reskilling adopts a holistic approach, assessing needs to adapt education, including technical and vocational education. It provides reskilling and upskilling initiatives targeting workers at all skill levels. To achieve this, occupational profiles have been updated, teachers

have been trained, training institutions have been supported, and incentives to improve access to training, notably through the Green Jobs Fund, have been provided. Several measures under the Action Plan are financed by the EU Just Transition Fund and integrated into the Territorial Just Transition Plan (targeting regions undergoing significant transformation and with a strong presence of carbon-intensive industries). This includes extending career guidance services, supporting training institutions, and offering training under the Green Jobs Fund.

Supporting the phasing-out of coal-fired power plants in Chile

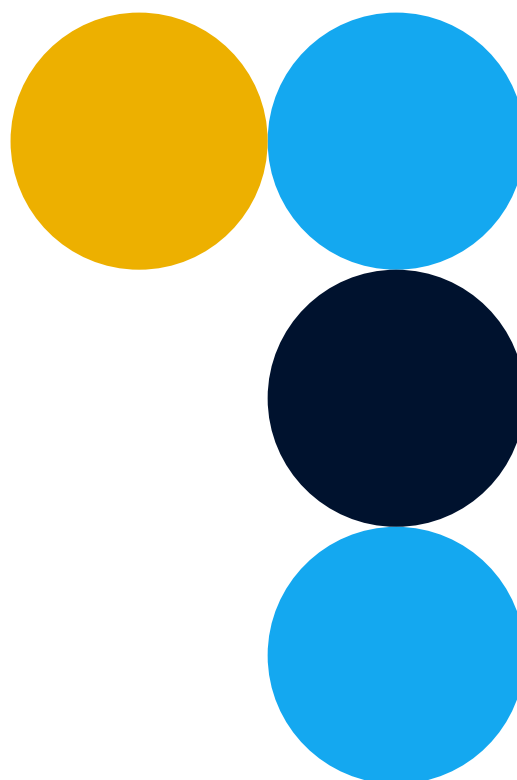
In Chile, the phasing out of coal-fired power plants led to the creation of new jobs, but also resulted in the loss of existing ones. The need for employment-focused measures to support labour market transformations was recognised, including

reskilling and upskilling programmes, support for entrepreneurs, early retirement options, employment insurance and job creation in green sectors. At the national level, the Office for a Socio-ecological Just Transition was established in October 2022, bringing together nine ministries, including the Ministry of Labour and Social Security (MoLSS). The Office is responsible for designing the National Strategy for a Socio-ecological Just Transition. A panel of experts, which includes social partners, supports the elaboration of the strategy. Furthermore, the Office for a Socio-ecological Just Transition oversees the elaboration of Environmental and Social Recovery Plans (Planes de Recuperación Ambiental y Social - PRAS) in three designated “regions of sacrifice”. Councils on Environmental and Social Recovery (Consejo para la Recuperación Ambiental y Social - CRAS) are responsible for developing and implementing the respective PRAS. Social partners are part of these councils and support the design of measures to enhance decent work.

The Presidential Climate Commission (PCC) in South Africa

The PCC was funded by President Cyril Ramaphosa in December 2020 with the objective of building consensus between social partners around a

just transition through an inclusive, transparent, action-oriented, science-based process. The PCC serves primarily an advisory function, involving numerous stakeholders, including social partners. Its mandate focuses on 1) providing evidence-based information to support decision making by social partners, 2) building consensus between stakeholders and social partners to enable policy and action for a just transition, 3) advising on means of implementation, including finance, capacity and technology. One of the first tasks of the PCC was to design a just transition framework for South Africa, which was adopted in 2022. Since then, the PCC has engaged with stakeholders on the work that needs to be undertaken to support a just transition. For example, the PCC facilitated consultations on the Just Energy Transition, which is supporting the implementation of South Africa’s Just Energy Transition Investment Plan (JET IP) 2023-2027. In all of its activities, the PCC consults social partners to build strong partnerships and build consensus.



Case study 4

Supporting a just transition through upskilling and reskilling initiatives in Austria



In Austria, between 2018 and 2022, the share of workers in green jobs increased by 12%, and those employed in renewable energies almost doubled, with a 44% increase. It is estimated that 130 000 workers will be needed to support the transition towards renewable energies. In July 2024, 14 380 green jobs were vacant according to the public employment service (Arbeitsmarktservice - AMS). Therefore, upskilling and reskilling are crucial for a just transition.

The Austrian definition of Green Jobs¹²

Austria developed a list of Green Jobs, containing 536 occupations. Green Jobs are defined as occupations that can prevent environmental damage and preserve natural resources. This is either because they are Green Jobs in a strict sense (such as recycling specialists or renewable energy engineers) or because they become climate-relevant or 'green' through additional training (such as electrical engineers who are able to install photovoltaic panels). For example, jobs in public transportation represent green jobs in a broader sense.

To make the net-zero transition sustainable and inclusive for all social and economic backgrounds, the government of Austria began preparing a Just Transition Action Plan in 2020. Numerous stakeholders, including the social partners, were involved in this process. A Just Transition Working Group on Training and Reskilling was established in late 2020 and counted with the participation of the Austrian Federal Ministry for Climate Action (BMK), the public employment service AMS and the Austrian Chamber of Labour (Arbeiterkammer

- AK), which represents the interests of workers and consumers. The working group organised three workshops between June 2021 and February 2022 to assess skill needs in the context of a just transition and conducted three studies on reskilling and upskilling needs. A Just Transition Advisory Board was set up to guide this work.



12- See: [Austrian Ministry of Labour and Economy, Green Jobs \(klimarelevante Berufe\)](#)

Box 7. The four thematic fields of the Just Transition Action Plan on Training and Reskilling

1. Education

- > Identify skill needs for green jobs and update training programmes.
- > Train teachers in vocational schools and invest in technical infrastructure.
- > Develop new occupational profiles.

2. Companies, employees, jobseekers

- > Collaborate with companies to identify skills needs and plan vocational training.
- > Support training providers to integrate training for green skills in their programmes.
- > Put in place a Green Jobs Fund (Umweltstiftung).

3. Framework conditions and compatibility

- > Provide subsidies to support the development of green skills.
- > Ensure coherence with measures adopted under the Territorial Just Transition Plans for Austria funded by the European Commission (see Box 8).
- > Improve access to upskilling and reskilling for green jobs.

4. Communication

- > Implement campaigns to raise awareness on green jobs, with targeted campaigns for youth.
- > Encourage exchanges between companies, workers and educational institutions.

Source: Just Transition (refernet)

The BMK published the Just Transition Action Plan on Training and Reskilling in January 2023. The objective is to meet the demand for a skilled workforce in the context of a just transition by 2030. The action plan distinguishes between short-term (2023), medium-term (2023-2024) and long-term (2025-2030) measures and comprises four thematic fields. Each thematic field contains a set of concrete actions (37 in total), defines the responsible institution and implementation horizon. Key performance indicators have been developed to monitor progress.

Between January 2023 and July 2024, the following was reached together with social partners under the four thematic fields of the action plan (see Box 7):

1. Education:

- > The tripartite Federal Vocational Training Advisory Board has updated two occupational profiles (electrical engineering and metal technology) to include green skills. Additionally, it will establish

new occupational profiles for green jobs that will benefit between 30 000 and 35 000 young people undergoing vocational training.

- > For example, in the electrical engineering profile, new modules were included on generation and storage of renewable energy, and on the installation of photovoltaic panels.

2. Companies, employees, jobseekers:

- > Career counsellors were trained using a new module on sustainability and the environment.
- > Through the public employment service AMS, between 8 000 and 9 000 persons were trained to access green jobs.
- > Until the end of 2023, 345 workers (11% women) benefited from upskilling or reskilling initiatives under the Green Jobs Fund. The plan is to support a total of 1 000 workers by 2025.

3. Framework conditions and compatibility:

- > Scholarships are available to support the upskilling and reskilling training offered through the Green Jobs Fund.

4. Communication:

- > To raise awareness among youth on green jobs, a campaign, including the webpage

klimajob.at, has been launched. Social partners, including the Chamber of Labour (AK) as well as the Austrian Trade Union Federation (ÖGB) have been disseminating information on green jobs and this specific website.

- > The public employment service AMS, training institutions and the Austrian Economic Chamber provide information regarding available green jobs and training.

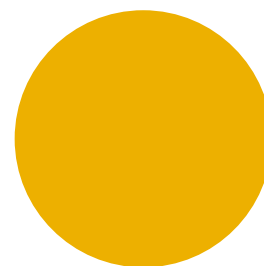
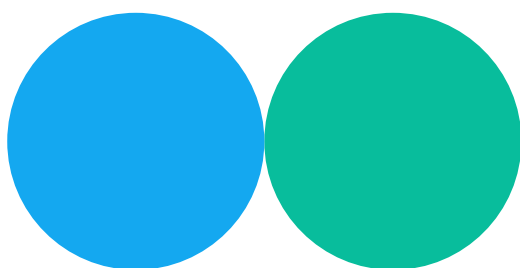
Box 8. The Territorial Just Transition Plans funded by the European Just Transition Fund

As part of the European Green Deal, the Just Transition Mechanism (JTM) was set up so that no person and region stay behind in the transition towards a climate-neutral economy. It includes the Just Transition Fund (JTF), which will invest EUR 17.5 billion in the 2021-2027 period in the territories most affected by the transition.¹³

In Austria, a Territorial Just Transition Plan (TJTP) was adopted in 2022 with funding amounting to EUR 76 million coming from the JTF. Austrian regions and municipalities undergoing significant

transformation and with a strong presence of carbon-intensive industries such as metals, paper, cement, and chemicals will receive support from the JTF. The plan will create employment and mitigate job losses linked to the transition.¹⁴

Several measures under the Just Transition Action Plan on Training and Reskilling are financed by the JTF and integrated into the TJTP, including extending career guidance services, supporting training institutions, and offering training under the Green Jobs Fund.



13- See: European Commission: The territorial just transition plans

14- See: European Commission: EU Cohesion Policy: €76 million for a just climate transition in Austria

Box 9. Barcelona Tripartite Joint Statement on the European Year of Skills

Recognising the need to shape and contribute to the skills strategies of the EU and its member states, social partners came together in Barcelona in October 2023 to sign the Barcelona Skills Declaration. The Declaration recalls the growing attention devoted to reskilling and upskilling initiatives for green and digital transitions at the EU level, while highlighting the role of social dialogue in these endeavours.

In the Declaration, social partners agree to:

- > Ensure that the working age population is equipped with the necessary skills demanded by labour markets and that companies, particularly SMEs, have access to people with the skills they need.
- > Commit to effective tripartite and bipartite social dialogue to improve skills development, matching and quality jobs across Europe.
- > Provide support to everyone (workers, job seekers, NEETs) to access training, including through financial incentives paid educational leave, paid time off, training budget, validation of their skills and access to quality guidance and counselling, secure employment and a good working environment.
- > Consider the importance of lifelong learning for the continuous development of a green and sustainable economy.
- > Support access to quality and free professional guidance and to the recognition and validation of key competences and professional skills.
- > Commit to improve EU and member states initiatives regarding training at the workplace.
- > Deliver communication and awareness-raising campaigns to underline the importance of social dialogue in accessing skills.

Key Lessons

- 1.** The net-zero transition has far-reaching implications for the labour market: new green skills will be needed, which will lead to the creation of new jobs, the adaptation of existing jobs, and the replacement of current jobs. The Austrian Just Transition Action Plan on Training and Reskilling recognises the fundamental importance of upskilling and reskilling initiatives.
- 2.** To draft the Just Transition Action Plan on Training and Reskilling, it was key to involve various stakeholders, including social partners. This was achieved through the creation of the Just Transition Working Group. Social partners also play a key role in its implementation.
- 3.** Updating occupational profiles, especially by better defining specific skills, increases transparency in the labour market. This allows the design of training that matches labour market needs, thereby enhancing a just transition. In Austria, the process of updating occupational profiles is on-going.
- 4.** Developments at the EU level are influencing those in Austria. Social partners at both the EU and national levels are seizing opportunities to support workers for a just transition (see Box 9). The Just Transition Fund is an important instrument to ensure coherence between developments at the EU level and its implementation at the national level.

Case study 5

Supporting the phasing-out of coal-fired power plants in Chile



Phasing-out of coal-fired power plants has become a global necessity, given its high contribution to greenhouse gas emissions (GHG). The government of Chile has taken important steps to phase out of coal-fired power plants and promote a socio-ecological just transition. Recognising the need to address climatic and ecological changes that adversely affect not only the environment but also the labour market, Chile decided to prioritise sustainable development and resilience. While transitioning towards a greener economy poses challenges to the labour market, it also presents opportunities if the right investments are made and if certain sectors are supported.

A major milestone was reached in Chile in 2019 when the Government, in agreement with the country's four largest contractors, decided to close all of Chile's coal-fired power plants by 2040. Recognising the high dependence on coal-fired power plants, which contribute to 80% of Chile's GHG emissions, and building on the significant potential for renewable energy development, the government designed a [Plan of Phase-out and/or Reconversion of Coal Units in 2020](#). The plan built on the work of a "Phase-out and/or Reconversion of Coal Units Roundtable", which included the owners of coal units, the public sector, consumer associations, as well as workers' representatives and civil society actors to assess the economic, social and environmental effects of phasing-out of coal-fired power plants. This plan aims to achieve 70% electricity generation from renewable energy by 2030, 20 years earlier than anticipated in 2015. By 2024, the plan includes phasing out 11 coal-fired power plants, representing 31% of the capacity, with all units to be phased out by 2040, and reaching carbon neutrality by 2050.

Consultations at the level of the Phase-out and/or Reconversion of Coal Units Roundtable indicated that phasing out or converting these units by 2030

would create between 2 000 and 8 000 new jobs, and between 13 000 and 20 000 new jobs by 2050. However, this transition would also result in the loss of 4 000 direct jobs and 9 000 indirect jobs. Different measures were recognised to ensure a just transition, including the need for dialogue between affected parties and decision-makers, a clear timeline and employment-focused actions. These measures include reskilling and upskilling programmes, support for entrepreneurs, early retirement options, employment insurance and job creation in green sectors (Ministry of Energy, Chile and GIZ GmbH, 2020^[36]).

In October 2022, the Office for a Socio-ecological Just Transition was established under the Ministry of Environment.¹⁵ The Office defines the Socio-ecological Just Transition as "the transformation and adaptation of sociocultural systems towards a balanced ecosystem, prioritising the well-being of individuals, and sustainable production models to address the triple crisis of biodiversity loss, climate change, and pollution. This process aims to ensure a focus on human rights, gender equality, and decent work".

The Office for a Socio-ecological Just Transition is an advisory committee to the President and includes representatives from nine ministries, including the Ministry of Labour and Social Security (MoLSS). It is responsible for developing policies, programmes, and projects, as well as proposing legislative changes to support social transformations, environmental protection, and economic development. The core principles are decent work, gender and inter-generational equality, resilience, and ecological regeneration. Social dialogue and collective empowerment are central to promoting a balance between sustainable economic development and environmental protection at the regional level.

The Office for a Socio-ecological Just Transition is

15- Decreto 57 – [Crea comité interministerial de transición socioecológica justa, Ministerio del Medio Ambiente](#)

responsible for designing the National Strategy for a Socio-ecological Just Transition. This strategy is part of the social pillar of Chile's Nationally Determined Contributions (NDCs) under the Paris Agreement. A panel of experts composed of 32 representatives from the private sector, academia, civil society, international organisations and social partners met between May and July 2024 to support the elaboration of the strategy. Additionally, the office oversees Environmental and Social Recovery Plans (Planes de Recuperación Ambiental y Social - PRAS) in three designated "regions of sacrifice" (zonas de sacrificio): Huasco, Quintero – Puchuncaví and Coronel. These plans aim to demonstrate that environmentally sustainable development can co-exist with industrial activities while protecting the environment and human health. Councils on Environmental and Social Recovery (Consejo para la Recuperación Ambiental y Social - CRAS) are responsible for developing and implementing the respective PRAS ensuring that regions of environmental sacrifice do not become regions of employment sacrifice. These councils include representatives from government institutions, civil society and social partners ensuring democratic governance.

In the three regions where a PRAS is in place, several measures are ongoing to support decent work, with social partners actively addressing workers' challenges:

- > In Quintero – Puchuncaví, it was agreed to support skills development in tourism, services and entrepreneurship, to facilitate work transitions alongside with the private sector, as well as to strengthen employment services and occupational safety and health for workers exposed to contamination. (Ministerio del Medio Ambiente, 2017^[37])
- > In Huasco, where nearly one third of the local labour force comprises fishermen, labour market assessments have helped to identify the need for support in skills development, entrepreneurship and

matching. Agreements have also been made with fishing companies to improve local job opportunities (Ministerio del Medio Ambiente, 2017^[38]).

- > In Coronel, plans include establishing a Technical and Vocational Education and Training (TVET) centre, supporting skills development and matching and implementing occupational safety and health training. Further, agreements were made between local companies, public institutions and educational institutions to facilitate better work transitions (Ministerio del Medio Ambiente, 2018^[39]).

Moreover, the National Training and Employment Service (SENCE) through its 16 regional offices provides training scholarships for workers that have been affected by the closure of coal-fired power plants. At the same time, ongoing skills anticipation initiatives aim to identify skills and occupations needed for the transition to green energy production. Additionally, social partners are collaborating



within the framework of “Chile Valora”, the national vocational qualification authority, which is composed of tripartite partners, to establish new qualification frameworks. Chile Valora has already established occupational standards for green jobs to support green hydrogen production. This approach identifies skills needs and gaps and provides upskilling and reskilling to support the certification of the skills that are needed to foster a just transition.

Social dialogue has also played a key role in supporting those workers affected by the closure of coal-fired power plants. For example, in April

2022, after a 12-day strike by subcontracted workers at the Bocamina II power plant, an agreement was reached. Tripartite partners agreed to establish a working group including government representatives, subcontracted workers, and company representatives to ensure equal treatment between subcontracted workers and those directly employed by the operating company. The working group discussed measures to ensure that subcontracted workers have access to medical examinations to assess contamination levels from heavy metals and that they receive support to relocate to areas with better job prospects.

Key Lessons

1. When designing measures to support a just transition and specifically reduce greenhouse gas emissions in energy production, it is crucial to assess the labour market impact. In Chile, social partners are supporting both initiatives at the national and the regional level to facilitate labour market transitions for workers. Social partners are contributing to the establishment of the National Strategy for a Socio-ecological Just Transition. At the regional level, they have been involved in the design and implementation of Environmental and Social Recovery Plans.
2. While the phasing-out of coal-fired power plants will lead to the creation of new jobs, some existing ones will be lost. Social partners need to be involved in evaluating changing skill needs and facilitating the transition towards green jobs. This includes skills anticipation, upskilling and reskilling, and the establishment of new occupational standards and frameworks to support the development and certification of new skills. The work of the National Training and Employment Service (SENCE) and the

vocational qualification authority Chile Valora, which is a tripartite institution, have proven to be key.

3. When designing policy responses, horizontal and vertical coherence is essential. At the national level in Chile, the Office for a Socio-ecological Just Transition ensures coherence among sectoral strategies by involving nine different ministries. At the regional level, Councils on Environmental and Social Recovery bring together representatives from government institutions, civil society and social partners to design measures adapted to regional contexts.
4. Conflicts are likely to arise when coal-fired power plants are closed and jobs lost. Social partners play a significant role in resolving labour disputes during closures. For example, they can support the relocation of workers, support access to medical treatment for those whose health has been affected and create benefits to compensate the loss of employment, as was the case at the Bocamina II power plant in Chile.

Case study 6

The Presidential Climate Commission (PCC) in South Africa



South Africa is already exposed to the impact of climate change, including droughts, floods and other extreme weather events. These events damage the country's infrastructure, ecosystems, lives and livelihoods, generate food insecurity and constrain the already scarce water resources. For instance, in April-May 2022 floods struck the KwaZulu-Natal province resulting in the loss of lives and livelihoods, displacement of people, extensive damage to infrastructure and disruption of services. Further, poverty, unemployment and inequality represent pre-existing challenges on the South African labour market that have been aggravated by climate change. In the first quarter of 2024, the official unemployment rate stands at 32,9% (Republic of South Africa, 2024_[41]). Hence, it is urgent to build the required skills to transition to green jobs and mobilise financial support.

South Africa, with a reported dependence on fossil fuel sources of 80% in 2018, has been committed to supporting a green transition that is just through social dialogue. Government and social partners signed a Green Economy Accord¹⁶ in November 2011 to gain a better understanding of the complex facets of the green transition. South Africa joined the Partnership for Action on Green Economy (PAGE), an inter-agency United Nations (UN) programme, in 2015. In response to a government request, the Green Economy Inventory for South Africa (GEISA) was developed in 2016 and published in 2017. This inventory serves as a high-level overview of green economy initiatives across various sectors, levels of government, and service categories.

In a Framework Agreement (2018_[42]) endorsed at the Presidential Jobs Summit held in October 2018, tripartite partners agreed that a climate commission should be established under the Presidency to coordinate and oversee the just transition process. One of the first tasks of such a commission would be to understand the impact of climate change

on jobs. In December 2020, President Cyril Ramaphosa established the Presidential Climate Commission towards Just Transition (PCC) to support a low-emissions and climate-resilient economy. The objective is to build consensus between social partners around a just transition through an inclusive, transparent, action-oriented process.

Box 10. A Framework for a Just Transition in South Africa

The PCC adopted the Framework for a Just Transition in South Africa in 2022. It is guided by the ILO Guidelines for a Just Transition (2015). The Framework builds on research, policies and consultations on the just transition in South Africa, including those facilitated by the National Planning Commission (NPC 2019) and the National Economic Development and Labour Council (NEDLAC 2020).

Addressing the triple challenges of poverty, unemployment and inequality, the Framework supports the country's broader efforts to redesign the economy for an effective response to climate change. It establishes principles to guide the transition focusing on distributive justice, restorative justice and procedural justice, identifies at-risk sectors and value chains, outlines key policy areas to implement the transition, proposes effective governance arrangements, and addresses the financial aspects for a Just Transition.

The Framework also envisages an "Action Plan to Give Immediate Effect to a Just Transition" by determining the long-term outcomes, the short-term decisions and actions required, and associated responsibilities and risks.

Source: (Presidential Climate Commission (PCC), 2022_[40])

16- See: [New Growth Path: Accord 4 - Green economy accord \(www.gov.za\)](http://www.gov.za)

The PCC is an independent, statutory, multistakeholder body whose mission is to promote social partnerships by engaging with various stakeholders, including all spheres of government, business, labour, academia, communities, and civil society. It is composed of a secretariat and commissioners; the latter includes representatives from social partners such as the National Union of Metal Workers of South Africa (NUMSA). The Commission's mandate focuses on:

1. Providing evidence-based information to support decision making by social partners.
2. Building consensus between stakeholders and social partners to enable policy and action for a just transition.
3. Advising on means of implementation, including finance, capacity and technology.

One of the first tasks of the PCC was to design a just transition framework for South Africa (see Box10). After an extensive research and consultation process, the framework was adopted in 2022 (Presidential Climate Commission (PCC), 2022^[40]). Since then, the PCC has engaged with stakeholders on the work that needs to be undertaken to support a just transition. For example, the PCC facilitated consultations on the Just Energy Transition, which is contributing to the implementation of South Africa's Just Energy Transition Investment Plan (JET IP) 2023-2027. In all its activities, the PCC works with social partners to build strong partnerships and build consensus.

The PCC publishes recommendation reports,¹⁷ which are based on technical research and extensive stakeholder consultation, to support a just transition, including recommendations on the just transition financing mechanism, social ownership models in energy transition and electricity planning.

The Commission also releases reports summarising stakeholders' perspectives on a certain issue. For instance, a Stakeholder Report, published in May 2024 on the exchange between the PCC and the European Union on Climate Change Adaptation and Resilience, underlines the importance of taking into account multiple perspectives to unpack the interrelated socio-economic drivers of climate risks. This process will support the PCC to issue recommendations to further strengthen climate resilience (Presidential Climate Commission and European Union (PCC-EU), 2024^[43]).

Since its establishment, the Commission has been publishing annual reports to monitor and critically evaluate progress and provide insights on significant challenges related to the just transition such as job losses. The last annual review was published in the beginning of April 2024 (Presidential Climate Commission (PCC), 2024^[44]) and covers different aspects of the just transition, including the energy transition, building livelihoods and skills in the climate transition, building adaptation and resilience for a just transition, mobilising finance for the just transition, tracking the just transition, building awareness, fostering dialogue and forging consensus. For example, as mentioned in the annual review, to mitigate job losses during the energy transition, the PCC conducted research on opportunities to create jobs in Mpumalanga in consultation with stakeholders. Seven value chains with the highest job-creation potential were identified, including for example the wood, citrus and tourism value chains, which are part of growing existing economic sectors. The recommendations for employment opportunities will be integrated into regional economic planning processes and the update of the Mpumalanga Provincial Growth and Development Strategy.

The Commission is further working on recommendations on the Nationally Determined

17- See: [PCC Recommendation Reports](#)



Contributions (NDCs) of South Africa, which will be revised in 2025, as required by the Paris Agreement. After extensive consultation with different stakeholders and social partners, the Commission proposed a more demanding target range in 2021 than those adopted in 2016.

Currently, the Commission is working with different stakeholders for South Africa's decarbonisation pathway, setting new development targets that are economically and technically feasible. For example, the Commission published a statement on 3 May 2024, welcoming the release of the 9th Green House Gas Emissions Inventory and Sectoral Emissions

Targets and inviting all stakeholders to provide comments during the public consultation process.¹⁸

In the coming years, the Commission plans to focus on "adaptation and resilience, particularly in terms of how to finance investment in these sectors; mitigation modelling and the exploration of pathways to net-zero emissions; development of employment, economic diversification and reskilling strategies; awareness and outreach on climate change and the just transition; and monitoring and evaluation of the work undertaken by social partners on the just transition" (Presidential Climate Commission (PCC), 2024^[44]).

18- See: [PCC welcomes release of 9th green house gas emissions inventory & sectoral emission targets](#)

Key Lessons

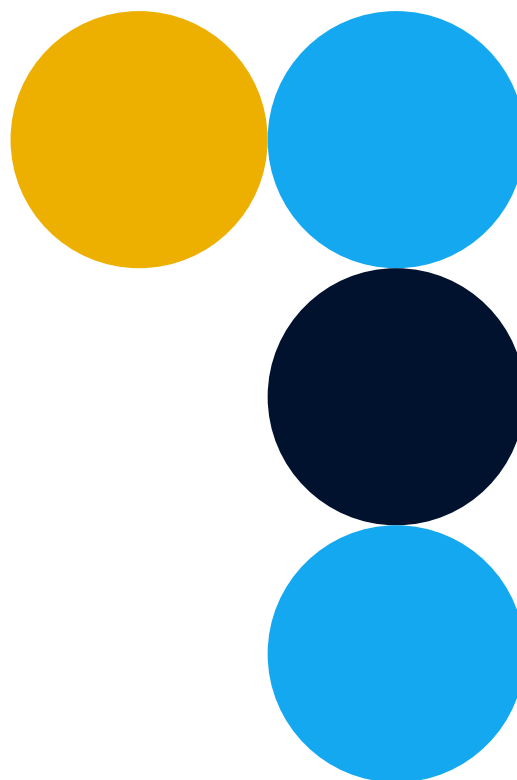
1. An advisory body with a multistakeholder governance structure is an effective way to promote, coordinate and oversee the just transition. As an independent, statutory, multistakeholder body whose mission is to promote social partnerships by engaging with various stakeholders for a just transition, the PCC provides evidence-based information to support decision making by tripartite partners, build consensus between stakeholders and social partners to enable policy and action for a just transition, and advise on means of implementation, including finance, capacity and technology.

2. As part of the Commission, social partners play a key role in building consensus on necessary labour market policies and reforms for a just transition. For example, the PCC adopted A Framework for a Just Transition in South Africa in 2022, building on research, policies and consultations with social

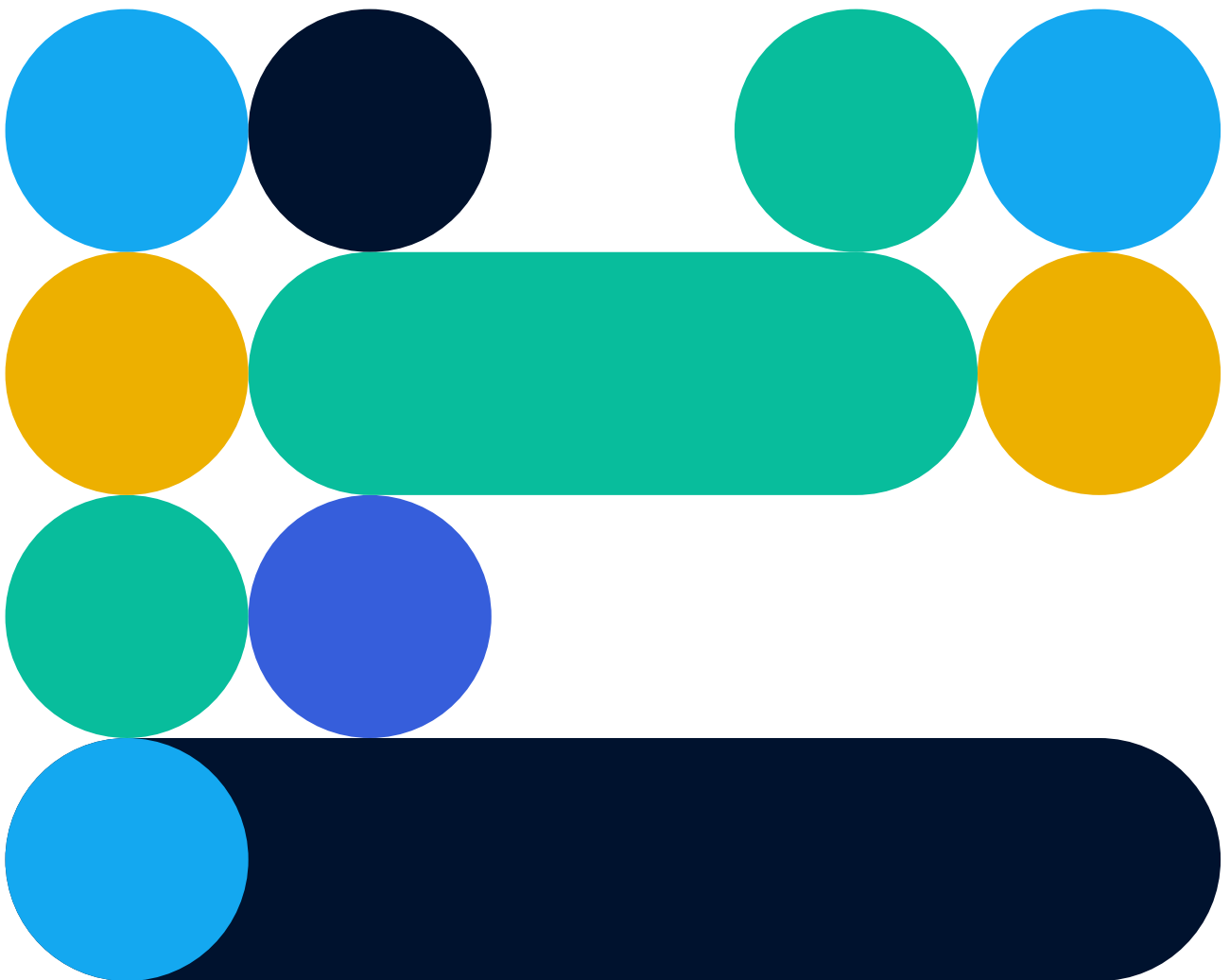
partners and other stakeholders on the just transition. Evidence-based research, such as recommendation reports with stakeholders' perspectives and annual reviews, and consensus-building leads to the development of guidelines that can assist role-players to implement various projects relating to a just transition, including adaptation, employment strategies and monitoring and evaluations.

