



# PEOPLE OVER PROFIT

PSI Programme of Action 2018-2022

Draft EB resolution for distribution to affiliates

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Public Services International  
Internationale des Services Publics  
Internacional de Servicios Públicos  
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Internationell Facklig Organisation för Offentliga Tjänster  
國際公務勞運

Cover Note introducing the

## PSI Programme of Action (PoA) 2018-2022

### Introduction

The PSI 2018-22 Programme of Action (PoA), titled *People Over Profit*, provides political guidance for PSI over the period between Congresses. The enclosed PSI Executive Board resolution is for consideration at Congress 2017 and is provided for affiliates' information. It has been drafted after extensive consultation with affiliates. In line with the PSI Constitution, affiliates have until 28 June to submit formal amendments to PSI secretariat at [congress@world-psi.org](mailto:congress@world-psi.org).

The PoA (and other resolutions approved by Congress) guide all global action, in all areas of PSI policy and activity, over a five-year period. Thus, whilst being comprehensive, the PoA cannot be overly prescriptive. The Executive Board is empowered to determine further policy and actions consistent with the Congress mandate to deal with detail as circumstances dictate.

The PoA has been kept as short as possible. Once it has been passed by Congress, a short summary will be produced for affiliates to use to explain PSI work and priorities to staff and members, with a focus on how international work affects their everyday lives.

### Summary of Key Points

The proposed PoA builds on the current political priorities of PSI.

**Section 1, *Introduction***, outlines the international threats and opportunities that PSI and its members face. It reminds us that our struggle cannot be separated from the broader struggles of all workers, and the struggles for democracy, human rights and justice for all.

It then goes on to outline the threats of corporate power, rising inequality, increased racism and xenophobia and the unique place that public service workers and unions occupy in the current global turmoil. It argues that we must be bold in our vision and we must be prepared to lead.

**Section 2, *Building the Power to Create the World We Want***, outlines the importance of building our power to create change. It identifies organising workers, growing our unions and projecting our power as crucial to our success. It outlines how PSI's power relies critically on the size, unity and activity of our affiliates. At the request of EB-149 (November 2016), all sections of the PoA contain actions for PSI affiliates.

Section 2 goes on to argue for internal democracy and workers' participation, ensuring all workers are brought into the union movement, and for building broad alliances with users of public services, private sector unions and other allies. It makes the case for clear analysis, bold demands, workers' education and effective communication and lobbying.

**Section 3, *Respect and Dignity for All***, outlines our commitment to respect and dignity for all. It makes the case for acknowledging historical injustice, ending all discrimination, taking specific action to remedy injustice and the importance of shifting power in society. It includes new sections on migrants and refugees, racism and xenophobia, LGBTQI workers, indigenous peoples and disabled workers. It acknowledges PSI Women's Committee's lead role for gender mainstreaming, but that men must also play a critically important role. It commits to expanding the support for young workers in PSI decision-making and their central role in PSI actions.

**Section 4, *A Just Global Economy***, outlines PSI's vision for an alternative and just global economy. It articulates the challenges of rising inequality, changes in the labour market, the scandalous rise in corporate power and the role of global financial institutions in maintaining neoliberal policies and practices. This section deals with tax justice, debt, trade, corruption, sustainable development, climate change, pensions and digitalisation.

**Section 5, *Trade Union and Labour Rights***, outlines the central role PSI plays in defending the trade union rights of its affiliates against unprecedented attacks, particularly on collective bargaining and the right to strike in public services. It outlines how we will help defend and extend these rights to ensure that workers can exercise their human rights and improve their wages and conditions.

**Section 6, *Fighting Privatisation***, restates PSI's commitment to quality public services and their role in assisting the most vulnerable and needy in society. It outlines the human rights, social justice and economic rationale for quality public services, the threats posed by privatisation and how we will meet them.

**Section 7, *Making Sectors Stronger***, details the important role of sectors in PSI's struggle. It outlines how equalities, cross-cutting issues, privatisation and trade union rights work will be incorporated and driven through sectoral work. It sets out how we will strengthen our sector networks and organise to defend our affiliates and their members. It lists specific action for each of PSI's five sectors.

## PSI World Congress 2017

### PSI Programme of Action 2018-2022

#### PEOPLE OVER PROFIT

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## 1 Introduction

### 1.1 Our Vision for a Better World

- 1.1.1 Defending a strong democratic state and an inclusive society, committed to ensuring gender equality, respect and dignity for all, economic development for the benefit of all, redistribution of wealth and strengthened workers' power, will be our objectives for the next five years.
- 1.1.2 All around the world the evidence is mounting that the neo-liberal prescriptions sold to workers in the previous decades are failing to live up to the promises made. The failures of these prescriptions, the failure of their proponents to correct their thinking and the resulting social, political and economic turmoil is creating anger amongst workers.
- 1.1.3 PSI's proud 110-year history reminds us that without a bold alternative vision, workers' anger can quickly turn to reactionary, racist and xenophobic solutions. Today there is an alarming trend towards right-wing, nationalist, populist, fascist and fundamentalist solutions that threaten social progress and peace. There is also an increase in violence against women. But equally, for those who look, just below the surface is boiling anger demanding a better, fairer world. Unless this anger is harnessed for positive change, there is a risk that these workers will become cynical and disengaged.
- 1.1.4 We will assist our affiliates to organise in the workplace and grow by reaching out to all workers. Together, we will unite workers of the global north and south. We will offer alternatives and we will be relentless in our scrutiny of false solutions.
- 1.1.5 In a world awash with decades of propaganda that there is no choice but market fundamentalism, public service workers and their unions are the custodians of the seeds of an alternative world.
- 1.1.6 In our daily work, public service workers provide a perspective that goes beyond economic and labour market considerations. We provide services to the sick and the healthy alike. We know who makes the rules and how to influence them. We understand what is required to regulate corporate power. We unite civil society, labour and the general public who use our services. We risk our lives when disaster hits – not for profit but for the good of all. We demonstrate that work can transcend a legal contract or an economic imperative. And we are often the largest unions.
- 1.1.7 Through our work we observe the changes in society, how individuals are affected and how these changes create the need for new collective responses.
- 1.1.8 At a time of mounting tensions between powerful corporate interests and the public good and growing criticism of the current economic, political and social model, public sector workers and their unions are uniquely placed to provide a clear vision for democracy, human rights, redistribution of wealth, employment, dignity, equality and the rightful place of labour.
- 1.1.9 A vision that workers are urgently seeking.
- 1.1.10 We must be bold. No great movement will be built to challenge corporate power without a clear articulation of who has power and in whose interests it is wielded.
- 1.1.11 Public sector unions are central to this fight. We have a unique perspective on global challenges. We put people over profit. This has never been more true than today.
- 1.1.12 It is now time for public service workers to lead. In the workplace. Locally. Nationally. Regionally. Globally.

## 1.2 The World We Live in

- 1.2.1 In the five years since PSI's 2012 Congress, popular awareness has grown that the neoliberal agenda has failed. Inequality is rising. Global growth has slowed. Jobs are fewer and more precarious. There is increasing anger about attacks on public services. It has become clear that the market has no answers for the great global challenges of our time, including climate change, migration, unemployment, inequality and more.
- 1.2.2 The wealth that was supposed to trickle down has flooded offshore to tax havens for the obscenely wealthy. After decades of assurances that neoliberalism would bring prosperity for all, workers are angry at political leaders and distrustful of the institutions that have failed them.
- 1.2.3 The shifting of the profits of our work to offshore tax havens removes capital from circulation. It is neither reinvested in productive ways nor used for social purposes. The global jobs crisis is rooted in the failure of capitalists to share unprecedented levels of profit with labour and to invest in productive enterprise.
- 1.2.4 The unprecedented concentration of wealth in the hands of the very few has practical and daily effects on workers. More insidiously, it undermines democracy. It creates an enormous imbalance of power which is used to capture decision-making, with the aim of further concentrating wealth. Deep inequality is becoming an alarming risk to the economy, democracy, social cohesion and peace.
- 1.2.5 Armed conflict, both internal and between nations, affects the development of peoples, specifically in relation to the quality of public services as well as guaranteed access to them, during and after conflict.
- 1.2.6 Globalisation has changed the way the rules are made. Decisions that affect workers' daily lives are increasingly made by global actors. Major challenges are either caused by forces outside our national borders or require global solutions. Our adversaries understand this. Corporations and wealthy elites have redoubled their efforts at national and global levels to expand their privilege and power. They influence decision-makers in many ways. Sometimes it is through corruption. More often it is through political donations and the revolving doors between corporations, the higher echelons of the state and political parties. There is an alarming tendency to attack the independence of public servants when they provide impartial and evidence-based advice. Perhaps most pervasive is the huge effort to bend media coverage, fund self-interested research, create front groups and capture the policy-making process to ensure it is sympathetic to corporate interests.
- 1.2.7 Workers in developing countries suffer a double burden. They must deal with foreign corporate power, lower levels of economic independence, fragile national institutions and often the effects of post-colonialism. Global financial institutions and multinational corporations have created a new form of economic colonialism that drains capital and opportunities from people and nations.
- 1.2.8 The hardship and injustice are compounded for those who are vulnerable, marginalized, exploited and discriminated against: indigenous peoples, migrants, women, children, ethnic minorities, disabled people, LGBTQI people and others.
- 1.2.9 The expansion of global supply chains further shifts multinational operations outside national government reach. This entrenches corporate power, often leading to labour, environmental and human rights abuses. National governments are increasingly constrained by a mix of real global forces and manufactured political pressure generated by powerful interest groups. It is difficult to regulate global capital within national borders when global capital has been allowed to become so large, mobile and disconnected from actual production. Efforts to create effective global regulation of corporations – in order to defend the dignity and rights of people, pursue social goals and protect the environment – are routinely frustrated by states protecting corporate interests.
- 1.2.10 Emboldened by these shifts, global capital has begun to dismantle the last barriers to its unfettered control through a range of trade agreements that permanently restrain democratic governments from exercising sovereign powers. And now, corporations are stepping up their attack on the last great defenders of the democratic welfare state – organized labour.
- 1.2.11 These attacks are occurring nationally, regionally and globally. In 2012 the work of the Committee on the Application of Standards at the International Labour Conference was blocked when the Employers' Group challenged the existence of a right to strike. Although provisionally contained in an agreement

that conceded the acknowledgement in international law of the practice of employer lockout for the first time, the issue is yet to be permanently resolved.

- 1.2.12 In the face of these serious challenges, global labour has not been as well co-ordinated as the owners of global capital and has not been fully effective in partnering with the rapidly growing and diverse protest movements. Unions have not always responded to the decline in power of organized labour, nor the creeping criminalisation of protest, with the necessary urgency – even when faced with clear attacks on workers’ rights.
- 1.2.13 Not surprisingly, many workers are confused and angry. We know the rules are being bent against our interests, that inequality is rising, and barriers to justice are growing. Many workers feel powerless in the face of growing corporate and elite influence.
- 1.2.14 In a world where global forces shape daily lives, it is difficult for individual workers to understand how to make a difference; too often, this frustration manifests as racism, xenophobia and fundamentalism. Democracy is threatened when fascist political forces normalise these tendencies and especially when governments espouse them. But between the anger of workers and the power of corporations, the global neoliberal agenda is showing signs of weakness. International Financial Institutions (IFIs), such as the World Bank and IMF, WTO and OECD, remain powerful but are no longer unambiguously authoritative. In recent years, they have been forced to reflect popular concern about issues such as inequality, financial deregulation, corruption and tax avoidance. Yet the contradictions they embody remain.
- 1.2.15 As the contradictions get starker, the stakes get higher.
- 1.2.16 The Sustainable Development Goals (SDGs) declare the need for inclusion and equality in a transformed world but promote Public-Private Partnerships (PPPs) to achieve it. COP21 reached an historic agreement but the actions are not binding. The G20 states that tax avoidance must be stopped but proposes solutions that are short of real change. The ILO demands decent work but cannot defend the workers’ right to withdraw their labour. And governments declare a refugee crisis but wait until 2018 to seal a global compact.
- 1.2.17 National boundaries and exploitation are enforced upon labour, but globalisation and unfettered freedom are offered to capital. We must illuminate these contradictions and make our solidarity real. We know that the workers who create value across the globe have more in common with each other than with global corporations which shamelessly pursue profit over people.
- 1.2.18 Public service workers, and our unions, provide the hope for a better world.

