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THE FUTURE OF WORK

From driver to transport manager

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EDITOR

Hans von Rohland

PRODUCTION

Elvira Lesaffre, Corine Luchini

PHOTO EDITOR

Marcel Crozet

CONTRIBUTORS

Beate Andrees, Luis Cordova, Carla Drysdale, Chris Edgar, Sharon Graber,
Elvira Lesaffre, Jean-Luc Martinage, Steve Needham, Hans von Rohland,
Manuela Tomei, Raymond Torres

DESIGN

Manuela Flamini, ILO Turin

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All correspondence should be addressed to the ILO Department of Communication and Public Information, CH-1211 Geneva 22, Switzerland.

Tel.: +4122/799-7912

Fax: +4122/799-8577

Email: ilo_magazine@ilo.org

www.ilo.org/communication

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Welcome!

This year's edition of the *World of Work* magazine once again highlights themes discussed by the ILO's International Labour Conference (ILC).

As technology advances at an ever faster pace, governments, businesses and workers struggle to keep up with the new trends. Economists have long argued that technology would create as many jobs as it destroyed. Now many are not so sure, and view it as one of modern society's biggest challenges for the next decade. This is why ILO Director-General Guy Ryder chose the future of work as a subject for his Conference report.

But new technology like the "Future Truck", which we feature in this magazine, is not the only challenge. The head of ILO research, Raymond Torres, shows in his article, "A changing world of work", that new forms of employment and growing inequalities are just as challenging.

Then we take a look at the movement of workers from the informal to the formal economy, and how to make small and medium-sized enterprises more productive. The issue also discusses key issues determining the working conditions of the global workforce, including the four areas of labour protection – wages, working time, occupational safety and health, and maternity protection.

Following from the 2014 Conference, the head of the ILO's Special Action Programme Against Forced Labour talks about how the Protocol to the Forced Labour Convention can help end this scourge once and for all. We also look at how the ILO's artist engagement programme has helped raise awareness of issues like forced labour among new audiences.

The recent second anniversary of the Rana Plaza collapse reminds us about the need to ensure safe and acceptable working conditions in the garment and other industries around the globe. We have a photo report on how the ILO is helping to strengthen labour inspection in Bangladesh.

Last but not least, turn to page 37 for the latest ILO publications.

The issues discussed here in June highlight the ILO's role in shaping the future of work around the globe, so that future generations of entrepreneurs and workers will find a world of work they want to live in.

Hans von Rohland

Editor, *World of Work* magazine



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“Future Truck 2025”

From driver
to transport manager



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Rapid technological change in the world can improve productivity, working conditions and road safety, as shown by self-driving trucks developed by manufacturers like Daimler and Volvo.

By Hans von Rohland

MAGDEBURG (Germany) – Last July, along a four-lane stretch of the A14 autobahn near Magdeburg in eastern Germany, a large silver truck fell into line with some 20 other vehicles... nothing special... if it were not for Hans Luft, the driver, waving his hands to show that he does not need them on the wheel.

He then pressed a button on the seat armrest to relax in comfort. The driver's seat immediately moved backwards, and pivoted to the right by 45 degrees for a comfortable seating position. Luft was able to stretch his legs, as if sitting in an armchair at home. He was still able to reach the steering wheel, but could have only gotten to the brake pedal with an artistic foot contortion...

But don't worry. This was not an ordinary truck.

Luft commanded Daimler's "Future Truck 2025" which was actually not driverless. Still, its "Highway Pilot" had taken over. The pilot allows a driver to respond to traffic while driving autonomously down a freeway at speeds of up to 80 kilometres per hour.

"It was an extraordinary experience... I sat in the cabin, as if I had nothing to do with the driving. The truck did it all alone," says Luft.

Just by using the Highway Pilot the truck drove autonomously, responding to slowing cars in its lane by adjusting its speed accordingly.