3. The Commission also proves to be effective for the revision of the NDCs required by the Paris Agreement. After extensive consultation with different stakeholders and social partners, the Commission proposed a more demanding target range in 2021 than those adopted in 2016.

4. The PCC has played a critical role in supporting inclusive approaches by paying attention to all groups of workers on the labour market, including the most vulnerable ones.



3. Social Dialogue to Support Holistic Approaches to Transition to Formality



Introduction

Over two billion people worldwide or around 58% of the global workforce are employed in the informal economy. Informal workers often face poor working conditions, lacking both labour protections and social security coverage. While informal employment is expected to continue declining (with a modest uptick after the onset of the pandemic), the number of informal workers continues to rise as the working population grows (ILO, 2024^[45]).

Box 11. The EU platform directive: formalising up to 5 million informal workers

In April 2024, the European Parliament approved the EU Directive on improving working conditions in platform work. This EU legal act aims to improve working conditions and regulate the use of algorithms by digital labour platforms. The directive seeks to formalise up to 5 million platform workers by addressing false self-employment and presuming an employment relationship when facts suggest the actual performance of dependent work, including the nature of its remuneration. The goal is to ensure that platform workers fully enjoy the same employment rights as other workers.

Source: [European Parliament resolution of 24 April 2024 on improving working conditions in platform work](#)

Globally, own-account workers represent the largest share of informal workers (47%), followed by employees (35%), contributing family workers (16%) and employers (less than 3%). Self-employed workers are more likely to be informally employed: 86.7% of self-employed workers are estimated to

own and operate informal economic units and are thus considered to be in informal employment. By comparison, only 39.8% of employees are thought to be in informal employment. (ILO, 2023^[46])

One in three workers in the informal economy work in agriculture. This proportion reaches 62% in low-income countries but only 9% in high-income countries. The wholesale and retail trade sector employs the second largest number of informal workers (14%), followed by the manufacturing sector (12%) and the construction sector (11%). Agriculture, domestic work, and construction present informality rates ranging between 75% and 90%, with men being overrepresented in construction and women in domestic work, especially migrant women (ILO, 2023^[46]).

The digital platform and gig economies are a new and growing source of informal jobs. Growing concerns include the potential for disguised self-employment (see Box 11)¹⁹ and undeclared work or activities, particularly in the context of a lack of adapted tax frameworks capable of imposing declaratory obligations on platforms and workers (ILO, 2024^[47]).

According to the ILO's Transition from the Informal to the Formal Economy Recommendation, 2015 (Recommendation No. 204), the informal economy "refers to all economic activities performed by workers and economic units that are – in law or in practice – not covered or insufficiently covered by formal arrangements" (ILO, 2015^[48]). Although the Recommendation does not specify, formal arrangements may include, for example, social security coverage, including health insurance and pension rights, or minimum wages. In 2023, the 21st International Conference of Labour Statisticians (ICLS) adopted a resolution updating and improving measurement standards on the informal economy. Recognising that there is informality in economic

19- See also [Global Deal Good practice case study on Spain's "Riders' Law"](#), which introduced a rebuttable presumption of employment for workers on digital delivery platforms

units of both the informal and formal sectors, and in households, the new standards provide operational definitions of the formal sector, the informal sector, and the household own-use and community sector. These definitions are based on the formal status of the economic unit and the intended destination of the production (ILOSTAT, n.d.^[49]).

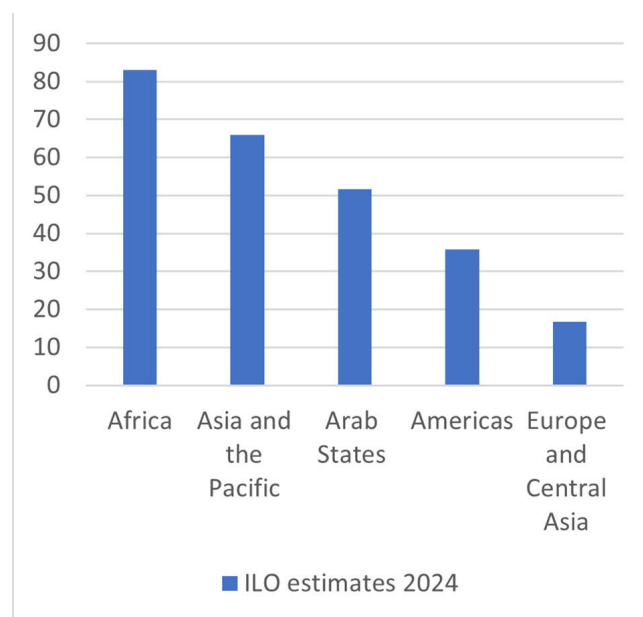
Informality impacts workers, businesses and governments in different ways, leading to individual vulnerability, business instability and socioeconomic challenges. Workers in the informal economy are twice as likely to live in poor households, are exposed to decent work deficits and increased job insecurity and have limited or no access to employment benefits or social protection. A recent OECD report has shown that informal employment is linked to low earnings, limited transitions (especially for workers with earnings below 50% of the median earnings of their country) and few opportunities to upgrade skills (OECD, 2024^[50]). Businesses in the informal economy suffer from limited access to capital,

lower productivity, less government support, fewer development opportunities and barriers to market entry. For governments, the informal economy means lost taxation revenue and a reduced effectiveness of labour market policies (ILOSTAT, 2024^[51]).

While the informal economy is still seen as leading to high vulnerability, poverty, low earnings, irregular incomes, and bad working conditions, in recent decades, there has been a shift in the policy debate to recognise the contribution informal workers and businesses make to GDP, income and employment. This shift has highlighted the need to ensure safety nets, minimum floors, and access to basic social protection, while also acknowledging the resilience and creativity of workers in the informal economy.

Informality rates differ between regions, reaching 83.1% in Africa in 2024, 66% in Asia and the Pacific, 51.6% in the Arab States, 35.4 % in the Americas and 16.7% in Europe and Central Asia (see figure 4).²⁰

Figure 4. Informality rates by region



20- See (ILOSTAT, n.d.^[49]) and (ILO, 2024^[45])

In Africa, more than 80% of employment in 2024 is informal, reaching 86.3% in Sub-Saharan Africa compared to 62.8% in North Africa. More holistic approaches on informality are emerging in the continent not only tackling decent work deficits in the informal economy, but also addressing structural obstacles to formalisation. These approaches also harness the potential of the informal economy for addressing multiple risks that African economies and communities face, including climate change risks, while also building broad-based resilience (ILO, 2022^[52]).

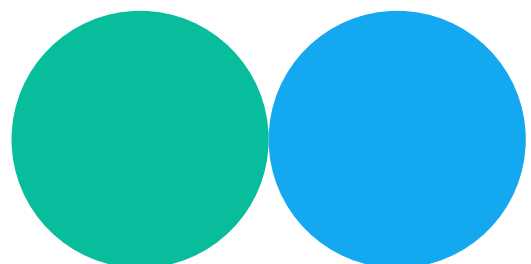
In Asia and the Pacific, nearly two thirds of total employment was informal in 2024, representing 1.3 billion workers. South Asia presents the highest informality rate with 86.6%, followed by 69.3% in South-East Asia, 46.2% in East Asia and 34.7% in the Pacific. The growth of non-standard forms of employment drives informality, as often new forms of employment are outside the scope and coverage of employment laws and regulations (ILO, 2024^[45]).



In the Arab States, the limited growth of formal and productive jobs continues to be a major challenge for the region, especially in the non-oil-exporting countries. For 2024, informality rates stand at 68.2% in non-Gulf Cooperation Council (GCC) countries compared to 35.1% in GCC countries. Refugees and internally displaced populations in the region often work in informal employment (ILO, 2024^[45]).

In the Americas, informality rates are especially elevated in Latin America and the Caribbean with informality affecting 51.7% of the workforce compared to 8.7% in North America. The persistence of the informal sector, notably in services and in rural areas, continues to hinder productivity growth (ILO, 2024^[45]). Informal employment in the region has increased over the past few years, representing between half and more than three quarters of the net gain in jobs. As formal employment and decent work opportunities decline, there is a risk that informal jobs will become the default, with adverse effects especially on women and youth (ILO, 2023^[53]).

In Europe and Central Asia, informality rates remain elevated in Eastern Europe with 19% as well as in Central and Western Asia with 35.8%, compared to 8.6% in Northern, Southern and Western Europe. In Central and Western Asia, the informality rate has declined by 10% though between 2010 and 2024. Russia's war of aggression against Ukraine as well as climate change could nevertheless affect this trend. In Eastern Europe, rising informality rates can be observed in Ukraine (ILO, 2024^[45]).



What role for social dialogue?

Recommendation No. 204 underlines the importance of freedom of association, social dialogue and employers' and workers' organisations in enabling and supporting the transition to the formal economy in section VII (see Box 12).

Box 12. Excerpt of the Transition from the Informal to the Formal Economy Recommendation No. 204

Section VII: Freedom of association, social dialogue and role of employers' and workers' organizations

Para 31. Members should ensure that those in the informal economy enjoy freedom of association and the right to collective bargaining, including the right to establish and, subject to the rules of the organization concerned, to join organizations, federations and confederations of their own choosing.

Para 32. Members should create an enabling environment for employers and workers to exercise their right to organize and to bargain collectively and to participate in social dialogue in the transition to the formal economy.

Para 33. Employers' and workers' organizations should, where appropriate, extend membership and services to workers and economic units in the informal economy.

Para 34. In designing, implementing and evaluating policies and programmes of relevance to the informal economy, including its formalization, Members should consult with and promote active participation of the most representative employers' and workers' organizations, which should include in their rank, according to national practice, representatives of membership-based representative organizations of workers and economic units in the informal economy.

Para 35. Members and employers' and workers' organizations may seek the assistance of the International Labour Office to strengthen the capacity of the representative employers' and workers' organizations and, where they exist, representative organizations of those in the informal economy, to assist workers and economic units in the informal economy, with a view to facilitating the transition to the formal economy.

Source: Recommendation R204 - Transition from the Informal to the Formal Economy Recommendation (ILO, 2015^[48])

All workers, including those in the informal economy, should enjoy freedom of association and collective bargaining rights, as provided in the respective ILO Conventions (ILO, 2020^[54]). However, both informal self-employed workers and employees may face challenges to exercise their rights to freedom of association and collective bargaining, both in law and in practice (The Global Deal, 2020^[55]). For example, informal platform workers represent an isolated and geographically dispersed workforce, working online, in private spaces or private vehicles, which creates difficulties to generate "collective consciousness". This affects their ability to

join or form trade unions to represent their interests and bargain collectively for improved working conditions and terms of employment (ILO, 2024^[47]).

Organising in the informal economy can involve varying degrees of participation from trade unions and employers' organisations and the type of organisations formed by informal workers and employers can differ significantly. These may include associations, informal trade unions, social networks and cooperatives, all of which are created to pursue economic benefits (economies of scale), social benefits (access to services and mutual support) and societal benefits (representation) (ILO, 2020^[56]). Recommendation No. 204 places a clear onus on representative employers' and workers' organisations to "where appropriate, extend membership and services to workers and economic units in the informal economy" and "include in their rank, according to

national practice, representatives of membership-based representative organisations of workers and economic units in the informal economy".

Social dialogue in the informal economy, as well as in the transition to the formal economy, may take a variety of forms that go beyond those traditionally associated with stakeholders in the formal sector. For example, informal own-account workers or owners of economic units need to negotiate with their suppliers, customers and local authorities; casual day labourers may deal with multiple employers or their intermediaries; sub-contracted workers with an outsourcing firm; contributing family workers with the head of the family firm or farm; and domestic workers with the household employer. Thus, a broader and more fluid approach, encompassing a range of social dialogue forms and options, may be called for (The Global Deal, 2020^[55]).



Summary of good practices

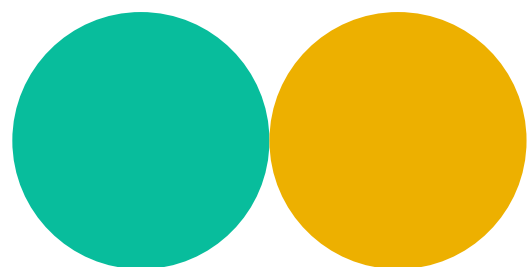
The following good practice case studies underline different options to promote freedom of association and collective bargaining rights in the informal economy and show how social dialogue can support transition to formality.

Social dialogue to support the drafting of holistic strategies on transition to the formal economy in Costa Rica

Building on a 2016 tripartite agreement on the implementation of Recommendation No. 204, the Ministry of Labour and Social Security (MoLSS/MTSS) in Costa Rica established a tripartite committee in 2017. This committee was tasked with addressing factors driving informality and designing, implementing and monitoring the National Strategy for the Transition to the Formal Economy. In collaboration with social partners, the government assessed the factors driving informality and developed a strategy centered around four pillars: improving access to and relevance of the technical and vocational education system, enhancing access to social protection, supporting the formalisation of medium and small-sized enterprises (MSMEs), and simplifying the tax system. Major achievements up to July 2024 include the upscaling of the National Employment Programme (PRONAE 4x4), the design of new social protection schemes, and providing financial and institutional support to formalise enterprises. Moving forward, tripartite partners are committed to updating the strategy and incorporating it as a pillar under the employment strategy.

Giving informal workers a voice: supporting access of informal workers to freedom of association and collective bargaining

Women in Informal Employment: Globalizing and Organizing (WIEGO) is a global network focused on empowering the working poor, especially women, in the informal economy to secure their livelihoods. WIEGO's work in Brazil and Zimbabwe shows the range of strategies available to give informal street vendors a voice and to support them organise and influence policies. In Brazil, WIEGO has shown how Vending Permanent Commissions (CPAs), at the municipal level and later a city-wide forum, did support street vendors to organise, raise their voice and influence policies and legislation. In Zimbabwe, WIEGO has portrayed the struggle of the Zimbabwe Chamber of Informal Economy Association (ZCIEA) to be recognised as a representative of workers in the informal economy through the signing of 19 MoUs with local authorities, which facilitate access of informal workers to public space and infrastructure and improve working conditions. In parallel, ZCIEA is also negotiating to be represented on the Tripartite Negotiation Forum (TNF) given their growth both in numbers and maturity. For now, ZCIEA is represented in the TNF as an affiliate of the Zimbabwe Congress of Trade Unions (ZCTU).



Case study 7

Social dialogue to support the drafting of holistic strategies on transition to the formal economy in Costa Rica



The National Strategy for the Transition to the Formal Economy in Costa Rica (Ministerio de Trabajo y Seguridad Social de Costa Rica (MTSS), n.d.^[57]) was drafted in consultation with social partners and adopted by tripartite partners in 2017. It exemplifies how social dialogue can shape and help implement holistic strategies that facilitate transition to formality. By involving social partners from the outset, the strategy aims to realistically consider and address the needs of workers and employers. Costa Rica has strongly emphasised the role of social dialogue in promoting formal employment, recognising it as a foundation for democratic and sustainable socio-economic development.

The strategy is building on the Transition from the Informal to the Formal Economy Recommendation, 2015 (Recommendation No. 204), and is contributing

to the achievement of the Sustainable Development Goals (SDGs), especially SDG 8 on decent work and economic growth and its target 8.3 on formalisation of enterprises. Further, the strategy is replying to one of the OECD adhesion recommendations to Costa Rica: the need for a strategy to reduce informal employment.

Social dialogue is at the heart of the strategy. The ground was laid by the Ministry of Labour and Social Security (MoLSS/MTSS²¹) and social partners in October 2016 when they signed an agreement for the implementation of Recommendation No. 204. Under this agreement, they committed to engage in tripartite dialogue with the aim of designing a strategy and an action plan to implement the recommendation. At that time, close to half of the workforce was employed informally (45.7% in the third trimester of 2015).

Box 13. Challenges faced by informal workers in Costa Rica and factors driving informal economy

- > Access to and coverage by social protection: More than two thirds of informal workers do not have access to social protection. For those who are covered, the coverage is often limited, especially affecting family workers and employees in medium and small-sized enterprises (MSMEs).
- > Access to and relevance of technical vocational education and training: Low educational attainment and limited participation in technical and vocational education among informal workers contribute to occupational segregation. This results in a higher concentration of informal workers in low-skilled, low-paying jobs.
- > Registration of enterprises: Complex financial and administrative regulations put a high burden on MSMEs and disproportionately affect self-employed workers, leading to high informality levels.
- > Tax system and social contributions: High informality rates limit equity among taxpayers and affect the legitimacy and relevance of the state and public services.

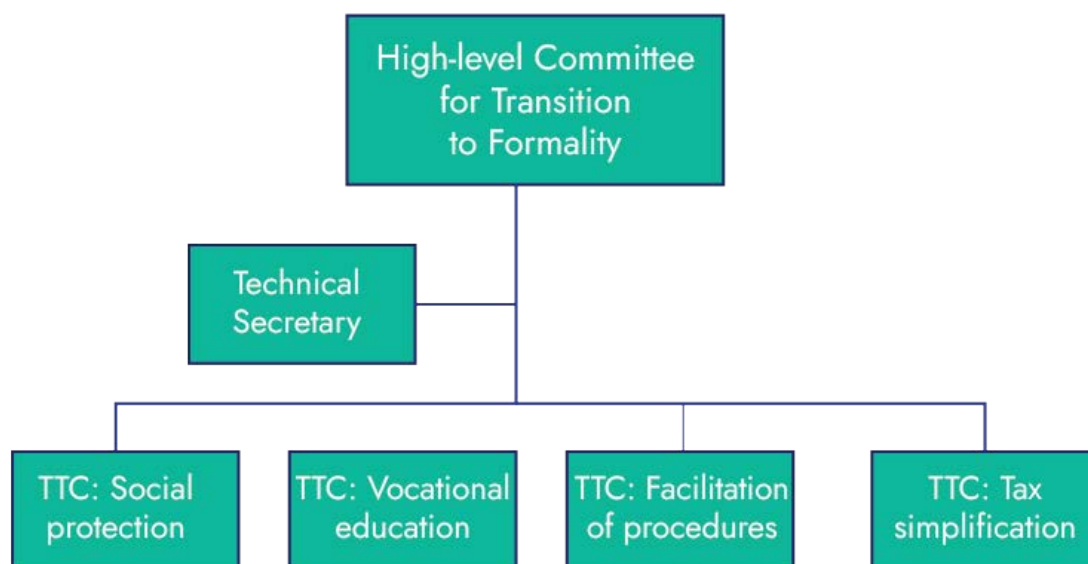
Source: [Estrategia Nacional para la Transición hacia la Economía Formal](#)

21- Spanish acronym – Ministerio de Trabajo y Seguridad Social (MTSS)

To address challenges and draft the National Strategy for the Transition to the Formal Economy, MoLSS/MTSS, in line with the 2016 tripartite agreement, established the Tripartite Committee for Transition to Formality in March 2017. This committee brought together MoLSS/MTSS, the Ministry of Economy, Industry and Commerce, the Ministry of Finance, the National Institute for Women, the National Training Institute and the Social Security Fund as well as major workers' and employers'

organisations. The Tripartite Committee for Transition to Formality consisted of a high-level instance with six representatives from each tripartite partner and tripartite technical commissions (TTC). After initial technical discussions, it was decided to focus on four priority issues and create four TTCs, each giving strategic and operational recommendations and defining its respective action plan, which was then validated by the high-level committee (see Figure 5).

Figure 5. Structure of the Committee for Transition to Formality



Source: mtss.go.cr/elministerio/despacho/Acuerdos/economia_informal.pdf

Tripartite partners agreed to reduce the share of informal employment by 10% by 2025, compared to the average share of 42.6% observed between 2012 and 2016. Further, tripartite partners defined five guiding principles:

- > Engage in tripartite social dialogue for drafting, implementing, monitoring, and evaluating the strategy.
- > Promote decent work.
- > Respect, protect, and promote human rights,

with a focus on fundamental labour rights.

- > Advance gender equality, non-discrimination, and inclusion.
- > Adopt a holistic approach that leverages the potential, creativity, skills, and innovation demonstrated by actors in the informal economy.

From 2018 to 2019, social partners were actively involved in the implementation of the strategy and the drafting of action plans to address challenges (see Box 14) and support the following objectives:

1. Improve access to and relevance of technical and vocational education by aligning it with labour market needs. The National Employment System,²² a national free service, was further supported to enhance matching as well as refer people to training programmes to improve their employability.

2. Enhance access to existing social protection schemes, design new schemes, increase awareness on labour rights and strengthen labour inspection systems.

3. Design a strategy to simplify the formalisation of enterprises, put in place one-stop-shops to support the integration of both enterprises and workers in the formal economy and promote knowledge exchange on good practices to support formalisation.

4. Design contributory systems that promote the formalisation and creation of medium and small-sized enterprises (MSMEs) and simplify the tax system.

Every three months, the TTCs, with technical support of the ILO, came together to oversee progress and collect quantitative and qualitative data to measure the progress towards formalisation.

With the COVID-19 pandemic, the implementation of the strategy came to a halt. After a new government in Costa Rica took office in 2022, it was decided to update the strategy and include it under the National Employment Policy, that is currently being drafted (see Box 14). Currently, the informality rate, which is measured periodically by the National Censuses and Statistics Institute as part of the Continuous Employment Survey, stands at 38.3% (Q1 2024).²³ Social partners have been very committed to continue working on the strategy, and to update it, building on the following results, achieved up to July 2024:

Under the first objective concerning technical and vocational education:

- > The strategy achieved the upscaling of the National Employment Programme (PRONAE 4x4) – supporting entrepreneurship, construction of public infrastructure, and vocational training – with its budget set to double by 2025. The funding will increase from CRC 7.4 million in 2014 to CRC 14.5 million in 2025, benefiting a total of 50 920 people.

Under the second objective concerning social protection:

- > The insurance for domestic workers now allows contributions from multiple employers. This approach ensures that insurance is based on the worker's salary and is aligned with state subsidies for disability, age, and death coverage.
- > The health insurance for coffee pickers is now provided by the coffee sector and the MoLSS/MTSS. Among other benefits, the coverage includes medical care, financial support in case of illness, and medication for both workers and their families regardless of their immigration status.
- > Health insurance contributions for both workers and employers in MSMEs were reduced for a four-year period. The reduction applies to businesses with five or fewer employees that are registered with the Ministry of Economy, as well as small and medium agricultural producers accredited by the Ministry of Agriculture and Livestock.

Under the third objective on formalisation of enterprises:

22- See: [Platform of the National Employment Service](#)

23- For available statistics, see: [INEC Costa Rica](#)

- > Support is provided for self-employed workers who are in default in their social security payments. This includes a reduced annual interest rate, lowered from 9.47% to 4.15%, and an extended payment term (now up to 15 years instead of the previous five years). Additionally, the minimum initial payment required to arrange a debt settlement has been decreased, with the first payment now ranging from 5% to 20% of the total debt, depending on the amount owed.
- > An “Entrepreneur’s Manual” was elaborated with the support of the ILO to explain the different steps to create formal micro enterprises.
- > The Directorate of Social Solidarity Economy (DESS) was created within MoLSS. DESS is

responsible for supporting and promoting the social and solidarity economy, including cooperatives and producer associations. It also oversees the National Programme to Support Microenterprise and Social Mobility (PRONAMYPE), which targets micro and small businesses and potential small business operations, by providing soft loans and training. The programme aims to facilitate their transition to formality.

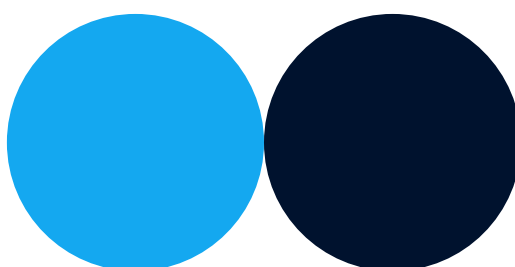
Under the fourth objective concerning simplification of the tax system:

- > A simplified and lower tax payment regime for low-income workers in 14 occupations was put into place.

Box 14. Labour market policies in Costa Rica and the involvement of social partners

There are several policies in place in Costa Rica that have been drafted with the support of social partners, including the National Employability and Human Talent Strategy 2023-2027 (ENETH-CR) and its Action Plan launched in 2023 (the Strategy is also known as BRETE which is Costa Rican popular reference to work) and the Employability Strategy for Migrants in the Framework of the National Employment System launched in 2023.

The National Strategy for the Transition to the Formal Economy in Costa Rica is no longer active, however, it is planned to further support transition to formality by paying particular attention to this topic under the National Employment Policy. MoLSS/MTSS is currently drafting the National Employment Policy with social partners and it is planned to adopt the policy by 2025. This process was unanimously approved by the Superior Labour Council in Costa Rica, which is a permanent tripartite social dialogue forum. The new policy elaboration process is supported by ILO; and social partners are actively participating in it.



Key Lessons

1. Both workers' and employers' organisations play a key role in identifying factors driving informality, such as occupational segregation, limited access to social protection, challenges in formalising enterprises and a complex tax system. In Costa Rica, the Tripartite Committee for Transition to Formality – consisting of a high-level instance and tripartite technical committees – was put in place to assess factors driving informality and draft as well as oversee the implementation of the National Strategy for the Transition to the Formal Economy.

2. Establishing technical working groups that include social partners is crucial to design holistic and inclusive strategies that promote transition to formality. In Costa Rica, four tripartite technical committees (TTCs) supported the drafting of the four pillars of the National Strategy for the Transition to the Formal Economy adopting a holistic approach and paying special attention to the needs of vulnerable groups of workers, such as women, youth, migrant workers, and persons with disabilities.

3. Social partners play a vital role for implementing strategies that enhance transition to formality. In Costa Rica, social partners shaped several achievements under the National Strategy for

the Transition to the Formal Economy, including the upscaling of the National Employment Programme (PRONAE 4x4), the design of new social protection schemes, and the support for the formalisation of enterprises. This approach recognises the potential that workers and enterprises in the informal economy offer.

4. Regular monitoring of progress and the exchange of good practices on transition to formality, with the support of social partners, are essential to track progress and achieve set objectives. In Costa Rica, every three months, the four tripartite technical committees (TTCs) came together to oversee progress and collect quantitative and qualitative data to measure progress towards formalisation.

5. Moving forward, even though the National Strategy for the Transition to the Formal Economy is no longer active, social partners still play an important role in supporting transition to formality in Costa Rica. MoLSS/MTSS is currently drafting the National Employment Policy with social partners and support to transition to formality will be integrated under this policy, building on achievements achieved under the National Strategy for the Transition to the Formal Economy.

Case study 8

Giving informal street vendors a voice through enhanced access to the rights to freedom of association and collective bargaining



Women in Informal Employment: Globalizing and Organizing (WIEGO) is a global network focused on empowering the working poor, especially women, in the informal economy to secure their livelihoods. WIEGO promotes change by mobilising credible research, statistics and policy analysis to expand knowledge on the informal economy, building networks and capacity among informal worker organisations and, jointly with network and organisations, influencing local, national and international policies. Its work concentrates on urban informal employment around the globe, particularly on four occupational groups in which large numbers of poorer working women are employed: domestic workers, home-based workers (including garment workers), street vendors and waste pickers.

WIEGO's recent research in Brazil (Assis, 2023^[58]) and Zimbabwe (Mudarikwa and von Broembsen, 2024^[59]) exemplifies the range of strategies and institutions that give informal street vendors a voice in workplace decision-making and that enable them to organise and influence policies that affect their work. These case studies underline the need to learn from experiments in social dialogue and collective bargaining when theorising how to institutionalise social dialogue for workers in the informal economy. The studies also show that there is no one-size-fits-all and illustrate that a more fluid approach to social dialogue is necessary for workers in the informal economy.

Recognition of street vendors in Brazil

São Paulo, the largest city in Brazil with a population exceeding 12 million, is a hub for thousands of street vendors who significantly contribute to the local informal economy. Initially, the city's approach to regulating street vending aimed at legalisation that recognised street vending as a legitimate economic activity and which institutionalised dialogue with street vendors through the creation of Street Vending Permanent Commissions (CPAs). By promoting progressive formalisation of the sector, the city was a pioneer in Brazil. The CPAs, composed of representatives from the government, vendors, and civil society, were intended to institutionalise a more fluid approach to social dialogue and facilitate democratic participation in urban governance, allowing vendors' voices to be heard. This initiative also supported structured communication channels between street vendors, municipal authorities, and other stakeholders to address regulatory and operational issues comprehensively. However, over time, and with a change in government, the CPAs resulted in a fragmentation within the

street vending community. This was due to their localised nature, which prevented a cohesive citywide strategy. The situation worsened in the 2010s when a wave of permit revocations and restrictive regulations by a new government almost eradicated street vending in the city.

To counteract these challenges, street vendors and their allies established the citywide Forum of Street Vendors of the City of São Paulo (Fórum dos(as) Trabalhadores(as) Ambulantes da Cidade de São Paulo), a more inclusive and representative body that fostered broader political mobilisation and unity across the sector. This forum played a crucial role in advocating for vendors' rights to be allocated spaces in cities to trade, challenging unjust regulations that criminalised their livelihoods, and promoting a new law that defines who a street vendor is, the different types of street vending that are allowed, the criteria for issuing and revoking street vendor permits, a list of infractions and penalties, and regulation of the CPAs. Importantly, the new law aims at institutionalising

regional CPAs and a citywide municipal council, which will include representatives of the city administration, the city council, civil society and street vendors. The purpose of this city-wide institution is to provide the space to debate public policy relevant to street vending and to oversee the law's implementation across

the different administrative regions. This experience shows the importance of giving informal workers the opportunity to be represented and influence policies and laws that affect them without being dependent on a politician to voice their concerns.

Recognition of street vendors in Zimbabwe

In Zimbabwe, the Zimbabwe Chamber of Informal Economy Associations (ZCIEA), established in 2002, represents over 205 000 members from various informal sectors such as construction workers and waste pickers, with street vendors being the majority. This organisation, supported by the Zimbabwe Congress of Trade Unions (ZCTU), has been pivotal in advocating for the rights and recognition of informal workers. ZCIEA signed the first Memoranda of Understanding (MoU) with local authorities in 2019. Between 2019 and 2021 (including during the Covid-19 pandemic), a total of nineteen MoUs were signed, with the objectives of formally recognising ZCIEA as a representative body for informal workers and improving the working conditions of ZCIEA's members.