## 2 Building the Power to Create the World We Want

### 2.1 Introduction

- 2.1.1 Change requires power. In the last five years, PSI has identified global threats and risen to meet them, rebuilding our capacity to fight and win, relentlessly advocating for public services, human rights and democracy.
- 2.1.2 Ultimately, our power comes from the size, strength and unity of our affiliates. Each worker who joins the struggle makes us stronger. Our ability to project our power to make change, whether at the workplace or in the UN, relies crucially on how we mobilise our members and allies to influence decision-makers.

### 2.2 Organising and Growth

- 2.2.1 Organising workers to build union power starts in the workplace. Unions must build strong relationships with members and potential members by identifying the issues that matter and demonstrating that union activity can make a difference. Unions must identify and train workplace leaders and activists, strengthen local branches and recruit new members.
- 2.2.2 Successful organising and mobilising of workers requires their involvement and ownership. Unions must be open, participatory and democratic, and reach out to organise outsourced and temporary workers, the informal sector, women, young workers, migrants and refugees. We will fight against racism, xenophobia and gender inequity in the workplace, and all forms of discrimination.
- 2.2.3 Unions grow when workers feel unions are powerful, are addressing the issues they care about and when they are given the opportunity to participate in democratic decision-making and action. Unions must actively provide opportunities for workers to participate in action that strengthens collective power, including joining the union.
- 2.2.4 All PSI activity will reinforce affiliates' organising and growth strategies and provide opportunities for affiliates to act in ways that attract more workers to become union members. PSI will provide the tools for affiliates to educate members and activists on issues that matter to workers.
- 2.2.5 PSI activity will assist affiliates to identify and train activists and recruit new members. Our actions will reinforce the power of collective action and encourage hope. PSI is uniquely placed to map power across borders, help affiliates to educate members about how to challenge this power, co-ordinate action and share knowledge amongst affiliates about best practices.
- 2.2.6 The post-financial crisis period has been difficult for public sector unions and PSI has consolidated its membership. However, the significant gains PSI has made over the last five years in policy, advocacy and profile have not been matched by commensurate membership growth. Ensuring every independent union contributes to our strength and vision is the shared task of all affiliates and PSI secretariat. We must do more in the years to come.
- 2.2.7 PSI affiliates will:
  - a) Implement organising and growth strategies built on strong relationships with members and develop and support workplace activists;
  - b) Identify the issues that matter to workers and act on them at all levels;
  - c) Build PSI priority campaigns into their members' education programmes and union communications, including union journals, websites and social media;
  - d) Identify non-PSI affiliates in their country and sector and work with PSI secretariat to bring them into PSI membership.
- 2.2.8 PSI will:
  - a) Produce policy and campaign material that assists affiliates to integrate PSI priorities into communications and workers' education programmes, and involves and develops members, activists and non-members in PSI activity;
  - b) Provide policy and advocacy advice and support on PSI priority issues;
  - c) Distribute examples of successful organising and growth from across the globe.

## 2.3 Mobilising and Influencing

- 2.3.1 Projecting power requires workers to take co-ordinated action around well-formulated demands in concert with as many allies as possible.
- 2.3.2 Over the last five years, PSI has identified the key global challenges and will continue to develop in-depth analytical work, clear policy recommendations and coherent political strategies. We will identify the global institutions that have the most effect on workers and public services and advocate relentlessly for the interests of democracy, equity and justice.
- 2.3.3 Trade union development projects are crucial to helping our affiliates organise, become stronger and make change. Working with affiliates, solidarity support organisations and fraternal unions enables us to extend our reach and impact, by demonstrating international solidarity and providing affiliates with tools and opportunities to exchange experiences that make a difference in their daily struggle.
- 2.3.4 In the next five years, we will continue to rebuild our project capacity and will further emphasise sectoral work, gender mainstreaming, trade union rights and capacity building, and interventions to strengthen PSI's larger campaigns, such as trade, tax justice, refugees and migration, the right to public health care and fighting privatisation. We will organize new members in priority areas such as health, social services and waste, and provide union leadership training for young workers and women. We will pursue the necessary internal resources required to expand this work.
- 2.3.5 Excellent communication is vital to all our political tasks. We will continue to invest heavily in ensuring that our message is heard through multiple forms of media: to reach our affiliates and their members, the national and global labour movements, our allies, national and international governments, policy-makers across the globe and the public.
- 2.3.6 We will continue to shape our message to fit an interconnected world and bring our affiliates and allies together in local struggles co-ordinated globally. Our web presence will be accessible and facilitate involvement and action. We will use all available tools to make complex issues understandable and present our messages simply and usefully.
- 2.3.7 We will reach out to individual members and activists who are willing to act on PSI priority issues using new social media. We will provide our affiliates and partners with a range of tools and materials they need, and develop new web-based platforms and e-campaigning tools. We will find new ways to share the vast trove of knowledge held by our affiliates and allies.
- 2.3.8 Like all unions, we win when we act collectively. Collective bargaining is how we achieve our workplace objectives and energize workers through the experience of collective power. But increasingly, collective bargaining is no longer enough when the governments and employers we bargain with do not operate solely in and under national rules.
- 2.3.9 We need to more fully engage in the global rule-making process, not allow the rich and corporations to write the rules in their interests. We will strengthen the ties among ourselves, coordinate our power globally, act decisively across national borders and provide a strong alternative.
- 2.3.10 Our messages are critical to all workers. We will continue building our power through alliances with private sector unions and national centres and ensure that our fellow global union federations share our vision and support our struggle.
- 2.3.11 Ultimately, we are most powerful when our message goes beyond organized labour and speaks to all who rely on public services and want democratic governance. Our democratic mandate and unique political perspective complements those who have a detailed but narrow political focus. We will work with non-labour allies who share our vision - those who use public services, progressive NGOs, the public, and governments ready to challenge corporate power. We will partner with the expertise of academics, experts and civil society groups to enable sophisticated messages to reach large audiences.
- 2.3.12 Building our power requires that we use every opportunity to become stronger and more effective. We must monitor our progress, learn from our actions and maintain accountability to confidently assess our strategies and tactics, focus on our gaps and claim our victories.
- 2.3.13 PSI will:
  - a) Co-ordinate global actions involving national and local unions;
  - b) Develop civil society relationships at regional and global level;

- c) Produce, collect and disseminate research on evidence and strategy that supports our priorities;
- d) Co-ordinate union solidarity, development, experience sharing and education;
- e) Promote PSI key messages through mainstream, social and alternative media;
- f) Develop monitoring tools for implementation of the Programme of Action, including an agreed baseline of comparable data against which we measure the gains/achievements.

2.3.14 PSI affiliates will:

- a) Mobilise workers in national actions, in co-ordination with PSI's global actions;
- b) Ensure that PSI priorities are taken up by national trade union centres;
- c) Develop strong relationships with civil society, users of public services and defenders of democracy, human rights and equality at national and regional level;
- d) Support PSI global policy and advocacy initiatives and lobby national governments and international institutions on PSI's global political priorities, including where affiliates are not directly affected;
- e) Work with PSI and donor organisations to support solidarity and union development work;
- f) Share policy and information with PSI and affiliates;
- g) Work with PSI to set and achieve measurable targets/goals for affiliates that contribute to achieving the Programme of Action.

## 3 Respect and dignity for all

### 3.1 Introduction

- 3.1.1 Our movement is inclusive and recognises that diversity is strength. Our vision, and our ability to realise it, is underpinned by our principles and our cohesion.
- 3.1.2 Real inclusion requires the righting of historical wrongs. Fighting discrimination, realisation of human rights and empowering everyone requires that we acknowledge the past, take specific actions to remedy injustice, shift the balance of power and mainstream our inclusive practices to create a more inclusive future for all.
- 3.1.3 Quality public services remove barriers to participation in all areas of society. Public service workers and their unions play an important role in providing and demanding public services for everyone, and ensuring that public sector workplaces are inclusive and free from discrimination, violence and stigmatization.
- 3.1.4 There can be no dignity without dignity in work. There can be no justice without freedom from discrimination and exploitation in the workplace. We are proud that public sector unions are often at the forefront of combatting all forms of discrimination at work and are the vanguard for progressive change that humanises work and liberates workers.
- 3.1.5 While the current international narrative is to demand action to end inequality, government actions often contradict this. Public sector reform too often reflects this contradiction.
- 3.1.6 Public employment in most countries profoundly reflects gender segregation across pay scales occupational groups and an increasingly fragmented labour market, where migrants are routinely denied their rights. Racism, xenophobia and discrimination against the young, LGBTQI people, people with disabilities, indigenous peoples and older people, continue to erode the possibility of justice and a better world. Austerity and underfunded public services exacerbate this for all.
- 3.1.7 PSI will promote the ratification and implementation of ILO convention 111.
- 3.1.8 The struggle for respect and dignity for all requires all PSI affiliates' support. In addition to specific actions in chapter 2 and as outlined below, all PSI affiliates will:
  - a) Oppose all forms of discrimination in union structures and in the workplace;
  - b) Support participation in PSI's equality networks;
  - c) Support the implementation of PSI's equality policies in their countries, including lobbying and member education;
  - d) Promote collective bargaining clauses that address discrimination;
  - e) Promote equitable recruitment and retention of women and all minority groups within affiliates and public services;
  - f) Distribute good practice examples of cases of fighting discrimination in the workplace;
  - g) Lobby and pressure domestic governments on relevant international issues.

### 3.2 Gender

- 3.2.1 Despite progress, gender discrimination deeply embedded in our social structures means that the sexual division in society and the labour market continues. There can be no gender equality without economic justice, universal access to quality public services and women's control of their bodies.
- 3.2.2 Women workers remain disproportionately at the bottom of the labour pyramid. Additionally, the sexual division of work has concentrated women in the domestic and reproductive sphere, "naturalizing" gender discrimination and exploitation and "normalizing" the gender differences between the public and private domain. This discrimination is multiplied along racial and ethnic bases and for LGBTQI and workers with disabilities.
- 3.2.3 The gender pay gap and women's over-representation in involuntary part-time, fixed-term and other forms of precarious employment detrimentally affect working women's daily lives. In many sectors, the undervaluing of women's work means that feminisation is associated with the decrease of wages and rights.

- 3.2.4 Equal pay is a fundamental human right, which is enshrined in international human rights standards, such as ILO Convention 100 Equal Remuneration (1951), ILO Convention 111 Discrimination (Employment and Occupation) (1958) and the UN Convention on the Elimination of All Forms of Discrimination Against Women (1979).
- 3.2.5 PSI is alarmed at the persistence of the gender pay gap which is estimated to be 23 percent globally and will take more than 70 years to completely close, if current trends prevail.
- 3.2.6 PSI believes that the causes of the gender pay gap are complex and interwoven and include vertical and horizontal occupational segregation, women's predominance in unpaid caring work, over-representation of women in part-time and casual work, historical and current undervaluation of paid work done by women, unconscious and conscious bias in pay and progression systems and low levels of union density and collective bargaining.
- 3.2.7 Public provision of affordable, high-quality childcare, improved parental paid leave and other family supports remove barriers to women's participation in the workforce, improve economic equality and create stronger economies and more resilient societies.
- 3.2.8 PSI and its affiliates have a long history of advocating for concrete action to stop all forms of domestic violence against women. Domestic violence has consequences that reach beyond the home and into the workplace, and research shows that nearly half of all domestic violence victims have missed time at work. A staggering 10 per cent of victims have lost their jobs because of that missed time. PSI notes that some jurisdictions have passed laws that provide paid and unpaid leave from work for victims of domestic violence.
- 3.2.9 PSI Women's Committee has identified gender mainstreaming as the major challenge for the next Congress period, and that the fight for gender equality requires the active participation of both men and women. Gender will be a focus in all areas of PSI action.
- 3.2.10 This will require all PSI affiliates to remove barriers to full participation of women at all levels, from the workplace to leadership – including in affiliates' constitutions.
- 3.2.11 PSI and affiliates will reach out to women in the workplace and continue to partner with the international trade union movement, progressive women's and feminist organisations, human rights organisations and national/local grass roots organisations engaged with the fight for gender justice and support our affiliates' national work, including the conduct of campaigns and workshops.
- 3.2.12 PSI Women's Committee will take responsibility for leading the process of gender mainstreaming in PSI and will:
- a) Develop and promote gender-responsive quality public services and their role in creating gender justice and sustainable development;
  - b) Advocate, and provide tools for affiliates to advocate, for women's economic empowerment in areas such as the need for equal pay, access to the paid labour force, pensions, child care, maternity and family leave and decent work;
  - c) Promote models of collective bargaining legislation that enable working women and their unions to negotiate pay that fairly reflects their work;
  - d) Advocate for legislation and policies to support working parents, such as parental leave and flexible work, which are designed to encourage a more equitable division of unpaid and paid work between women and men;
  - e) Take steps to improve the transparency of information about pay and increase the amount of publicly-available information about rates of remuneration for men and women, so that gender discrimination relating to pay can be identified;
  - f) Ensure respect of gender parity in all PSI structures, including sector structures, and empower and support women to play leadership roles;
  - g) Fight all forms of gender violence, inside and outside the workplace, and highlight men's responsibility to participate in this struggle;
  - h) Work with affiliates to call on governments to implement legislation that provides support to victims of domestic abuse in the form of paid leave and flexible work arrangements;

- i) Develop collective bargaining language for dedicated paid leave, workplace safety and anti-violence policies, and workplace supports and training to share with affiliated unions;
- j) Continue to work with UN bodies, especially the Commission on the Status of Women (CSW) and ILO, to promote equality, and where appropriate in partnership with other women rights groups;
- k) Strengthen the international coalition for gender justice;
- l) Devise strategies to empower the girl-child.