In addition, the Future Truck 2025 is able to link with other infrastructure elements such as the German traffic control centre, or other vehicles by using its vehicle-to-vehicle and vehicle-to-infrastructure communication (V2V & V2I). So the truck will be able to know if there's an accident and an ambulance on its way, which will need a rescue alley.

The Future Truck 2025 is also able to inform other vehicles about such an incident, allowing them to react quickly by using its V2V communication. For the time being, it is only a prototype. Regulatory and legal challenges remain before the truck would be allowed to take the road.

AUTONOMOUS TRUCK DRIVING: TEN YEARS TO GO

"If the legislative framework for autonomous driving can be created quickly, the launch of the Highway Pilot is conceivable by the middle of the next decade," explains Dr. Wolfgang Bernhard, member of Daimler's Board of Management responsible for Daimler Trucks and Buses.

"That's why Daimler Trucks is committed to maintain a dialogue with government officials and authorities, and with all other parties affected by this development. We believe the chances of success are good, because autonomous driving combines the ability to achieve business and technology objectives, with the creation of benefits for society and the environment."



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Michael Brecht, who heads the Daimler works council, shares Bernhard's vision: "In the long run, the new technology has only advantages."

But even a consensual new technology requires consultation with all parties involved: "As head of the works council it is important for me that all stakeholders are consulted from the beginning... within our company, we test all elements for their functionality and acceptance at an early stage," Brecht says.

Unlike the pod-shape, two-seated driverless vehicle recently presented by Google, the Daimler truck still has a steering wheel as a safety measure. This allows a driver like Luft to intervene for critical manoeuvres, like overtaking a slower car in the left lane, similar to an aircraft being guided by an autopilot setting.

While the Google car is focused on individual urban transport over short distances, Volvo, the Swedish manufacturer, has also been developing driverless trucks as part of the European Union's Safe Road Trains for the Environment program. The program foresees creating a convoy of vehicles that follows a leader in an effort to reduce wind-drag and fuel costs. Only the trucks following the leader, which is in the hands of a driver, are able to function autonomously.

AN INTELLIGENT COMBINATION OF MAN AND MACHINE

Autonomous driving will inevitably also change the job profile of truck drivers. They will gain time for other activities than just driving the truck: office work, social interaction, and relaxation periods. Modern assistance systems not only help to improve road safety but also relieve driver stress.

"Modern assistance systems relieve driver stress and therefore help to improve traffic safety. Despite higher traffic densities and an approximately 80 per cent increase in transport volume in the road goods traffic sector, the number of road-users killed or seriously injured in accidents involving trucks has been reduced by almost half. There are many indications that further development of such assistance systems and their intelligent networking will continue this positive trend in the future," says Dr. Klaus Ruff, deputy head of prevention at the German Trade Association for Commercial Transport.

Much more relaxed driving will have a positive effect on the health of drivers. The stress factors involved in purely driving activities on Europe's arterial roads will be considerably reduced. The change in seating position during autonomous driving also means that the driver is no longer condemned to the same posture, but gains freedom of movement and can even perform light relaxation exercises while in transit.

With the Future Truck 2025, the driver is not only relieved of monotonous chores, but gains time for external

communications and other tasks. This is accomplished by the driver switching from "workplace steering wheel" to "workplace office." Activities might include tasks that were previously reserved for dispatchers, or social contact with friends, family and colleagues.

Owner-drivers can perform office work conveniently while on the move, no longer working in the evenings or on weekends, and without delegation to others. The magic words are connectivity and networking. The "Highway Pilot" system is "always on" if needed. Invoicing the last transport assignment or completing last month's VAT return on the go is no longer a fantasy but a reality.

Using electronic media, the driver is also able to conveniently communicate with other people. Drivers can make appointments, obtain information about traffic or loading and unloading points, arrange to meet for breaks, attend to private matters and many other social activities.

One benefit is the ability to reserve a parking space in a service area or truck stop while in transit. The driver will be able to take a look at the online menu in advance, reserve a washroom and order a meal for the appropriate time. An acknowledgement is sent directly to the cab, including the parking space number and time.