The MOUs between ZCIEA and local authorities aim to recognise ZCIEA as a legitimate bargaining representative for its members; to secure vendors' access to public space to trade, to ensure safer working environments and fostering compliance with local health and safety regulations; and to ensure transparent processes for the collection of trading fees. ZCIEA's strategies reflect a broader effort to implement ILO Recommendation No. 204 (R204), adopted in 2015, which identifies public space as a workplace and recognises the rights of informal workers to freedom of association and collective bargaining. The agreements illustrate collective bargaining relations between local authorities and organisations of street vendors, even if these

MoUs do not fully establish detailed negotiation processes or dispute resolution mechanisms.

The MOUs are particularly significant given the historical tension between street vendors and local authorities in Zimbabwe. Vendors sought these agreements to gain social and legal recognition, secure their access to space and infrastructure, and to protect themselves from harassment and from the confiscation of their goods. From the perspective of local authorities, engaging with ZCIEA and similar organisations helped maintain order and public health standards, and provided a regulated stream of revenue through vendor fees. These fees are collected regularly from vendors who trade in designated public spaces. The agreements primarily aim to foster a collaborative relationship between vendors and authorities, ensuring that vendors have a voice in the regulation of their workspaces.

The journey to secure these agreements was challenging, with initial resistance from local councils. Many officials were sceptical about recognising vendors as legitimate economic actors and were unfamiliar with ZCIEA's objectives. Overcoming this resistance required persistent dialogue, backed by training and advocacy efforts. Training support from organisations like the Solidarity Center and StreetNet International equipped ZCIEA leaders with negotiation and advocacy skills, crucial for engaging in effective dialogue with authorities.

Despite the progress made, challenges persist, particularly in the enforceability of the MoUs and the inclusion of dispute resolution mechanisms. Moreover, while the MoUs signify a step towards better recognition and conditions for informal workers, there is still a broader need for integration of these workers into national labour laws (collective bargaining, social security and occupational health and safety laws), from which they are currently excluded. ZCIEA's work continues to be crucial in advocating for the rights of informal workers across Zimbabwe's ten provinces. The organisation's ongoing efforts highlight the importance of social dialogue and collective action in achieving meaningful improvements for the livelihoods of informal workers.

In parallel, ZCIEA is fighting for representation in the national tripartite social dialogue institution, the Tripartite Negotiating Forum (TNF), established and governed by the Tripartite Negotiating Forum Act of 2019. This forum facilitates consultation, cooperation, and negotiation on social and economic issues among the government (represented by the Ministry of Public Service Labour and Social Welfare), employers organisations (Employers' Confederation of Zimbabwe), and trade unions (Zimbabwe Congress of Trade Unions and Zimbabwe Federation of Trade Unions). ZCIEA is currently represented through ZCTU, however, it aims to have its own seat at the table to better address challenges street vendors are facing, most importantly their exclusion from labour laws and collective bargaining rights.



Key Lessons

1. It is key to provide a platform for informal street vendors to associate and to bargain with authorities so that their working conditions are improved. For example, Brazil's Street Vending Permanent Commissions (CPAs) supported structured communication channels between street vendors, municipal authorities, and other stakeholders to address regulatory and operational issues comprehensively. However, over time, the CPAs often reinforced fragmentation within the street vending community. The citywide Forum of Street Vendors of the City of São Paulo helped to counteract these challenges. It succeeded in being more inclusive and a more representative body that gave informal workers the possibility to advocate for allocated spaces in cities to trade and challenge unjust regulations that criminalised their livelihoods.

2. Street vendors need a representative voice to influence the laws and policies that regulate their workplaces and that affect their livelihoods. In Brazil, a two-tier representation structure that street vendors have been advocating for – composed of regional CPAs and a citywide municipal council – is aiming at giving street vendors a voice without being dependent on a politician and providing the space to debate public policy relevant to street vending.

3. To address the concerns of informal workers and improve their working conditions, as well as regulate access to public space and resources, it is crucial to recognise organisations and unions representing informal workers. In Zimbabwe, the Zimbabwe Chamber of Informal Economy

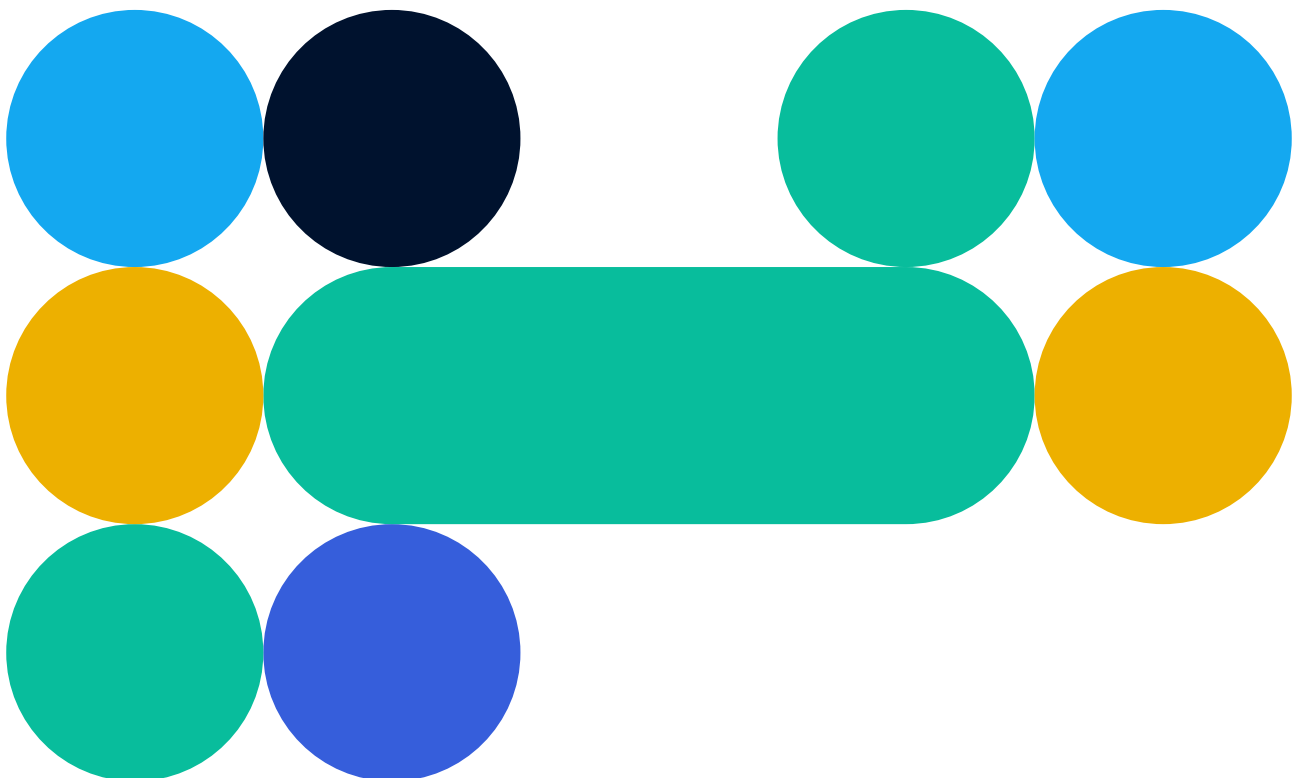
Associations (ZCIEA) signed nineteen MoU with local authorities. The MoU recognise ZCIEA as a legitimate bargaining representative for its members to secure vendors' access to public space to trade, to ensure safer working environments and fostering compliance with local health and safety regulations, and to ensure transparent processes for the collection of trading fees.

4. Engaging with representative organisations of informal workers can help decrease tensions and support social cohesion. In Zimbabwe, in a climate of historical tensions between street vendors and local authorities, MoUs between ZCIEA and local authorities led to a win-win situation: On the one side, informal workers gained social and legal recognition, were granted access to space and infrastructure and were protected against harassment and confiscation of their goods. On the other hand, local authorities were able to maintain order and public health standards and provided a regulated stream of revenue through vendor fees.

5. Community organising and political engagement are indispensable for realising and sustaining the rights of informal workers. These efforts help build solidarity, mobilise resources, and exert pressure on policymakers. In Zimbabwe, ZCIEA is fighting for representation in the national tripartite social dialogue institution, the Tripartite Negotiating Forum (TNF) to better represent informal street vendors and influence policies that should be inclusive of all workers, including workers in the informal economy.



4. Social Dialogue to Improve Working Conditions: Focus on Occupational Safety and Health (OSH)



Introduction

Workers worldwide continue to be exposed to risks related to physical safety, chemicals and hazardous substances as well as to biological, ergonomic and psychosocial hazards. According to the latest ILO estimates, in 2019, 395 million workers sustained a non-fatal work injury. 2.93 million workers died due to work-related factors, which accounts for 6.71% of all deaths globally. Men are more affected than women and almost 63% of global work-related mortality takes place in Asia and the Pacific. Between 2000 and 2019 work-related deaths increased by 12%. The increase in absolute numbers is attributed not only to an increase of unprotected exposures to occupational risks, but also to a 26% growth of the global labour force and improved diagnostic tools.

The majority of work-related deaths, 2.6 million, were attributed to work-related diseases, while work accidents resulted in 330 000 deaths. Agriculture, construction, forestry and fishing, manufacturing and mining are the most hazardous sectors, accounting for 200 000 fatal injuries per year, which represents 63% of all fatal occupational injuries. Further, workers in the informal economy, migrant workers (see chapter 5), domestic workers, home-based workers and workers in non-standard forms of employment, are especially vulnerable to occupational safety and health (OSH) risks, given that they often fall outside of OSH regulations and oversight, have limited access to social protection, have inadequate working equipment and present increased psycho-social risks (ILO, 2023^[60]).

A recent report from the ILO shows that heat stress is increasingly affecting workers worldwide, with regions that were previously not exposed now facing increased risks. Additionally, heat-related conditions are aggravating in areas with already hot climates. It was estimated that in 2020, 231 million workers were exposed to heatwaves. Further, the study finds that improved safety and health measures to prevent injuries

from excessive heat in the workplace could save up to USD 361 billion globally in terms of lost income and medical treatment expenses. In 2020, 4 200 workers lost their lives because of heatwaves (ILO, 2024^[61]). Similarly, OECD research found that 13% of workers in Europe and the United States report heat-related discomfort, with low and medium-skilled workers and those working in greenhouse gas (GHG)-intensive occupations being more affected. This demonstrates that while workers in GHG-intensive occupations are at risk of losing their jobs when transitioning to a net-zero economy (see Chapter 2), there is also a considerable risk of inaction increasing health risks and negatively impacting productivity (OECD, 2024^[62]). Therefore, policy responses, including the strengthening of prevention and the design of control strategies and action plans, are urgently needed.

Since 2022, a safe and healthy work environment is one of the five ILO categories of fundamental principles and rights at work. In June 2022, the International Labour Conference (ILC) adopted the Resolution on the inclusion of a safe and healthy working environment in the ILO's framework of fundamental principles and rights at work. (ILO, 2022^[63]) The resolution recognises the Occupational Safety and Health Convention, 1981 (No. 155) and the Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187) as fundamental Conventions.

Both of those fundamental Conventions outline a framework that assigns complementary roles to governments, employers and workers in improving workplace safety and health. They emphasise the importance of participation of employers and workers, through express provisions on consultation and cooperation in decision-making and implementation processes. In particular, consultation with the most representative organisations of employers and

workers is required to develop, implement and review the national OSH policy, the national OSH system and the national OSH programme. A national OSH system should include, where appropriate, the establishment of a national tripartite advisory body, or bodies, in charge of addressing occupational safety and health issues. At the workplace level, both

Conventions highlight that cooperation between management and workers and their representatives is an essential element of OSH measures, including workplace-related prevention strategies. Convention No. 155 also calls for consultation on OSH of workers or their representatives (ILO, 2023^[64]).

What role for social dialogue?

While the role of social partners in setting wages has been studied extensively, the impact of social dialogue on non-monetary aspects of jobs, such as working conditions, including occupational safety and health, has been less explored. Social partners can shape working conditions through the negotiation of collective agreements at sectoral or firm-level. While the space for collective bargaining to regulate occupational safety and health might seem limited, collective agreements have been found to be ahead of the law and contain provisions that extend guarantees beyond the legal minimum. Further, social partners can shape working conditions through participation in representative institutions in the workplace or through advocacy efforts and participation in tripartite negotiations to design policies and laws.

Social dialogue favours the sustainability and enforcement of policies and laws. Especially in times of crises, social dialogue has been found to be a widely used mechanism to design responses. A global survey of trade unions conducted during the Covid-19 pandemic found that 83% used social dialogue in response to the pandemic, with approximately 89% stating that they had engaged in tripartite consultations (Bureau for Workers' Activities of the ILO, 2021^[65]). Social dialogue has also helped to strengthen workplace safety. For example, the European Agency for Safety and Health at Work, in cooperation with European social partners, had elaborated guidelines on how to maintain workplace safety during the



pandemic. Also, trade unions and employers' organisations in OECD countries responded swiftly to the challenges raised by COVID-19 by 1) voicing concerns and demanding rapid government action; 2) informing and advising their members; 3) negotiating new collective agreements and 4) ensuring monitoring and compliance (OECD, 2020^[66]).

Further, social partners play a key role in promoting, monitoring and enforcing compliance with OSH laws and regulations. Social partners can provide advisory services, codes of conduct, contractual requirements, awareness-raising and incentives. According to OECD findings, social partners, in the context of occupational safety and health, can i) increase the amount of information available to workers; ii) act as a communication channel to report on emerging problems and to enable solutions to be devised in partnership with management; iii) further improve standards; and iv) ensure enforcement – which is often challenging in small firms and in sectors with

a high share of non-standard forms of employment (OECD, 2019^[67]). For example, collaboration between the labour inspectorate and workers' and employers' organisations can help identify, address and prevent cases of non-compliance. In the workplace, joint OSH committees – usually composed of an equal number of workers and employers – can be an effective mechanism to monitor the implementation of policy programmes for hazard prevention; conduct workers' training on OSH; contribute to OSH record keeping; and monitoring data relating to accidents, injuries and hazards (ILO, 2022^[68]).

Summary of good practices

The following good practice case studies underline different options to promote freedom of association, collective bargaining and social dialogue to promote safe and healthy workplaces.

For economically and socially responsible games – The Paris 2024 Social Charter

On 19 June 2018, social partners in France signed the Paris 2024 Social Charter to ensure the Olympic and Paralympic Games would have a lasting social and economic impact. Although the Social Charter is not legally binding, it represents a political commitment to prioritise human and sustainable development, with special attention to disadvantaged geographical areas and vulnerable groups in the labour market. A committee, comprising workers' and employers' organisations, was established to oversee the implementation of the Social Charter. The Charter emphasises the need to promote decent work, support skills anticipation and development, and strengthen safety and health at work, as well as labour standards. Significant achievements in occupational safety and health were made: the incidence of work accidents on Olympic construction sites was reduced

to one-fourth compared to traditional construction sites, thanks to targeted labour inspections and a strong presence of trade unions. The Social Charter can serve as a model for future Olympics and set standards for organising large-scale sports events.

Improving working conditions and competitiveness in the export garment sector in Indonesia

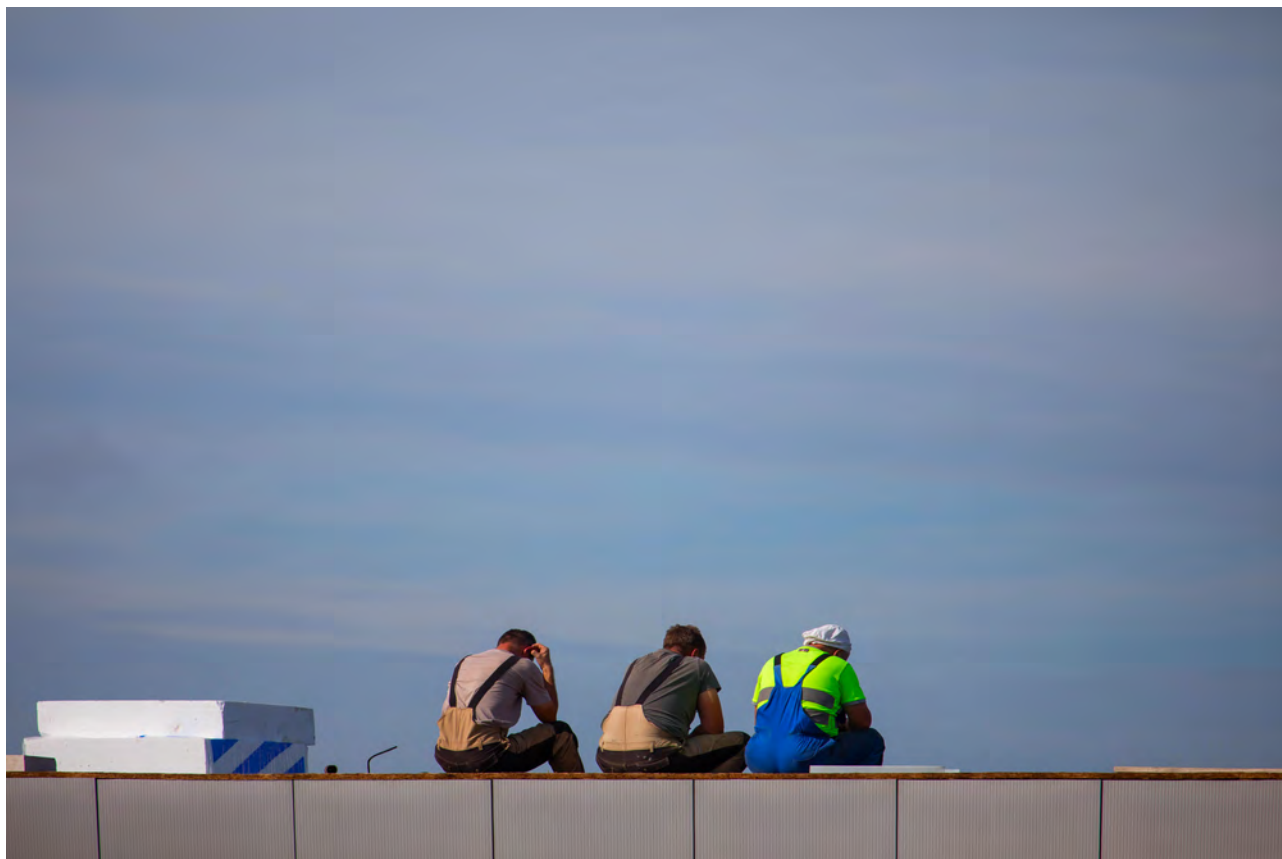
Workers in the garment industry face challenging working conditions around the world. In Indonesia, the industry is confronted to several external challenges, including extreme heat, air pollution, flooding, reduced availability of water, and the generation of chemical and other waste. All of these challenges undermine productivity and exacerbate OSH risks. Although committees have been established at the workplace level in Indonesia to address OSH risks, the underrepresentation of women on these committees often leads to the neglect of women-related health risks. The Better Work programme in Indonesia, which places social dialogue at its heart, has been supporting the representation of women in unions and in social dialogue mechanisms. More recently, Better Work has started addressing

violence and harassment in the context of OSH. As such, through the Better Work RESPECT sexual harassment training, 100 enterprises have been supported in creating sexual harassment bipartite task forces. These task forces assist enterprises in complying with the recently issued Decree No. 88 of 2023 on Guidelines for the Prevention of and Response to Sexual Harassment in the Workplace.

Improving occupational safety and health in the construction sector in Tunisia through the conclusion of a sectoral agreement

In May 2023, sectoral affiliates of the employers' federation UTICA—the Union Tunisienne de l'Industrie, du Commerce et de l'Artisanat and the workers' federation UGTT—the Fédération Nationale des Entreprises de Bâtiment et des Travaux Publics

(FNEBTP) and the Fédération Générale du Bâtiment et du Bois (FGBB) — signed a sectoral agreement to improve working conditions and productivity in the construction sector. Recognising the importance of the sector for a sustainable socio-economic recovery in Tunisia and paying attention to the difficult working conditions in the sector, especially in the context of climate change, social partners agreed on five pillars focusing on structural and operational aspects. These include improvement of OSH, revision of the legal framework, addressing changing skill needs and the future of work in the sector, development of a common charter and working on a communication strategy. To implement this agreement, social partners have conducted several awareness-raising activities, specifically focusing on OSH risks and possible adaptation measures to cope with the impact of climate change.



Case study 9

For economically and socially responsible games – The Paris 2024 Social Charter



Organising the Olympic and Paralympic Games (Olympics) does have implications beyond the world of sports. It involves building infrastructure, procuring a range of goods and services, ensuring additional service provision — all of which represent opportunities and challenges for local economic and social development. Recognising this major opportunity, social partners in France signed the Paris 2024 Social Charter on 19 June 2018 to ensure the Olympics would have a lasting social and economic impact.²⁴

The idea of a Social Charter goes back to an initiative of major workers' federations in the year 2012 when the city of Paris first applied to host the Olympics. When the opportunity to reapply presented itself, the idea was taken up again, and included in the application file. After being awarded the organisation of the 2024 Olympics in 2017, employers' federations were asked to join the initiative, given the opportunities this also represented for the private sector, including SMEs.

Box 15. The 16 commitments subscribed to by social partners

The Social Charter is structured around the following four pillars:

1. Tripartite Governance for social impact

- > Putting in place a tripartite committee overseeing implementation of the Social Charter and ensuring representation of social partners in the governance structure of the Organising Committee of the Olympics and Paralympics (COJOP) and the Olympic Games delivery authority (SOLIDEO).
- > Ensuring that public procurement promotes economic development, benefits SMEs — by enhancing their access to information — and takes into account social and environmental aspects.

2. Decent work for sustainable socio-economic development

- > Prevent discrimination in access to employment and in employment.
- > Reinforce skills anticipation and support access to employment for disadvantaged groups of workers (youth, elderly, persons with disabilities, unemployed).
- > Respect decent work along the supply chain.
- > Enhance occupational safety and health.
- > Ensure detached workers have access to information and fully enjoy their labour rights by raising awareness of employers.

24- It should be noted that the scope of the Social Charter is limited to the Olympic construction sites and does not apply to construction in the greater Paris Metropolitan area.

3. Skills development for sustainable employment

- > Support access to TVET and apprenticeship for long-term employment opportunities.
- > Support the development of technical skills to enhance access to new employment opportunities during the Olympics and Paralympics.
- > Reinforce recognition of prior learning for volunteers and support certification.
- > Support occupational upgrading for workers employed during the Olympics and Paralympics.

4. Sports for socio-economic development

- > Support the reconversion of the Olympic village to the benefit of local economic development.
- > Encourage sports in the workplace.
- > Promote international solidarity.

Source: [Paris 2024 Olympic and Paralympic Games Social Charter](#)

In 2018, the three largest employers' federations (CPME, U2P, MEDEF) and the five largest workers' federations (CFDT, CFE-CGC, CFTC, CGT, FO) as well as the Paris 2024 Organising Committee of the Olympics and Paralympics (COJOP) signed the Social Charter with the aim of creating a legacy that could benefit the labour market and society at large through a sustainable and responsible approach. The ILO provided assistance to its French constituents, and the Charter refers to the fundamental principles and rights at work and the decent work agenda. The Social Charter, even though not a legally binding document, but rather a political commitment, is putting human and sustainable development at its heart and gives special attention to disadvantaged geographical areas and vulnerable groups in the labour market. Back in 2018, social partners believed in the transformative power of the Olympics for lasting change – six years later they have proven right and succeeded in setting a precedent for the organisation of the Olympics.

Shortly after signing the charter, a committee overseeing its implementation was established and started to meet quarterly. The committee has been operational since 2019 and will continue functioning until 2025, to oversee the period before, during and after the Olympics, with special attention to the working conditions on the 68 Olympic construction sites across the Paris region. The committee is composed of workers and employers' representatives who have signed the charter and is co-chaired by one worker representative and one employer representative.

Similarly, social partners were included in the governing bodies of COJOP and of the Olympic Games delivery authority (SOLIDEO). Monthly meetings allowed to scrutinise progress and monitor indicators, including number of jobs filled, types of employment contracts, and the number of occupational accidents.

The Social Charter committee has been

working closely with COJOP and SOLIDEO to support the following initiatives²⁵:

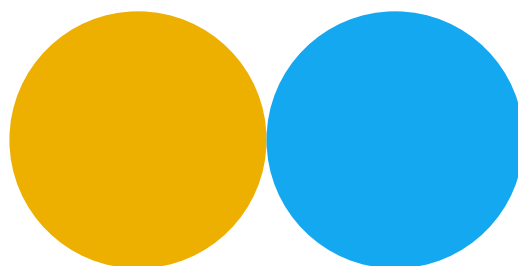
- > Identifying the 150 000 jobs that would be needed for the organisation of the Olympics, including existing and new jobs. This has helped to identify skill gaps in specific occupations and provide training accordingly.
- > Enabling SMEs and the Social and Solidarity Economy (SSE)²⁶ to benefit and apply to tenders (see Box 16).
- > Paying particular attention to informal work, particularly migrant workers in an irregular situation.
- > Collaborating with the labour inspectorate to ensure working conditions along supply chains comply with decent work standards. A special inspection unit was created within the Regional Cross-departmental Directorate for the Economy, Employment, Labour and Solidarity (DRIETS): 1 300 inspections were conducted between November 2019 and March 2024, and another 800 have been conducted since March 2024.²⁷ On average, one inspector was present on one of the 68 Olympic construction sites every day. Labour inspectors did intervene on numerous occasions because safety standards were not respected, for example, when scaffoldings were installed.
- > Ensuring that each worker on the Olympic construction sites receives an occupational safety and health briefing before starting to work.
- > Ensuring that derogations from the French labour code are only exceptionally allowed. One example is the special derogation for the 2 500

broadcasting workers and those organising sports competitions and managing venues. In addition, the weekly one-day rest period could be suspended twice per month during the Olympics. Finally, between 15 June and 30 September 2024, retailers providing goods and services close to the Olympic venues were allowed to open on a Sunday.



“We would like this legacy to flourish and have positive impacts – It is an opportunity for the French model to shine and to set a precedent at the international level. Looking ahead, this should be an experience to be replicated and a prerequisite to organise the Olympics”

Dominique Carlac'h, vice-president of the employers' federation MEDEF and co-chair of the Social Charter Committee, taken from the film Charte sociale PARIS 2024: le pari des Jeux! (2024_[69]).



25- See: [Travailler à la réussite des JO dans le respect des droits sociaux](#)

26- The French Ministry of Economy defines the social and solidarity economy (SSE) as a group of enterprises organised as cooperatives, mutual societies, associations, or foundations, whose internal operations and activities are based on the principle of solidarity and social utility. It is regulated by [Law No. 2014-856 on the social and solidarity economy](#)

27- See: [DRIETS Ile de France](#)

Box 16. Giving priority to socially, economically and environmentally responsible enterprises

The Organising Committee of the Olympics and Paralympics (COJOP) and the Olympic Games delivery authority (SOLIDEO) together with the association Les Canaux, Maison des économies sociales et solidaires and the Yunus Centre, developed a responsible procurement strategy: the ESS 2024.²⁸ The objective was to give to local and economically, socially and environmentally responsible enterprises the possibility to be allocated a share of the Olympic Games contracts, which amounted to EUR 2.5 billion (contracts awarded by SOLIDEO) and EUR 2.7 billion (contracts awarded by COJOP). The programme is based on five pillars: circular economy, carbon neutrality and environmental preservation, social innovation, inclusion of people with disabilities, and value creation in local territories.

As part of this strategy, the Olympic Games delivery authority (SOLIDEO) committed to assigning 10% of contracted working hours to the unemployed and allocating 25% of contracts to SMEs and Social and Solidarity Economy organisations.²⁹ COJOP in contrast did not set quotas, but rather asked specific questions to applying companies, including:

- > How do you support a circular economy to reduce your carbon print?
- > What do you do to employ persons with disabilities?
- > What do you do to recruit people away from employment?
- > What do you do to generate a local impact?

Under the ESS 2024, the following initiatives were put in place:

- > A comprehensive study of the SSE ecosystem mapping over 6 000 companies.
- > Providing information on economic opportunities and supporting capabilities of SSE actors through the provision of training and technical assistance.
- > Splitting tenders into smaller contracts allowing smaller or more specialised companies to apply as well as incorporating social and environmental clauses or evaluation criteria with significant weighting favouring impact-driven businesses.

One of the SSE companies that benefitted from this programme is La Conciergerie Solidaire, a consortium focusing on inclusion and disability. La Conciergerie Solidaire was awarded a contract of nearly two million euros mobilising more than 350 people for the management and cleaning of the linen at the Athlete's Village.³⁰

Source: Paris 2024: Pioneering a sustainable and inclusive games through the social economy - COGITO

28- See: [ESS 2024](#)

29- However, it should be noted that while the objective of contracted working hours has been by far surpassed, this was mainly possible due to the usage of apprenticeship contracts and temporary employment agencies (more than 50% of employment); only 8% of contracts were insertion contracts and 6% were fixed-term contracts. Further, there were cases of non-compliance with conditions cited during the application process when bigger companies applied to tenders but did in the end not rely on the service of SMEs or SSE actors. See: *Le Monde Diplomatique*, Mai 2024: Des JO 'responsables', un chantier inachevé.

30- See: [Paris 2024: Pioneering a sustainable and inclusive games through the social economy - COGITO](#)

Box 17. Results achieved

- > 181 000 people have been employed in Olympics-related jobs.
- > 90% of suppliers are French with 79% being SMEs, including 500 SSE enterprises.
- > 37% of committed amounts were billed to SMEs and SSE enterprises.
- > The number of workplace accidents was four times lower compared to other construction sites in France (181 accidents were registered, no fatal accident).
- > 4 000 out of the 30 000 employed construction workers were previously long-term unemployed.
- > Formalisation of workers who were previously working without an employment contract and without access to social protection (often workers that had been working in France in an irregular situation for many years). According to CGT, 150 workers in an irregular situation were identified and 50 of them were supported to regularise their situation.
- > Organisation of more than 500 jobs fairs.

Source: Paris 2024 Olympic and Paralympic Games Social Charter

“It is not a matter of French legislation adapting to the requirements of the Games. It’s the Games that have to adapt to social rights, which are clearly more advanced in France than in other countries, but they are rights that we have fought for.”

Bernard Thibault, former Secretary General of the trade union CGT and co-chair of the Social Charter Committee (Gibon, 2024^[70]).

The Social Charter can serve as a model for future Olympics and can set standards for the organisation of large-scale sports events globally. For example, trade unions are advocating for its replication for the 2030 Winter Games that will take place in the French Alps. Further, on the trade union side, preliminary discussions have been held with Californian trade unions in preparation for the 2028 Olympics in Los Angeles.