3.2.13 PSI affiliates will:

- a) Increase women's participation in PSI affiliates' structures, including sector structures, proportionally to the gender composition of the union membership;
- b) Support local, national and regional social movements fighting for gender equality;
- c) Empower and support women to achieve leadership positions in their unions at all levels;
- d) Monitor and follow-up their own governments on compliance with international commitments;
- e) Present political and technical proposals at local, national and regional level for progressively eliminating gender gaps in the workplace, public services and national policies;
- f) Support women's participation in the ILO, including at experts' meetings, in raising complaints within the ILO supervisory mechanisms and in promoting the ratification of ILO Convention 151 and 154;
- g) Put in place mechanisms to monitor the implementation of women's parity within their own structures and work;
- h) Work towards increasing the availability of decent flexible and part-time work that assists balancing work and family responsibilities without undermining job security.

### 3.3 Young Workers

- 3.3.1 Young workers face an unprecedented situation. Since the 1980s, the world has experienced an era of effectively jobless growth, to the enormous detriment of young workers. Finding a job with security is difficult all over the world, and for many young workers the possibility of rising living standards is limited. Young workers are organised to a lesser degree than their older colleagues, which presents a challenge for the trade unions.
- 3.3.2 Structural adjustment programmes, austerity, liberalization, outsourcing and privatisation mean that public employment no longer annually absorbs and trains a new cohort of young workers. Pension reforms that force workers to delay retirement prevent the generational turn-over of employment in public services.
- 3.3.3 High numbers of young workers face a future of precarious jobs in outsourced, poor quality services with little or no social protection and no possibility of advancement. The increasing privatisation of the education system, particularly in the global south, restricts access to education and skills formation that lead to work, and leaves young people indebted and further impoverished. Young women workers are disproportionately affected.
- 3.3.4 Young workers face a working life where requirements for qualifications are continually changing. Governments must provide high quality, accessible and free education programmes to ensure young workers can meet the changing demands for qualifications
- 3.3.5 The situation of young workers is one of the most profound challenges facing the labour movement, and public service unions specifically. Ensuring young workers are integrated into all levels of union leadership and activity is essential, if we want our movement to survive and grow. PSI's recent Young Workers' Policy outlines the next steps.
- 3.3.6 PSI and PSI affiliates will:
  - a) Organise and recruit young workers employed in the whole range of public services;
  - b) Ensure young workers are included in all elected decision-making bodies of PSI;
  - c) Build knowledge of the policies and politics of regional and global labour movements among PSI young workers' representatives;

- d) Deepen involvement of young workers in PSI priority campaigns, including those that address labour market issues such as unemployment, provision of safe and secure employment, fair pay and access to education and training;
- e) Develop young workers' union leadership skills and gender training programmes;
- f) Develop a campaign to denounce non-remunerated internships;
- g) Promote mentoring programs to facilitate succession;
- h) Enhance the development of young workers through the establishment of networking programmes and opportunities among young workers in various regions.

3.3.7 PSI affiliates will ensure the decision-making role of young workers in affiliates' structures.

### 3.4 Migration and Refugees

- 3.4.1 Most people migrate to find work and to improve their living conditions. Of the 244 million international migrants in 2015, over 150 million are migrant workers. While labour migration can positively contribute to the economic and social development of countries, it also comes as consequence of the asymmetries in development between rich and poor countries, with workers struggling to find work elsewhere.
- 3.4.2 In the last five years, the migratory phenomenon has become more complex, characterised by an increasing trend in human displacement. In 2015, 65.3 million persons were displaced globally because of persecution, conflict, violence and human rights violations, and the number is rising. Of these, 21.3 million are refugees, of whom half are children below 18 years of age and half are women.
- 3.4.3 Furthermore, between 2008 and 2014, 18.4 million people were forced from their homes by climate-related disasters. By 2050, it is estimated that up to 1 billion people will be displaced, if carbon emissions and other factors contributing to climate change continue unabated.
- 3.4.4 PSI upholds the human right to life, safety and dignity. Though there may be different legal frameworks for protection, all migrants, forcibly displaced persons and refugees are entitled to the respect of their human rights.
- 3.4.5 States must abide by their obligation to international protection, as enshrined in the UN Refugee Convention. There must be a fair and equitable sharing of responsibility to receive and protect refugees, commensurate with each country's capacity.
- 3.4.6 Despite the rising hysteria in rich countries, developing countries host 86% of the world's refugees. It is unacceptable for the world's richest nations to shirk their responsibility and build walls to exclude the most vulnerable. Attempts to shift the burden from rich to poor countries, such as the shameful agreement between the EU and Turkey, are inhumane, hypocritical and ultimately unsustainable. These solutions only exacerbate inequalities between countries, increasing the pressure, as well as the dangers, in migration.
- 3.4.7 PSI believes that all migrants and refugees have the right to decent work and social protection. They should have full access to public and social services, which are key to their empowerment and integration. These rights must apply in practice as well as in law, and equally to women and men, including the provision of gender-responsive services.
- 3.4.8 PSI will continue to assist affiliates to raise awareness, build capacity, organise migrant workers and influence policy on migration and refugee issues.
- 3.4.9 PSI will:
  - a) Advocate for the rights-based approach in the global governance of migration, displacement and refugee issues and demand that states abide by their human rights obligations, as embodied in the UN and ILO conventions;
  - b) Promote the ILO's competence in labour migration and social protection;
  - c) Advocate for the protection of migrants' and refugees' rights and their full access to gender-responsive quality public services, decent work and social protection;
  - d) Oppose the privatisation of migration and refugee services;

- e) Integrate migrant and refugee rights into PSI's campaign on the Right to Health and support a "firewall" between public services and immigration control;
- f) Assist affiliates to organise migrant workers;
- g) Oppose recruitment fees being borne by migrant workers and promote government-regulated recruitment with the active involvement of unions;
- h) Support implementation of the 2030 Sustainable Development Goals (SDGs) to address the root causes of migration, forced displacement and exclusion.

3.4.10 PSI affiliates will organise migrant workers and work with relevant actors to promote ethical recruitment.

### 3.5 Fighting Racism and Xenophobia

- 3.5.1 Times of cyclic economic crises too often see increases in racism, xenophobia and all types of discrimination, both inside and outside the workplace. While public services, public employment practices and public service unions are often community leaders in combatting racism and xenophobia, we acknowledge that they are not without structures and practices that may perpetuate discrimination.
- 3.5.2 The Durban Declaration and Programme of Action and the International Convention on the Elimination of All Forms of Racial Discrimination must inform our work, as must the ILO Centenary Initiatives and the reinforcement of ILO's Conventions – especially the Indigenous and Tribal Peoples Convention, 1989 (No. 169) which is the only international treaty that deals exclusively with the rights of indigenous peoples.
- 3.5.3 PSI notes that the UN General Assembly has proclaimed 2015-2024 as the International Decade for People of African Descent. The UN cited the need to strengthen national, regional and international co-operation to achieve the full enjoyment of economic, social, cultural, civil and political rights by people of African descent, and their full and equal participation in all aspects of society.
- 3.5.4 These goals will not be achieved without securing workplaces free from discrimination, racism and xenophobia. National law should require all workplaces to have anti-discrimination policies and procedures in place and mechanisms to implement and monitor them. All public services should operate at best practice standards.
- 3.5.5 Unions must support these efforts by being involved in the development, implementation and monitoring of workplace initiatives, through union workplace education and by organizing against racist and xenophobic political activity in the workplace.
- 3.5.6 Quality public services must be provided for all, free of discrimination based on racial and ethnic differences.
- 3.5.7 PSI will:
- a) Advocate PSI policy at UN bodies, the ILO and regional human rights organisations and promote the ratification and implementation of ILO conventions 111 and 169;
  - b) Promote the ratification and implementation of key conventions of the Organization of American States (OAS): Inter-American Convention Against Racism, Racial Discrimination and Related Forms of Intolerance (A68) and Inter-American Convention against all forms of Discrimination and Intolerance (A69);
  - c) Work for the activation of the Inter-American Commission of Human Rights to deal with anti-racism and xenophobia at the workplace and in public services;
  - d) Influence the agenda of the UN's International Decade for People of African Descent;
  - e) Support regional anti-racism committees and affiliates in this work;
  - f) Distribute good practice examples of fighting racism in workplace.
- 3.5.8 PSI affiliates will:
- a) Support pro-active national anti-discrimination in employment legislation;
  - b) Promote collective bargaining clauses that address discrimination;

- c) Organise national actions in key countries during the UN's International Decade, highlighting the importance of universal access to public services.

### 3.6 LGBTQI Workers

- 3.6.1 PSI opposes all forms of marginalization and stigmatization linked to sexual orientation, gender identity and sex characteristics. Homophobia, biphobia, transphobia and stigmatisation of intersex people in all forms create disadvantage and prejudice.
- 3.6.2 Despite considerable progress, there is still a long way to go. Outrageously, there are countries where homosexuality is considered a crime, even punishable by death. Other laws criminalise trans people's appearance and block their ability to change their gender on official documents. Intersex people are subjected to coerced medical surgery or treatment from a young age. There are cultural, legal and non-legal barriers and injustices across the globe, and too often within the union movement. This is an area where unions have much work to do.
- 3.6.3 Public sector unions play a critical broader role in educating and leading the community to a better understanding of LGBTQI issues, by using the workplace as a powerful and rare opportunity to reach across family, cultural and class divisions to engage and educate.
- 3.6.4 PSI and affiliates have worked to empower LGBTQI voices, both within the trade union movement and more broadly. PSI will continue to break down stereotypes, promote policies that respect diversity and ensure more inclusive and respectful workplaces, public services, unions and societies.
- 3.6.5 PSI will:
  - a) Oppose all forms of discrimination and exclusion of LGBTQI people;
  - b) Provide education, and good practice examples, to affiliates on inclusive policies and practices for LGBTQI workers;
  - c) Promote recruitment and retention of LGBTQI workers;
  - d) Work to enhance the visibility of LGBTQI leaders, role models and LGBTQI allies, in unions and workplaces;
  - e) Assist affiliates to improve capacity to negotiate collectively and represent LGBTQI workers;
  - f) Encourage LGBTQI activists to help strengthen the links between unions and LGBTQI communities, and support LGBTQI networks;
  - g) Actively promote open, accepting and inclusive workplaces, so that workplaces are safe spaces for LGBTQI workers;
  - h) Strengthen our partnerships with other global unions, national trade union centres, the ILO and the International Lesbian, Gay, Bisexual, Trans and Intersex Association (ILGA) to work for explicit confirmation that ILO Convention 111 covers LGBTQI workers and to promote the convention.
- 3.6.6 PSI affiliates will:
  - a) Improve their capacity to negotiate collectively and represent LGBTQI workers and promote collective bargaining clauses that promote anti-discrimination;
  - b) Encourage LGBTQI activists to help strengthen the links between themselves and LGBTQI communities, and support LGBTQI committees.

### 3.7 Indigenous Peoples

- 3.7.1 Indigenous peoples (also known as native people, Aboriginals or First Nations) comprise 5% of the world's population, or nearly 370 million people, in more than 70 countries. They are the descendants of those who survived conquest, colonization and/or the establishment of present state boundaries. They retain some or all of their own social, economic, cultural and political institutions, regardless of their legal status.
- 3.7.2 ILO Convention 169, the only international treaty that deals exclusively with the rights of indigenous peoples, was adopted in 1989 to recognize indigenous peoples' need to control their own organisations, ways of life and development and to maintain their identities, languages and religions,

within the framework of the nations where they currently live. It has been ratified by 22 countries, 15 of them in Latin America.