"With autonomous driving, the truck and its driver become a team more than ever before, an intelligent, highly capable and cost-effective combination of man and machine," Bernhard concludes.



The “World Transport Reports” study, conducted by experts at the ProgTrans consulting company, predicts that freight transport volumes in the EU will increase by approximately 20 per cent between 2008 and 2025.

Market share of the various transport modes should remain virtually unchanged. Trucks will continue to account for around 75 per cent of all freight transported by road in the European Union. The volume of road transport in Germany alone will increase from 3.7 billion tons today to nearly 5.5 billion tons by 2050, according to the country’s Ministry of Transport and Digital Infrastructure. Reducing the cost of such shipments would spur economic growth.

EMPLOYMENT IMPACT

This boost would be welcome, especially because competition and cost pressures are growing in the freight-forwarding sector. Rising fuel prices, road tolls and more stringent environmental regulations are making the purchase and operation of trucks more expensive, and it is also becoming increasingly difficult to find well-qualified truck drivers.

The Highway Pilot system will significantly upgrade the job profile of truck drivers. It will not only free them from having to perform monotonous tasks; it will also give them more time for tasks that were previously handled by office workers at shipping companies. In other words, it will be possible for truckers to advance to new positions as transport managers, making truck driving a more

attractive profession. In this way, autonomous driving could also help to resolve the shortage of truck drivers.

MAKING THE PROFESSION MORE ATTRACTIVE

“If the workers realize that modern technology makes their job easier, this will help to increase the attractiveness of the profession. Already today, good drivers choose companies that provide inter alia modern vehicles, so that they arrive safely at the customer and back home,” explains Dr. Ruff.

Luft and his colleagues agree: “Clearly, all of us would like to experience autonomous driving, and see how useful it would be for our daily work.”

When asked whether he can foresee fully automatized trucks without a driver on board, Ruff still thinks that this would be difficult to imagine, however, he would “not exclude the possibility.” Michael Brecht agrees, but does not expect to see a driverless truck for several decades.

In the long run, self-driving vehicles could put truck and taxi drivers out of work – or they could enable them to be more productive during the time they used to spend driving. They may even be able to earn more money. But for the better outcome to happen, the drivers would need new skills to do new types of jobs.

Michael Brecht resumes the discussion: “When we discuss these things with management, it becomes clear that we should not go for autonomous driving blinded by euphoria.”

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A changing world of work

By Raymond Torres, Director of the ILO Research Department

The world of work is undergoing a transformation process with significant implications for all working women and men around the world as the “Future Truck” article shows. The boundaries of employment, work and the enterprise are moving, often driven by new technology, thereby raising important policy issues.

Will there be enough jobs?

To start with, the world economy is unable to create enough decent jobs to reduce under-employment and meet the job needs of over 40 million people entering the labour market every year. Global employment growth has

stalled at a rate of around 1.4 per cent per year since 2011.

Although this compares favourably to the crisis period (2008-10) when employment growth averaged just 0.9 per cent, it remains significantly below the 1.7 per cent annual rate achieved between 2000 and 2007.



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Raymond Torres

Some analysts say the slowdown in employment growth may intensify, reflecting the ongoing effects of technology's tidal wave. Robots and automated processes seem set to replace jobs at an accelerated pace.

Others believe that new technology will offer significant new job opportunities, which will outweigh any negative employment impacts, as happened in earlier phases of capitalism.

One thing is clear: the ability of the world economy to create enough jobs depends crucially on the policy response to new technology, demand shortages and other major factors such as the opportunities associated with the greening of the economy.

What are the changes in the way people work, and for whom they work?

As new forms of work proliferate, we are witnessing a fundamental departure from the typical employment relationship.

In several advanced economies, the number of workers receiving wages and salaries under a long-term employment arrangement has declined. A growing number of workers, who in the past would have been employed in companies as wage earners, are now working on their own.