The long-term impact will have to be carefully assessed after the Olympics, especially to determine whether training opportunities and fixed-term contracts actually led to more stable employment. More critical voices have highlighted that there is risk of social washing if no concrete measures are implemented to follow-up on commitments (Gibon, 2024^[70]). The trade union CGT has pointed out a lack of consultation with social partners when modifying working hours, rest periods and working modalities (see permitted derogations to the French labour code listed above). For example, retailers are allowed to open on Sundays between 15 June and 30 September, even though this extends far beyond the period of the Olympics (CGT, 2024^[71]).

An assessment of the 2012 London Olympics, which were the first Games to include employment improvements in its legacy plans, has shown that the local workforce only benefitted from lower-skilled manual jobs, while higher-skilled jobs were filled by a transnational workforce already experienced in the delivery of bigger scale projects. Support for upskilling and career progression was not provided. Nevertheless, they were the first Games to bring

attention to the employment dimension and possible inequalities (Vadiati, 2020^[72]). Assessing the impact of the Rio Olympics, a survey conducted by the Social Policy Centre at the Getulio Vargas Foundation in 2016 found that the income of the poorest 5% in Rio de Janeiro grew by 29.3%, compared to a rise of 19.96% for the richest 5% in the pre-Olympic period (FGV Social: Centro de Políticas Sociais, 2016^[73]).

Key Lessons

1. Decent work and fair play go together. Workers are behind the successful organisation of large-scale sports events and their labour rights need to be protected, especially more vulnerable groups of workers. The Paris 2024 Social Charter, even if not legally binding, has underscored the strong commitment of social partners to respect decent work and promote local sustainable development, ensuring the Olympics are economically, socially and environmentally responsible.

2. Signing the Social Charter was not enough. It was key to follow-up on commitments and put in place concrete measures and regularly monitor progress. The Social Charter committee played a critical role in this process. Further, putting in place a tripartite governance structure within the bodies that are responsible for the

organisation and delivery of the Olympics was essential. This structure gives social partners the opportunity to influence decisions and enforce labour rights and environmental standards.

3. Looking ahead, the Paris 2024 Social Charter has the potential to set a precedent for the organisation of future Olympic and Paralympic Games and other large-scale sports events. Moreover, at the national level, the Social Charter could set standards for the construction sector in France, where the incidence of work-related accidents is above the European average. By increasing the presence of labour inspectors, the number of work-related accidents could be significantly reduced, highlighting the importance of preventive measures.

Case study 10

Improving working conditions and gender equality in the export garment sector in Indonesia



Workers in the garment industry are facing challenging working conditions around the world. They experience long hours of work, low pay, are especially vulnerable to unsafe and unhealthy factory conditions, and are at risk of suffering physical abuse and sexual harassment.

The export garment industry in Indonesia is confronted by several external challenges, including extreme heat, air pollution, flooding, reduced availability of water, and the generation of chemical and other waste — all of which undermine productivity and exacerbate occupational safety and health (OSH) risks. The industry is estimated to employ 5 million workers, with more than 80% being women. While some factories are taking steps towards gender equality, such as implementing factory-wide gender equity policies, women are still facing greater risks regarding mental and physical safety. Their situation is aggravated because of their limited representation in trade unions and bipartite social dialogue mechanisms at enterprise level, including workplace committees (LKSB) and OSH committees (P2K3), which are both required by Indonesian law. In cases where participation on these committees is gender-balanced, other factors, such as limited awareness on the importance of women-related OSH issues, might pose limits to greater gender equality.

OSH committees play a key role in enforcing OSH precautions through social dialogue, especially assessing risks in the workplace every six months, as mandated by Indonesian law. However, women are often underrepresented in these committees, despite representing the majority of workers in the garment industry (Better Work, 2022^[74]). As a consequence, OSH committees rarely receive inputs on women-related issues at the workplace, such as breastfeeding facilities or psycho-social risks due to violence and harassment in the workplace, which should be taken into account in the management of OSH risks according to ILO Convention No. 190 concerning Violence and Harassment.



The Better Work programme, an ILO-IFC initiative active in several countries (see Box 18) was established in Indonesia in 2011, to address these issues and improve working conditions and competitiveness in the export garment sector more generally, including by raising levels of compliance with national labour law and international standards. While the export garment industry is contributing to a small share of the GDP in Indonesia, achievements under Better Work in Indonesia have led to improvements in working conditions across the labour market. For example, a labour law guide has helped to navigate complex legislation and provide support for coherent interpretation, thus strengthening workers' rights.

Box 18. The Better Work Programme

Better Work – a collaboration between the ILO and the International Finance Corporation (IFC), a member of the World Bank Group – is a comprehensive global programme bringing together all actors of the garment industry to improve working conditions, strengthen the respect of workers' labour rights and boost the competitiveness of apparel and footwear businesses. As a result of their participation in Better Work, factories in the participating countries have steadily improved compliance with the ILO's core labour standards and national legislation regarding compensation, contracts and working time. This has significantly improved working conditions and, at the same time, enhanced factories' productivity and profitability.

Effective social dialogue and sound industrial relations are key for achieving decent work in the garment industry. Since its inception, Better Work has engaged with workers' and employers' organisations to promote dialogue and establish sustainable mechanisms for consultations and negotiations at the factory, sector, country and global levels.

Better Work began in Cambodia over 20 years ago. Since then, the programme has expanded to 13 countries, with national programmes in Bangladesh, Egypt, Ethiopia, Haiti, Indonesia, Jordan, Nicaragua, Pakistan, Uzbekistan and Vietnam and thematic interventions in Madagascar and Sri Lanka.

Source: [The Better Work Programme](#)

Social dialogue is at the heart of the programme. Positive change at both the enterprise and sectoral levels is driven by effective, representative and inclusive social dialogue, along with strong partnerships between tripartite constituents on a shared vision for the future of the industry. To this end, a tripartite advisory committee is guiding interventions under Better Work.

The presence of worker organisations and the respect to the right to freedom of association and collective bargaining, including collective bargaining agreements, are critical in amplifying the impact of Better Work: workplace unionisation and collective bargaining are associated with lower non-compliance related to salaries and benefits, contracts, and occupational safety, health, and welfare

standards (Better Work, 2022^[75]). For example, when comparing workers in Better Work versus non-Better Work factories in Indonesia, workers in Better Work factories were less likely to be uncomfortably hungry or thirsty at work, or uncomfortably hot or cold while at work (Better Work, 2022^[75]). Further, better representation of women is often key towards addressing gender- and sex-specific health and safety risks, for example relating to pregnancy and nursing.³¹

The Better Work Strategy 2022-2027 puts a specific emphasis on promoting safer workplaces. This includes addressing violence and harassment in the context of OSH. One notable example of this approach is the RESPECT sexual harassment training. Management, workers and union representatives participate in the RESPECT training of trainers aimed

31- See: [Women take on Leadership in Safety, Despite Hurdles - Better Work](#)

at increasing awareness, preventing sexual harassment and handling complaints.³² More specifically, the RESPECT training gives training participants the possibility to assess how workplace committees and OSH committees coordinate and address violence and harassment in the workplace and how a respectful culture in the workplace can be built.

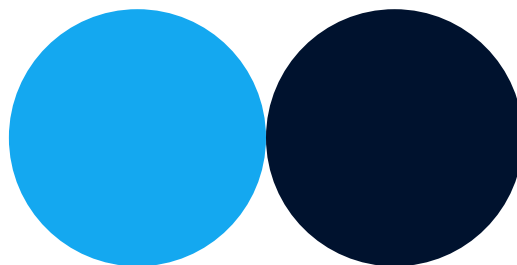
After the training, participants are tasked to establish RESPECT teams and implement factory-specific action plans for training and prevention. As a result of the training, participants reported improvements in the following areas:

- > Gender equality: Some male managers started to encourage women to take leadership roles and there was an increased awareness of occupational segregation.
- > Sexual harassment: Participants reported increased awareness, recognised inappropriate behaviour and set boundaries.
- > Action plans: Participants reported implementing a specific campaign to combat harassment and improving communication with workers about how to report incidents. They also established standard intervention models to address complaints effectively.³³

Importantly, the RESPECT training has supported

enterprises to implement recent guidelines issued by the Minister of Manpower. On 9 May 2023, the Minister issued Decree No. 88 of 2023 on Guidelines for the Prevention of and Response to Sexual Harassment in the Workplace. Following the adoption of the Sexual Harassment Act in 2022, the Guidelines provide technical guidance to employers to prevent, better monitor, and respond to sexual harassment cases by requiring enterprises to put bipartite Sexual Harassment Task Forces in place. These task forces are meant to establish support programmes and activities, receive and record victims' complaints by collecting relevant information, increase awareness on codes of ethics and respect the confidentiality of personal data.

The RESPECT teams established after the RESPECT training at enterprise level were in favour of transforming these teams into the new task forces as required by the 2023 guidelines. 100 enterprises now have a Sexual Harassment Task Forces in place with a specific mandate to receive and handle complaints, document violations and provide recommendations on addressing sexual harassment in the workplace. These task forces are established under the workplace committees, giving greater visibility to the need to prevent violence and harassment in the workplace and strengthening coordination and accountability. The overall objective is to support change at the system level in enterprises.



32- The RESPECT sexual harassment training was adapted to deliver it to labour inspectors, too. Further, in 2024, for the first time, a session was delivered to representatives of Better Work brands sensitising them about this approach and reflect about alignment.

33- See: [Discussion Paper on Sexual Harassment Prevention in the Global Garment Industry](#)

Key Lessons

- 1.** Workers in the garment industry worldwide face challenging working conditions. In Indonesia, bipartite workplace and OSH committees play a key role in promoting social dialogue at enterprise level, identifying risks and establishing preventive measures. To address challenges and decent work deficits on the ground, while considering the needs of all groups of workers, it is essential that these committees represent the workforce. Women need to be represented on workplace and OSH committees so that women-related health issues, including violence and harassment in the workplace, receive attention.
- 2.** Violence and harassment in the workplace have to be addressed as part of the measures implemented to promote occupational safety and health and bipartite dialogue at the workplace. Indonesia has taken an important step forward by requiring enterprises to establish sexual harassment task forces under the existing workplace committees.
- 3.** The ILO-IFC Better Work programme has supported enterprises in addressing OSH issues,

and more specifically, violence and harassment in the workplace, holistically. Through the RESPECT sexual harassment training, the behaviour of management, workers and union representatives was changed. Further, the training has helped to establish sexual harassment task forces, as required by law, under the existing bipartite workplace committees, in 100 enterprises. This underlines the added value of the RESPECT training, which is not only aimed at changing people's behaviour, but also triggering change at a system level in factories.

- 4.** Regulations requiring companies to establish committees and task forces to address specific issues in the workplace are important steps forward. However, additional support is needed to strengthen the technical capacities of social partners so that they can effectively support these structures and address issues on the ground. For example, in some instances, awareness on the importance of women-related OSH issues needs to be strengthened.

Case study 11

Improving occupational safety and health in the construction sector in Tunisia through the conclusion of a sectoral agreement



In many countries, workers in the construction sector are facing difficult working conditions: They often work long hours, earn low wages and work in precarious and dangerous conditions. Safety on construction sites remains a major concern as standards are not always respected and personal protective equipment is not always provided or used correctly. As a consequence, workplace accidents are relatively frequent. In Tunisia,

this situation is exacerbated by external factors such as the increasing impact of climate change, including heat stress and extreme weather events, air pollution, vector-borne diseases and the use of chemicals. A structural transformation of the sector becomes urgent to adapt to these challenges, mitigate risks, strengthen resilience and protect workers.³⁴

Box 19. Factors explaining precarious working conditions in the construction sector in Tunisia

In Tunisia, a high rate of informality in the construction sector, exceeding 68% according to figures from the National Statistical Institute (INS) in 2019, is one of the factors explaining poor working conditions in the sector (Institut National des Statistiques (INS), 2019^[76]). Informality poses challenges in terms of social protection, access to vocational training, unionisation rates (which is 38.1% on average in Tunisia, but lower in the construction sector, estimated at 9.8%) and labour inspection. Other challenges the sector is confronted to include limited investments to support technological advancements, especially to enhance a just transition, as well as deficiencies in the vocational training system. In addition, the sector is affected by moderate economic growth (with growth at a rate of 1% over one year in the second quarter of 2024) (Institut National des Statistiques, 2024^[77]), the fallout from the COVID-19 pandemic and political instability (World Bank, 2022^[78]).

Social partners in Tunisia addressed these challenges through the conclusion of a memorandum of understanding (MoU) in May 2023, thereby recognising that the sector represents an important engine for Tunisia's socio-economic recovery. The Fédération Nationale des Entreprises de Bâtiment et des Travaux Publics (FNEBTP) - under the auspices of the Union Tunisienne de l'Industrie, du Commerce et de l'Artisanat (UTICA) - and the Fédération Générale du Bâtiment et du Bois (FGBB) - under the auspices of the Union Générale Tunisienne du Travail (UGTT) - signed the memorandum as an amendment to the

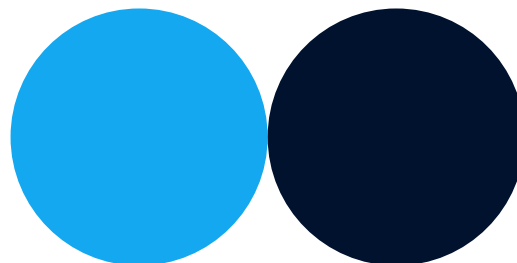
sectoral collective agreement for the construction sector (2022-2024) (ILO, 2022^[79]). According to the workers' representatives, this agreement is an example to be followed and could serve as a model for other sectors. This memorandum was preceded by a meeting of sectoral social partners in January 2023, where they defined priority areas of the future agreement, including occupational safety and health (OSH), improving productivity and employability in the sector, the development of a sectoral pact, as well as a communication strategy to enhance the attractiveness of the sector (ILO, 2023^[80]).

34- In Tunisia, according to recent statistics (December 2022) from the General Directorate of Medical Inspection and Safety at Work of the Ministry of Social Affairs, the number of work-place accidents in the sector amounts to 3,900 per year, while the number of fatal accidents is 150 per year. According to the National Health Insurance Fund (CNAM), the fatal accident rate was on an upward trend, rising from 20% to 30% in 2018 - 2019 and 2020.

The aim of the MoU is to improve working conditions in the sector by focusing on five areas:

1. OSH: Setting up an action plan to strengthen OSH monitoring mechanisms in companies; organising training sessions for regional chambers of construction to raise awareness among workers, especially those working in the informal sector; organising awareness raising sessions on OSH, with a focus on the impact of climate change.
2. Strengthening the legislative framework: Carrying out assessments targeting companies and main actors in the sector (architects, engineers, consultant companies) and mapping legal texts to revise the legal framework and update the decree regulating public contracts.
3. The future of work in the construction sector: Carrying out studies on emerging occupations in the sector, given technological changes, the net-zero transition, including the transition to renewable energies and the need for climate change adaptation, mitigation and resilience.
4. Sectoral pact: Elaborating a sectoral part to support the development of the construction sector and develop its quality standards.
5. Communication: Developing a communication strategy for the construction sector aimed at improving its image and making it more attractive, particularly to young people and women.

To implement the MoU, several awareness raising activities were conducted, with a focus on OSH. On the occasion of World OSH Day (28 April) awareness raising campaigns were organised (with the support of the ILO) in the governorates of Sfax in south-east Tunisia in 2023,³⁵ and in Sousse in the centre-east of the country in 2024.³⁶ These campaigns have succeeded in raising awareness among workers and employers, especially on the importance of preventing workplace accidents and occupational illnesses and putting in place protective measures to adapt to the impact of climate change, particularly heat stress. In a similar vein, events were carried out in 2023 in a number of private sector companies to highlight the added value of social dialogue and of company QHSE strategies (Quality, Health, Safety and Environment),³⁷ as well as the necessity of a just transition. All the campaigns were marked by a high level of participation: in addition to workers, employers and senior company managers, high-level representatives from social partners (UGTT and UTICA), the National Health Insurance Fund, the Institute of Health and Safety at Work, the General Directorate of Medical Inspection and Safety at Work of the Ministry of Social Affairs, as well as technical experts and doctors were present. At the same time, exemplary enterprises and workers received awards in recognition of their efforts.



35- This campaign was organised jointly with the private company Société Bouzguenda Frères, one of the leading construction and public works companies, at the Sfax seawater desalination plant managed by the company.

36- The campaign was organised at the semi-public company El Kanaouet, which specialises in the manufacture of connection pieces and prestressed concrete pipes.

37- In May 2023 at SOCOBAT, a private company specialising in construction, buildings and industrial civil engineering in the capital Tunis, and in November 2023 at SIPS, a large gypsum plant in the governorate of Tataouine in southern Tunisia.



Box 20. Wage increases achieved through social dialogue in the construction sector in Tunisia

Social partners in the construction sector in Tunisia have not only paid attention to occupational safety and health. They have also participated in negotiations to overcome social tensions linked to demands for wage increases, and to reach important agreements for the granting of financial bonuses to workers in the sector.³⁸ In October 2022, UGTT and UTICA signed an agreement resulting in wage increases of between 6.5% and 6.75% for the years 2022 - 2023 - 2024, which restored the purchasing power of workers heavily affected by the pandemic.³⁹ Significant progress has also been achieved through social dialogue at enterprise level.⁴⁰

38- As approved by the decrees of the Minister of Social Affairs ratifying amendment no. 16 to the joint sectoral agreement for the building materials industry (dated 29 April 2022) and the wood industry (dated 14 July 2022).

39- Order of the Minister of Social Affairs of 25 November 2022.

40- The FGBB cites two examples of successful social dialogue: firstly, the SIPS plant, which specialises in the manufacture of plaster and gypsum, where social dialogue led to pay rises and promises of substantial investment in efficient waste management systems, as well as the participatory design of CSR programmes; and secondly, the El Kanaouet company, which specialises in the manufacture of connection parts and prestressed concrete pipes, where social dialogue, following worker discontent, social tensions and strikes between 2018 and 2022, allowed to design a social and financial recovery plan using a participative approach, and to adopt new strategies to revitalise the company, making it possible to overcome social tensions quickly and to put the financial situation on a sounder footing without compromising the company's social achievements and sustainability. The company was able to recover and reposition itself on the market, even winning major national and international tenders from 2023 onwards.

Key Lessons

1. Workers in the construction sector are facing difficult working conditions in many countries. Long hours and low pay are often the norm. Additionally, safety remains a concern on many construction sites, with standards often not respected and safety equipment not always provided. In Tunisia, climate change is exacerbating this situation. Social partners play an important role in improving working conditions and protecting construction workers. The memorandum of understanding (MoU) signed between the Fédération Générale du Bâtiment et du Bois (FGBB) and the Fédération Nationale des Entreprises de Bâtiment et des Travaux Publics (FNEBTP) in May 2023 represents a major step forward.

2. The process leading to the conclusion of a collective agreement or memorandum of understanding is often long and requires regular meetings, a firm commitment on the part of the social partners and functioning social dialogue mechanisms. In Tunisia, the FNEBTP and the FGBB have engaged in social dialogue to support the socio-economic recovery of the construction sector after the COVID-19 pandemic. This subsequently facilitated collective bargaining, the conclusion of a sectoral MoU and led to

considerable wage increases. Next to the promotion of productivity and employability, social partners have focused on safety and health at work, recognising the vulnerability of the sector and the need to protect workers. This agreement represents a model for other sectors to follow.

3. In Tunisia, the inclusion of occupational safety and health in the MoU between FGBB and FNEBTP represents a major achievement. The inclusion of other key subjects guarantees a holistic approach, with particular attention paid to the revision of the legislative framework, the future of work and vocational training, the latter being essential to support a just transition.

4. To implement the MoU between FGBB and FNEBTP, it has been important to support implementation on the ground. For example, numerous campaigns and awareness-raising events organised jointly with private-sector companies have helped to raise awareness among workers and employers, especially on the importance of preventing workplace accidents and occupational illnesses and putting in place protective measures to adapt to the impact of climate change, particularly heat stress.



5. Social Dialogue for Fair and Effective Labour Migration Governance



Introduction

Over the past decade, there has been a steady rise in the number of migrants, particularly among those migrating for work.⁴¹ In 2019, out of 281 million migrants, 169 million were migrant workers. Labour migration has been driven by income disparities, demographic pressures, lack of socio-economic opportunities, political instability, conflicts and climate change. Between 2013 and 2019, the number of migrant workers grew by 19 million.

Box 21. The regional distribution of international migrant workers

More than two-thirds of the 169 million migrant workers are hosted by high-income countries. Europe and Central Asia are hosting the largest share (37.7%), followed by the Americas (25.6%), the Arab States (14.3%), Asia and the Pacific (14.2%) and Africa (8.1%). In some regions, they represent a significant proportion of the workforce, such as in the Arab States where their share stands at 41.4%. In the Global South, migrant workers often remain within the same subregion; for example, 80% of the 20.2 million migrant workers in Africa are estimated to have relocated within their subregion (African Union Commission, 2021^[81]).

Source: Global Estimates on International Migrant Workers (ILO, 2021^[82])

International migrant workers represent 4.9% of the global workforce, with women accounting for two out of five international migrant workers. Migrant workers have a higher labour force participation rate than non-migrants and make vital contributions to their host countries' societies and economies. They perform essential jobs in critical sectors such as healthcare, transportation, services, agriculture and food processing. Notably, 66.2% of migrant workers are employed in the services sector, followed by 26.7% in industry and 7.1% in agriculture with a significant difference between genders: 79.9% of women compared to 56.4% of men work in services while 35.6% of men compared to 14.2% of women work in industry (ILO, 2021^[82]).

When governed in a fair and effective way, with respect for international labour rights, labour migration can be beneficial for countries of origin, countries of destination and migrant workers themselves. Remittances and skills transfers contribute to the development of countries of origin, while countries of destination benefit from migrants' economic contributions, which can enhance labour market functionality (OECD/ILO, 2018^[83]). Migrant workers, in turn, can gain better economic opportunities and may have an opportunity to develop their skills. However, there are several challenges as well as political and socio-economic trends that are affecting labour migration governance.

Migrant workers are often at heightened vulnerability to labour rights violations and abuses. This vulnerability is due to several factors, including a lack of regular migration status or status that links workers to their employers that can make it more difficult for workers to exercise their labour rights or report work-related concerns. In addition, migration-related debt,

41- In this context, the term migrant worker refers to 'a person who migrates from one country to another with a view to being employed otherwise than on his own account and includes any person regularly admitted as a migrant for employment', according to article 11 of ILO Convention No. 97 (Migration for Employment Convention).

recruitment abuses, geographic isolation, language barriers, challenges to access information and services, discrimination, and obstacles to accessing their rights to freedom of association and collective bargaining further increase their vulnerability.

Once in the country of destination, migrant workers often work in low-skilled, precarious jobs in sectors such as agriculture, construction, domestic work, and manufacturing – sectors that are in some countries excluded from the labour law (such as domestic work), that present difficult working conditions and challenges in terms of effective labour law enforcement. For example, migrant workers are more exposed to unsafe and unhealthy working conditions than non-migrant workers – according to ILO statistics from 2020, in 73 per cent of countries with data in ILOSTAT, the incidence rate of fatal occupational injuries was higher for migrant workers than for non-migrant workers (ILOSTAT, 2020^[84]). Further, migrant workers are often employed in informal and temporary jobs with limited access to social protection (see also Chapter 3). If they are in an irregular situation, or if their immigration status is tied to their employer or employment, workers may fear reporting labour rights abuses. This explains why migrant workers, continue to be exposed to several decent work deficits, including discrimination in employment, low wages and wage theft, unsafe and unhealthy working conditions (see also Chapter 4), and limited access to social protection. This is especially true for women, who face additional challenges: occupational segregation; limited regular migration pathways, also due to gender-based migration bans and discrimination; sexual harassment and gender-based violence, lack of care support; and an under-valuing of care work, in which they are prominently represented.⁴²



Further, unfair recruitment is on the rise with the recruitment landscape becoming increasingly complex involving regulated but also many unregulated private recruitment agencies, that mislead migrant workers about working and living conditions. These unfair recruitment practices – such as deception regarding contracts, coercive contractual provisions, misleading information on working and living conditions and charging of recruitment fees – lead to poor quality jobs and tend to increase the likelihood of forced labour. Notably, migrant workers are three times more likely to be in forced labour than non-migrant workers.⁴³ The illegal profits derived from forced labour are estimated to stand at USD236 billion (ILO, 2024^[85]). In addition, recruitment processes supported by AI can perpetrate recruitment bias against candidates with a migration background. All of this can be accentuated by an anti-immigrant political discourse.

42- For example, migrant care workers – the majority of whom are women – earn about 19.6 per cent less than non-migrant care workers, see: ILO (2020): The migrant pay gap: Understanding wage differences between migrants and nationals.

43- See [Walk Free and IOM, Global Estimates of Modern Slavery: Forced Labour and Forced Marriage](#)

What role for social dialogue?

To harness the benefits of labour migration for countries of origin, countries of destination and migrant workers themselves, several challenges need to be addressed with social partners playing a key role to do so. Major challenges however include the limited representation of migrant workers in workers' and employers' organisations, the fact that labour migration often does not receive enough attention on the agenda of social partners, and the limited inclusion of social partners when drafting relevant policies and laws or negotiating bilateral labour agreements.

Freedom of association, the right to organise and the right to collectively bargain are key enablers to foster inclusive workplaces and societies (ITUC, 2023^[86]). However, migrant workers face several challenges including legal restrictions on freedom of association and collective bargaining rights in sectors and working arrangements where they are predominantly employed. These challenges include exclusions and restrictions on the right to establish and join organisations or hold trade union office. In addition, restrictions in practice, such as information and communication barriers, discrimination and cultural obstacles further limit their ability to access the rights to freedom of association and collective bargaining (ILO, 2023^[87]).

Creating spaces for social dialogue is key for fair and effective labour migration governance. It is crucial to consult social partners when designing policies, laws and programmes as well as when negotiating bilateral labour agreements (BLAs). Governments should also engage with social partners for the implementation, enforcement, monitoring

and evaluation of policies and programmes so that challenges on the ground can be tackled through holistic approaches. Social partners are vital in ensuring that all workers, including migrant workers, are protected and in leveraging labour migration so that it contributes to address labour market challenges, such as skill and labour shortages, and does not displace the local workforce or put pressure on wages and working conditions. In contexts where demographic changes and the green and digital transitions are impacting labour markets (see Chapters 1 and 2), migrant workers can fill skill needs and address skill shortages and meet specific demands in specific sectors. Skills mobility partnerships can be an especially useful tool for this purpose (Business Advisory Group on Migration, 2024^[88]).

The role of workers' and employers' organisations are vital in supporting migrant workers and ensuring their rights are upheld in the labour market. Workers' organisations can facilitate migrant workers' access to rights and information, provide essential services and help prevent downward pressure on wages. Cross-border cooperation between trade unions can further support migrant workers in accessing their rights, especially their fundamental rights to freedom of association and collective bargaining. Employers' organisations can help identify skills gaps, participate actively in skills anticipation mechanisms, and support skills recognition and development. Employers often report challenges in recruiting individuals with the right skill sets, especially since required skills evolve rapidly. Migrants can help address some of these difficulties (ILO and IOE, 2019^[89]).

Summary of good practices

The following good practice case studies underline how social partners contribute to the protection of migrant workers – including to promote freedom of association and collective bargaining – as well as more broadly, the role of social dialogue to support fair and effective labour migration policies.

Social dialogue for fair and effective labour migration governance in Cambodia

The Labour Migration Policy (LMP) in Cambodia exemplifies successful social partner involvement in drafting an evidence-based, tripartite-informed policy that focuses on protecting nationals migrating abroad for work-related reasons. Recognising that labour migration contributes to inclusive and sustainable economic growth, poverty alleviation, and improved livelihoods, the Government of the Kingdom of Cambodia is currently upgrading its labour migration policy in collaboration with tripartite-plus partners (tripartite partners and civil society actors) to a national policy. Social partner involvement has been instrumental in advancing the policy's objectives: enhancing the protection of migrant workers, improving labour market functionality, and contributing to socio-economic development. The most recent phase of the Labour Migration Policy covering the years 2025 to 2034 contributes to achieving the Global Compact for Migration⁴⁴ and the Sustainable Development Goals. It places fair recruitment at its heart by recognising its centrality in promoting decent work for migrant workers.

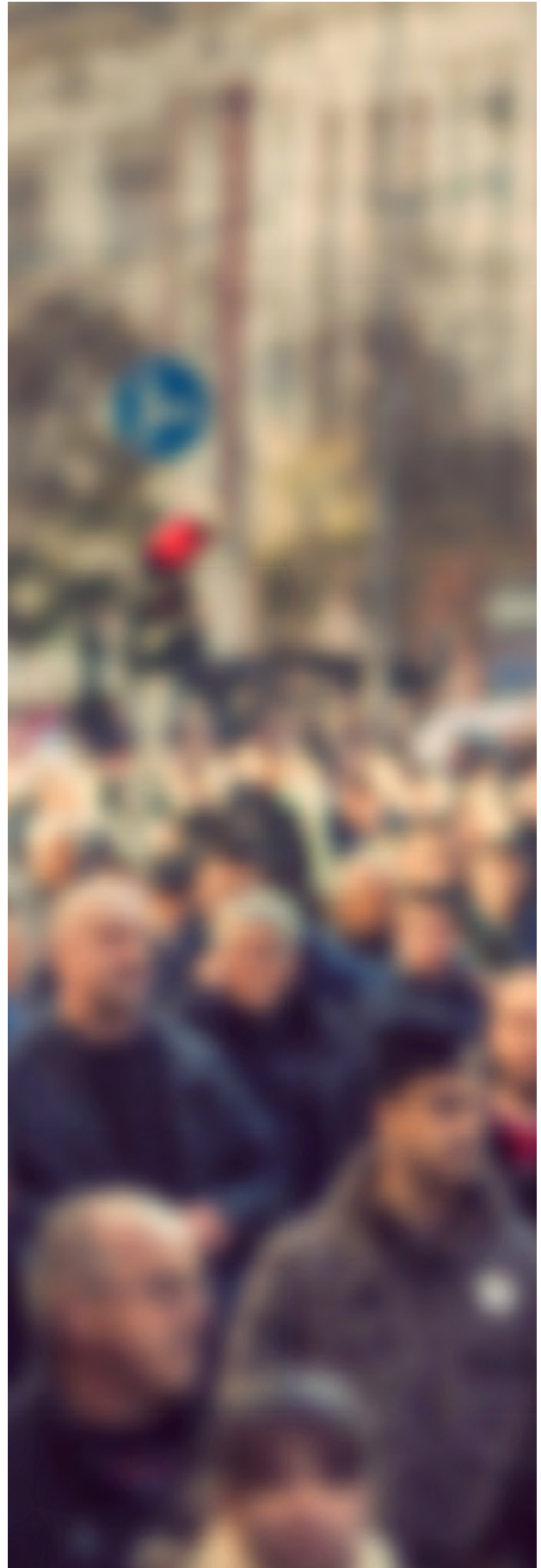
Successful cross-border trade union cooperation to protect migrant workers' rights in Somalia and Ethiopia

The importance of trade union action to protect migrant workers' rights has been forcefully recognised by major regional trade union confederations, which convened in May 2023, to update a memorandum of understanding from 2018 on the defence, protection and promotion of migrant workers' rights. The update created an important momentum for national trade union federations to take action. The Federation of Somali Trade Unions (FESTU) signed an agreement with the Confederation of Ethiopian Trade Unions (CETU) in 2023 to protect migrant workers. The two trade unions committed to undertaking joint campaigns, for example, to better protect migrant workers, to raise concerns related to migrant workers in their national tripartite labour committees and to encourage affiliated unions to integrate migrant workers in collective bargaining. They also committed to providing specific support and information to migrant workers in their respective countries and to strengthen social dialogue for fair and effective labour migration governance. The establishment of the first Migrant Resource Centre in Mogadishu in October 2023 is a significant step towards facilitating access to accurate information for migrant workers, returnees and potential migrant workers.