- 3.7.3 Nonetheless, in many places indigenous people are socially excluded, lack access to public services such as health and education and face discrimination and human rights violations. These violations are often used as weapons against indigenous people fighting for preservation and control of land in opposition to state and corporate power.
- 3.7.4 PSI supports the full inclusion of indigenous peoples into all aspects of life and particularly their right to be consulted in matters that have an impact on their way of life.
- 3.7.5 PSI recognises the importance of having a public sector workforce that reflects the population it serves and of having public sector employment practices that recognise the aims, aspirations and employment requirements of indigenous people. As part of employment practices that support the retention of indigenous people in the public sector workforce, public sector workplaces need to provide welcoming and supportive environments where the cultural needs and expectations of indigenous people are respected.
- 3.7.6 PSI acknowledges that the Durban Declaration and Programme of Action and the International Convention on the Elimination of All Forms of Racial Discrimination must inform our work.
- 3.7.7 PSI will:
- a) Work with the ILO to promote ratification and implementation of ILO Convention 169 and the right of indigenous peoples to be consulted;
  - b) Build international support for the employment of indigenous people in public sector organisations, including not only issues of access and recruitment, but also employment practices that recognise the aims and aspirations as well as the employment requirements of indigenous people;
  - c) Build international support for indigenous peoples' struggles to preserve their land and natural environment.
- 3.7.8 PSI affiliates will:
- a) Advocate for social inclusion of indigenous peoples and their full access to public services, especially health, justice, water and education;
  - b) Promote the adoption of government policies that facilitate indigenous people's access to public employment and employment practices that recognise the aims and aspirations as well as the employment requirements of indigenous people;
  - c) Adopt internal union policies in support of indigenous peoples' inclusion and their local struggles.

## 3.8 Disabled Workers

- 3.8.1 People with disabilities comprise 15% of the world's population. They are far too often denied human rights and excluded in activities taken for granted by others. This is a grave injustice to people with disabilities and robs communities of the benefits of their creative talent and productive potential.
- 3.8.2 The concerns of people with disabilities are often absent from policies, institutions and public services. Disability can be a normal part of the life-course for everyone, regardless of whether it arises at birth, from injuries, health conditions (including mental health), age-related conditions, or unsafe working conditions.
- 3.8.3 PSI supports the full inclusion of people with disabilities in all aspects of life. We particularly focus on the importance of people with disabilities contributing to, and gaining from, the benefits of productive and dignified work.
- 3.8.4 PSI will:
- a) Promote the adoption of a specific standard for the inclusion of people with disabilities at work, with a strong link to occupational health and safety and labour inspection;
  - b) Campaign for the social inclusion of people with disabilities in public services and public employment policies;
  - c) Campaign to enhance the rights of disabled people in the workplace;
  - d) Continue work with ILO and disability experts to identify best union practices and public policies.

3.8.5 PSI affiliates will:

- a) Promote quotas in public employment for disabled workers. The quotas must recognise skills and qualifications and where these may not have been attained because of impairment;
- b) Develop internal policies to support disabled members;
- c) Challenge the erosion, when they occur, of disabled workers' rights in the workplace.

## 4 A Just Global Economy

### 4.1 Introduction

- 4.1.1 PSI believes that there is enough wealth in the world to alleviate poverty, ensure dignity, preserve the planet and provide rewarding lives for all. That over 3 billion people live on less than \$2.50 a day while the planet is under threat, is due not to a crisis of under-production but a crisis in the organisation of production and distribution of income and wealth. This is exacerbated by a global economic system that facilitates massive wealth inequality.
- 4.1.2 The current economic system has created both unemployment and the re-emergence of a class of workers living in poverty through low wages, precarious work and the disempowerment and de-legitimisation of workers' protections and unions. Such a system creates profound inequality between men and women, based on the undervaluing of women's work and the permanent barriers that women face to greater and more equal integration in the paid labour force.
- 4.1.3 Defending our members' direct interests is not fully possible without establishing a global economy that respects and protects workers' and human rights, creates employment, protects the environment and defends democracy. In this struggle, PSI plays a special role as we bring together the perspective of labour and a deep understanding of and commitment to the role of the state.
- 4.1.4 The global financial crisis exposed a global economic order that rewards reckless, unproductive speculation and burdens the public sector by socializing private losses. The failed policies of austerity have caused incalculable suffering by using the crisis to impose even more of the discredited neoliberal ideological prescriptions.
- 4.1.5 The alternative requires an economic system that exists for the benefit of the people, not despite them. An economy democratically run for the benefit of all requires a strong public sector to fix market failures, constrain the excesses of power, regulate the effective running of markets and oversee redistribution to ensure efficiency and justice.
- 4.1.6 PSI is alarmed at the rising attacks by populist right-wing parties on the independence of public servants across the world and reiterates its support for the important role of public servants in providing free, frank, fearless and evidence-based advice to governments.
- 4.1.7 Between the developing world and the developed world, stark divides continue to exist. In far too many developing countries, there is no possible way the private sector can generate sufficient formal jobs for the vast numbers of young workers and women entering labour markets. Unions must campaign for state policies to radically transform domestic demand and employment conditions, including the expansion of quality public services and public utilities.
- 4.1.8 PSI believes that the public sector contributes to economic as well as social growth. The means exist for a significant increase in global public sector investment which is essential for economic development, redistribution of wealth and the provision of automatic stabilisers in times of economic downturn. Increases in public sector wages and protection from precarious work provide not only decent work but contribute to demand and economic growth and ensure that policy advice remains independent from corporate and partisan interests.
- 4.1.9 Removing the barriers to women's participation in the economy would be a major contributor to economic growth, and raising women's wages to eliminate the gender wage gap would provide vital economic stimulus.
- 4.1.10 Any such alternative economic system, and the means to achieve it, requires significant curtailing of the massive and growing, unaccountable power of transnational corporations. Amongst other measures, PSI supports the creation of a binding UN instrument to force transnational corporations to respect human and labour rights.
- 4.1.11 The struggle for a just global economy requires all PSI affiliates' support. In addition to specific actions outlined in chapter 2, in other relevant sections and below, all PSI affiliates will:
- a) Raise awareness of PSI priority campaigns in the workplace and within the union, including within union education programmes, publishing articles in union journals and distributing campaign materials;

- b) Assist PSI media and lobbying of national governments and international institutions on global priorities, including where the affiliate is not directly affected;
- c) Contribute to and support PSI research and dissemination;
- d) Inform PSI early of potential significant shifts in government policy or actions;
- e) Share information on a systematic basis on affiliate policy, campaign activities or best practice in PSI priority areas, including joint work with civil society.

## 4.2 International Financial Institutions

- 4.2.1 The growth of international financial markets and the lack of effective national and international regulation have created a financial system that no longer exists to facilitate productive enterprise. The excessive and unsustainable profits generated in the financial sector have corrupted both the global economy and infected national and international political systems. PSI supports strong re-regulation of the finance sector and, where appropriate, public sector ownership of strategic financial institutions.
- 4.2.2 Over the last five years, International Financial Institutions (IFIs) have continued to play a profound role in the shaping of global and national economies. Despite changed rhetoric, the World Bank and the International Monetary Fund (IMF) still facilitate privatisation, labour market deregulation and harmful structural adjustment policies.
- 4.2.3 The OECD is consolidating its position in economic matters, such as global taxation, and expanding its influence into new fields, such as education and health. The intrusion of a body representing the developed north into global affairs directly affecting the global south represents a worrying new chapter in economic colonialization. The rise of BRICS and regional development banks, which are now collectively larger than the World Bank, has not provided an opportunity for a new development bank model. To the contrary, in general, it has simply introduced more global actors seeking to use development finance to promote colonial or mercantile interests.
- 4.2.4 In addition to actions outlined in the introduction to this chapter, in chapter 2 and other relevant sections, PSI will continue to:
  - a) Fight for an alternative global financial architecture that reflects our vision;
  - b) Fight to include references to ILO core conventions in World Bank labour safeguards;
  - c) Lobby to influence IFI policy and action, particularly on privatisation and gender bias;
  - d) Demand transparency and binding regulation of financial markets and all their actors;
  - e) Demand restrictions on risky and speculative investments, for example via the introduction of a global financial transaction tax.

## 4.3 Tax Justice

- 4.3.1 PSI condemns all forms of corporate tax avoidance and evasion as theft of workers' money which should rightfully be funding public services, economic development, alleviating poverty and enabling the state to meet its obligations to human rights. Fair taxes also enable the redistribution of wealth and funds vital economic infrastructure. A just, progressive, gender-neutral and transparent taxation system is the mechanism by which wealth is used for the benefit of the people.
- 4.3.2 The current global tax system allows tax avoidance and evasion by the wealthiest and most powerful on the planet. Tax havens and large accounting firms facilitate the transfer of enormous amounts of wealth through secrecy and artificial company structures.
- 4.3.3 Corporate tax dodging shifts the burden of taxation from capital to labour and starves vital public services. The effects are especially pernicious for women and other groups who rely disproportionately on public services, and for developing countries which rely on tax revenues for development and for alleviating poverty. Tax dodging steals education from our children, health care from our families, jobs from our young people and security from our communities. PSI considers tax avoidance to be a crime.
- 4.3.4 Technical solutions are available to fix the system, but attempts to move forward are frustrated at each turn by lack of political will. Recent leaks, such as the LuxLeaks and Panama Papers, show the huge number of global political leaders and elites who benefit from the current corrupt system.

Shamelessly, corporations have begun to promote the idea that tax competition is healthy for the global economy and that corporate tax rates will inevitably, and should desirably, fall to zero.

- 4.3.5 PSI believes that corporate tax evaders should be excluded from public procurement and that tax evasion should be regarded as a criminal offence.
- 4.3.6 In addition to actions outlined in the introduction to this chapter, in chapter 2 and other relevant sections, PSI will continue to:
- a) Expose the broken global tax system, the practices of multinational enterprises and large accounting firms and the detrimental role of tax havens, and oppose the concept of tax competition between nations;
  - b) Pressure governments and the international institutions to reform global tax rules;
  - c) Provide technical support and policy material to inform affiliates, assist them in lobbying, and help educate and mobilise their membership;
  - d) Advocate for international and national tax systems that reduce the gender gap;
  - e) Fight for country-by-country reporting, a global tax body within the UN framework, a common corporate tax base and minimum rate, automatic exchange of information and oppose the existence of all tax havens and spurious tax holidays;
  - f) Increase the legitimacy and influence of tax workers as key actors in the development of these policies;
  - g) Demand that the financial burden of responding to the global financial crisis fall upon those who created the crisis, through means such as higher corporate tax and taxes on assets, the transfer of assets, capital gains and financial transactions.

#### 4.4 Government Debt

- 4.4.1 The consequences of sovereign debt crises are devastating. They usually include cuts to health, education and other social services, privatisations, unemployment, cuts to workers' wages and conditions, cuts to pensions, raising regressive taxes on labour and consumers and undermining democracy as sovereign governments become dependent on financial institutions (like World Bank and IMF) and their conditions.
- 4.4.2 In all cases, the people suffer. Usually they are not to blame. The rhetoric that countries are undisciplined and that people have been living beyond their means is rarely true. More often, sovereign debt is due to political incompetence and/or corruption of governments and to their protection of the interests of domestic elites. Additionally, governments of the richest countries fail to impose international rules that would force their MNEs to pay tax in foreign countries where they operate.
- 4.4.3 Tragically, austerity measures prescribed by the International Financial Institutions and creditors worsen the problems. The lessons learned from Africa, the Americas, and more recently Greece and Puerto Rico, show how austerity undermines long-term stability and growth. Countries that have adopted alternative solutions, such as Iceland and Argentina, have fared better.
- 4.4.4 Austerity policies in Europe and the cost-cutting programmes demanded by the IFIs are leading to growing privatisation pressure worldwide. And yet, public investments in the future, for example in education, health and social services, are instrumental in creating growth and jobs.
- 4.4.5 Unions have not always understood the mounting risks or dishonest assurances we have been given. We must be well-informed and vigilant.
- 4.4.6 In addition to actions outlined in the introduction to this chapter, in chapter 2 and other relevant sections, PSI will:
- a) Provide information and advice to affiliates on sovereign debt issues;
  - b) Promote just debt payment mechanisms, including debt relief, that are orderly and do not favour reckless debtors and bankers over innocent and vulnerable citizens and workers;
  - c) Support comprehensive reviews to identify who has benefited from the accrual of public debt as a pre-condition for determining who shoulders responsibility for debt restructuring.