In emerging and developing economies such as Brazil, Russia, India, China and South Africa, the growth rate of wage and salary employment has slowed down significantly. In emerging economies, these kinds of jobs take up 59 per cent of total employment, and the figure drops to as low as 28 per cent in "low-income" developing countries.

As the dependent employment relationship becomes less stable, temporary employment over the past decade increased in most advanced economies. Likewise, people are working on more varied schedules, with a trend towards more part-time work, telework, etc. In emerging and developing economies, informal and undeclared employment remains the norm.

Technology has not only transformed work patterns, making lifetime, full-time jobs less prevalent, it has also changed the nature of the tasks performed by employees. Non-routine tasks and face-to-face jobs are on the rise, simply because many routine tasks can be replaced by digital processes.

The redefinition of our traditional understanding of the employment relationship is posing challenges to labour market institutions. How can they guarantee adequate levels of coverage and protection for these different forms



of work? What can policies do so as to ensure that these transformations do not exacerbate inequalities, but instead improve opportunities for labour market participation?

Many countries' existing systems of social protection do not fully cover workers with non-standard forms of employment. Even when the legislation guarantees social security to non-standard workers, the level of de facto coverage is reportedly lower than for workers with standard employment contracts.

How is the enterprise evolving?

The growth of globalization has brought about new production patterns. More companies are competing both locally and internationally. Along with these changes, a growing number of countries are opening their markets to trade, investment and capital flows.

As a result, the proportion of workers participating in the world economy has more than doubled over the past two decades. Production is increasingly organized through global value chains with an increased financial role, significantly impacting the real economy, productive investment and income distribution.

Many developing economies are now playing rapid technological catch-up with the world's industrialized countries. A swathe of poor and least-developed countries, however, have yet to get in on the game and prove that

they can achieve sustainable economic growth. A key word here is "sustainable" – because unless climate change is seriously tackled by every country, we will most certainly face massive global losses, not only in jobs and production, but in actual lives.

We are also seeing a trend towards shrinking companies. This may reflect deeper and wider outsourcing, as well as production sliced into different tasks, and performed in workplaces scattered anywhere in the world.

"Crowdworking" is also on the rise, effectively connecting clients with individual providers without transiting through a structured enterprise. The advent of an "artisan economy," as first documented by Larry Katz, is also a case in point.

A splintered labour economy could yield gains in productivity, wealth creation and job opportunities, but not necessarily for all.

Within individual countries, in addition to inequalities between rich and poor, it seems that gender disparities are not going away.

In sum, the world of work is facing a major transformation. It is crucial for policies to embrace change with a view to improving decent work opportunities. The structural trends that are underway will cast new light on the role of regulations, social protection, tripartite policy making and even the ILO itself.

MOVING INTO the FORMAL ECONOMY

Building back better in the Philippines

Delegates to the 2015 International Labour Conference are expected to adopt a Recommendation, giving guidance to the 185 ILO member States on how to facilitate transitions from the informal to the formal economy. ILO activities in the Philippines are a good example of this transition, as they not only brought much-needed immediate income to typhoon victims, but also a guaranteed minimum wage, social protection and safety and health – each being an important step on the way to decent work.

*By Jean-Luc Martinage
Photos: Marcel Crozet, ILO*

DAVAO (Mindanao, Philippines) – Purok 35 Bucana is a shanty town located just off the busy main road linking the airport of Davao, on Mindanao Island (Philippines) to the centre of Davao City. Some 500 people live in this informal settlement, some of the many to be found in this city of 1.5 million inhabitants.

Crossing the site on a 1-meter wide mud path we meet Marilyn, aged 45. Her small grocery shop (called sari-sari) seems to be the meeting place for those living in the area. An ad on her shop promotes local beauty products that she sells on credit.

Marilyn is earning 200 pesos a day (about US\$4.50) – but she has to pay back a 1,200 pesos (US\$26) credit line at a 20 per cent monthly. Locally this system is called 5-6 (you pay 6 for 5).