44 The Global Compact for Safe, Orderly and Regular Migration was adopted on 10 December 2018 by the majority of UN Member States at an Intergovernmental Conference in Marrakesh, Morocco, followed by formal endorsement by the UN General Assembly on 19 December. The Global Compact is the first inter-governmentally negotiated agreement, prepared under the auspices of the United Nations, covering all dimensions of international migration in a holistic and comprehensive manner. It is a non-binding document and demonstrates commitment to international cooperation on migration. See: [Global Compact for Safe, Orderly and Regular Migration \(A/RES/73/195\)](#) | [International Organization for Migration \(iom.int\)](#).

Protecting the labour rights of all workers, including migrant workers, in Sweden

Ensuring the protection of all workers, including migrant workers, is crucial. Without this protection, there is a risk of deteriorating working conditions and wages, which leads to unfair competition and market distortion. Several trade unions in Sweden, some in cooperation with employers' organisations, implement projects, either independently or with funding from the Ministry of Labour, to protect vulnerable groups of workers. They have been focusing on sectors where risks for labour rights abuses are high and where there is a large proportion of migrant workers, such as the construction and services sectors. For example, in the construction sector, work-related accidents and occupational diseases are twice more likely to happen than in other sectors. Two projects, one implemented by the Swedish Construction Workers' Union, Byggnads, and one by the Swedish Union representing Cleaning and Maintenance Workers, Fastighets, are particularly relevant for the protection of labour rights.



Case study 12

Social dialogue for fair and effective labour migration governance in Cambodia



The Labour Migration Policy (LMP) in Cambodia exemplifies successful social partner involvement in drafting an evidence-based and tripartite-informed policy that focuses on protecting nationals migrating abroad for work. Recognising that labour migration contributes to inclusive and sustainable economic growth, poverty alleviation, and improved livelihoods, the Government of the Kingdom of Cambodia is currently upgrading its labour migration policy in collaboration with tripartite-plus partners (tripartite partners and civil society actors) to a national policy. The fourth phase of the labour migration policy, operating within the time frame of 2025-2034, builds on previous phases (2010-2014, 2015-2018, and 2019-2023) that were led by the Ministry of Labour and Vocational Training (MLVT). The new phase contributes to achieving the Global Compact for Migration⁴⁵ and the Sustainable Development Goals.

The MLVT with ILO support, has involved a broad base of stakeholders, including workers' and employers' organisations, other line ministries, civil society organisations, UN agencies, and academia, in the formulation, implementation and review of the various phases of the labour migration policy.

In the development of the fourth phase of the LMP, MLVT conducted two tripartite-plus consultations with three more planned for the last quarter of 2024 with support from the ILO. This series of meetings aim to:

- > Assess the progress and effectiveness of the previous LMP (2019-2023).
- > Discuss recent trends in labour migration and how to respond to emerging issues.
- > Ensure that social partners concerns are duly considered.

Box 22. Tripartite-plus consultations: Reviewing past policies and drafting the next 10-year plan

On June 16, 2022, the Ministry of Labour and Vocational Training (MLVT) and the ILO TRIANGLE programme⁴⁶ hosted the "Tripartite-plus workshop to develop the National Action Plan to implement the 2017 ASEAN Consensus, and to discuss ongoing implementation of the LMP 2019-2023". As part of the workshop, MLVT reported on the implementation of the policy noting a few outstanding areas, namely training of labour attachés, updating of pre-departure rights awareness materials, and implementation of the "ASEAN Guidelines on Effective Return and Reintegration of Migrant Workers".

On 24 March 2023, another tripartite-plus stakeholder consultation was organised by MLVT and the TRIANGLE programme on "Reviewing the Implementation of the LMP for Cambodia 2019-2023". During the consultation, an assessment based on more than 50 stakeholder interviews, was presented. Participants discussed accomplishments, key challenges, lessons learnt and forward-looking recommendations towards drafting the new LMP 2025-2034.

45- See Footnote 43 above and [Global Compact for Safe, Orderly and Regular Migration \(A/RES/73/195\) | International Organization for Migration \(iom.int\)](#).

46- TRIANGLE in ASEAN is an ILO programme (2015-2025) that delivers technical assistance and support with the overall goal of maximising the contribution of labour migration to equitable, inclusive and stable growth in ASEAN. The programme is funded by the governments of Australia and Canada. For further information, see: [TRIANGLE in ASEAN | International Labour Organization \(ilo.org\)](#).

The 2025-2034 LMP will be upgraded from a ministerial to a national-level policy, with national budget allocation, clear roles and responsibilities for various line ministries, and a monitoring and evaluation framework. The evaluation framework will include a real-time digital monitoring and evaluation system integrating data from recruitment agencies, labour attachés and destination countries to track labour migration trends and to be able to make data-driven policy adjustments. As the previous phases, the 2025-2034 policy focuses on three main pillars:

1.Strengthening labour migration governance frameworks and implementation.

2.Protection and promotion of the rights of all migrant workers.

3.Harnessing labour migration to maximise social and economic development.

Further, the policy will address the unique challenges faced by female migrant workers and support gender-sensitive legal frameworks, safe migration pathways, and access to reproductive health services.

Box 23. Empowering change – The pivotal role of tripartite partners at the national and regional level in ASEAN countries

Both at the regional and national levels, the crucial role that social partners play in developing frameworks, policies, and laws has been strongly recognised in the ASEAN region. At the regional level, the ASEAN Forum on Migrant Labour (AFML)⁴⁷ provides tripartite-plus partners with a platform to discuss developments related to labour migration, agree on priorities, and provide strategic guidance for national-level implementation. For example, during the 16th AFML in October 2023, tripartite partners discussed measures to enhance the effectiveness of legal pathways for labour migration in ASEAN. This included improving labour migration programmes and making legal migration pathways inclusive and responsive to the labour market.

One of the key priorities discussed was the strengthening of fair recruitment practices, such as digitalising recruitment, deployment, admission processes, working towards prohibiting the charging of recruitment fees and related costs to migrant workers, allowing migrant workers to change employers, and providing standard employment contracts.⁴⁸

Moving forward, the Government of the Kingdom of Cambodia plans to strengthen regional collaboration through bilateral and multilateral agreements with ASEAN countries to streamline labour mobility, improve data sharing, and promote standardised labour practices. Cambodia aims to strengthen cross-border worker protections, particularly for migrant workers in an irregular situation. Further, the private sector's role in skill development should be emphasised. Private companies, particularly in growing industries like manufacturing and services, should be incentivised to offer training programmes improving the employability of Cambodian workers both at home and abroad.

47- For more information on the AFML process, see: [The ASEAN Forum on Migrant Labour | International Labour Organization \(ilo.org\)](https://www.ilo.org/public/english/region/asean/secretariat/afml/)

48- For further information see: The 16th AFML: Enhancing the Effectiveness of Legal Pathways for Labour Migration in ASEAN, Recommendations: [Final-16th-AFML-Recommendations_-26-Oct-2023__clean.pdf \(asean.org\)](https://www.asean.org/wp-content/uploads/2023/10/Final-16th-AFML-Recommendations_-26-Oct-2023__clean.pdf).

Cambodia is actively contributing to regional-level priorities that were agreed upon at the ASEAN Forum on Migrant Labour (AFML) (see Box 23). For example, tripartite partners from Cambodia convened an extensive discussion during a Cambodian National Tripartite Preparatory Workshop in September 2023, ahead of the AFML meeting in October 2023, to agree on national priorities (ILO, 2023_[90]).

Regarding fair recruitment, one of the priorities identified by the AFML, the LMP outlines several measures involving social partners.

The first objective, “Strengthening Labour Migration Governance Frameworks and Implementation”, emphasises the importance of including social partners in the development of laws and regulations and foresees the following measures to support fair recruitment:

- > Tripartite-plus partners should be consulted to adopt the new Labour Migration Law, which promotes fair recruitment by eliminating worker-paid recruitment fees and holding recruitment agencies accountable for violations of national legislation at any stage of the recruitment and employment process for Cambodian workers.
- > Private recruitment agencies should be regulated through operating licenses that require adherence to the legal framework, training attendance, passing examinations, and participation in grading competitions.
- > Private recruitment agencies should appoint a representative in destination countries to ensure that migrant workers are not denied their rights to freedom of association and collective bargaining.
- > Migrant Resource Centres (MRCs) should be supported and new ones established to enhance the effectiveness of complaints mechanisms, provide legal aid, and disseminate information. These measures will lead to further strengthening of fair recruitment practices.



Box 24. How to strengthen fair recruitment – Voices from tripartite plus partners

Mr. Ath Thorn, former President of the Cambodia Labour Confederation (CLC) underlined the need to protect the rights of Cambodian migrant workers throughout the migration cycle. He highlighted the importance of enhancing formal complaint mechanisms to address grievances against private recruitment agencies and employers, both within Cambodia and in destination countries. Furthermore, he reaffirmed that the CLC is “committed to improving these complaint mechanisms and ensuring that organisations responsible for handling complaints effectively coordinate with the Provincial Department of Labour and Vocational Training or the MLVT to resolve issues.”

Recognising the benefits of tripartite-plus consultation in developing the updated labour migration policy – particularly for protecting migrant workers’ rights and bolstering socio-economic growth – Mr. Sokchar Mom, Director of Legal Support for Children and Women (LSCW) in Cambodia, emphasised the need to regulate recruitment fees and related costs. He stressed the importance of clearly defining fee categories and specifying what costs can be charged to employers versus workers.

Ms. Hany Fiya, Director of Phnom Srey Organization for Development (PSOD), who oversees the Migrant Worker Resource Centre (MRC) in Kampong Cham, Cambodia, emphasised the need to impose stringent penalties on unlicensed recruitment agencies and licensed recruitment agencies that exploit migrant workers. This is essential for addressing irregular migration and promoting fair recruitment practices.

The second objective of the LMP, “Protection and Promotion of the Rights of all Migrant Workers”, includes the following measures to enhance fair recruitment:

- > The role of labour attachés and the access to complaint mechanisms should be strengthened so that migrant workers can receive compensation, damages and restitution when their rights are violated.
- > Moreover, information on safe labour migration and the rights of migrant workers should be improved. This can be done by creating better pre-departure training materials with input from tripartite-plus partners and involving recruitment agencies, workers’ organisations, and civil society organisations (CSOs) in delivering the training.

Finally, **the third objective on “Enhancing the Social and Economic Development Impact of Labour Migration”,** the following is envisaged to strengthen fair recruitment:

- > Employers should be consulted so that labour migration and fair recruitment contribute to labour market functionality. To this end, dialogues should be initiated with governments and employer representatives in countries of destination to identify labour market demands, including the technical and vocational skills that are needed in specific sectors. These dialogues should also support skills recognition systems, with special attention to both male- and female-dominated sectors, as well as creating opportunities for migrants with disabilities.

> Mutual Skills Recognition shall be enhanced so that it can be accredited across ASEAN. This will allow Cambodian workers to match their skills with the labour demands of the destination countries,

ensuring they are fairly compensated. Skills certification should also focus on addressing gender disparities and integrating vulnerable groups, such as persons with disabilities, into the labour market.

Key Lessons

- 1.** Since 2010, tripartite-plus partners in Cambodia have played a crucial role in designing, implementing, monitoring, and evaluating the four phases of the labour migration policy. Their involvement has been instrumental in advancing the policy's objectives: enhancing the protection of nationals migrating abroad for work, improving labour market functionality, and contributing to socio-economic development.
- 2.** Recognising the critical role that social partners play in supporting fair and effective labour migration governance, tripartite consultation mechanisms have been established at both regional and national levels within the ASEAN region. These mechanisms have contributed to the creation of inclusive and holistic policies, ensuring robust support for on-the-ground implementation.
- 3.** Unfair recruitment practices rarely lead to decent work. Placing fair recruitment at the heart of Cambodia's labour migration policy is a crucial step towards improving decent work for migrant workers. Social partners play a fundamental role in identifying issues on the ground, such as unscrupulous recruiters, excessive recruitment

fees, and inadequate complaint mechanisms. Therefore, it is essential to incorporate their perspectives when revising policies and laws.

- 4.** Workers' organisations and civil society organisations have been instrumental in enhancing service provision, including pre-departure information, access to legal aid, and referrals to protection services. Through Migrant Worker Resource Centres, they have significantly contributed to the protection of migrant workers and their family members, for example through guides for migrant workers, such as the "Travel smart – work smart" guide.

- 5.** Employers' organisations are crucial in identifying labour market needs and skills gaps, ensuring that labour migration contributes effectively to labour market functionality. They can also play a key role in facilitating access to skills training and the recognition of qualifications and prior learning. It is important to establish training programmes and certifications that employers trust. Additionally, special attention should be given to the needs of vulnerable workers in both male- and female-dominated sectors.

Case study 13

Successful cross-border trade union cooperation to protect migrant workers' rights in Somalia and Ethiopia



In Africa, the number of migrant workers is rapidly increasing. 26.3 million Africans were living in a country other than their own in 2019, which represents an increase of almost 10 million compared to 2010. 14.5 million out of these 26.3 million migrants are migrant workers. The annual growth rate of migrant workers is 4.8%, compared to 2.7% for the general labour force (The African Union Commission, 2021^[91]). In addition to the pursuit of better economic opportunities, other factors driving migration include conflicts, political instability, and climate change. In the

Horn of Africa, in the the Intergovernmental Authority on Development (IGAD, 2021^[92]) region, it was estimated that there were 3.39 million migrant workers in 2019, with an annual growth rate of 7.8%. While main migration routes include movements to Europe, South Africa and the Gulf countries, a considerable number of migrant workers stays within the subregion – either permanently or in transit to the Gulf countries – where they often face decent work deficits.

Box 25. Memorandum of understanding between major regional trade union confederations on the defence, protection and promotion of migrant workers' rights

In May 2023, major regional trade union confederations updated a memorandum of understanding from 2018 concerning the defence, protection, and promotion of migrant workers' rights. In this updated agreement, the ASEAN Trade Union Council (ATUC), the South Asian Regional Trade Union Council (SARTUC), the African Regional Organisation of the International Trade Union Confederation (ITUC-Africa), the International Trade Union Confederation Asia Pacific (ITUC-AP), the Arab Trade Union Confederation (Arab TUC) and the Trade Union Confederation of the Americas (TUCA) continue to seek better protection for migrant workers as a vital but vulnerable constituency of workers that the trade unions should protect. They commit to:

- > Supporting the ratification and implementation of relevant international labour standards.
- > Advocating for national legislative frameworks that are consistent with international labour standards, as well as ensuring the enforcement of these frameworks, with a focus on labour inspection systems.
- > Empowering migrant workers by advocating for their right to freedom of association and support organisation of migrant workers. Additionally, providing information and services, through trade union solidarity, in countries of origin, transit and destination.
- > Supporting fair recruitment, especially by upholding the principle of not charging any recruitment fees or related costs to workers.
- > Promoting cooperation between governments and social partners in both countries of origin and destination to uphold tripartite social dialogue as a tool for enhancing labour migration governance, and to support multilateral, regional and national labour migration agreements.
- > Promoting decent work, including skills development and access to social protection.
- > Responding to structural crises and promote a just transition.

- > Strengthening effective social dialogue for better labour migration governance through the institutionalisation of tripartite mechanisms and the provision of capacity-building for trade union leaders.
- > Protecting the rights of women migrant workers.
- > Advocating for sound labour market information systems and ensuring the inclusion of trade unions in data management systems.

Source: [Memorandum of Understanding between six regional and subregional trade unions](#)

Cross-border cooperation between social partners represents a useful mechanism to enhance the protection of migrant workers. In May 2023, major regional trade union confederations updated a Memorandum of Understanding from 2018 on the defence, protection and promotion of migrant workers' rights (see Box 25). The Federation of Somali Trade Unions (FESTU) and the Confederation of Ethiopian Trade Unions (CETU) followed this example and signed an agreement in 2023 to protect migrant workers. The agreement builds on the ILO ACTRAV model bilateral agreement for trade unions in countries of origin and destination to protect migrant workers.⁴⁹

In the Agreement for the Protection of Migrant Workers' Rights, FESTU and CETU commit to:

1. Carry out joint trade union campaigns to, amongst others:

- > Raise awareness about the positive contribution of labour migration to the economies of Ethiopia and Somalia.
- > Raise awareness of migrant workers about their rights and the general situation in Somalia before departure and post arrival.

- > Actively campaign against racism and xenophobia.
- > Raise concerns of migrant workers in their national tripartite labour committees and encourage affiliated unions to integrate migrant workers in collective bargaining with employers.
- > Address occupational safety and health and housing concerns, and promote access to social protection benefits.

2. Undertake the following actions, including:

- > Develop regular communication channels and networking at the highest level between FESTU and CETU.
- > Set up migrant workers' consultative bodies and special migrant workers' desks, to support organisation and unionisation of migrant workers and ensure their protection.
- > Establish information centres for migrant workers as part of their efforts aimed at guaranteeing ways of protecting migrant workers in Ethiopia before they consider migration, in the migration process, and upon arrival in Somalia.

49- For further information see: [Good practice - Model bilateral agreement for trade unions in countries of origin and destination to protect migrant workers \(ilo.org\)](#)

- > To develop joint measures, including legal support, for immediate action to denounce abusive practices.
- > To encourage affiliated unions in both countries to build up cooperation, particularly in sectors where migrant workers are present.

3. Jointly promote:

- > Cooperation between the governments of Ethiopia and Somalia to enhance governance of migration.
- > The establishment of communication and negotiations between their trade union organisations and employers' associations and recruitment and employment agencies in their respective countries to secure better working conditions.
- > A model and unified employment contract for migrant workers, based on the provisions of international labour standards and enforced through national legislation and labour inspection.

- > The inclusion of trade unions when negotiating bilateral agreements between Ethiopia and Somalia as well as the establishment of national tripartite consultation mechanisms and bilateral cooperation forums to discuss and formulate rights-based migration policies.

- > Tripartite consultation and decision-making mechanisms to address situations related to the status of migrant workers, social protection aspects and possibly encourage measures facilitating the regularisation of the status of migrant workers.

As an outcome of this agreement, FESTU established the first Migrant Resource Centre in Mogadishu in October 2023 in collaboration with the ILO. The Centre is offering information to potential migrant workers, returnees and migrant workers already in the country to support fair and informed labour migration and defend labour rights. It raises awareness on fair recruitment practices and aims to reduce vulnerability to trafficking and irregular migration.



Key Lessons

1. Through cross-border cooperation, social partners can significantly contribute to protecting migrant workers' rights. The agreement signed between the Federation of Somali Trade Unions (FESTU) and the Confederation of Ethiopian Trade Unions (CETU) in 2023 is a powerful example of such cooperation. It foresees, amongst others, joint campaigns to combat prejudices and highlight the contributions of migrant workers, raise their concerns in national tripartite labour committees, and encourage the inclusion of migrant workers in collective bargaining.

2. Workers' organisations play a fundamental role in providing information and services to migrant workers. The FESTU-CETU agreement aims to strengthen the provision of information and services to migrant workers. Cross-border cooperation is essential as it facilitates offering accurate information before departure and thus

promoting fair recruitment, protects migrant workers upon arrival and supports return and reintegration. The establishment of the first Migrant Resource Centre in Mogadishu in October 2023 is a significant step towards a better access to accurate information for migrant workers, returnees and potential migrant workers.

3. A significant obstacle to the protection of migrant workers is their limited representation in workers' and employers' organisations. Further, labour migration often does not feature prominently on the agenda of social partners. Yet, workers' organisations should support the unionisation of migrant workers to prevent downward pressure on wages and working conditions, which particularly affects the most vulnerable groups of workers. The FESTU-CETU agreement aims to support the unionisation and organisation of migrant workers.

Case study 14

Protecting the labour rights of all workers, including migrant workers, in Sweden



Ensuring the protection of all workers, including migrant workers, is crucial.⁵⁰ Without this protection, there is a risk of deteriorating working conditions and wages, which leads to unfair competition and market distortion. In Sweden, this issue has been strongly acknowledged, and social partners are implementing projects to protect the labour rights of all workers.

The Swedish Work Environment Authority is a regulatory agency under the Ministry of Labour (MoL) to enforce occupational safety and health provisions as found in the Work Environment Act and working hours legislation.⁵¹ In 2018, the Joint Authority Control (member of the European platform tackling undeclared work (European Labour Authority (ELA), 2021_[93])) was founded to step up efforts to protect labour rights. It is coordinated by the Swedish Work Environment Authority and brings together nine government authorities and seven regional centres across Sweden have been established. Through the Joint Authority Control, the Work Environment Authority provides funding to implement projects aimed at protecting workers.⁵²

Several trade unions in Sweden, some in cooperation with employers' organisations, implement projects to protect workers in certain sectors. Some of these projects are carried out independently while others count with funding from the MoL/Work Environment Authority. They focus on sectors with high risks of labour rights abuses and with a large proportion of migrant workers such as the construction and services sectors (especially hospitality and cleaning services). In the construction sector, workplace accidents and occupational diseases are twice



more likely to happen than in other sectors.⁵³

The Swedish Construction Workers Union, Byggnads, a member of LO, The Swedish Trade Union Confederation, started implementing in March 2024 a project called "Swedish Construction Control" (Svensk Byggb kontroll) to support construction companies to comply with the labour law, combat unfair competition and ensure workers are paid the wages and benefits they are entitled to according to the collective agreements in place. Investigators who are elected by trade union members are trained by Byggb kontroll to conduct investigations. These include checking pay slips, time reports, employment contracts, salary payments and tax payments (see Figure 6).

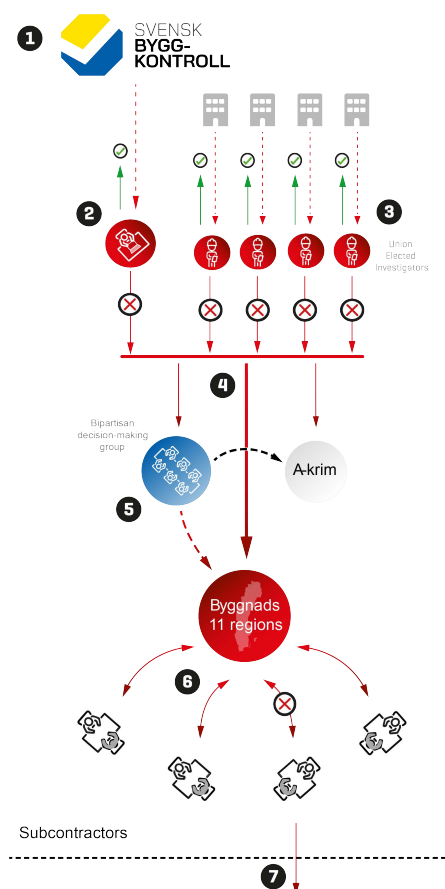
50- See ILO Convention No. 111 on Discrimination (Employment and Occupation), which defines discrimination in article 1 (1) as "any distinction, exclusion or preference made on the basis of race, colour, sex, religion, political opinion, national extraction or social origin, which has the effect of nullifying or impairing equality of opportunity or treatment in employment or occupation".

51- Work Environment Authority (Standing Instructions) Ordinance (2007:913) (§ 2).

52- For example, in 2024, a total budget of EUR 450,000 was allocated to fund projects, which represents a small fraction of the sum estimated to have been lost because of work-related crimes. The Swedish Economic Crime Authority estimates that between EUR 10 and 13 billion have been lost because of incorrect payments, unreported salary income and exploitation of people, see: [Ny informationsinsats mot kriminalitet i arbetslivet | Ekobrottsmyndigheten](#).

53- See [website of the Swedish Work Environment Authority, National inspection of building and installation work](#).

Figure 6. Overview of the Swedish Construction Control project (Svensk Byggbkontroll)



Source: Svensk Byggbkontroll

Through inclusion of specific clauses in collective agreements, companies agree to participate in the project. Employers pay an annual fee, which is calculated based on the number of their employees covered by Byggnads collective agreements, to finance inspections conducted under the Construction Control project. If violations are found, the case is referred to a bipartite committee composed of workers' and employers' representatives, who can decide either to conduct additional checks or to refer the case to the Swedish Work Environment Authority.

The Swedish Union representing cleaning and maintenance workers, Fastighets, also a member of LO Sweden, is implementing a project in the cleaning industry to combat the exploitation of workers who are in a vulnerable situation, often migrants. According to Fastighets, frequently, these workers are not organised and possess limited knowledge

of their rights as provided for by the Swedish labour law and collective agreements in place.

Furthermore, according to Fastighets, abuses start at the recruitment phase where workers are misled about their working conditions and put under a sponsorship scheme that ties them to their employer (see Box 28). Some workers have reported to have endured long work weeks of 60 hours and being paid wages that are below the minimum agreed in collective agreements. Salary deductions are common to pay back high recruitment fees, and under the pretext of covering housing, often in sub-standard conditions.

Fastighets recognises that this situation threatens all workers by driving down wages and working conditions. Moreover, it leads to unfair competition and market distortion at the expense of labour rights, creates uncertainty in the labour market and

provides unlawful income for criminal groups.

To address this issue, Fastighets received grants from the Swedish Work Environment Authority, attributed by the Joint Authority Control. The first grant was awarded in 2023 to implement the first phase of the

project fighting work-related crime (see Box 26) in the west of Sweden. A second grant was awarded in 2024 to implement a second phase of the project in collaboration with the employers' organisation ALMEGA in the west, south, and centre of Sweden.

Box 26. Defining work-related crime

The Swedish union representing cleaning and maintenance workers, Fastighets, describes work-related crimes as deliberate and intentional acts that violate the laws and regulations set for the Swedish labour market. It involves systematic law violations or criminal activities that drive down prices and lead to competitive advantages. Examples include breaches of collective agreements, violations of the Work Environment Act, economic crimes, labour exploitation, human trafficking, or breaches of the Posting of Workers Act. In some instances, there may also be connections to international criminal networks. Work-related crime is primarily found in labour-intensive industries.

Fastighets conducted several awareness-raising activities, in close collaboration with the Joint Authority Control and LO Sweden. As a result, 35 companies employing 3 000 workers are now part of a network committed to fighting work-related crime. Each member company signs a declaration committing to fight work-related crime and respect

labour rights (see Box 27). This declaration was designed in collaboration with the trade union Kommunal, the Swedish Public Workers' Union, which also receives funding from the Work Environment Authority through the Joint Authority Control and has a large number of cleaners among its members.

Box 27. Commitments to be made by cleaning companies once joining the Fastighets project

- > Informing their staff about work-related crime.
- > Reporting work-related crime to Fastighets and the police.
- > Providing employment to workers who choose to denounce abusive working conditions.
- > Draw attention to awards that undercut market prices, both in private and public procurement.

Once companies join the project, they have the right to use the "Network against work-related crime" logo, which helps customers navigate the market. The logo contains a QR code that leads to the project's website, created by Fastighets, displaying information about

the project and the companies that have joined. Companies that violate the Work Environment Act and provisions found in collective agreements may be excluded from the project, and the logo removed.

In addition, Fastighets identifies companies that do not respect labour rights by following up on tips and supports workers whose labour rights have been violated (see Box 28). Fastighets, encourages workers to report work-related crimes before their work permit expires (it should be three months in advance) and provides support to change of

employers and subsequently extend their work permit. In addition, by uniting forces with civil society actors, more comprehensive support is provided, especially in case of emergencies – for example, when there is a need for medical assistance, psychological support or temporary housing.

Box 28. Support provided to workers by Fastighets

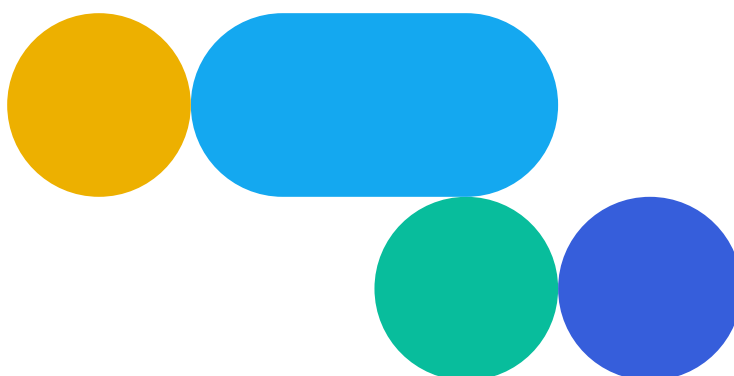
In case employers are responsible for work permit applications and extensions, migrant workers can be hesitant to denounce labour rights abuses, and to approach authorities or trade unions. Migrant workers have reported being afraid to denounce abusive employers, as employers can threaten not to extend their work permits. This is especially true for women, who are vulnerable to sexual exploitation.

Fastighets has supported workers whose labour rights have been violated. For example, female employees, who had been sexually exploited, and whose employers threatened to not extend their work permits, received support to change employers, extend work permits and receive compensation for the abuse suffered.

It is important to note that Fastighets provides support to all workers, not just trade union members. Workers in irregular situations can also become trade union members if they have a temporary ID, and they can receive support from centres for irregular workers run by trade unions on a pro-bono basis.

Moving forward, Fastighets aims to extend the project to other regions (to the north and east of Sweden) and is actively showcasing its impact at national and regional levels, as well as on social

media. To ensure the project's sustainability, regional focal points are being designated to oversee its operations once funding ends.



Key Lessons

1. Trade unions play a key role in protecting all workers, including migrant workers. Some of the initiatives implemented in specific sectors in Sweden, such as the projects implemented by Byggnads in the construction sector and by Fastighets in the cleaning industry, make an important contribution to protect the labour rights of workers in sectors where labour rights abuses are more common than in others, and where there is a high share of migrant workers.