## 4.5 Corruption

- 4.5.1 PSI condemns and opposes corruption in all forms, as it undermines trust in government, steals resources from public services, undermines economic development and contributes to inequality.
- 4.5.2 Corruption occurs when there is an imbalance of power, secrecy and lack of respect for the common interest. Thus, a global economic system that creates inequality, promotes secrecy in tax, trade and financial affairs and encourages wealthy multinationals to expand into the developing world is one of the major enablers of corruption. The prospect of large windfall gains for corporations in the tendering of public services is one of the largest incentives for corruption. This is rarely acknowledged in the costs of privatisation and outsourcing nor in discussion of the causes of public debt.
- 4.5.3 More insidiously, there is increasingly a corruption of the democratic process. This occurs when massive political donations distort the electoral process, and when elites cycle through politics, consultancy firms, senior bureaucratic positions and business, to capture the policy-making process.
- 4.5.4 Whistle-blowers often face harassment, retaliation, and threats. The lack of a clear and coherent approach towards “protected disclosures” has even led to whistle-blowers being dismissed and sentenced to jail for breaching confidentiality and non-disclosure agreements.
- 4.5.5 PSI supports the establishment of an ILO convention on the protection of whistle-blowers in the workplace that will ensure provision of financial aid to support such whistle-blowers and their families, ensure legal defence and union representation, guarantee work protection and reassignment options and introduce a reverse legal onus on reprisal and harassment complaints.
- 4.5.6 PSI will continue to act to protect workers who fight corruption in the public administration from objective labour violence, especially employees of state control, justice, tax and inspection bodies, to guarantee decent working conditions.
- 4.5.7 In addition to actions outlined in the introduction to this chapter, in chapter 2 and other relevant sections, PSI will:
  - a) Expand its anti-corruption campaign to all PSI sectors and regions; and
  - b) Develop tools and materials to assist affiliates.

## 4.6 Trade and Investment Agreements

- 4.6.1 PSI acknowledges that trade and investment are vital for economic development. A stable set of trade and investment rules can facilitate orderly economic growth to the benefit of all. PSI believes that these rules are political constructions, not some sort of economic given. Therefore, they must be made in open, transparent, inclusive, democratic and multilateral fora, where nations can protect national sovereignty and policy space and choose their economic policy free from coercion by economic colonialism and corporate pressure.
- 4.6.2 Unfortunately, today’s trade agreements have become part of the neoliberal project to enforce a model of globalisation that benefits the corporate interests of the largest and wealthiest economies. These rules increasingly shift power from national governments and democratic institutions to global corporations, restrict government ability to regulate and create an environment to privatise public services. PSI opposes agreements containing such provisions.
- 4.6.3 The increasing inclusion of Investor State Dispute Settlement (ISDS) mechanisms is a shameless conferral of rights to multinationals that neither labour, consumers, citizens nor those seeking to protect the environment have available to them. ISDS mechanisms, including the EU’s proposed Investment Court System and Multilateral Investment Court, that falsely claim to be different instruments, in fact restrict the ability of governments to regulate and provide services in the public interest. They starve public services and increases inequality by transferring taxpayers’ money to the largest corporations on earth.
- 4.6.4 Scandalously, trade and investment agreements are increasingly made secretly, outside of multilateral fora and away from public and democratic scrutiny.
- 4.6.5 PSI notes that the wealthiest nations on earth industrialised using trade barriers, tariffs and government interventions. Developing countries should have the right to pursue economic development in the ways they consider most appropriate for them.

- 4.6.6 Many of the claims for trade agreements as a boost to economic growth and jobs lack any evidence. To the contrary, evidence shows more economic inequality and fewer well-paid jobs. Even in the wealthiest countries, liberalising trade creates winners and losers. The winners tend to be large multinational companies and wealthy consumers. The losers tend to be workers, users of public services, small and medium businesses and poorer consumers, who tend to be women.
- 4.6.7 As globalisation increasingly fragments the production process, trade agreements focus more on services. This increase is particularly harmful, as services include many areas of economic life with social content, including public services. PSI opposes trade in public services.
- 4.6.8 Given the secrecy, damage to workers, public services and democracy, massive conferral of rights to corporations and deliberate and significant obstacles to changing or withdrawing from trade agreements, PSI prefers no trade agreements to bad agreements.
- 4.6.9 None-the-less in the current environment growing popular anger against unfair trade agreements risks fuelling calls for nationalist and mercantilist trade protections and risks destructive trade wars. PSI must prioritise promoting a fair trading system based on the interests of the people.
- 4.6.10 In addition to actions outlined in the introduction to this chapter, in chapter 2 and other relevant sections, PSI will:
- a) Conduct research into trade agreements to inform affiliates of their implications;
  - b) Expose the deceptive claims made by many proponents of trade agreements;
  - c) Oppose unfair trade agreements, Investor State Dispute Settlement clauses in any form and any other elements that privilege rights for multinational enterprises and foreign investors, including any provision that restricts the right to invoke the precautionary principle, especially as it relates to public services;
  - d) Demand that all current and future public services be totally excluded from the coverage of trade agreements to ensure they remain under public control and oppose any agreements that include, or affect, public services;
  - e) Work with affiliates and allies to develop and promote alternative fair trade agreements;
  - f) Lobby government and international fora for fair global trade rules.

## 4.7 Sustainable Development Goals

- 4.7.1 The Sustainable Development Goals (SDGs) adopted in 2015 by the UN General Assembly build upon the Millennium Development Goals, converge with the 2030 Development Agenda, and include Financing for Development and Climate Change.
- 4.7.2 PSI believes that while parts of the 2030 Agenda provide an alternative narrative to neoliberal policies, several significant flaws remain. Most fundamentally, the implementation and accountability mechanisms are voluntary.
- 4.7.3 Further, it is the first time that UN policy has officially promoted public-private partnerships (PPPs), creating a vehicle for privatisation, even though there are no clear criteria to ensure private sector intervention is in line with public interest, despite public resources being used to support the private sector.
- 4.7.4 In addition to actions outlined in the introduction to this chapter, in chapter 2 and other relevant sections, PSI will continue to:
- a) Follow the implementation and monitoring of the SDGs and conduct training in pilot countries;
  - b) Pressure governments to fulfil their commitments to achieve decent work for all, economic, social and ecological sustainability;
  - c) Call for a people-centred, human rights-based approach to sustainable development;
  - d) Assist affiliates to negotiate the implementation of SDGs and ensure the process is driven from the bottom up with the participation of trade unions, civil society and all those affected;
  - e) Integrate PSI's other work, such as in human rights, water and health, gender-responsive public services, tax and anti-privatisation, into our sustainable development work.

## 4.8 Climate Change

- 4.8.1 Climate change is one of the most significant threats to a peaceful, prosperous future for humanity. Despite near consensus amongst the scientific community, the move to zero-carbon economies is far too slow and inconsistent.
- 4.8.2 A zero-carbon economy requires more than technological change – it requires fundamental change in how people produce and consume; how wealth is created and distributed, and how cities and economies are organised and planned.
- 4.8.3 The extent of the change required, the power of vested private interests and the massive public-good characteristics require planned, rational and democratic leadership, if humanity is to avert a global climate catastrophe. The necessary changes will not occur, if left to unpredictable markets driven by corporate pursuit of profit.
- 4.8.4 Governments must actively support clean alternatives to fossil fuels. If well managed, the transition to clean energy sources can provide important new economic stimulus and millions of new jobs. All new and existing energy sources should be assessed based on their impact on climate, the environment and public safety. We must be careful that the need for urgent action does not lead us to support untested, discredited or otherwise dangerous energy options that we would otherwise reject, such as “clean coal” or fracking.
- 4.8.5 The decarbonisation of energy supplies is a goal that can only be achieved in the short- to medium-term, if market operators have access to sufficient storage capacity, flexible and consumer-friendly options, adaptable electricity generating technologies (e.g. combined heat and power generation), as well as a sufficiently developed and interconnected power distribution infrastructure. Information given to customers must be sufficiently detailed, timely and accurate. Policy-makers must create a framework that ensures technology and infrastructure are economically viable.
- 4.8.6 Public service workers, particularly in local and regional government (LRG)/municipal sector, transport, waste, sanitation, energy and water, are central to the required transformation. The workers directly affected must be treated justly. The burden of change should not fall on those least able to deal with it – neither in industries that will inevitably decline, nor in developing countries that require more energy for economic and social development. Common but differentiated responsibilities must ensure that countries that have become rich while emitting greenhouse gases should shoulder additional responsibilities.
- 4.8.7 Climate change is not gender-neutral. Women bear the brunt of energy poverty in the home, in relation to food scarcity, health and water and have less resources available to deal with climate-related challenges. Nonetheless, women are valuable sources of climate-related knowledge and valuable actors in climate change mitigation, adaptation and risk reduction, but are often excluded from climate debates.
- 4.8.8 Climate change is already bringing more extreme weather events and natural disasters. PSI’s work to ensure the safety and rights of first responders and their involvement in disaster preparedness will be integrated into its climate change work.
- 4.8.9 Public sector workers must be involved in city planning to take account of new weather patterns and measures, to adapt to the increasing frequency and severity of weather events.
- 4.8.10 In addition to actions outlined in the introduction to this chapter, in chapter 2 and other relevant sections, PSI will:
  - a) Fight for a just transition that does not disproportionately fall on women, the least developed countries or the most exposed workers in carbon-intensive sectors;
  - b) Advocate the integration of women into climate change decision-making;
  - c) Work with the sectors affected by disaster response needs.
- 4.8.11 In addition to actions outlined in the introduction to this chapter, in chapter 2 and other relevant sections, PSI affiliates will:
  - a) Organise workers in the new energy economy;

- b) Highlight the role of public services in the fight against climate change and for sustainable development, and include the workers who provide the services, such as first-responders and frontline emergency workers;
- c) Develop and share information on changes in the energy sector, including new entrants in solar, wind and other renewables;
- d) Advocate integration of women into climate change decision-making at national level;
- e) Promote awareness with regards to climate refugees.

## 4.9 Pensions

- 4.9.1 Just and equitable societies protect workers after their retirement. PSI supports and defends public pension and retirement systems that provide security and solidarity.
- 4.9.2 Since the financial crisis of 2008, governments have cut into the retirement provisions of social protection, forcing many retirees into poverty or forcing them to rely on family support.
- 4.9.3 Access to decent pension funds is especially important for women, who historically have been excluded or denied coverage and benefits, leaving them financially disadvantaged and disproportionately reliant on state, spousal or family support in retirement. The fight against privatisation of pension provision is also a gender priority.
- 4.9.4 Pension funds manage trillions of dollars which belong to workers and should be used to benefit the interests of workers, collectively as well as individually. Ethical investment should be an underlying principle, equal to risk-adjusted rates of return. PSI rejects the argument that pension fund trustees must pursue the highest return at all times, without regard to social and environmental considerations. Investments in tobacco, weapons and carbon-intensive industries are not in workers' broader interests; nor is investment in highly speculative and opaque financial products.
- 4.9.5 Financial companies that manage workers' money must demonstrate that their activities do not undermine labour's broader interests, such as by supporting lobby groups that undermine trade union rights and democracy, lobby for privatisation, collect unfair and hidden pension fees or dodge taxes.
- 4.9.6 After the global financial crisis, workers' capitalised pension funds have increasingly become targets for governments seeking access to capital to fund privatisation. Privatisation and PPPs undermine public sector job security and provision of quality public services to all workers and their families. Investment of workers' pension funds in privatisation and PPPs contradicts union efforts to promote quality public services and the provision of public sector job security. Workers' pension funds should promote ethical investment.
- 4.9.7 In addition to actions outlined in the introduction to this chapter, in chapter 2 and other relevant sections, PSI will:
  - a) Facilitate exchange of information on social protection, including retirement systems;
  - b) Lobby at national, regional and global levels for just and equitable retirement systems;
  - c) Defend public pension systems;
  - d) Work with affiliates to broaden the definition of fiduciary duty, to allow investment guidelines to consider social and environmental impacts on communities;
  - e) Support strategies to divest from PPPs and carbon-intensive industries, to assess how pension funds handle climate risk in their portfolios and to support ethical investment in a zero-carbon future;
  - f) Assist affiliates to lobby regulators to implement stricter reporting requirements on financial companies, including disclosure of fees, tax practices and political activities;
  - g) Encourage the global labour movement to respect these principles and oppose the use of workers' capital to undermine public services and the salaries, rights and conditions of public service workers.
- 4.9.8 In addition to actions outlined in the introduction to this chapter, in chapter 2 and other relevant sections, PSI affiliates will:
  - a) Share information on proposed legislative and regulatory changes;

- b) Consult PSI about investment issues in their capitalised pension activities.