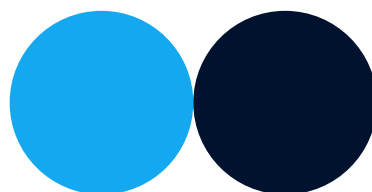
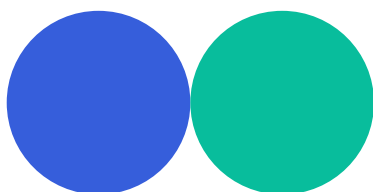
2. Working conditions can be improved in sectors where labour rights abuses are highest through collective agreements. In Sweden, the trade union Byggnads representing construction workers, has agreed with employers, under the form of collective agreements, to conduct inspections aimed at ensuring that labour rights are respected. This helps prevent unfair competition and market distortion by ensuring that all actors adhere to the same standards.

3. It is important to pay attention to factors that can put workers in a vulnerable situation and that can lead to labour rights abuses. Social partners play a key role to detect these vulnerabilities and abuses and to support workers. In Sweden, Fastighets,

representing cleaning and maintenance workers, has comprehensively assessed the situation of migrant workers in this industry. Unfair recruitment practices that start in the country of origin and dependence on the employer in the country of destination (for example to apply for or renew a work permit) are some of the factors putting migrant workers in a vulnerable situation. Fastighets provides support to exploited workers, for example to change employer or claim compensation for abuses suffered.

4. To protect labour rights effectively, it is crucial for trade unions to collaborate across industries and with employers' organisations. Exchanging knowledge and replicating good practices is essential. For example, Fastighets is actively engaged in this exchange and has collaborated with a variety of actors.

5. Governments have an important role to play to support social partners fulfilling their missions. In Sweden the government has put appropriate frameworks in place, supports capacity-building and funds projects through the Joint Authority Control to make sure there are appropriate mechanisms to protect workers.



CONCLUSION

The fourth edition of the Global Deal Flagship Report “Shaping Transitions to Decent Work” examines the role of social dialogue in shaping the future of decent work with good practices from Global Deal partners and other pertinent examples. This report showcases various good practices of social dialogue focusing on five different topics: 1) Social Dialogue for the Safe, Responsible and Ethical Adoption of Artificial Intelligence (AI) in Workplaces; 2) Social Dialogue for a Just Transition; 3) Social Dialogue to Support Holistic Approaches to Transition to Formality; 4) Social Dialogue to Improve Working Conditions: Focus on Occupational Safety and Health (OSH); and 5) Social Dialogue for Fair and Effective Labour Migration Governance.

Artificial Intelligence (AI) technologies are rapidly advancing and being integrated into various tasks ranging from manual jobs to complex decision-making systems in the workplace. AI systems have significantly transformed several sectors including services, manufacturing, healthcare, finance and logistics. As labour markets undergo important transitions, fostering effective social dialogue is essential to address the challenges and opportunities presented by AI, ensuring that the benefits are shared, and potential risks mitigated. In this respect, the report examines the US Executive Order on the Safe, Secure and Trustworthy Development and Use of Artificial Intelligence as an inclusive approach to harness the benefits of AI for all, the European Social Partners Framework Agreement on Digitalisation and its implementation process, and responsible adoption of AI through collective bargaining agreements in the cases of PSI Digital Bargaining Hub and UNI Global Union Database of AI and Algorithmic Management in Collective Bargaining Agreements.

Transitioning to a net-zero economy does present opportunities for the creation of green jobs if the

right measures are taken. For this chapter, the report revisits the Just Transition Action Plan on Training and Reskilling from Austria as a way of supporting upskilling and reskilling initiatives, the National Strategy for a Socio-ecological Just Transition in Chile to support phasing-out of coal-fired power plants, and the Presidential Climate Commission in South Africa to build consensus for a just transition. Social partners play a crucial role in supporting a green transition that is just and supports the creation of decent jobs. Their involvement is key for ensuring that policy design and implementation include inclusive and diverse perspectives. As part of climate change mitigation and adaptation policies, social partners should accompany labour market transformations by facilitating and managing the reallocation of labour as well as adapting to rising temperatures and extreme weather events.

Social dialogue in the informal economy, as well as in the transition to the formal economy, may take a variety of forms that go beyond those traditionally associated with stakeholders in the formal sector. A broader and more fluid approach, encompassing a range of social dialogue forms and options, may be called for. This chapter explores different approaches for transition to formality in the case of the National strategy for the transition to the formal economy in Costa Rica and different strategies available to street vendors in Brazil and Zimbabwe through WIEGO’s research and support. All workers, including those in the informal economy, should enjoy freedom of association and collective bargaining rights. However, both informal self-employed workers and employees may face challenges to exercise their rights to freedom of association and collective bargaining, both in law and in practice.

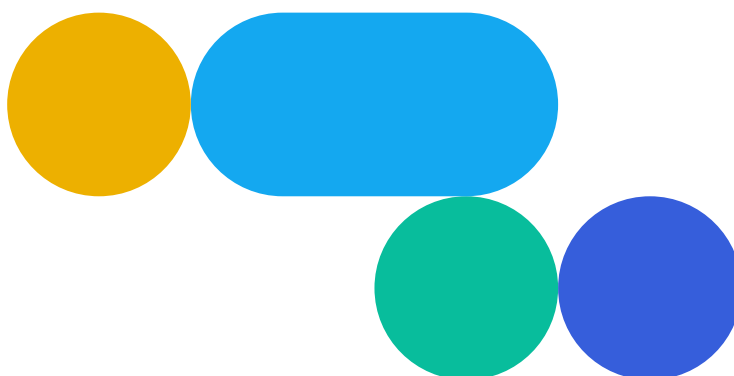
Social dialogue can make an important contribution to the improvement of working conditions, including

occupational safety and health – an aspect which has been less explored. The report goes into the details of occupational safety and health in the construction sector in Tunisia through the conclusion of a sectoral agreement, the Paris 2024 Social Charter for economically and socially responsible games, and working conditions and gender equality in the export garment sector in Indonesia. Social partners can shape working conditions through the negotiation of collective agreements at sectoral or firm-level, participation in representative institutions in the workplace or through advocacy efforts and participation in tripartite negotiations to design policies and laws. Social partners also favour the sustainability and enforcement of policies and laws, especially in times of crises, and play a key role in promoting, monitoring and enforcing compliance with OSH laws and regulations.

To harness the benefits of labour migration for countries of origin, countries of destination and migrant workers themselves, it is key to engage with social partners. They can make a significant contribution to make labour migration governance fair and effective and address challenges, including protection deficits and enhancing labour market functionality. This last chapter reviews the labour migration policy of Cambodia as an example of a fair and effective labour migration policy drafted and implemented in collaboration with tripartite-

plus partners, successful cross-border trade union cooperation to protect migrant workers' rights in Somalia and Ethiopia, and initiatives by social partners in Sweden to protect labour rights of all workers, including migrant workers. Major challenges however include the limited representation of migrant workers in workers' and employers' organisations, the fact that labour migration often does not receive enough attention on the agenda of social partners, and the limited inclusion of social partners when drafting relevant policies and laws or negotiating bilateral labour agreements.

In addition to these good practices, the report also presents how Global Deal partners have engaged in efforts to promote and strengthen social dialogue through voluntary commitments, which are concrete actions by partners that help realise the objectives of the Global Deal. As of November 2024, 146 Global Deal partners had made 157 voluntary commitments to promote social dialogue as a means for achieving decent work and inclusive growth. As a joint ILO-OECD initiative, the Global Deal continues to provide concrete inputs for the Sustainable Development Goals, SDG 8 on decent work and economic growth in particular and shows the importance of social dialogue as an effective tool for accelerating action on the SDGs.



ANNEX A. List of Global Deal commitments received as of September 2024 and short updates on their implementation

Global Deal Partner	Type of partner	Category of commitment	Commitment
Argentina	Government	Policy development Knowledge sharing and capacity building	The Government of Argentina has strengthened a number of existing national and sectoral tripartite social dialogue fora, including on minimum wages, the eradication of child labour, as well as gender equality and non-discrimination. As part of its Global Deal commitment, Argentina established the Commission on Social Dialogue for the Future of Work, a national tripartite body mandated to address issues related to Argentina's compliance with international labour standards, in accordance with the International Labour Organization's (ILO's) Tripartite Consultation Convention, 1976 (No. 144). Since its inception in 2019, the commission has set up specific sub-committees to address issues related to labour standards, public policies and public management, as well as ILO special cases.
Bangladesh	Government	Policy development Partnerships	As part of its commitment, the Government of Bangladesh supported the implementation of the ILO project "Promoting Social Dialogue and Harmonious Industrial Relations in the Bangladesh Ready-Made Garment (RMG) Industry", funded by the Swedish International Development Cooperation Agency (Sida) and the Government of Denmark. The project aimed to strengthen the institutional capacity that facilitates social dialogue and industrial relations between government, employers and workers in Bangladesh, with a primary focus on the RMG industry. With support from the ILO, the Bangladeshi government and social partners established and operationalised the National Tripartite Consultative Council, as well as the Ready-Made Garment Sector Tripartite Consultative Council.
Belgium	Government	Policy development	The Government of Belgium is committed to strengthening workplace cooperation and ensuring effective protection of workers' representatives at the level of the undertaking by pursuing the ratification of the ILO's Workers' Representatives Convention, 1971 (No. 135).
Belgium	Government	Advocacy Partnerships	The Government of Belgium is committed to promoting the ratification and effective implementation of ILO's fundamental conventions at the international level, in close co-operation with social partners, businesses and other stakeholders, including the Belgian Development Agency (Enabel) and the Belgian National Contact Point (NCP) for the OECD Guidelines for Multinational Enterprises (MNEs).
Cambodia	Government	Policy development	The Government of Cambodia is committed to improving working conditions, promoting freedom of association and reinforcing the institutional framework for social dialogue and industrial relations through strengthening the implementation of the country's Labour Law, including the Law on Trade Unions, on Minimum Wage, and on Social Security Schemes. To reduce confrontation and build trust between workers and employers, the government aims to strengthen the effectiveness of existing dispute resolution mechanisms. Moreover, the government will continue to promote and reinforce the labour inspection function of the Ministry of Labour and Vocational Training as a means to improve compliance with the Labour Law.

Global Deal Partner	Type of partner	Category of commitment	Commitment
Canada	Government	Policy development	<p>The Government of Canada is committed to respecting, promoting and realising the fundamental principles and rights at work to maximise the economic and social benefits of globalisation. Canada has therefore ratified nine of the ten ILO fundamental instruments as defined by the ILO Declaration on Fundamental Principles and Rights at Work (1998), as amended in 2022. Most recently, Canada ratified the ILO Protocol of 2014 to the Forced Labour Convention, 1930 (No. 29) in June 2019. Canada is now working towards the possible ratification of the Occupational Safety and Health Convention, 1981 (No. 155), the only fundamental Convention not yet ratified by Canada.</p> <p>The Government of Canada firmly believes that everyone deserves a work environment that is free from harassment and violence, and where harmful behaviours are not tolerated. That is why Canada played a strong leadership role in the development and adoption of ILO Convention 190, the Violence and Harassment Convention, 2019 (C190), which is the first-ever global treaty that aims to eliminate violence and harassment in the world of work. The Government of Canada worked closely with the provinces and territories and social partners to ratify C190 on January 30, 2023. The Government of Canada remains committed to combatting violence and harassment domestically and globally and to continue engaging on the issue.</p>
Canada	Government	Policy development; knowledge sharing and capacity building	<p>Canada is committed to tripartite consultations with social partners in the formulation of labour and employment policies, either through legislated tripartite mechanisms or ad hoc tripartite committees. With this approach, Canada wants to ensure that partners with a stake in the issues are involved in decision making and that the outcomes of the consultations are shared among stakeholders. For example, Canada's Labour Program holds an annual Federal-Provincial-Territorial Roundtable with workers' and employers' organisations, where tripartite discussions and consultations on international labour issues take place.</p> <p>To strengthen effective social dialogue and increase knowledge of employment and labour issues at the international level, Canada funded a two-phase project with the ILO's International Training Centre (ITC-ILC) to develop training on preventative mediation and conciliation mechanisms. In the first phase (2022-2023), Canadian mediators shared best practices in mediation and conciliation, and contributed their expertise to support the development and delivery of online training activities and enhance the ITC-ILC's Training on Conciliation and Mediation of Labour Disputes. The project also provided 30 fellowships for selected partner countries to access the ITC-ILC's Training on Conciliation/Mediation of Labour Disputes, to strengthen their capacity to effectively apply preventive mediation and conciliation techniques, as an alternative dispute resolution to resolve conflict.</p> <p>The second phase of the project (2023-2024) leverages the partnership between ITC-ILC and Canada's Federal Mediation and Conciliation Service (FMCS) by designing new training tools to strengthen social dialogue that are concrete and sustainable in line with the goals of the Global Deal. As part of this project, the Global Deal hosted a webinar on June 28, 2023, for Global Deal partners to learn about how to support social dialogue through the establishment of effective mechanisms for conciliation and mediation of labour disputes; Canada's experience and institutions on dispute resolution; and the ITC-ILC online course on Mediation and Conciliation of Labour Disputes, including how to apply for fellowships made available by the Government of Canada. As a result, the ITC-ILC received over 80 applications, with 30 fellowships being allocated to Global Deal partners to attend the Spanish, English and French training sessions.</p> <p>Beneficiaries of these two projects also include, more broadly, private sector practitioners, academics, non-governmental organisations and community groups from 187 ILO member states that engage in labour dispute prevention and resolution in their respective industrial relations systems.</p> <p>In addition, Budget 2024 announced the government of Canada's intention to launch consultations on the development of a National Caregiving Strategy. The Budget also proposes a Sectoral Table on the Care Economy that will consult and provide recommendations to the federal government on concrete actions to better support the care economy, including with regard to early learning and childcare.</p>
Canada	Government	Policy development; knowledge sharing and capacity building	<p>Canada is committed to negotiating and implementing comprehensive and enforceable labour provisions in all of its trade agreements. Social partners are consulted in the process in order to help define Canada's interests in Free Trade Agreements and identify ways of maximising the economic and social benefits of these agreements. The government provides support to facilitate the effective implementation of labour provisions in these agreements, including by building the capacity of partner countries to enforce laws that respect the fundamental principles and rights at work.</p>

Global Deal Partner	Type of partner	Category of commitment	Commitment
Canada	Government	Policy development	<p>Canada is committed to engaging with all stakeholders to advance responsible business conduct (RBC). To this end, Canada's RBC Strategy was launched in 2022. The Strategy strengthens Canada's balanced approach to RBC, which includes preventative measures, legislation in select areas, and access to non-judicial dispute resolution mechanisms.</p> <p>In addition, Canada is committed to maintaining ongoing dialogue with domestic and international partners to advance efforts to eradicate forced labour from supply chains, in accordance with the ILO's fundamental instruments. To that end, Canada's Labour Program held consultations with a range of social partners on measures to address labour exploitation in supply chains in the spring of 2019 and 2022 and in the fall of 2023. At the most recent roundtable in 2023, all stakeholders agreed that Canada should take further action to address the issue of labour exploitation in supply chains. Ministers responsible for labour, procurement, international trade and public safety have also been mandated to advance legislation to eradicate forced labour from supply chains and ensure that Canadian businesses operating abroad do not contribute to human rights abuses. The commitment was reinforced in Budget 2023 and Budget 2024, where the Government announced its intention to introduce legislation in 2024.</p> <p>Moreover, the Canadian Ombudsperson for Responsible Enterprise (CORE) was established in 2019 and became fully operational in 2021. The CORE is mandated to promote the implementation of the UN Guiding Principles on Business and Human Rights and the Economic Co-operation and Development (OECD) Guidelines for Multinational Enterprises (MNEs); advise Canadian companies on their practices and policies with respect to RBC; and review allegations of human rights abuses arising from the operations of Canadian companies abroad, in the mining, oil and gas, and garment sectors.</p> <p>As an adherent to the OECD Guidelines, Canada also maintains a National Contact Point (NCP) to promote awareness and uptake of the OECD Guidelines for MNEs. The NCP also offers a process for parties to engage in constructive dialogue aimed at addressing specific issues concerning implementation of the Guidelines by MNEs operating in or from Canada. The Canadian NCP's social partners include representatives from Canada's business community and organized labour groups.</p>
Canada	Government	Policy development; Knowledge sharing and capacity building	<p>The Government of Canada strengthened its commitment to closing the gender wage gap by implementing the Pay Equity Act, ensuring that workers in federally regulated workplaces receive equal pay for work of equal value. Similarly, the pay gap reporting measures that came into force that same year seek to make public the pay gaps that affect women, Indigenous peoples, persons with disabilities and members of visible minorities in the federally regulated private sector. The recently launched website, Equi'Vision, provides user-friendly, easily comparable data on workforce representation rates and the pay gaps experienced by members of the four designated groups recognized under the Employment Equity Act. Canada is the first country to make pay gap information available publicly for the four designated groups.</p> <p>The federal government also continues to introduce various initiatives to update federal labour standards and occupational health and safety protections, including efforts to strengthen violence and harassment prevention in the workplace, regulations to provide menstrual products in federally regulated workplaces, and new types of leave including for family-related violence, personal reasons, and 10 days of paid illness, injury, or other medical reasons.</p> <p>To prevent and address violence and harassment in federally regulated workplaces, Canada implements a workplace violence and harassment framework under the Canada Labour Code and the Workplace Harassment and Violence Prevention Regulations, which came into force in January 2021. To facilitate the implementation of this framework, the Government of Canada prepared a series of tools to assist employers, including samples of workplace violence and harassment policies; sample risk assessment tools; and an employer requirements checklist.</p> <p>The Government of Canada also supports initiatives to address violence and harassment in the workplace through the federal Workplace Harassment and Violence Prevention Fund, which invests \$3.5 million annually in projects that help create safer workplaces for all. Through the Fund, partner organisations receive funding to co-develop sector-specific tools and resources that address workplace harassment and violence.</p> <p>Organized by the ILO, OECD and UN Women, the Equal Pay International Coalition (EPIC) is a strategic, multi-stakeholder partnership, that aims to advance equal pay for work of equal value. The Government of Canada has been a member of EPIC since its launch in 2017 and is the Chair of its Steering Committee since January 2022.</p>

Global Deal Partner	Type of partner	Category of commitment	Commitment
Chile	Government	Policy development	<p>In Chile, Law 20.940 (2016), which modernises the labour relations system, created the Higher Labour Council as the highest tripartite body in the country. Since 2022, the Higher Labour Council has discussed and reached consensus on public policies of national scope such as: reduction of the working day from 45 to 40 hours, minimum wage, ratification of Convention 190, ratification of Convention 176, among other public policy issues.</p> <p>From 2024-2028, the Chilean state is committed to:</p> <ul style="list-style-type: none"> – Establish coordination strategies between entities linked to the world of work, civil society and social dialogue. – Capacity building among social dialogue partners at all levels (employers, workers, governments). – Develop social programmes that implement bipartite or tripartite social dialogue strategies, taking into account the gender approach. <p>The government will respect the agreements and commitments adopted by the Higher Labour Council, whose functioning derives from Law 20.940 mentioned above. The council is a tripartite entity of the partners of the Republic of Chile with the participation of the most representative workers' and employers' organisations, as well as representatives of the Ministries of Labour, Finance and Economy, Development and Tourism.</p>
Colombia	Government	Knowledge sharing and capacity building Partnerships	<p>As part of its commitment, the Government of Colombia has organised two high-level tripartite regional events to promote the Global Deal and the benefits of social dialogue in Latin America, inviting senior representatives from governments including labour ministers and deputies from Costa Rica, Ecuador and Peru, as well as trade unions and enterprises from across the region. In addition, Colombia has supported the Global Deal by providing a financial contribution and inviting potential government and private sector partners to join the initiative.</p>
Ethiopia	Government	Policy development Knowledge sharing and capacity building	<p>The Government of Ethiopia has pledged to reform and implement the country's Labour Law as a way to stimulate effective social dialogue and promote sustainable development. This has included efforts to build the capacity of social dialogue actors and strengthen the country's industrial relations institutions. Following a comprehensive review and consultation process with social partners and other relevant stakeholders, in 2019, the Parliament of Ethiopia adopted the revised Labour Law, which is now being implemented. The government is also committed to developing minimum-wage-fixing institutions and mechanisms, in partnership with social partners.</p>
France	Government	Knowledge sharing and capacity building Partnerships	<p>As part of its commitment, the Government of France established in 2017 a national platform for the Global Deal dedicated to exchanging information, experiences and good practices on social dialogue at the national, European and international levels. Through monthly meetings and other events, the platform brings together businesses, trade unions, local governments and international organisations based in France. The platform has continued to engage with its members, adapting its program of objectives to the wishes of the partners, and to public imperatives, such as the context of the EU Presidency in 2022 or the G7 Social in 2019. Thus, while retaining the initial objective, it has been adapted and reoriented as necessary, increasing the number of partners, in particular companies, and experts such as Sciences Po, DSCE Research Chair in Social Dialogue and Business Competitiveness. New themes were adopted for the 2023-2024 period, and there has been constant involvement by the office of the Minister of Labour, both by the Minister and with a representative. Methods of dissemination employed include videos, publications, a LinkedIn site, video and audio-conferences. The ongoing work of this platform demonstrates the French government's commitment to social dialogue, including as a tool of corporate social responsibility and for the promotion of human rights and fundamental principles and rights at work.</p>

Global Deal Partner	Type of partner	Category of commitment	Commitment
Indonesia	Government	Policy development; Advocacy	The Government of Indonesia, specifically the Ministry of Manpower, has committed to supporting the achievement of the Sustainable Development Goals (SDGs) and accelerating national development objectives to address employment development challenges through the initiation of nine Employment Development Innovations. These innovations, detailed in the country's National Development Plan for 2020-24, are 1) Transformation of Vocational Training Centres (VTCs); 2) Link and Match on Employment; 3) Transformation of the Job Opportunity Expansion Development Programme; 4) Young Talent Development; 5) Expansion of the Overseas Labour Market Opportunity; 6) New Vision of Industrial Relations; 7) Labour Inspection Reform; 8) Development of the Digital Employment Ecosystem; and 9) Bureaucratic Reform. Good progress has been made in these nine innovations, and their implementation will continue until the formulation of innovations or strategies for the subsequent national strategic plan period.
Israel	Government	Knowledge sharing and capacity building Partnerships	The Government of Israel is committed to mobilising social dialogue with the objective of upskilling the country's workforce and increasing labour force participation. To support the implementation of this commitment, in 2020, the Israeli Ministry of Labor, Social Affairs and Social Services signed a partnership with the General Federation of Labour in Israel (Histadrut) and the Presidium of Israeli Business Organisations. The agreement established a new directorate, co-funded and jointly managed by the government and social partners, mandated to provide accessible and up-to-date information on a range of existing training opportunities, increase the involvement of employers in training and increase investments in the country's human capital.
Italy	Government	Policy development	As part of its commitment, the Government of Italy will continue to strengthen and update its national regulation on smart working, also known as agile work, including through the involvement of social partners and recognising the role of collective bargaining. The government and social partners signed a national tripartite agreement establishing a framework for the regulation of smart working in the private sector, following the significant expansion of telework due to the COVID-19 pandemic. It also provided for the establishment of a national smart working observatory hosted by the Ministry of Labour and Social Policies and composed of social partner representatives.
Netherlands	Government	Partnerships Policy development	The Government of the Netherlands is committed to strengthening compliance with labour standards and promoting living wages in global supply chains through the implementation of international multi-stakeholder sectoral agreements for international responsible business conduct (IRBC Agreements) in sectors considered to be at high risk in terms of human rights, labour rights and environmental protection. Since 2016, following the recommendation of the tripartite-plus Social and Economic Council (SER) of the Netherlands, a broad coalition of businesses, employers' organisations, trade unions, non-governmental organisations, international organisations, and the Dutch Government negotiated and signed agreements covering 11 sectors, including garment and textile, gold, food industry, natural stone, sustainable forestry, insurance, metallurgy and floriculture. Signatories to the agreements commit to working together in countries and areas considered at greater risk to promote fundamental principles and rights at work, a living wage, occupational safety and health and environmental sustainability.
Netherlands	Government	Partnerships Policy development	The Government of the Netherlands is committed to leveraging social dialogue to fight and prevent child labour, including by promoting the implementation of relevant RBC agreements to help businesses better identify child labour risks in their supply chains through their due diligence process. This also includes the adoption of a new law (Child Labour Due Diligence Law) that requires companies selling products or services to Dutch end users to identify whether child labour is present in their supply chain and, if this is the case, to develop a plan of action to address it and issue a due diligence statement. The Netherlands is also engaged with Alliance 8.7 a global partnership committed to taking immediate and effective measures to eradicate forced labour, modern slavery, human trafficking and child labour. It has also financed an ILO project aimed at accelerating action for the elimination of child labour in supply chains in Africa (ACCEL Africa).

Global Deal Partner	Type of partner	Category of commitment	Commitment
Netherlands	Government	Partnerships Knowledge sharing and capacity building	The Government of the Netherlands is committed to raising the visibility of development co-operation projects aimed at improving social and environmental compliance in the garment and textile supply chains. For example, the Dutch Government provided support and financed a number of projects and initiatives implemented in collaboration with international organisations, alliances and trade unions, such as the ILO, the Fair Wear Foundation and the Sustainable Trade Initiative (IDH).
North Macedonia	Government	Policy development Knowledge sharing and capacity building	North Macedonia developed and implemented a Decent Work Country Programme (DWCP) for the period 2023-25 which was developed in consultation with the government and social partners, building on the progress achieved in the past. The new DWCP puts creating more and better jobs, improving employment prospects for young women and men, and fostering an inclusive labor market through strengthened social dialogue in the focus for North Macedonia. A tripartite Overview Board monitors the implementation of the DWCP.
Scotland (United Kingdom)	Government	Policy development	The Scottish Government is committed to becoming a Fair Work Nation by 2025. The government is engaged into creating a more equal society, with more diverse and inclusive workplaces, and improving workers' rights and protections. Scotland's Fair Work Action Plan recognises promoting effective workers' voice through social dialogue as a critical dimension of Fair Work.
Slovenia		Knowledge Sharing and Capacity Building	<p>In recognition of the importance of social dialogue to the successful and sustainable development of the country, the Government of the Republic of Slovenia has committed, in the period from 2022-2026, to re-establishing and reinvigorating social dialogue, building trust among social partners and building their capacity for social dialogue on all levels (bipartite and tripartite). The Government will fully and consistently respect the commitments of social dialogue, which derive from the Rules of Procedure of the Economic and Social Council (ESC), a tripartite body of social partners in the Republic of Slovenia (i.e.: representative employers' and workers' organisations and the Government) which considers issues and measures concerning economic and social policies, and other issues related to the specific fields of the partners' dialogue.</p> <p>The commitment to respecting social dialogue is enshrined also in the Coalition Agreement (The Work Programme of the 2022-2026 Coalition). The partners also included among the priorities and goals of the social and inclusive community a commitment to, and respect for, social dialogue and the revival of social partnership and the functioning of the ESC; and promoting the involvement of civil society organisations in the discussion and formulation of social policies.</p> <p>The government also plans to support social partners' capacity (also through different means of financial support, i.e. ESF), among others in the area of wage models and addressing new forms of performing work, especially platform work.</p>
South Africa	Government	Knowledge sharing and capacity building	The Government of South Africa is committed to supporting efforts to end child labour by 2025 and forced labour by 2030, in line with the Durban Call to Action adopted by governments and social partners at the 5th Global Conference on the Elimination of Child Labour hosted by South Africa in May 2022. Reaffirming the importance of employers' organisations and workers' organisations and the central role of social dialogue in the elimination of child labour, the Call to Action identified the need to develop and strengthen mechanisms of social dialogue as a key measure to advance decent work.
Spain	Government	Policy development; Advocacy	The Government of Spain continues to promote social dialogue as an effective way to achieve fundamental social agreements with all representative stakeholders. It strongly believes that social dialogue is the democratic tool that enables society to reach the adoption of more effective, fairest and long-lasting measures in public policies. Between 2020-2023, eighteen agreements were signed at a tripartite or bipartite level, showing Spain's commitment to social dialogue. In Spain, tripartite social dialogue has been developed and in 2023, two important milestones were reached through social dialogue: the Agreement on the reform of the public system of pensions, reached between Government and Trade Unions (March 2023), and the Spanish Strategy on Occupational Safety & Health 2023-2027, document of the highest relevance aimed at the working conditions' improvement, signed by national Government and social partners (March 2023). In the coming years, the Government will keep applying social dialogue as the most relevant approach to reach a consensus on employment and social policies.