#### 4.10 Digitalisation

- 4.10.1 Digitalisation of public services can provide opportunities for better, more efficient public services but also contains significant risks. As these changes have implications for the provision of decent work, quality public services and public welfare, all in society, including trade unions, must have an active role in decision-making. While most pronounced in the developed world, these changes will affect all countries, as they shape the future of work and challenge jobs in the public sector.
- 4.10.2 Too often, the rhetoric of digitalisation is based on a presumption that the public sector cannot reform or be efficient, and is in effect a cover for privatisation, outsourcing and job losses. Public services must be strengthened. They must not be undermined by outsourcing, public-private partnerships (PPPs) and privatisation. We need to ensure that in the long term, we have enough public sector workers equipped with the right skills.
- 4.10.3 Targeted measures to promote job-creating innovations and activities that are resistant to automation are needed, if change is to have a positive impact on employment. Productivity gains and the distribution of dividends from automation must be redirected towards satisfying social needs. An increasing share of public value should and must be channelled towards expanding and upgrading essential social services.
- 4.10.4 Digital technologies, when accompanied by adequate training, investment, consultation and collective bargaining, can enhance the quality of public services and the lives of workers and users.
- 4.10.5 When digitalisation is used to cut funding, outsource and deskill workers, services to the public inevitably suffer. This approach contains risks for privacy when citizens' data are handed over to private companies and can alienate those citizens who do not have access to the required technology to access services online.
- 4.10.6 While digitalisation can provide useful data to improve work processes, it should never be used to monitor workers without their knowledge, nor create a punitive work culture. The use of data to manage performance inevitably creates the risk that work will shift to that which can be measured and away from the public good.
- 4.10.7 The right of citizens and workers to informational self-determination must be protected and strengthened. It must not be undermined by increasingly exhaustive collection and analysis of personal data nor by digital services. New services and new work places, which are created by the processing of "big data", should not be placed in opposition to citizens' rights, informational self-determination and workers' data protection. Public data must be processed and safeguarded under public control.
- 4.10.8 The technology used in critical infrastructure must be checked systematically for potential vulnerabilities and tampering, and to prevent possible chain reactions in the event of the failure of networked elements. A technology integrity test must be introduced in all areas which are of existential importance for maintaining our democratic and solidarity-based societies (energy supply, health care provision), especially in those areas where even a short-term outage could represent a threat. This will help to determine which systems may or may not be interconnected and in which sectors human work structures must be maintained in the event of a technical failure. As part of this process, it is important to determine appropriate staffing levels (quality and quantity) and to carry out realistic economic calculations of the costs of IT-based administrative and business processes.
- 4.10.9 Digital work and networked activities may give workers greater liberty, if workers have adequate participation and control. At the same time work intensification and the creation of unpaid work caused by the shift to an "always on" work culture, enabled by electronic working tools, must be guarded against. Existing health and safety provisions must be adapted and new protective measures introduced, such as the right to be unreachable.
- 4.10.10 The rise in the use of distance work must always be an option for employees to work flexibly and not a way to create precarious work. Work being offered via a digital platform must be linked to an employment relationship. In combination with the new wave of trade agreements that restrict public procurement practices, real risks arise of driving down wages and service quality by sending public sector work overseas to low wage and unaccountable providers.

- 4.10.11 Good working conditions and good services for citizens will depend on the extent to which workers and their representatives are actively involved in shaping work processes through timely consultation and proactive participation in the process of change in the digital economy.
- 4.10.12 In some sensitive sectors, the removal of workers from the provision of services has profound effects on quality, access, accountability and democratic control. PSI will continue to examine these issues.
- 4.10.13 Further, providing government work in the private sector through virtual platforms without a local presence enables tax avoidance of the private firm providing the service.
- 4.10.14 In addition to actions outlined in the introduction to this chapter, in chapter 2 and other relevant sections, PSI will:
- a) Monitor developments, and document and disseminate positive and negative practices;
  - b) Advocate PSI's position in international fora;
  - c) Integrate work on digitalisation into sector work;
  - d) Stand firm to prevent public services being liberalised because of digital change. We reject the outsourcing of public service activities to crowd work platforms;
  - e) Call for the participation of trade unions and staff representatives in the process of introducing and using new workplace technologies. Furthermore, the trade unions and staff representatives must carry out regular evaluations of these technologies and the results made public.

## 5 Trade Union and Labour Rights

- 5.1.1 The protection of workers' and trade union rights is a core activity for PSI. The rights to freedom of association, collective bargaining and the right to strike are vital to improving and protecting wages and working conditions.
- 5.1.2 Defending these rights to enable our affiliates to protect and improve their members' wages, benefits, job security, equality and health and safety at work, particularly through collective bargaining, will be a priority in the coming period.
- 5.1.3 These rights – recognized and protected by international and regional human rights treaties and ILO Conventions 87 and 98 – are inalienable and cannot be waived. Nonetheless, the last five years have seen unprecedented attacks on them.
- 5.1.4 Precarious work is rising and there is relentless downwards pressure on wages and conditions. The use of short term and casual contracts and agency workers is increasing across all sectors and is being used to undermine employment security and union organising. Austerity and underfunding is fuelling work intensification and creating pressure to work longer - and often unpaid - hours, even in areas where we are well organised. Union power is under attack across the globe.
- 5.1.5 The 101<sup>st</sup> International Labour Conference in June 2012 saw the work of the Committee on the Application of Standards (CAS) blocked for the first time in its history. The Employers' Group challenged the existence of a right to strike under ILO Convention 87 and the long-standing interpretations of the ILO Committee of Experts on the Application of Conventions and Recommendations (CEACR) and the Committee on Freedom of Association (CFA).
- 5.1.6 This was a simultaneous attack on the ILO's norm-setting role, the global labour movement and the rights of every worker in the world.
- 5.1.7 The impasse – known as the “standards' crisis” – was provisionally contained with an agreement between the Workers' and Employers' Groups in 2015, but is far from being resolved. The agreement conceded the acknowledgement of the practice of employer lockout – something never previously acknowledged in international law.
- 5.1.8 The Employers' Group not only questioned the right to strike, but also challenged the mandate of the Committee of Experts on the Application of Conventions and Recommendations (CEACR) in relation to implementation of ILO conventions. The Employers' clear goal is to undermine years of international jurisprudence protecting workers' rights and the influence of the ILO standards and supervisory mechanisms in shaping national legislation and practice.
- 5.1.9 The outcome of the “standards' crisis” may be a turning point in the survival of the ILO standards and supervisory mechanisms. The current conciliatory approach implies making concessions that may include restrictions on the right to strike and limitations in the mandate of the CEACR.
- 5.1.10 Trends in the last five years suggest that restrictions on the right to strike have already increased beyond the limits established by the ILO supervisory mechanisms. Many countries have established national laws restricting, and sometimes criminalising, the right to organise and strike for public sector workers, often by abusing the “essential services” provisions.
- 5.1.11 In Europe, austerity measures reduced the public sector, imposed pay cuts and limited trade union rights, especially collective bargaining, in countries such as Greece, Portugal and Spain. The latter has increased the criminalization of strike actions. The UK imposed a new Trade Union Bill that severely restricts the right to strike.
- 5.1.12 In North Africa and the Arab world, countries where massive protests overthrew long-term rulers, have drifted to more repressive regimes. Trade union and civil rights have become even more difficult to exercise. In Turkey, where the exercise of trade union rights worsened over the last years, affecting the Kurdish population, a failed coup led to massive arrests and summary dismissals of thousands of public sector workers not involved in the attempted coup.
- 5.1.13 In some African countries, privatisation and other issues have driven attacks on trade union rights, for example, in health and education in Liberia and in the utilities sector in Rwanda. This is compounded by the criminalisation of union activity in countries such as Liberia.

- 5.1.14 In the Americas, there have been both negative and positive developments. The violence against unionists and other civil society leaders persists in countries such as Honduras, Guatemala and El Salvador. In Ecuador, the government implemented a constitutional reform that cancelled collective bargaining rights for public sector workers. On the other hand, Colombia and Argentina (Province of Buenos Aires) adopted a regulatory framework that grants public sector workers the right to bargain collectively. And the government of Canada announced that it was carrying out consultations on the ratification of ILO Convention 98.
- 5.1.15 In the Asia-Pacific region, South Korea is in a moment of transition. Unprecedented attacks on unions resulted in the arrest and detention of dozens of workers, including the President of KCTU, who was still in prison at the beginning of 2017, and a Vice-President of KPTU, who was released after almost a year. The government continues to refuse to register the KGEU and KTU, while completely denying fire-fighters and many other public servants' associations their trade union rights. The recent mass protests prompted the impeachment of the President and are leading to an opening of social space where trade union rights may become possible.
- 5.1.16 In Japan, basic labour rights for public service employees are still not granted and fire-fighters do not even have the right to organise. This is despite cases filed at the ILO by JTUC-RENGO in 2002 with the support of PSI and other Global Union Federations and the CFA issuing recommendations on case 2177 ten times.
- 5.1.17 Service rationalization and commercialisation, carried out with false promises of new public management and efficiency, intensify work, increase the threat of violence to workers and place trade union rights under increasing pressure. It is likely that the digitalisation and automatization of public sector work will affect trade union rights, and most notably the effectiveness and success of industrial action. Less human interaction in the provision of services will challenge the abilities of workers to organize, and will make it more difficult to disrupt the provision and delivery of services or payments to governments.
- 5.1.18 PSI will continue to complement solidarity actions and appeals with actions that respond to each country's circumstances, including more legal support, research and tangible aid in cases where unionists are at risk.
- 5.1.19 PSI supports binding and enforceable international mechanisms that enshrine labour rights and ILO conventions and that provide direct access to remedies for workers and unions.
- 5.1.20 PSI supports and promotes the ILO Decent Work Agenda. To achieve decent work for all, we need to strengthen social dialogue in all its forms and at all levels.
- 5.1.21 PSI also plays a valuable role in sharing information between countries about attacks on wages and conditions and strategies used by unions to defend and extend members' wages and conditions.
- 5.1.22 In addition to actions outlined in chapter 2 and other relevant sections, in defence of trade union and labour rights, PSI will:
- a) Defend decent working conditions, just salaries, professional careers and public pension systems;
  - b) Defend the right to strike and work with affiliates and the global labour movement to fight any attack on the right to strike;
  - c) Promote social dialogue in all its forms at all levels including the creation of bipartite frameworks at national level to engage with local, regional and national administrations in the discussion of issues of interests for public sector workers;
  - d) Fight for the release of imprisoned unionists and the reinstatement of public sector workers, persecuted for their union activities;
  - e) Continue to mobilise affiliates, use solidarity campaigns and urgent action appeals, lobby governments and institutions and organize and participate in international missions;
  - f) Provide training in the ILO complaints procedures for affiliates, allowing them to progress matters as needed;
  - g) Participate in ILO experts' meetings and assist affiliates to raise complaints within the ILO supervisory mechanisms;

- h) Continue to defend public sector workers and their interest in the Committee on the Application of Standards (CAS) and other ILC committees;
- i) Fight for public sector workers' rights in other international fora, such as the Organisation for the Economic Cooperation and Development (OECD);
- j) Promote the ratification of ILO Convention 151 and 154;
- k) Continue to build affiliates' capacity through union development projects;
- l) Promote the ratification and implementation of ILO conventions that deal with gender equality and antidiscrimination at work i.e. Conventions 100, 111, 156, 183 and 169;
- m) Work with the international trade union movement for the adoption of a new convention on violence against women and men in the world of work.

5.1.23 In addition to actions outlined in chapter 2 and other relevant sections, in defence of trade union rights, PSI affiliates will:

- a) Fight for and promote the recognition of the right to strike as a right derived from ILO Convention 87;
- b) Actively support and mobilise in solidarity actions with any PSI affiliate whose rights are under attack, and support other key workers' rights struggles;
- c) Develop complaints for, make active use of and support PSI work in the ILO supervisory mechanisms.

## 6 Fighting Privatisation

- 6.1.1 PSI believes that quality public services are the foundation of a fair society and a strong economy. Quality public services make our communities and economies more equitable, resilient to downturn and disaster, and protect the youngest, sick, unemployed, disabled, aged and vulnerable. Quality public services are among the state's primary mechanisms for fulfilling its obligations for the realisation of human rights, gender equality and social justice.
- 6.1.2 Quality public services also support the economy by providing public infrastructure, research and innovation, a healthy and skilled workforce, and strong and stable justice and regulatory institutions.
- 6.1.3 To be universally available and accessible, quality public services must provide guaranteed access for all, free from discrimination, as a legally-enforceable right. Most public services are more efficient and effective when owned and managed by the public. Consequently, the majority of public services globally remain under public ownership and management.
- 6.1.4 The fight against privatisation is not just a fight to stop the sale of our public services. It is also a fight for the type of society we want, a fight for social justice and equity.
- 6.1.5 There is enough wealth in our economies to enable the required public investment, if corporations and the very wealthy pay their fair share. The consequences of under-investment in quality public services are lower growth, higher inequality, less social cohesion and an inevitable political reaction that is currently being exploited to fuel racism, nationalism and xenophobia.
- 6.1.6 However, the potential profits from public services, combined with three decades of global neo-liberal propaganda, make public services a target for privatisation by corporate profit seekers. The health sector alone was worth over \$7 trillion in 2013, an estimated 10% of global gross domestic product (GDP), and rising by 5% a year. Education is estimated to be worth a further \$3 trillion. Water is one of the most essential and potentially valuable resources on the planet.
- 6.1.7 Those seeking to profit from privatisation promote a range of myths. As privatisation became a public relations liability in the 1990s, corporations began to promote Public-Private Partnerships (PPPs). As we work to expose PPPs, their tactics evolve further with new and equally dangerous tools developing all the time.
- 6.1.8 Since PSI Congress 2012, the corporate sector has invested heavily to facilitate privatisation of public services. Their strategy involves the creation of an "enabling environment" of legislation and regulations to attract and protect private investors, financializing infrastructure as an asset class, and government-funded facilities to prepare a flow of profitable projects. States are increasingly using public money – including taxes, pension funds and state aid – to offset any risks to private investors. Trade agreements are also used to create a facilitating environment and lock in privatisations.
- 6.1.9 Privatisation is further facilitated by arbitrary limits on government borrowing and spending. Rising debt is often used as a pretext for privatizing assets, instead of demanding that corporations and the very rich pay their share of tax.
- 6.1.10 The UN, G20 and the OECD have all recently called for more private investment in public services and infrastructure. Alarming, many in the global labour movement have been slow to oppose it.
- 6.1.11 Contrary to the rhetoric of private sector efficiency, a major driver of privatisation is the expected profit produced by job cuts and lower labour costs. Privatisation is used to break unions' collective agreements, drive down wages and conditions, introduce precarious work and destroy unions.
- 6.1.12 Social Impact Bonds (SIBs) are the latest mutation of privatisation in areas such as offender rehabilitation, youth work and employment services. They reinforce the false idea that only the private sector can innovate. They convert complex social services to financial instruments, which are difficult to administer, and drive resources into fixing the symptoms of social problems, not the causes. SIBs also potentially drive down wages, replace skilled workers with volunteers and create a new acceptable "social" face for unacceptable privatisation of social services.
- 6.1.13 Privatisation, outsourcing and the use of agency workers are not gender neutral. They disproportionately affect sectors with a higher percentage of women. They also block access to those quality public services that should serve to alleviate women's burden of unpaid domestic care work and facilitate women's integration to the labour market. They also create precarious work that undermines labour rights in ways that disproportionately affect women.

- 6.1.14 Privatisation, outsourcing and the use of agency workers usually lead to more expensive and less flexible services. The process of granting windfall profits to private companies creates conditions conducive to financial and political corruption that is rarely accounted for.
- 6.1.15 Since Congress 2012, PSI and its affiliates have consolidated our position as global leaders in the fight against privatisation. Our experience shows this requires local and national campaigns, planned and carried out in alliance with civil society and users of public services, and solid research to expose the myths promoted by privatisation proponents.
- 6.1.16 Where privatisation, outsourcing and use of agency workers cannot be stopped, organising workers in privatised services is both the best way to provide decent wages and conditions for these workers and an important way to stop wage competition and destruction of workers' rights being used as a force for privatisation. Privatised services are often operated by multinational companies and PSI can play an important role in co-ordinating organising efforts.
- 6.1.17 PSI also provides the alternatives to privatisation. We fight for tax justice, against unfair trade agreements and promote alternatives to strengthen public services, including reversal of privatisations and Public-Public Partnerships (PUPs).
- 6.1.18 The public is often told that privatisations are difficult or impossible to reverse, but this ignores the evidence of hundreds of cases of governments successfully bringing privatised services - often failed privatisations - back into public hands. PSI supports reversal of privatisation, promotes examples of success and helps affiliates to pursue the reversal of privatisation. We oppose trade agreements that cover or affect public services because they often make reversal of privatisation difficult, more expensive or impossible.
- 6.1.19 PUPs mainly involve strong public utilities twinning with weaker public utilities to jointly solve problems and improve service quality, often through transfer of technical skills, while preserving decent employment. When governments do not renew contracts with private operators, or terminate them early, PUPs provide a viable way to access expertise.
- 6.1.20 In addition to actions outlined in chapter 2 and other relevant sections, PSI will:
- a) Continue to advocate for public provision of quality public services and highlight the problems of privatisation to the regional and global development banks, the IFIs, bilateral aid agencies and the UN;
  - b) Build anti-privatisation coalitions at country, regional and global levels, and co-ordinate the actions of public and private unions, users, women's organisations, civil society and allies;
  - c) Assist governments, unions and communities to successfully reverse privatisations after failed privatisations and assist in finding PUPs partners;
  - d) Build tools for affiliates and allies to fight privatisation in the field and distribute existing tools;
  - e) Promote successful examples of reversals of privatisation and advocate for rules and laws that facilitate this, to show that reversing privatisation is possible;
  - f) Raise the visibility of PUPs, including within IFIs, to attract financial support, and extend the PUPs concept to more sectors;
  - g) Continue to monitor privatisation trends, including SIBs, and track the companies driving the privatisation process across sectors and the involvement of the regional and global investment banks;
  - h) Share privatisation information among PSI sectors, affiliates, researchers and NGOs and continue to publish the newsletter - Privatization Watch – to assist affiliates and allies identify trends;
  - i) Defend against attacks on unions and their leaders opposing privatisation and support our allies when they are attacked for their support of our campaigns;
  - j) Maintain an activist contact database to mobilise on PSI priority issues.
- 6.1.21 In addition to actions outlined in chapter 2 and other relevant sections, PSI affiliates will:
- a) Provide early warning of privatisation threats;
  - b) Assist lobbying of global institutions, directly and through their own government and their national development agencies, including when their members are not directly affected;

- c) Assist in identifying PUPs partners among their own public employers;
- d) Support PUPs by twinning unions from supporting and receiving utilities;
- e) Contribute to the PSI anti-privatisation web-based platform and disseminate the information within the union, to allies and to members at local and branch level;
- f) Take stock of gender effect of privatization at sectoral level.

## 7 Making Sectors Stronger

### 7.1 Introduction

- 7.1.1 It is often sector work that most directly connects with the power of workers in the workplace, and workers often understand their contribution and identity as workers through their sector.
- 7.1.2 PSI will continue to build sector networks to anticipate threats and defend each sector's interests, share information and build capacity. Sector networks will develop and implement clear sectoral plans consistent with the PoA and other PSI global and regional policies, reflect gender parity in decision-making bodies and integrate youth, equality and gender perspectives.
- 7.1.3 PSI will continue to build the evidence-base for its sector work through global research. Each sector will collect good practices, policy guidelines and resources on priority themes and regularly distribute this information amongst affiliates.
- 7.1.4 Sectoral plans will include organizing and growth in the public and private sectors and the identification and targeting of strategic sub-sectors to ensure PSI expands its affiliate base, increase affiliates' membership and organize workers to build and project power.
- 7.1.5 Sectoral work will integrate relevant cross-cutting work such as tax, trade and migration and ensure that fighting privatisation is part of all sectoral work plans. Regions will continue to develop sectoral work in ways that reflect each region's needs.
- 7.1.6 PSI will defend the trade union rights of affiliates and their members in all sectors, campaign for the right to organize in sectors where this is denied, support collective bargaining for better wages and conditions and fight for the reinstatement of victimised workers.
- 7.1.7 As part of our trade union rights work, and to take wage competition out of privatisation models, PSI builds power across borders to defend the rights and conditions of members who find themselves under private management of multinational companies.
- 7.1.8 PSI will continue to assist affiliates to organise and build power in workplaces by building global union and workers' networks in targeted multinationals in different sectors and establishing framework agreements where needed. PSI will assist affiliates in building worker capacity to use Global Framework Agreements (GFAs) to make workplace gains.
- 7.1.9 Collective bargaining provides opportunities for progress in many areas. PSI will share information amongst affiliates on how to use collective bargaining to pursue selected priority work.
- 7.1.10 PSI will represent sectors in global and regional decision-making fora, publicly advocate for each sector's interests and build strategic alliances and coalitions with civil society, community groups and public service users active in each sector.
- 7.1.11 Certain groups of workers do not fit into a single sector. Our work with first responders includes fire fighters, police, ambulance, health and frontline workers in water, energy, transport, education and other sectors. These heroic workers face specific challenges associated with extreme weather, human conflict, epidemics, man-made disasters and climate change.
- 7.1.12 PSI will continue to advocate for investment in training and safety equipment, better co-ordination across governments and systematic involvement of first responders in forward-planning. Outrageously, these workers, who put their lives at risk for the community, are often denied their trade union rights. PSI will continue to work with affiliates to address their specific issues.
- 7.1.13 Making sectors stronger requires all PSI affiliates' support. In addition to actions in specific sectors below, PSI affiliates will:
  - a) Actively participate in national, regional and global sector networks, where established, and assist to implement sectoral plans;
  - b) Ensure that members in the workplace are connected to PSI's sectoral work;
  - c) Organise and grow targeted sub-sectors;
  - d) Assist in lobbying national governments and international institutions on global sectoral priorities, including where the affiliates' direct interests are not affected;
  - e) Contribute to and support PSI sectoral research and dissemination of good practices;

- f) Contribute to PSI membership mapping, organise workplaces and support PSI in targeted companies;
- g) Inform PSI early of potential significant shifts in government or affiliate policy that affect sectoral work.

## 7.2 Health and Social Services

- 7.2.1 Since the 2012 Congress, the 2030 Agenda for Sustainable Development (ASD) has highlighted the interdependence between health and development. The recommendations of the United Nations High-Level Commission on Health Employment and Economic Growth and the ILO Tripartite Meeting on Improving Employment and Working Conditions in Health Services reinforced the role of the health workforce in delivering people-centred universal health care.
- 7.2.2 By 2030, it is projected that 40 million new jobs will be created in the health sector, mostly in middle- and high-income countries. Nonetheless it is projected that there will still be a shortage of 18 million health workers, if the Sustainable Development Goals (SDGs) are to be met, in low- and middle-income countries.
- 7.2.3 The poor state of health systems and the low remuneration of the health workforce in the global south drives health migration and contributes to existing and projected shortages of human resources for health. The undervaluing of health and care work including childcare, elderly care and long term care, combined with the persistent sexual division of labour, means that these sectors remain highly feminised.
- 7.2.4 Health care workers play a key role in being advocates for individuals and communities, with rigorous research supporting their position. Precarious work and employer intimidation act as a silencer on the voices of these workers, many of whom are actively prevented from forming or joining a trade union.
- 7.2.5 Declarations of commitment to these recent international processes supporting universal health coverage provide opportunities for progress, but are not in themselves sufficient to ensure the comprehensive health care coverage required to realise the human right to health care.
- 7.2.6 Influenced by the International Financial Institutions (IFIs) and business interests, these commitments have been made alongside increased arguments for private funding of health care, at the same time as low economic growth and fiscal consolidation is challenging universal public health care in countries where it is established.
- 7.2.7 PSI notes that there is enough wealth in the world to fund quality public health services for all, if corporations and the very rich did not avoid paying their fair share in tax. Although the World Health Organization (WHO) recommendations advocate an allocation of at least 5% of GDP to national health expenditure, many governments currently do not meet this minimum requirement in their budgets. While 5% is not sufficient in most cases, it is an important first step for many developing countries.
- 7.2.8 In low- and middle-income countries, struggling to raise sufficient domestic finance to fund public health and social care, PPPs are being promoted as the answer, despite the clear evidence against them, and evidence that public investment in health and social care have multiple benefits to society.
- 7.2.9 According to the WHO, health is our greatest asset. Every government has a responsibility to safeguard it.
- 7.2.10 Thirty years of privatisation of health services clearly show how privatisation undermines health as a human right, reduces access, hurts poor working people everywhere, increases the burden of unpaid care work on women and primarily benefits multinational corporations. Out-of-pocket health expenses push 150 million people into poverty each year. It is devastating in developing countries with fragile health systems and high poverty rates.
- 7.2.11 The Ebola as well as Zika outbreaks revealed profound systemic weaknesses at the heart of the global health system. The poor level of crisis-preparedness, fragmented national health systems and lack of capacity quickened the lethal spread of Ebola in West Africa and demonstrated the tragic consequences inherent in neoliberal health policies. Devastatingly poor health and safety for health workers meant they risked death every day they went to work to care for their patients. Officially, more than 20,000 residents and 500 health care workers died.