Global Deal Partner	Type of partner	Category of commitment	Commitment
Spain	Government	Policy development; Advocacy	<p>Spain has made a commitment to advance the established Social Dialogue Committees with stakeholders. In 2024, the Government started several social dialogue negotiations on the following relevant topics:</p> <p>a) Committee with social partners on unemployment protection. The Ministry will bring very soon to the Congress a legislative proposal on this topic, with the aim of improving different aspects of social protection. This reform is being currently dealt within the social dialogue framework, both with business and workers' representatives. This initiative was approved by the parliament in May and will enter into force in November 2024.</p> <p>b) Committee with social partners on working hours' reduction. The reduction to 37.5 hours per week -without salary reduction- is one of the Ministry's priorities to reach a sound and balanced distribution between work and time devoted to care, family, training or leisure activities. Currently, social partners have started their negotiations at the bipartite level, parallel to the dialogue with the Government.</p>
Spain	Government	Policy development; Advocacy	<p>The Government of Spain is also committed not only to negotiating at a national level, but also ratifying international standards which are the result of tripartite negotiations. In 2022, Spain ratified the following ILO Conventions: 177 related to home-based work and 190 aiming to eradicate violence and harassment at work. In 2023, the ratification of Conventions 188 and 189 took place, both referring to more specific groups, fisheries and domestic workers respectively. Expected ratifications in the near future are the following Conventions: ILO Convention 167 - Safety and Health in Construction; Regarding the Convention 184 - Safety and Health in Agriculture, and 183 - Maternity Protection Convention</p>
Sweden	Government	Partnerships	<p>The Government of Sweden is committed to promoting the value of social dialogue and the Global Deal initiative at the international level, both bilaterally and multilaterally, including within the framework of Nordic cooperation, at the United Nations, OECD, ILO and in International Financial Institutions (IFIs). For example, Sweden has been emphasising the positive linkages between freedom of association, trade union development and democratisation through the implementation of its Drive for Democracy Initiative and the organisation of Democracy Talks in partnership with Swedish embassies worldwide.</p>
Sweden	Government	Knowledge sharing and capacity building	<p>As part of its commitment, the Government of Sweden established a national platform for the Global Deal to facilitate knowledge sharing and co-ordination of activities in the area of social dialogue. The platform brings together over 30 Swedish partners and other stakeholders. Through regular meetings and workshops, including in co-ordination with other national platforms, it provides a concrete input to the Global Deal.</p>
Sweden	Government	Policy development	<p>Sweden is committed to mobilising the power of social dialogue as a means to deliver on the government's key political priorities. In this way, the government will continue to promote and strengthen the role of social dialogue to achieve gender equality and contribute to women's economic empowerment, unlock a just transition to a more sustainable, low-carbon economy, implement the 2030 Agenda for Sustainable Development, and promote human rights through sustainable trade and RBC.</p>
Uruguay	Government	Knowledge sharing and capacity building	<p>The Government of Uruguay is committed to promoting social dialogue and collective bargaining with the overall objective of raising real wages and building a strong, inclusive and sustainable recovery from the COVID-19 crisis. Within the framework of this commitment, in 2021, the government launched a new round of negotiations in the Wage Councils, which are tripartite bodies mandated to fix a minimum wage for each occupational category and branch of activity, as well as to make adjustments to salaries. In addition, the government and social partners have discussed and addressed key labour market challenges resulting from the pandemic within the framework of the Superior Tripartite Council, the highest body for labour relations in Uruguay.</p>

Global Deal Partner	Type of partner	Category of commitment	Commitment
Uruguay	Government	Knowledge sharing and capacity building Policy development	The Government of Uruguay is committed to promoting the transition from the informal to the formal economy, in line with ILO Recommendation No. 204. In close collaboration with social partners, significant steps have been taken to develop formalisation strategies targeted at vulnerable populations. To improve the country's tools to promote the transition, an evaluation of the formalisation policies implemented between 2005 and 2017 has been carried out, and its findings have been used to improve the country's approach to tackling informality.
Uruguay	Government	Knowledge sharing and capacity building Policy development	The Government of Uruguay is committed to promoting the implementation of its Culture of Work for Development Strategy, which aims to improve the quality of employment, reduce inequalities and prepare the labour market to seize the opportunities presented by the future of work. The strategy was developed in consultation with social partners and other relevant stakeholders, including youth organisations.
Airbus	Business	Corporate practice Knowledge sharing and capacity building	Airbus is committed to collecting and sharing good practices on the use of social dialogue at the national and international levels and to promoting responsible business practices across its supply chain to contribute to decent work and inclusive growth. Airbus will do so by implementing its Responsibility and Sustainability Charter, in line with the 2030 Agenda for Sustainable Development.
Asstel - Assotelecomunicazioni	Business	Corporate practice	Asstel commits to encourage and promote the development and growth of the telecommunications supply chain, in the general interest of the national economic-productive system. The company is committed to safeguarding the interests of its member companies at institutional, political, and economic level, and to represent associated companies that apply the TLC National Collective Labour Agreement and/or the Outbound Collective Agreement in trade union and labor matters, supporting companies in the management of matters of their interest, including the renewal and application of the relevant national collective agreements and taking care at national level of assistance and protection of their interests in all trade union and labor problems that directly or indirectly affect them. Additionally, Asstel represents member companies that adhere to the TLC National Collective Labour Agreement and/or the Outbound Collective Agreement in matters related to trade unions and labor. This includes supporting these companies in managing issues of concern, such as the renewal and implementation of relevant national collective agreements and providing national-level assistance and advocacy in all trade union and labor matters that directly or indirectly impact them.
AXA	Business	Corporate practice	AXA is committed to improving the health and well-being of its workforce, including by providing health benefits for all its employees worldwide.
Axfood	Business	Corporate practice	Axfood is committed to leveraging social dialogue as a key instrument to achieve a living wage across its agricultural supply chains, in line with SDG 1 (No poverty). To achieve this objective, Axfood has developed strategic co-operation with a number of Global Deal partners, including Oxfam and Ethical Training Initiative (ETI) Sweden. For example, Axfood has contributed to organising smallholder rice farmers in Pakistan into Growers Organisations, which are now better equipped to negotiate jointly with big farms to achieve higher wages.
Axfood	Business	Knowledge sharing and capacity building Partnerships	Axfood is committed to strengthening the capacity of workers and managers across its supply chains to engage in dialogue with the objective of building trust in the workplace and advancing labour rights. In collaboration with the Global Deal partner QuizRR, Axfood has delivered trainings in China (People's Republic of), Thailand and Bangladesh, which generated concrete improvements for workers.

Global Deal Partner	Type of partner	Category of commitment	Commitment
BNP Paribas	Business	Corporate practice Partnerships	BNP Paribas is committed to continuing the implementation of the global framework agreement signed with UNI Global Union in 2018. The agreement contributed to advancing fundamental rights at work and establishing a global social framework for the company's 200 000 employees in over 70 countries. Through this commitment, BNP Paribas aims to further improve the health and well-being of its employees, in line with the company's People Strategy for 2025.
Business Confederation of Macedonia Confederation of Macedonia (BCM)	Business	Partnerships Advocacy	BCM is committed to enhancing and promoting social dialogue in North Macedonia to contribute to achieving decent work and inclusive growth, in line with SDG 8 (Decent work and economic growth). As a legitimate representative of the employers in the country, BCM participates in the tripartite Economic Social Council and engages with the government and trade unions on economic, social and labour policy issues at the national level. As part of its commitment, BCM engaged with the ILO in implementing the EU-funded project "Strengthening social dialogue in North Macedonia".
Capgemini	Business	Corporate Practice	Capgemini committed to adopting an Employee Relations Policy for the Group that maintains a constructive and respectful social dialogue and promotes an ongoing, high-quality dialogue for the benefit of the company and its employees. The policy took effect in 2024 and is based around the principles of creating and maintaining a constructive and respectful social dialogue; promoting an ongoing, high-quality dialogue for the benefit of the company and its employees and; the belief that business and growth go hand in hand with constructive and mature dialogue.
ENGIE	Business	Partnerships	As part of its commitment, ENGIE negotiated a new global framework agreement with the Global Deal partners IndustriALL Global Union, Building and Wood Workers' International (BWI) and Public Services International (PSI), as well as with the representative French trade unions. The agreement lays out the company's commitment to social responsibility and fundamental labour rights and provides a standard set of guarantees for the company's 170,000 employees worldwide.
Entnest	Business	Knowledge sharing and capacity building	Entnest is committed to organising, hosting and supporting information sessions, awareness-raising events and workshops to promote the benefits of social dialogue and sound industrial relations as effective means to foster sustainable business development, in line with the 2030 Agenda for Sustainable Development.
Essity	Business	Advocacy Knowledge sharing and capacity building	Essity is committed to enhancing safety at work to reduce accidents and improve the working conditions of its global workforce. It does so by organising the annual Safety Week, a global project aimed at fostering a culture of safety awareness and ensuring compliance with and improving standards. The project's communication is designed to inspire and create an emotional connection to safety, as well as raise standards. It targets all workers by providing good practices and messages that are shared both within and outside the company.
Essity	Business	Corporate practice	Essity has taken action to secure good standards and provide access to WASH (water, sanitation and hygiene) in its own facilities. The WASH pledge sets a clear Essity standard for water, sanitation and hygiene. All of Essity's production sites should meet the standard within three years.
Association of national organisations of fishing enterprises in the EU (Europêche)	Employers' organisation	Advocacy	Europêche is committed to facilitating and promoting social dialogue on sea fisheries at the EU and international levels. As part of its commitment, Europêche will promote standard-setting and awareness initiatives to increase safety and working conditions on board fishing vessels, as well as to attract young people to the fishing profession.

Global Deal Partner	Type of partner	Category of commitment	Commitment
Association of national organisations of fishing enterprises in the EU (Europêche)	Employers' organisation	Policy development	Europêche is committed to mobilising social dialogue with the objective of developing practical guidelines for the recruitment of migrant fishers, in compliance with human rights and international and EU labour regulations.
Association of national organisations of fishing enterprises in the EU (Europêche)	Employers' organisation	Policy development	Europêche has pledged to facilitate the implementation of international conventions on safety and decent working conditions for fishers at sea. As such Europêche and the European Transport Workers' Federation (ETF) and Europêche published Guidelines on the medical examinations of fishers, paving the way for the harmonisation of standards for health and fitness checks across Europe and worldwide.
Association of national organisations of fishing enterprises in the EU (Europêche)	Employers' organisation	Policy development	Europêche is committed to promoting the ratification and implementation of international instruments setting standards on safety and working conditions in the fisheries sector. The overall objective is to improve the living and working conditions of sea fisheries by enforcing these standards.
European Federation for Family Employment (EFFE)	Employers' organisation	Partnerships; Advocacy	EFFE commits at EU level to strengthen social dialogue, fight against undeclared work, provide access to trainings and professionalisation as well as grant decent working conditions in the field of domestic & home care. EFFE joined the Global Deal to raise awareness of issues the faced by domestic & home care workers and their lack of recognition, and to actively participate to reinforce social dialogue with other organisations in the sector.
European Federation for Services to Individuals (EFSI)	Employers' organisation	Advocacy; Knowledge sharing and capacity-building	EFSI is committed to working with decision-makers to tackle undeclared work and ensure fair working conditions for all domestic workers – also termed personal and household services workers at EU-level. In that regard, EFSI considers that comprehensive and coordinated answers from policymakers at national and European levels are needed. As part of its commitment, EFSI has undertaken in 2023-2024 actions to foster capacity-building of PHS employers' organisations so that they can engage effectively in social dialogue.
H&M Group	Business	Corporate practice Partnerships	H&M is committed to respecting and promoting the rights to freedom of association and collective bargaining within the company and across its supply chains. As part of this commitment, H&M Group has taken action to promote well-functioning industrial relations as a means to improve wages and working conditions throughout the garment supply chain, including by encouraging its direct suppliers and sub-contractors to engage in social dialogue.
ICA Group	Business	Corporate practice	ICA Group aims to improve working conditions throughout its supply chains, with a focus on human rights challenges linked to SDG 8 (Decent work and economic growth) and SDG 10 (Reduced inequalities). Working with suppliers, trade unions and other companies, notably through the Business Social Compliance Initiative, ICA is committed to ensuring that all suppliers in high-risk countries are socially audited.

Global Deal Partner	Type of partner	Category of commitment	Commitment
Ingka Group (IKEA)	Business	Corporate practice Knowledge sharing and capacity building	IKEA is committed to respecting and realising the principles concerning freedom of association and the effective recognition of the right to collective bargaining, in compliance with international human rights and national legislation. It does so by conducting workshops in all countries of operation to ensure that the local approach is in line with Ingka Group's Social Relations framework wherever it operates. In partnership with the International Training Centre of the ILO (ITC-ILCO), IKEA has also delivered a capacity-building programme to support the members of the European Works Council and the respective country Co-worker Relations Managers.
Kering	Business	Corporate practice Partnerships	Kering is committed to working with its European Works Council to advance labour rights and decent work, in line with international labour standards and supporting the work of the French-speaking platform of the ILO's Global Business Network on Social Protection Floors.
Korian	Business	Corporate practice Partnerships	Korian signed an agreement with trade unions representing workers various countries (Belgium, France, Germany, Italy, the Netherlands and Spain) to create a European Works Council in 2019, with the objective to extend good practices regarding working conditions and develop transparency on strategic projects. Following Korian SA's conversion to the status of a European company, a new agreement to establish a new European Works Council was signed in 2022, which included better involvement of the employees in the running of the company, provided additional impetus compared to its original version, by making use of the new advances in social dialogue at European level based on best practice in each of its operating countries, and by strengthening the culture of social dialogue at all levels. Korian is the first multinational care company with an EWC and the first with a negotiated one. It has worked with the works council on issues such as health and safety, equality and environmental obligations.
Lindex	Business	Corporate practice	Lindex is committed to improving and enhancing social dialogue in its own operations and value chains with a focus on gender equality, by continuing the implementation of the We Women Management System. The programme has so far reached 114,000 workers, of which 59,000 are women employed in their supply chain in Bangladesh, India and Turkey. The aim is to ensure local ownership of gender equality in its supply chain, promote a more enabling environment for women in their garment factories, and create equal opportunities.
L'Oréal	Business	Corporate practice	L'Oréal is committed to reinforcing the health pillar through the Share & Care programme, with a strong focus on "personal ecology". To do so, it commits to implementing every year awareness and prevention actions in subsidiaries to coach employees on mental and emotional health. Another key priority is to extend the Employee Assistance Program (EAP) in all subsidiaries whenever this service is locally available.
L'Oréal	Business	Corporate practice	L'Oréal has committed to implementing a Domestic Violence Policy, in addition to the Group's ethical principles and commitment to combating domestic violence together with the One In Three Women business network. The aim is to apply the policy in subsidiaries worldwide, in order to offer support, resources and actionable protection for victims of domestic violence, as well as to raise awareness.
Manufacturers Association of Israel	Employers' organisation	Partnerships Knowledge sharing and capacity building	The Manufacturers Association of Israel is committed to creating effective and proper communication channels with labour organisations on a national level in order to form future-facing labour relations, increase market productivity and extend the number of available jobs in the short and long term. Some of the key objectives are to implement a professional training plan, increase work-hour flexibility and find combined solutions for the shortage of workers in some sectors.
Newbridges	Business	Knowledge sharing and capacity building	Newbridges is committed to mobilising its labour relations expertise and providing advice to enterprises on managing social risks and developing and implementing global strategies for social dialogue. For example, Newbridges assists multinational enterprises interested in establishing global employee representative bodies through collective bargaining.

Global Deal Partner	Type of partner	Category of commitment	Commitment
People 1st International	Business	Knowledge sharing and capacity building	People 1st International is committed to supporting employers, governments and other stakeholders in building sustainable skills systems and offering employees meaningful employment opportunities. Through this work, it aims to prepare for the future of work, reduce inequalities, promote social cohesion and create good jobs.
Pernod Ricard	Business	Corporate practice	Pernod Ricard is committed to auditing all its direct suppliers with the objective of assessing and addressing the existing social and environmental risks. In 2019, Pernod Ricard launched its Suppliers Standards, a set of guidelines covering five themes, including labour and human rights, health and safety, environmental impact, integrity and fair business practices, and responsible drinking, which the Group's suppliers and sub-contractors sign and follow.
Pernod Ricard	Business	Corporate practice	Pernod Ricard is committed to promoting a workplace culture that values the safety and health of its workers with the aim to reach zero injuries by 2025. As part of this work, Pernod Ricard launched its first health and safety policy, which is being promoted through a number of communication materials, educational videos and trainings.
Pernod Ricard	Business	Corporate practice	Pernod Ricard committed to promoting gender equality and diversity by ensuring equal pay for work of equal value across the company. This also includes a pledge to achieve gender balance across the company's top management by 2030. To ensure pay equity through long-term systematic compensation reviews, an annual audit is conducted in more than 70 countries to identify the behavioural drivers and root causes of gender pay gaps. In response to the findings, all affiliates have been progressively implementing initiatives, leading to an improvement in recent years with the current gender pay gap around 1%.
Pernod Ricard	Business	Corporate practice	Pernod Ricard is committed to aligning its operations to the principles included in the United Nations Guiding Principles on Business and Human Rights (UNGP). As part of this commitment, Pernod Ricard has developed new human rights and procurement policies to improve labour rights' awareness and compliance.
Pernod Ricard	Business	Corporate practice Knowledge sharing and capacity building	Pernod Ricard is committed to preparing its employees and partners, including in supply chains, for the future of work. The company organises knowledge-sharing events and delivered capacity-building activities in partnership with key stakeholders.
Pernod Ricard	Business	Advocacy	Pernod Ricard is committed to having its brands explore creative routes to break stereotypes and promote diversity and non-discrimination as part of their marketing campaigns.
QuizRR	Business	Knowledge sharing and capacity building Partnerships	QuizRR is committed to raising awareness on social dialogue by supporting companies and their suppliers in their efforts to build the capacity of workers and managers on workplace dialogue, with a specific focus on workers' rights and responsibilities, workplace engagement and wage management. Through this work, QuizRR aims to encourage multinationals to go beyond audit, ensuring decent jobs, workers' rights and greater equality through capacity building. This also includes showcasing the business case for social dialogue.

Global Deal Partner	Type of partner	Category of commitment	Commitment
Renault	Business	Corporate practice	Renault group committed to prepare, negotiate, and implement an amendment to its 2016 Operating Agreement. The purpose was to reconfigure the existing Group Works Council, taking into account the significant factors driving the ongoing strategic transformation undertaken by the Group. The most noteworthy of these factors include the conclusion of manufacturing operations in Russia, the impact of Brexit, the execution of pivotal projects like Horse (a powertrain joint venture with Geely and Aramco), and Ampere (the electric vehicles subsidiary based in France). The aim was to achieve a more balanced representation, both in terms of the number of delegates and seats, among the various EU countries, considering the changes in headcount at the country level. To support these developments and combine performance and well-being at work, Renault Group relies on a structure of social dialogue.
Saint Gobain	Business	Corporate practice Knowledge sharing and capacity building	Saint Gobain is committed to further developing its OPEN programme (Our People in an Empowering Network), which aims to promote diversity, inclusion and participation in the workplace. The OPEN programme relies on social dialogue to produce decentralised solutions that are responsive to the specific needs of workers, in line with Saint Gobain's Principles for Behaviour and Action. Saint Gobain is also working to promote the exchange of experiences and good practices to improve the quality of social dialogue in the different countries in which the company operates, including by strengthening existing initiatives and encouraging its partners and suppliers to join the Global Deal.
Scania	Business	Corporate practice	Scania is committed to developing and implementing a labour relations improvement programme aimed at building trust and fostering shared responsibility between workers' representatives and executive management. Within the framework of its commitment, Scania will also continue the implementation of its Skill Capture Programme, which aims to broaden the scope of diversity and inclusion in the workplace and link them to business results through fuller and more innovative use of workers' skills, and a better ability to relate to customers' needs.
Schneider Electric	Business	Knowledge development and research Corporate practice	Schneider Electric is committed to promoting social dialogue by encouraging the setup of employee representative bodies in countries that do not already have one, in line with national legislation. The company is also committed to paying employees in the lower salary ranges at or above the living wage to meet their families' basic needs. As part of this pledge, Schneider Electric is implementing a decent salary survey to analyse wage levels and employment practices against local living wage standards, in partnership with Business for Social Responsibility (BSR). To date the analysis has covered 63 countries, reaching 99% of the Schneider footprint. This partnership and process will continue and will progressively extend its scope to the Schneider supplier network
SGI Europe	Employers' organisation	Policy Development; Knowledge Sharing and Capacity Building; Advocacy	SGI Europe is committed to supporting the development of social dialogue at both bipartite and tripartite level across the European Union (EU) via capacity-building, knowledge-sharing and through providing input to European Commission's legislative initiatives on labour issues. In consultation with other EU cross-industry social partners, SGI Europe will contribute to reviewing and updating the 2002 Autonomous Agreement on Telework. In addition, SGI Europe will design and implement training to strengthen the capacity of its member federations to engage in dialogue at the national level.
SGI Europe	Employers' organisation	Knowledge Sharing and Capacity Building;	SGI Europe is committed to promoting a fair green transition through promoting a better understanding of and improving the provision of vocational education and training (VET) and addressing skills mismatches, with a focus on emerging green skills needs. For example, through the implementation of the "Green Skills in VET" project, SGI Europe and the European Federation of Education Employers (EFEE) have supported cooperation between VET providers and SGI enterprises to provide employees with the necessary green skills. As part of this project, SGI Europe organised conferences, workshops and trainings and produced research and policy recommendations.
Société Générale	Business	Corporate practice Partnerships	Société Générale committed to renewing its Global Framework Agreement on Fundamental Labour Rights with the UNI Global Union. Building on previous 2015 and 2019 agreements, the accord reinforces UNI's stakeholder role in the bank's Duty of Care plan, establishes new rights for Group employees, modernises trade union rights and acknowledges the bank's commitments implemented with the rise of new ways of working.

ANNEX A. List of Global Deal commitments

Global Deal Partner	Type of partner	Category of commitment	Commitment
Sodexo	Business	Knowledge development and research	Sodexo is committed to assessing the company's living wage gap based on reliable living wage benchmarks for every region it operates in. By working with trade unions, clients and sub-contractors, host governments and other stakeholders, Sodexo will then define a new global strategy to ensure all its 425 000 employees across over 50 countries receive a living wage.
Stellantis	Business	Corporate practice Partnerships	Stellantis has committed to implementing the Global Framework Agreement on Social Responsibility, signed with the IndustriALL Global Union and the IndustriALL European Trade Union in 2017. The company is also committed to continuing the joint monitoring of the agreement, in co-operation with the signatory trade unions, relevant national unions and employee representatives. The monitoring process provides trade unions with the opportunity to report non-compliance with the agreement. For example, this reporting channel was used in 2019 to facilitate the engagement between the company and a local union in a new production facility.
SUEZ	Business	Corporate practice Partnerships	SUEZ is committed to ensuring a healthy and safe working environment that respects human rights for all its employees. Since the signature of the 2013 European Health and Safety Agreement, SUEZ has been engaging with workers' representatives at local and European levels to share and discuss health and safety indicators. A working group to discuss risk prevention and facilitate the dissemination of good practices has also been established within the framework of the European Works Council.
SUEZ	Business	Corporate practice Partnerships	SUEZ is committed to reinforcing the promotion of professional equality and diversity through the implementation of the 2019 agreement concluded with its European social partners EPSU (European Federation of Public Service Unions) and the IndustriALL European Trade Union. The agreement requires SUEZ to strengthen the gender mix policy to ensure that all its activities are accessible regardless of gender considerations, to introduce a zero-tolerance policy for sexual harassment, and to support parenthood without distinguishing between men and women. SUEZ is committed to applying the principles of the agreement to its operations beyond European borders.
Systembolaget	Business	Corporate practice Partnerships	Systembolaget is committed to improving working conditions in the beverage industry and its supply chain, including through strengthening social dialogue and promoting unionisation. In 2019, Systembolaget, Unionen and the International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tobacco and Allied Workers' Associations (IUF) signed a Memorandum of Understanding (MoU) that established a channel allowing local unions to report on breaches of the company's Code of Conduct. Systembolaget and its partners promoted the MoU in South Africa's beverage industry as part of this work. This included the delivery of training activities to build the capacity of trade unions to use the reporting channel and the facilitation of multi-stakeholder roundtables with trade unions, producers, industry representatives and relevant civil society organisations.
Telia Company	Business	Corporate practice Partnerships	Telia Company has committed to improving its responsible sourcing practices throughout its supply chain, with a special emphasis on tackling bribery and corruption, including through social dialogue. As part of its Global Deal commitment, Telia aims to streamline the existing supplier base and screen all supplier contracts, in line with its due diligence strategy. In collaboration with major peers within the industry-wide Joint Audit Cooperation, Telia is contributing to ensuring the implementation of sustainability principles across the manufacturing centres of suppliers in the information and communication technology industry.
Transdev	Business	Corporate practice	Transdev is committed to improving drivers' conditions and rights by digitalising part of their jobs and by providing them with skills development and training. As part of its commitment, Transdev wants to develop a fairer recruitment process and create the conditions for more inclusive growth. For example, before designing tools and processes, Transdev takes insights from local drivers and union representatives at a country level.

Global Deal Partner	Type of partner	Category of commitment	Commitment
Veolia	Business	Corporate practice Partnerships	Veolia is committed to transforming practices within the company by strengthening the implementation of its corporate policy on social responsibility. It is doing so by leveraging social dialogue to ensure the provision of a safe and healthy environment, the promotion of professional development for all employees, and respect for fundamental human and social rights and diversity. To ensure the implementation of this commitment, Veolia has defined performance and monitoring indicators that include collective bargaining coverage and the percentage of employees benefiting from training. Furthermore, Veolia's approach to transforming corporate practice is supported by using "social initiatives" that aim to share good human resources practices in terms of health and safety, diversity, and corporate and social responsibility.
VINCI	Business	Corporate practice Partnerships	VINCI is committed to working towards the promotion and implementation of social dialogue within the Group and among stakeholders. VINCI has developed a number of instruments, including its Manifesto as a Responsible Employer, a Code of Ethics and Conduct, and a Guide on Human Rights, which cover the quality of social dialogue, health and safety of employees, employee engagement, rules of conduct to prevent fraud and corruption, and impact on human rights. One example of this approach can be seen in the framework agreement on workers' rights signed in November 2017 with BWI and Qatari Diar Vinci Construction (QDVC) to ensure decent work, safety and health and good welfare standards for all workers employed by QDVC in Qatar, including migrant workers. VINCI relies on a continuous improvement process and sharing experiences and good practices among stakeholders.
Building and Wood Workers' International (BWI)	Trade union	Knowledge sharing and capacity building Partnerships	BWI is committed to working with employers and other stakeholders within the construction, building and forestry industries to promote social dialogue as a tool for advancing decent work and inclusive growth. In line with the aims of the Global Deal, BWI provides support to its affiliates through policy advice, knowledge sharing, research and capacity building.
Comisiones Obreras (CCOO)	Trade union	Advocacy	CCOO is committed to promoting actions to ensure that a new social contract based on the respect for human rights, including labour and trade union rights, and that delivers decent work and social protection for all, becomes a reality and benefits people and the planet.
Comisiones Obreras (CCOO)	Trade union	Advocacy	CCOO is committed to highlighting the important role social dialogue and trade unions play in human rights due diligence. As such, CCOO is working at the national, European and international levels to ensure that multinational enterprises throughout the value chain respect human and environmental rights.
Comisiones Obreras (CCOO)	Trade union	Advocacy	CCOO is committed to promoting social dialogue as an instrument to create more effective and socially just legal frameworks that protect all workers. CCOO will continue to engage employers and governments in Spain and internationally to promote international labour standards related to freedom of association and collective bargaining.
Comisiones Obreras (CCOO)	Trade union	Knowledge sharing and capacity building	CCOO is committed to sharing good practices on the contribution of trade unions and social dialogue to implement the 2030 Agenda for Sustainable Development. In co-operation with other organisations, CCOO will develop tools for trade unions to advance decent work and accelerate the achievement of the Sustainable Development Goals (SDGs).
European Trade Union Confederation (ETUC)	Trade union	Partnerships Knowledge sharing and capacity building	ETUC is committed to working with its constituent European Trade Union Federations (ETUFs) to promote transnational company agreements. The specific focus of this commitment is on ensuring that the necessary legal and procedural frameworks are in place to support ETUFs and address issues emerging as part of the implementation process.

Global Deal Partner	Type of partner	Category of commitment	Commitment
Fédération CFE-CGC Energies	Trade union	Partnerships Advocacy	CFE-CGC Energies is committed to promoting social dialogue as a tool to foster labour rights and improve working conditions at the national, European and international levels. For example, CFE-CGC Energies works with IndustriALL Global Union to negotiate, implement and monitor a number of global framework agreements in the energy sector. Furthermore, as part of its advocacy efforts, CFE-CGC Energies has launched an initiative to raise awareness about the role that social dialogue can play in supporting the energy transition, working in collaboration with a number of European universities.
Federation of Somali Trade Unions (FESTU)	Trade union	Advocacy	FESTU has launched an advocacy campaign to promote a culture of tripartism and social dialogue at the national level. For example, as part of its voluntary commitment, FESTU worked with the Global Deal partners Somali Chamber of Commerce and Industry (SCCI) and the Federal Government of Somalia to establish the Somali National Tripartite Consultative Committee (SNTCC), the first permanent platform of social dialogue on all employment and labour-related issues in the country.
General Federation of Labour in Israel (Histadrut)	Trade union	Advocacy Knowledge sharing and capacity building	Histadrut is committed to acting according to its social responsibilities when negotiating with employers and other stakeholders at the enterprise, sectoral and national levels. As part of its commitment, the trade union will continue to promote the value of social dialogue in Israel and internationally. Histadrut will also strengthen the capacity of its representatives to engage in effective dialogue that leads to practical results, better working conditions for workers, and sustainable business growth.
General Union of Workers of Spain (UGT)	Trade union	Advocacy	UGT is committed to mobilising social dialogue to protect and advance workers' rights in Spain and internationally. In partnership with the ETUC and the International Trade Union Confederation (ITUC), UGT will continue its efforts to strengthen social dialogue and collective bargaining as a tool to advance decent work for all.
Icelandic Confederation of Labour (ASÍ)	Trade union	Advocacy	ASÍ is promoting social dialogue and decent working conditions through the implementation of the Equal Rights – No Exceptions campaign. This campaign is targeted more specifically at young people and migrant workers in the Icelandic labour market. In addition to developing communication materials to inform vulnerable workers and companies on collective agreements, as well as their rights and obligations, this campaign conducts – in partnership with relevant authorities at the national and local levels – joint workplace visits that have been successful in limiting social dumping, tax fraud and other illegal activities related to the labour market.
Industrial and Metal Workers Union (IF Metall)	Trade union	Partnerships Advocacy	IF Metall has pledged to promote social dialogue as a tool for sustainable development in partnership with representatives from Swedish industry, trade unions, governments and international organisations. IF Metall is also engaged in facilitating the local ownership and implementation of the Global Framework Agreement it has signed with the multinational clothing retail company H&M and the global trade union federation IndustriALL to promote well-functioning industrial relations within H&M's garment supply chain.
IndustriALL European Trade Union	Trade union	Advocacy; Knowledge sharing and capacity building	IndustriALL European Trade Union is committed to promoting collective bargaining processes and institutions at the European level. Building on the Together at Work campaign, which aimed to demonstrate the positive impact of collective bargaining for workers, employers and society at large, IndustriALL European Trade Union has launched a new project to investigate the effectiveness of collective bargaining in handling and mitigating the economic and social impact of the COVID-19 pandemic, collecting good practices and putting forward recommendations on how to sharpen collective bargaining and social dialogue as crisis-management tools.
International Federation of Musicians (FIM)	Trade union	Advocacy Knowledge development and research	FIM has committed to promoting the right of solo self-employed musicians to bargain collectively and benefit from adequate social protection. To this end, it undertakes training activities in Africa and Latin America to help musicians' organisations with their lobbying work. Furthermore, it coordinates actions at the EU level in the framework of the European Commission's proposed guidelines on collective bargaining for solo self-employed workers.

Global Deal Partner	Type of partner	Category of commitment	Commitment
International Transport Workers' Federation (ITF)	Trade union	Advocacy Knowledge development and research	ITF is committed to carrying out advocacy work at the regional and international levels to highlight the benefits of cross-border social dialogue and collective bargaining as a means to address challenges with automation and new technologies in the transport sector. By doing so, ITF is committed to working with transport employers and regulators across the transport sectors, as well as regional and global institutions, to secure the role of social dialogue in this process. For example, ITF has developed position and response papers in relation to transport, technology and the gig economy and launched research on the impact of the future of work on women in public transport.
International Transport Workers' Federation (ITF)	Trade union	Partnerships	ITF is committed to increasing the number of international collective agreements covering seafarers through social dialogue at the global level within the framework of the International Bargaining Forum (IBF). As part of this commitment, ITF has developed negotiation strategies with ship owners to improve collective bargaining coverage, pay, and terms and conditions for seafarers, leading to an increase in collective bargaining coverage for seafarers and to winning better pay and conditions within the agreements. ITF has also successfully negotiated a new "Non-Seafarers Work" clause, which extends the scope of the seafarers' collective agreement to cover the work of dock workers.
International Transport Workers' Federation (ITF)	Trade union	Partnerships Knowledge development and research	ITF is committed to engaging in dialogue with multinational enterprises to promote increased corporate responsibility and accountability in supply chains and ensure the respect of labour rights and the sustainable development of the industries, with a focus on the transport sector and its related sub-contracted operations. As part of this commitment, ITF and its affiliates partnered with the International Union of Food, Agricultural, Hotel, Restaurant, Catering, Tobacco and Allied Workers' Associations (IUF) to gather evidence on abuses in the chains of sub-contracted transport services, linking them to their customers, the multinational companies in the food and beverage, retail and automotive industry. In addition, in partnership with one of these multinationals, they designed a new human rights due diligence (HRDD) model and promoted it with other companies as a sector-wide solution to tackle systematic exploitations.
Kenya Union Of Domestic, Hotels, Educational Institutions, Hospital Workers (KUDHEIHA)	Trade union	Knowledge sharing and capacity building; Advocacy	KUDHEIHA commits to advancing decent work and economic growth in line with SDG 8. The main objectives of the KUDHEIHA to help improve the working conditions, wages, and rights of workers across various sectors they represent in Kenya are a) improving industrial relations through social dialogue; b) implementation of Recognition and Collective Bargaining Agreement (CBA); c) advocating for fair and equal terms and conditions of employment for its members and d) advocating for job security for our members through social dialogues and representation of our members in the Employment and Labour Relations Court. Throughout 2024, KUDHEIHA plans on launching awareness campaigns to educate workers about their rights and the importance of decent work. KUDHEIHA will also engage members in the hospital sector in eight hospitals, on training programs that help them understand contents of their CBA and emerging trends such as effects of AI in the sector.
National Union of Autonomous Trade Unions (UNSA)	Trade union	Knowledge sharing and capacity building Knowledge development and research	UNSA has pledged to advance decent work and promote social dialogue by informing, training and defending its representatives and activists. As part of its commitment, UNSA aims to offer workers a legal service to assist on employment-related issues and promote trade union rights. UNSA will also build the capacity of its members to engage in effective dialogue and negotiations at the company level.
National Union of Autonomous Trade Unions (UNSA)	Trade union	Advocacy	UNSA is committed to contributing to the policy discussion on how to advance decent work and improve working conditions, especially for self-employed and migrant workers. As such, UNSA will continue to engage employers and other stakeholders at the national, European and international levels, including through the French Economic, Social and Environmental Council (ESEC), the European Economic and Social Committee (EESC) and the International Labour Organization (ILO).

Global Deal Partner	Type of partner	Category of commitment	Commitment
National Union of Autonomous Trade Unions (UNSA)	Trade union	Partnerships	UNSA is committed to promoting the value of social dialogue at the national and international levels, including by developing and strengthening partnerships with other organisations and trade unions worldwide. As such, UNSA works closely with France Nature Environnement, a French network for the protection of nature and the environment, to highlight the contribution of social dialogue to the green transition. Furthermore, UNSA supports Iranian trade unions and workers within the framework of the French trade union collective and acts within the Franco-German Trade Union Forum.
Netherlands Trade Union Confederation (FNV)	Trade union	Partnerships	FNV is committed to working as an active member of the Social and Economic Council (SER) of the Netherlands, an advisory body in which workers' and employers' organisations, as well as independent experts, work together to reach agreement on key social and economic issues. FNV, together with other stakeholders, promotes discussions on issues related to the future of work, such as energy transition and employment, the sustainability of the social security system, as well as the integration of refugees into the Dutch labour market.
Netherlands Trade Union Confederation (FNV)	Trade union	Partnerships	FNV is committed to promoting compliance with labour standards in global supply chains by actively negotiating and implementing the multi-stakeholder sectoral agreements for international responsible business conduct (IRBC Agreements). Since 2016, in partnership with a broad coalition of businesses, employers' organisations, non-governmental organisations (NGOs), international organisations and the Dutch government, FNV contributed to negotiating 11 sectoral IRBC Agreements, including on the garment and textile, gold, food, natural stone, sustainable forestry, insurance, metallurgy and floriculture industries.
Netherlands Trade Union Confederation (FNV)	Trade union	Partnerships Knowledge sharing and capacity building	As part of its Global Deal pledges, FNV has partnered with Mondiaal FNV to build the capacity of independent trade unions in a number of regions, including in East Africa and Southeast Asia. The work aimed to enhance the dialogue, negotiation and conflict resolution skills of selected trade union leaders and members, with a particular emphasis on women as well as informal and vulnerable workers. This also included the development of relevant research and knowledge materials, as well as engagement with employers' organisations, multinational companies and NGOs active in selected supply chains, including garment, flower, fruits and vegetables, cocoa, palm oil and construction.
Nordic IN	Trade union	Advocacy Knowledge sharing and capacity building	Nordic IN is committed to promoting social dialogue at the European and global levels. As such, it has pledged to provide support to its network of industrial trade unions in Nordic countries to help them negotiate tripartite and collective agreements with their counterparts.
Öz İplik İş Sendikası / Öz İplik Labour Union	Trade union	Advocacy; Partnerships	Öz İplik İş Sendikası commits to improve its negotiations, consultations among representatives of governments, employers and workers on issues of common interest relating to working life. It supports a new and better understanding and dialogue between labour and capital, on the basis of the Global Deal concept. It will take action to enhance social dialogue in the labour market as a means to achieve decent work and steadily improve job quality, thus contributing to inclusive growth and shared prosperity. Öz İplik İş Sendikası commits to act in accordance with its social responsibilities during negotiations, but also contributing to the overall development of the rights of workers. Öz İplik İş Sendikası commits to prepare new projects and use social dialogue to tackle any challenges with common understanding.
Public Services International (PSI)	Trade union	Knowledge sharing and capacity building	As part of its Global Deal commitment, PSI has implemented a project to foster social dialogue and ensure trade union rights for health workers in Liberia as part of PSI's Ebola Response Strategy. The project brought together the health workers' trade union (NAHWUL) and the government to improve working conditions in the health sector, promote health and safety, and ensure universal access to quality public healthcare in the country.

Global Deal Partner	Type of partner	Category of commitment	Commitment
Public Services International (PSI)	Trade union	Knowledge sharing and capacity building Advocacy	PSI is committed to promoting social dialogue and collective bargaining between public sector trade unions and the Government of the Philippines. As part of this process, the Philippines has ratified the ILO Convention concerning the Protection of the Right to Organise and Procedures for Determining Conditions of Employment in the Public Service (No. 151). PSI and its affiliates are working with the government to complement the national legislation with appropriate bargaining machinery to reduce conflict and facilitate negotiated outcomes.
Public Services International (PSI)	Trade union	Knowledge sharing and capacity building	PSI is committed to contributing to effective and informed social dialogue on tax policies, specifically focusing on corporate tax practice. PSI is organising country-level workshops and seminars to build the capacity of workers and the wider public on how just tax policies can help tackle inequality, fund quality public services and contribute to a healthy growing economy.
Swedish Association of Graduate Engineers	Trade union	Knowledge sharing and capacity building	The Swedish Association of Graduate Engineers is committed to creating decent jobs and advancing its members' rights and working conditions through social dialogue. As such, it has pledged to provide training to build the capacity of workers to deal with world-of-work challenges, including in relation to the green transition.
Swedish Commercial Employees' Union (Handels)	Trade union	Partnerships Advocacy	Handels is committed to spreading the values of the Global Deal within the organisation and with national and international partners. Handels has promoted social dialogue within the framework of international development cooperation projects financed by the Swedish International Development Cooperation Agency (Sida) and implemented by Handels in co-operation with the Global Deal partners Union to Union and the Olof Palme International Center. With the Swedish Trade Union Confederation (LO) and other stakeholders, Handels has also worked to set up the Ethical Trading Initiative (ETI) in Sweden.
Swedish Confederation of Professional Associations (SACO)	Trade union	Partnerships Advocacy	SACO is committed to promoting social dialogue and sound industrial relations at national and international levels, including through collaboration with other organisations, such as Union to Union and LO. As part of its commitment, SACO has raised awareness about the Global Deal partnership and has promoted the initiative through its international networks.
Swedish Confederation of Professional Employees (TCO)	Trade union	Partnerships; Advocacy	TCO is committed to investing resources into further developing the Global Deal partnership, with a specific focus on highlighting the topics of gender and social dialogue. As part of this commitment, TCO promoted the values of the Global Deal with national and international partners and discussed the development of new Global Deal-related country-level initiatives with TCO's partners.
Swedish Trade Union Confederation (LO)	Trade union	Partnerships; Advocacy	LO is committed to promoting and strengthening social dialogue at the national, European and international levels. As part of its commitment, LO will continue to promote the Global Deal partnership with the aim to get more partners to affiliate. In cooperation with relevant stakeholders like ITUC, LO will develop and strengthen the Global Deal as a tool to implement, measure and report on Goal 5, 8, 10 or other goals in the 2030 Agenda for Sustainable Development. LO will continue to support and encourage country-specific Global Deal activities, and intends to continue participating in focus groups to promote social dialogue in human rights due diligence.
Swedish Union of Forestry, Wood and Graphical Workers (GS)	Trade union	Advocacy Partnerships	GS is committed to promoting social dialogue at national and international levels, including through enhancing co-operation with global union federations and engaging in discussions with a view to signing global framework agreements.

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Trade Union Advisory Committee to the OECD (TUAC)	Trade union	Advocacy Knowledge sharing and capacity building	TUAC is committed to raising the profile of social dialogue, including collective bargaining, as part of the OECD policy recommendations on labour market reforms, inclusive growth and productivity at firm, sector and national levels, as well as at the level of multinational enterprises. As part of its advocacy and knowledge-generation efforts, TUAC has engaged with the OECD on research and analytical work related to artificial intelligence, digitalisation and the future of work. TUAC has also organised seminars and events to highlight the contribution of social dialogue to enhance responsible business conduct, promote a just transition for all towards an environmentally sustainable economy, and support reform of international corporate taxation.
UNI Global Union	Trade union	Partnerships	UNI Global Union is committed to working with multinational companies to promote social dialogue as an instrument for decent work and inclusive growth. This includes a commitment to negotiating and signing global framework agreements to secure the rights to organise and bargain collectively for all workers, regardless of their employment status. As part of this work, UNI Global Union engages with multinational companies to promote the application of due diligence plans that ensure respect for human rights, including labour rights, across their operations and supply chains, as required by the United Nations (UN) Guiding Principles for Business and Human Rights and in line with the OECD Guidelines for Multinational Enterprises.
Unionen	Trade union	Partnerships Knowledge sharing and capacity building	Unionen continues to work with Swedish multinationals to review and improve mechanisms and procedures used for corporate social responsibility in line with international labour standards. In 2019, Unionen and IndustriALL Global Union signed a Global Framework Agreement with the Global Deal partner Essity. Unionen has also developed trainings and capacity-building materials to raise awareness among trade unions on the importance of connecting and extending membership and services to workers and economic units in the informal economy. Furthermore, within the framework of a partnership with the Self-Employed Women's Association (SEWA), Unionen provides support to organise poor and self-employed women workers in India, building their capacities to engage in dialogue at different levels.
ACT	Multi-stakeholder organisation	Partnerships Knowledge sharing and capacity building	ACT is a multi-stakeholder initiative involving the global trade union federations IndustriALL and global brands and retailers in the garment and textile industry. It has committed to achieving living wages for workers through industry-wide collective bargaining. As part of this work, ACT members agreed to implement a set of responsible purchasing practices enabling the payment of wages and benefits in line with existing collective bargaining agreements. ACT and its partners have also made efforts to promote the right of workers to form and join trade unions to provide them with the necessary voice and representation to negotiate with employers on terms and conditions of work, including wages.
ADAPT	Non-for-profit organisation	Knowledge sharing and capacity building Knowledge sharing and capacity building	ADAPT is committed to further strengthening collaboration between academic scholars, research centres, universities and other organisations studying social dialogue and industrial relations worldwide. As such, ADAPT organises and participates in seminars, conferences and projects dedicated to analysing the role of labour law in tackling challenges brought about by technology, demography and the environment. The organisation is also involved in strengthening the capacity of employers' organisations, trade unions and social dialogue actors. As an example, ADAPT organises an annual international conference to discuss the changing world of work, with the support of the World Employment Confederation (WEC) and the CIELO Laboral Network.
Banana Link	Not-for-profit organisation	Knowledge sharing and capacity building Advocacy	Banana Link is a not-for-profit organisation that works for fair and sustainable banana and pineapple trades. Banana Link is committed to promoting social dialogue within the export banana trade by encouraging producer companies to engage in dialogue and collective bargaining with trade unions, including by signing and implementing global framework agreements. As part of its work, Banana Link contributes to advancing social dialogue through capacity building with trade unions, regular dialogue with different stakeholders and advocacy within the framework of the World Banana Forum. In addition, the organisation has pledged to take a gendered approach in promoting social dialogue and ensuring the application of international labour along the supply chains.

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City of Suresnes	Sub-national government	Knowledge sharing and capacity building Advocacy	The City of Suresnes is committed to promoting the Global Deal's objectives and highlighting the Suresnes model of social dialogue at the national and international levels. As part of this commitment, Suresnes established a partnership with the ILO and the International Training Centre of the ILO (ITC-ILO) to make available its expertise in social dialogue to support the delivery of capacity-building programmes.
City of Suresnes	Sub-national government	Knowledge sharing and capacity building	The City of Suresnes is committed to highlighting the potential of social dialogue to contribute to business performance while at the same time supporting decent work and a more equitable work environment. Since 2013, the City of Suresnes has organised yearly events that bring together key public and private actors and experts from international organisations.
City of Suresnes	Sub-national government	Policy development	The City of Suresnes is committed to implementing a set of policies and offering tools and services to improve the working conditions of its staff. For example, as part of a collective agreement signed by the city and the relevant trade unions in 2019, Suresnes committed to designing more friendly workspaces, facilitating more flexible teleworking policies, and implementing a more flat workplace culture to give more autonomy and responsibility to its staff.
City of Suresnes	Sub-national government	Policy development	The City of Suresnes is committed to ensuring the integration of and support for people with disabilities throughout their careers with the administration. In addition to complying with the norms regarding the employment of disabled workers, in 2019, the city and trade unions signed an agreement to further improve the working conditions of people with disabilities, both within and outside of the administration.
City of Suresnes	Sub-national government	Policy development	The City of Suresnes is committed to facilitating the creation of an enabling environment that allows for peaceful and constructive dialogue to improve public performance and sustainable development. Since 2009, the city has engaged with trade unions to discuss and regulate issues related to working conditions through collective agreements.
City of Suresnes	Sub-national government	Policy development	The City of Suresnes is committed to implementing relevant measures to promote equality and non-discrimination for its employees. As part of this commitment, Suresnes is implementing an action plan developed through social dialogue that includes actions aimed at fostering diversity, guaranteeing equal pay for work of equal value, promoting effective work-life balance, and preventing and combating sexual and gender-based violence within and outside the workplace.
Economic and Social Council of Greece (ESC of Greece)	Economic and social council	Policy development; Knowledge sharing and capacity building; Knowledge development and research	The ESC of Greece has committed to undertake social dialogue initiatives for fact finding and policy definition to contribute to the urgent discussion on the climate and environmental crisis, viewing the field of environmental protection and green sustainable development as first and foremost a collective social responsibility, feasible only through international cooperation, deeper economic democracy and an inclusive growth model. These initiatives aim at developing priorities and tools for an ongoing social dialogue procedure and policy-making strategy, focusing on the growing pressures of existing economic, labor markets and consumer models derived from climate and energy crisis. As an example of this, an opinion entitled "Climate change and policies seeking to address climate change in Greece and the European Union" was issued in 2022.
Economic and Social Council of Greece (ESC of Greece)	Economic and social council	Policy Development; Partnerships; Knowledge Sharing and Research	As part of its commitment to foster dialogue and mutual understanding on global issues through initiatives that promote multilateralism, ESC organized a Social Dialogue Summit that took place in Thessaloniki in 2023 entitled "The Economic and Social Councils as drivers for sustainable solutions to new challenges towards Southeastern Europe's integration", together with public and private bodies, social partners, representatives of states and civil society from the member states. A joint declaration was issued on the themes developed in the three panels of the Summit, as a good example of mutual understanding between social dialogue institutions of the SE Europe and to serve as a good practice of multilateralism.

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Ethical Trading Initiative (ETI)	Multi-stakeholder organisation	Knowledge sharing and capacity building Partnerships	ETI has pledged to promote and implement models of social dialogue in the key sourcing sectors and countries in which its members are active. It does so through a number of different channels, including the implementation of its tripartite supply chain programmes in Bangladesh, Myanmar, South Africa and Turkey. ETI's actions have included facilitating multi-stakeholder engagements on social-dialogue-related issues with corporate members, trade unions and NGOs. As part of its commitment, ETI has conducted research and impact assessments to support the implementation of specific country-level programmes. In addition, it has provided capacity-building support and technical guidance to its members to strengthen their approach to workers' representation and engagement.
Ethical Trading Initiative (ETI) Sweden	Multi-stakeholder organisation	Partnerships Knowledge sharing and capacity building	ETI Sweden has committed to working as a resource centre, and through multi-stakeholder collaboration, to promoting the development of more sustainable supply chains. Its work will be carried out through strengthening commitment to ethical trade and sustainable due diligence practices by ETI Sweden's members, as well as through communication and advocacy on the contribution of social dialogue to tackling key challenges in global supply chains.
Fairtrade International	Civil society organisation	Advocacy Partnerships	Fairtrade International is committed to enabling all agricultural workers in Fairtrade supply chains to enjoy decent working conditions and benefit from a living wage by promoting freedom of association and collective bargaining rights worldwide. To achieve this, Fairtrade has developed standards and mechanisms to ensure that practices in Fairtrade-certified plantations enable the payment of living wages. In addition, Fairtrade collaborates with the Global Living Wage Coalition to establish independently validated country- and region-specific living wage benchmarks. It also pilots mechanisms to increase wages and reduce gender pay gaps in different countries and sectors. Additionally, it partners with trade unions to promote freedom of association and collective bargaining rights for agriculture workers. Finally, through its advocacy work at the national and European levels, Fairtrade highlights the need for more action, especially by governments, to increase wages and improve working conditions in supply chains, including through enacting effective legislation for mandatory due diligence.
Fair Wear Foundation (FWF)	Multi-stakeholder organisation	Knowledge sharing and capacity building Partnerships; Advocacy	<p>Fair Wear is committing to ensuring that social dialogue is holistically integrated throughout all the human rights due diligence (HRDD) work it does, with member brands and sharing case studies and best practices of implementing this. It will continue to regularly update its HRDD Policy for member brands, which outlines the six key steps they must take in their supply chain due diligence. In addition, Fair Wear commits to ensuring that social dialogue and the engagement of worker representatives are key parts of each step and that member brands know how to take appropriate steps. Next to written guidance, Fair Wear has organised HRDD workshops for member brands focusing on connecting the HRDD methodology to specific tools throughout 2024.</p> <p>At the end of 2022, Fair Wear updated its Freedom of Association (FoA) and Social Dialogue guidance and tools and, in 2024, published its guide on gender-responsive HRDD to support its members to conduct proper gender-responsive HRDD, with SD integrated throughout. Fair Wear has planned several interventions to facilitate brands to improve on Social Dialogue and FOA. As part of this commitment, it will publish case studies highlighting promising practices and the processes of member brands between 2024 – 2025.</p> <p>Fair Wear will continue working in close consultation with trade union partners to improve its audit and assessment tools on FoA and SD and will engage in multi-stakeholder structures to gather local stakeholder input to continuously improve its HRDD facilitation hub. Between 2024 and 2025, Fair Wear will also implement updated training modules on FoA and SD at the factory level.</p> <p>Finally, the STITCH (Sustainable Textile Initiative: Together for Change) consortium, including Fair Wear, will be developing an industry-wide framework for Meaningful Stakeholder Engagement within HRDD, centred around production country stakeholders within the next two years.</p>

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Fair Work Convention	Independent public body	Advocacy Partnerships	The Fair Work Convention is committed to putting fair work at the heart of Scotland's (United Kingdom) workplaces and economy. The convention has pledged to enable, by 2025, all people in Scotland to benefit from a world-leading working life where fair work drives success, well-being and prosperity by 2025. The convention is founded on the principle of social dialogue and brings together unions, employers and academics to advise the Scottish government and advocate and promote fair work.
Global Reporting Initiative (GRI)	Civil society organisation	Partnerships ; Knowledge Sharing and Capacity Building	GRI is committed to corporate transparency and promoting responsible business conduct, developing sustainability reporting standards most adopted by companies. The GRI Standards address impacts on environment, economy and people, including their human rights. Labor component is central to impacts on workers. GRI is currently revising the set of labor-related standards, with the involvement of the ILO, IOE and trade union representatives. GRI commits to enhancing corporate transparency on the topic of social dialogue, including freedom of association and collective bargaining, through developing credible and robust corporate disclosure in a multi-stakeholder manner.
Ibero-American Social Security Organisation (OISS)	International organisation	Knowledge sharing and capacity building; Advocacy	OISS has committed to accelerating its work on promoting tripartite social dialogue and participatory policy development to advance social security and social protection in the Ibero-American region. As part of its commitments, OISS will share good practices and provide capacity-building support targeting public servants and other stakeholders working in social protection institutions.
Institut pour une Culture de Sécurité Industrielle (Icsi)	Civil society organisation	Knowledge sharing and capacity building; Partnerships	Recognising that social dialogue is a key element in developing and embedding a safety culture within companies and an essential mechanism for ensuring that the safety culture functions properly, ICSI commits to publicise and disseminate the best practices standards that have been collected and exchanged by the working group on 'social dialogue and safety culture' that was launched in 2022. The outcomes of the discussion in the working group have been published in two magazines (les cahiers de la sécurité industrielle and les dossiers du Mag), and a webinar held with around 130 participants. To continue deploying these best practices ICSI aims to use various means to raise awareness among companies and trade union organisations, including organising further meetings and events. Icsi publications are all available for free download on the association's website.
International Trade Centre (ITC)	International organisation	Knowledge sharing and capacity building; Partnerships	ITC is committed to facilitating social dialogue with development partners on the good use of trade for inclusive and sustainable growth, particularly for vulnerable populations and countries. Through its advocacy activities and partnerships, ITC gives added resonance to its research on these topics, notably through the organisation of major events and the hosting and facilitating of multi-stakeholder platforms, such as Trade for Sustainable Development (T4SD) and the She Trades Initiative, which can, in turn, inform social dialogue between governments and relevant partners.
National Institute for Labour Studies (NILS)	Government Institution	Knowledge sharing and capacity building	National Institute of Labour studies (NILS) in Sri Lanka commits to creating a pool of practitioners of social dialogue. Initial steps included a diploma in Social Dialogue and labour Relations in partnership with the Global Deal in 2023. The NILS proposes to introduce certificate course in Social Dialogue in English/ Sinhala and Tamil medium in 2024. The first batch of certificate in Social Dialogue began in September 2024. The course is 30 hours and is for employers, employees and the government sector.
Olof Palme International Center (OPC)	Civil society organisation	Knowledge sharing and capacity building	The OPC has pledged to promote better and more constructive social dialogue through knowledge sharing and capacity building. OPC has provided support to strengthen trade unions' organisational capacity in areas of labour relations in several countries, with a focus on the Western Balkans, including organisations involved in Local Economic-Social Councils (LESC) in five municipalities of North Macedonia. In collaboration with national stakeholders, OPC has supported trade unions' organising efforts to mobilise young and female workers and strengthen their abilities to participate in and influence local decision making.

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Oxfam International	Civil society organisation	Advocacy Partnerships	Oxfam International is committed to strengthening respect for labour rights and improving workers' and small-scale producers' income in global supply chains. As part of this commitment, Oxfam is implementing a multi-country campaign focused on transparency, labour rights and incomes in the agri-food sector, based on research on the distribution of value within this sector.
Oxfam International	Civil society organisation	Advocacy Knowledge development and research	Oxfam International is committed to contributing to the development of a more human economy that leaves no one behind, that treats women as well as it treats men, that shares value more fairly and pays everyone a fair reward for the work they do, and that increases well-being for all while protecting the planet. For example, Oxfam launched the Even It Up campaign. Focused on reducing inequalities of wealth, income and power, it develops research and policy recommendations that provide solutions to tackling inequalities and builds campaigns at the international level for decent work and pay for all, as well as fair tax and progressive public spending.
Oxfam International	Civil society organisation	Knowledge sharing and capacity building Partnerships	Oxfam International is committed to working with other stakeholders to tackle the political, social and economic barriers to greater labour market participation by women. For example, Oxfam implemented its Women's Economic Empowerment and Care (WE-Care) programme, aimed at achieving gender equality and economic development through addressing unpaid care and domestic work.
Regional Council of Ile-de-France	Sub-national government	Knowledge sharing and capacity building Policy development	The Regional Council of Ile-de-France has worked to implement a charter for the recognition of unionised employees' professional development designed to take account of the skills acquired as part of a trade union mandate in the context of career progression and to improve social dialogue and strengthen the capacity and representativeness of unions by changing employees' perceptions of union action and social relations. The Regional Council of Ile-de-France is also committed to implementing a number of collective agreements aimed at facilitating the professional integration of people with disabilities, promoting gender equality in the workplace, and improving the quality of life and well-being at work.
Sane Standard	Civil society organisation	Advocacy; Partnerships.	SANE Standard is committed to promoting decent working conditions, the right for collective bargaining and living wages payment within the fashion industry. SANE stands at the meeting point between the interests of workers, the economic constraints of brands and manufacturers, consumer expectations and legal regulations. To ensure that it takes all perspectives into account, the SANE standard has been developed and is guided by multiple stakeholders representing these different positions. To further promote social dialogue, SANE will publish guidelines, training and share success stories of positive example of social dialogue within the fashion industry. SANE certification involves an audit by a third party who verifies that all workers have the right to join or form a trade union and to bargain collectively without interference from the employer.
Social Economic Council (SER) of Curaçao	Economic and social council	Advocacy	The SER of Curaçao is committed to promoting social dialogue as a key tool for economic and social cohesion and good governance, both domestically and internationally. As part of its commitment, the SER of Curaçao will promote the Global Deal within the framework of the International Association of Economic and Social Councils and Similar Institutions (AICESIS), the UN Economic and Social Council (ECOSOC) and the ILO.
Union to Union	Civil society organisation	Partnerships. Knowledge sharing and capacity building	Union to Union is committed to raising awareness about the Global Deal and promoting its principles through policy, advocacy and capacity-building work. Together with global trade union federations and other organisations, Union to Union supports its partners by delivering a number of Sida-funded development co-operation projects aimed at building the capacities to engage in dialogue and negotiation of trade unions worldwide. As part of its commitment, Union to Union has also launched a new thematic programme on social dialogue, which will contribute to promoting decent work, equality and sustainable development by targeting vulnerable workers in developing countries.

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United Nations Global Compact (UNGC)	International organisation	Partnerships Knowledge sharing and capacity building	UNGC is committed to supporting companies to align their strategies and operations with its Ten Principles, including Principle 3 (“Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining”), through learning, action and advocacy. As part of its commitment, the UNGC launched and implemented the Decent Work in Global Supply Chains Action Platform, a forum of companies committed to enhancing social dialogue between management and workers in global supply chains through learning, advocacy and capacity building. The ongoing phase of the Action Platform explores the root causes of decent work deficits and focuses on developing strategies to reduce working poverty. Through this multi-stakeholder and multi-sectoral platform, participants shared good practices and designed actions to address the root causes of decent work deficits that can positively impact workers’ wages.
Women in Informal Employment: Globalizing and Organizing (WIEGO)	Civil society organisation	Knowledge sharing and capacity building Advocacy	WIEGO has taken action to promote the transition from the informal to the formal economy and to improve the working conditions of informal workers through social dialogue. This includes carrying out and disseminating analyses to highlight decent work deficits affecting the working poor in the informal economy and providing solutions to facilitate the transition. WIEGO has also worked to strengthen the capacity of organisations of informal workers to engage effectively in social dialogue in order to secure more favourable terms of employment, terms of trade in markets and supply chains, policies and regulations.
World Benchmarking Alliance	Civil society organisation	Advocacy; Knowledge Sharing	WBA is committed to pushing more companies and governments to promote the contribution of and implement social dialogue to realise a just transition to a low-carbon economy and ensure more effective human rights due diligence processes through the dissemination of its benchmarks and policy work. This includes using WBA’s 2021 just transition assessment, which includes social dialogue and stakeholder engagement as one of the key areas of measurements, to shape recommendations of the Katowice Committee of Experts on the Impacts of the implementation of response measures (KCI) on just transition. WBA uses its core social indicators to emphasise the contribution of social dialogue to human rights due diligence, including as part of the EU’s Corporate Sustainability Due Diligence directive.
World Benchmarking Alliance	Civil society organisation	Advocacy; Partnerships	WBA is committed to building and strengthening its communities of practice, where companies can learn from each other on social dialogue for just transition and human rights due diligence. To do so, WBA will identify and share the good practices in the field, serving as models for other companies to implement robust just transition policies and improve their social and economic performance.
World Benchmarking Alliance	Civil society organisation	Partnerships	As part of its commitment, in 2023-2024 WBA aimed to expand and strengthen its multi-stakeholder Alliance of 350+ organisations to better disseminate and implement good practices on social dialogue for just transition and human rights due diligence. WBA is committed to increasing the geographic diversity of the Alliance.

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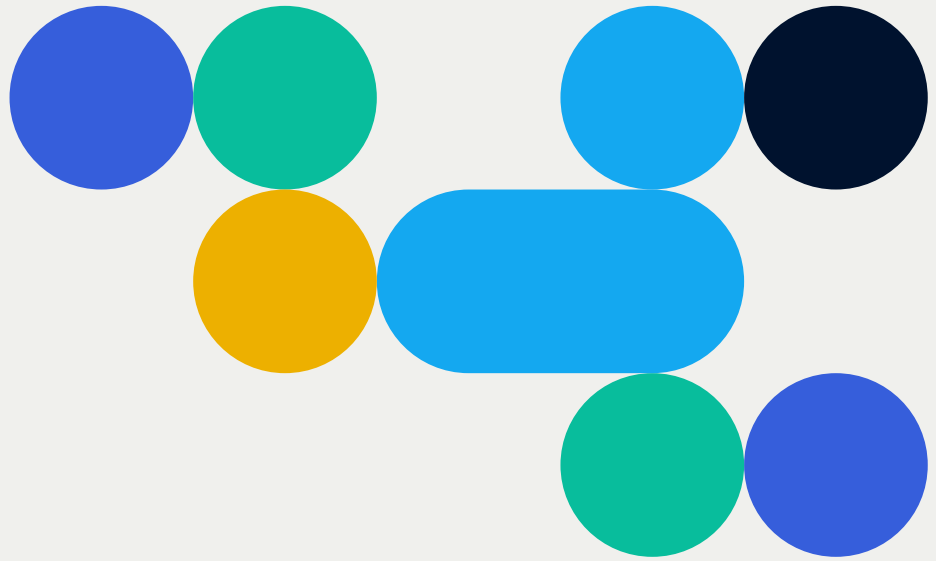
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