- 7.2.12 An under-funded and under-resourced WHO was unable to mobilise in time, despite repeated early warnings. When Ebola was transmitted outside of the outbreak countries, health worker infections occurred because proper protocols were absent due to profit pressures in commercialised health systems in Texas, USA, or cut-backs in public health systems in Spain.
- 7.2.13 Public health system renewal is now urgent. PSI's Ebola Trade Union Intervention Strategy mobilised unions for safe and secure working conditions and supported campaigning to have unions recognised as a negotiating partner for health system renewal. In the next five years, we will continue and extend PSI's Human Right to Health (HR2H) campaign.
- 7.2.14 In addition to the general activities of all sectors, outlined in the introduction to this section, PSI will:
- a) Mobilise public opinion and intervene in the policy-formulation processes at national, regional and global levels to advocate for universal public health coverage;
  - b) Expand PSI's cooperation with the WHO, ILO and OECD on health issues;
  - c) Continue the PSI Ebola Trade Union Intervention Strategy in West and Central Africa;
  - d) Lobby to address the global shortage and unequal global distribution of suitably qualified health care workers, advocate for an appropriate and evidence-based skill mix of well-trained staff, for minimum staff-to-patient ratios, and for governments to work with unions to establish these minimum standards;
  - e) Focus on improving occupational health and safety and the elimination of violence at work;
  - f) Continue to address migrant workers' issues in the health sector;
  - g) Encourage deepening of affiliates' collaboration for joint national campaigning in the sector and where desirable, establish national health sector committees with action plans integrated into the global strategy;
  - h) Develop clear plans to address social care services as part of the sector, including largely unorganized homecare workers who are often miscategorised as domestic staff;
  - i) Prioritise improvement of working conditions, including secure work, for health workers and the establishment of guidelines for community-based health workers;
  - j) Challenge the influence and vested interests of multinational health companies and private health insurance firms, and advocate for domestic resource mobilisation and tax justice to increase funding for public health care for all;
  - k) Study the budgetary allocations for health at country level and pursue governments which do not achieve the WHO target to adhere to the WHO recommendation as a minimum;
  - l) Forge relations with patient fora, student associations and schools of health, social care and other relevant faculties;
  - m) Fight against the unethical profiting from the private provision of services intended to provide health and welfare to all;
  - n) Fight to reverse privatisation of health services and return them to the public sector.

### 7.3 Local and Regional Government/Municipal Sector

- 7.3.1 The world's major challenges cannot be solved without local, regional and municipal service workers. Climate change, disaster anticipation, mitigation and recovery, local economic development, social inclusion, local labour market policies, urban policies, the integration of migrants and refugees, infrastructure building, essential services, planning and housing - all require LRG/municipal sector involvement. With 3.9 billion people living in urban centres – 54% of the world's population and growing – the implementation of the 2030 Agenda for Sustainable Development will require local and regional participation.
- 7.3.2 Austerity and centralised fiscal control often create incoherence between national and local priorities and resources. Increasingly, local governments are required to deliver but are not adequately included in national and global decision-making, are starved of the necessary resources and are constrained by contradictory policies. These challenges strain local, regional and municipal workers, create work intensification, workplace stress, erosion of working conditions and an environment vulnerable to job-

destructive digitalisation and privatisation. This approach harms local economic development and socio-economic inclusion.

- 7.3.3 Yet local, regional and municipal government is more relevant than ever. Vibrant and promising initiatives and social movements are emerging at local and urban level, in a wide range of areas such as participatory democracy, local economic development, energy generation, energy-efficient buildings and transportation systems, urban ecology and food security, recycling, co-operative finance, safe cities and gender-responsive public services for women and girls.
- 7.3.4 Unions and PSI affiliates can play a leading role in urban policy innovation and are strategic actors in LRG/municipal sector to realise an inclusive New Urban Agenda, as per PSI's position paper for Habitat III.
- 7.3.5 In addition to the general activities of all sectors, outlined in the introduction to this section, PSI will:
- a) Focus on strategic LRG/municipal sub-sectors, such as waste and on issues such as digitalisation, as part of its sector plans;
  - b) Continue to engage global policy fora which are strategic for the LRG/municipal sector and build on the dialogue opened with LRG/municipal and city-based organisations – such as United Cities and Local Governments and with specific municipalities;
  - c) Promote the implementation of trade union rights, legislation on occupational health and safety issues, equal pay and anti-discrimination for municipal workers, including ratification and promotion of ILO conventions 87, 98, 100, 111, 151 and 154.
- 7.3.6 PSI affiliates will:
- a) Organise and grow targeted LRG/municipal sub-sectors to build power;
  - b) Build relationships with local civil society and service users;
  - c) Engage in the development of local economic development policies;
  - d) Grow the affiliated membership of PSI, increase unionisation rates and organisation of workers in the sector.

## 7.4 Utilities

- 7.4.1 Water and sanitation, energy production, transmission and distribution, and waste collection and treatment are fundamental services that increasingly underpin urban societies. Many are natural monopolies that cause serious social and economic problems when poorly managed and underfunded – whether private or public. Evidence shows they are poorly suited to be managed by corporations, which tend to use monopoly power to generate excessive profits.
- 7.4.2 Ensuring that households, government and businesses have access to safe, secure and affordable water and energy supplies is vital to economic activity and people's needs in modern society. Energy production and distribution requires significant government provision and strong regulation. Water services should be publicly owned and managed.
- 7.4.3 In a slowing global economy, financing capital investment to extend services or rebuild existing infrastructure and funding daily operations and maintenance can be challenging. Often, poorly governed and weak public utilities with funding difficulties hire expensive external consultants to advise on restructuring. The outcomes typically involve neoliberal solutions, including preparing a concession via a PPP, increasing tariffs and improving tariff collection, downsizing and outsourcing the workforce and other measures to please the financial community.
- 7.4.4 Avoiding the pressure to privatise requires providing alternatives to improve service quality, user access and management performance of existing utilities. This often involves improving the governance and accountability of the utility. Directors and workers of public utilities must be selected on the basis of competence, not political connections. Staff must be able to form and join unions and negotiate life-long training and career paths. Governance of utilities must also involve community leaders, service users and the broader public. PSI supports Public-Public Partnerships (PUPs) in utilities as an alternative to PPPs.
- 7.4.5 In addition to the general activities of all sectors, outlined in the introduction to this section, PSI will:
- a) Increase PSI's profile in the waste management sub-sector;

- b) Defend the human right to water, energy and sanitation and their links to human rights and social and gender justice;
- c) Connect utilities to its work on climate and emergency services.

## 7.5 National Administration

- 7.5.1 National administration covers a wide range of government functions, many of which have faced pressure in the last five years. Prison services have faced privatisation. Court administrations and government audit workers have faced increased scrutiny. Austerity measures have cut jobs in public administration areas often misperceived as not providing direct services to the public. There are increasing attacks on public servants when they provide independent and evidence-based advice.
- 7.5.2 Despite the need to collect more revenue, and the blatant but complex efforts of multinationals to avoid paying their tax, tax collection agencies have often faced large cuts. Digitalisation and work intensification are increasing. The oversight functions of public administration result in workers having to deal with the stress of uncovering corruption. Despite this, many areas of public administration are denied basic trade union rights, since governments broadly interpret essential services exemptions as covering these services.
- 7.5.3 Digitalisation of central administration work is taking place under the guise of reducing the administrative burden to business and citizens. These efforts include the delivery of services digitally, through a single contact point or a one-stop shop.
- 7.5.4 Workers in international institutions are routinely denied their labour and human rights despite the mission of their employing organisations being to realise human rights. These workers are routinely denied the right to organise, the right to bargain collectively and the opportunity to appeal decisions. There is widespread use of temporary contracts, misuse of independent contractor status, widespread abuse of unpaid interns, and many workers on international postings have their health and safety rights violated. Redressing these issues is often frustrated in the first instance by the refusal of multiple government agencies to even acknowledge their responsibility as employers, leaving workers in legal limbo with no legal body accepting the role of employer.
- 7.5.5 In addition to the general activities of all sectors, outlined in the introduction to this section, PSI will:
  - a) Promote the ratification and implementation of ILO Convention 151 and fight for recognition of trade union rights across all areas of national administration;
  - b) Work with affiliates to ensure that digitalisation contributes to quality public services, not a reduction in public services and attacks on workers;
  - c) Continue to advocate for robust whistle-blower protection for workers who disclose wrongdoing;
  - d) Defend and promote the independence of public servants and the important role they play in providing frank, fearless and evidence-based advice;
  - e) Support workers in international government organisations to gain access to their fundamental rights at work and pursue their legitimate workplace claims including the right to organise, collectively bargain and gain legal redress for grievances.

## 7.6 Education, Culture and Media

- 7.6.1 The Education, Culture and Media Sector was established by Congress 2012 to organize, protect and support workers in the sector. In 2014, the Education Support and Cultural Workers Network (ESCWN) was launched to promote external recognition of school support and cultural services, fight privatisation, promote universal public education as a human right and partner with Educational International on joint priorities in the sector.
- 7.6.2 PSI will continue to actively oppose privatisation and outsourcing of education, and other forms that transfer the delivery of public cultural and educational services to the private sector. PSI will oppose the commercialisation and privatization of culture services like museums, libraries and archives. The cultural heritage of towns, communities and nations is a public good. Digitalization should assist in making it more accessible and should not just be a way of cutting costs. We will denounce the disproportionate negative impacts on women, girls and young workers and work with affiliates, other

sectors and civil society allies to campaign globally against privatisation of education by companies such as Pearson International.

- 7.6.3 The recently adopted resolution by the UN Human Rights Council, urging nations to regulate education providers and invest in public education to address negative impacts of the commercialisation of education, is an important development and provides opportunities for future work.
- 7.6.4 We will promote actions that guarantee universal access to public education that takes into consideration and respects the perspectives of gender, young workers and minorities.
- 7.6.5 Our sectoral work will engage with the challenges set out in the United Nations Sustainable Development Goals (SDGs) and proposes a trade union agenda to achieve these outcomes through union discussions and debates within the international intergovernmental organisations. We will work with affiliates and allies and across sectors to achieve decent work, respect for trade union rights, and the delivery of quality public services for all.
- 7.6.6 In addition to the general activities of all sectors, outlined in the introduction to this section, PSI will:
- a) Promote universal and free public education and defend labor rights in the sector;
  - b) Collaborate more closely and deepen alliances with other sectoral networks, civil society, trade union organisations, Education International, and the student movement to create a common framework for defending the right to a public education and culture through quality public services and to fight against privatisation;
  - c) Organise and coordinate workers in the cultural sector and libraries, and develop multimedia materials in the coming years to achieve this result;
  - d) Propose actions to defend labour rights and universal access to public education through engagement with the ILO, UNESCO, UN, OECD, Education International (EI) and all other relevant international arenas.
  - e) Work with affiliates to protect and promote the cultural institutions and public broadcasters that house our history, heritage, memory and culture;
  - f) Develop and implement a campaign against violence and bullying in schools.

## Glossary:

ASD	Agenda for Sustainable Development
BRICS	Brazil, Russia, India, China, South Africa
ESCWN	Education Support and Cultural Workers Network
GFA	Global Framework Agreement
ICRICT	Independent Commission on Reform of International Corporate Taxation
IFI	International Financial Institution
ILO	International Labour Organization
ILO CAS	ILO Committee on the Application of Standards
ILO CEACR	ILO Committee of Experts on the Application of Conventions and Recommendations
ILO CFA	Committee on Freedom of Association
ILO GB	ILO Governing Body
ILO ILC	ILO International Labour Conference
IMF	International Monetary Fund
ISDS	Investor State Dispute Settlement
ITUC	International Trade Union Confederation
LGBTQI	Lesbian, Gay, Bi-sexual, Transgender, Intersex
MDGs	Millennium Development Goals
MNE	Multinational Enterprises
NGO	Non-governmental Organisation
OECD	Organisation for Economic Cooperation and Development
PPP	Public-Private Partnership
PUP	Public-Public Partnership
QPS	Quality Public Services
SDGs	Sustainable Development Goals
SIBs	Social Impact Bonds
UCLG	United Cities Local Governments
UN	United Nations
(UN)CSW	UN Commission for the Status of Women
UNComHEEG	UN High Level Commission on Health Employment and Economic Growth
UNESCO	United Nations Educational, Scientific and Cultural Organization
WB	World Bank
WHO	World Health Organization
WTO	World Trade Organization