Marilyn

In other words, she has become a “loan shark” victim.

The shopkeeper came with her husband to Davao five years ago. “He suffered from heavy head injuries after a fight with other miners in Diwal-Diwal, a gold mine in Compostela province.

Without health insurance,

he had to be moved to a hospital in Davao, where luckily an NGO paid for his expensive treatment. “He now helps me with the shop,” Marilyn says.

One of her suppliers is Julius Aparente, aged 24. We find him a bit further down the mud path. He boils duck eggs to be sold in the streets, and splits the 180 pesos (US\$4) he earns per day with Virgilio, 49, the owner of the balut (the place where you cook the eggs). Julius earns another 250 pesos (US\$5.50) daily as a



Julius Aparente

temporary construction worker, where he is informally employed and paid below the minimum wage.

As Julius' income is irregular – sometimes having to wait three to four months to find a new construction job – he is glad to earn another 90 pesos selling eggs for Virgilio.

FOUR WORKERS IN TEN IN THE INFORMAL ECONOMY

The stories of Marilyn, Julius and Virgilio are familiar to Filipinos, and to many people living in other developing countries.

Workers in vulnerable employment, often referred to as the informal economy, usually have no choice but to take whatever work is available in order to survive. They not only find it hard to make a living, but are also deprived of social protection, representation of their interests and the legal guarantees of labour law.

The ILO estimates that at least 40 per cent of the global labour-force works informally, with some observers putting the figure still higher. The term “informal economy” refers to all economic activities that are, either in law or in practice, not covered by formal arrangements.

REBUILDING COMMUNITIES

However, things are changing – on Mindanao Island and elsewhere. A good example in the Philippines can be found only a few hundred kilometres north of Davao in the village of Sibahay. This small fishing community was badly hit by typhoon Bopha, named Pablo locally, in December 2012. The fishing grounds that provided the village's income were utterly destroyed.

“After Bopha, I lost everything. With my coconut trees destroyed, I had no other source of income than fishing,” recalls Richard Orcales, a fisherman and member of the Sibahay fisherfolk association.

The ILO, with the support of the Australian government and local communities, helped villagers rebuild better structures, as well as take the first steps to join the formal economy.

BENEFITTING FROM FORMALIZATION

“In Sibahay, as in many other areas affected by natural disasters in the Philippines over the last few years, we helped people rebuild their lives by ensuring coverage for wages, social security, accident and health insurance for workers,” explains ILO Country Director Lawrence Jeff Johnson. “For many people, it was the first time they ever



Fisherfolks who lost their livelihoods to typhoon Bopha are now part of ILO rebuilding efforts in Mindanao.



benefited from the positive changes offered by having access to decent work and social protection.”

In the case of Sibahay, protective gears and tools for the construction of a lobster pen were provided. This allowed fishermen like Richard Orcales to have an income, work in safety and sustain their families, by working on the site until the fishing grounds recovered.

Other projects helped typhoon survivors to stay close to their homes in affected areas of Mindanao, instead of moving to big cities such as Davao or the country’s capital Manila. These projects protected them from exploitation and precarious living conditions, such as those experienced by Marilyn and her husband in the Bucana shanty town.

In June 2014, the 103rd session of the International Labour Conference concluded that most people enter the informal economy not by choice, but as a consequence of the lack of opportunities in the formal economy. It also said that informal workers could have a large entrepreneurial potential, if their transition to the formal economy was facilitated.

More discussions around the transition to the formal economy should take place at this year’s Conference. Government, employer and worker delegates are expected to adopt a Recommendation giving guidance to the 185 ILO member States on how to facilitate transitions from the informal to the formal economy.

MONOTAX: PROMOTING FORMALIZATION AND PROTECTION FOR INDEPENDENT WORKERS FROM URUGUAY

One of the positive changes for workers transitioning from the informal to the formal economy is access to social protection. However, independent workers are often discouraged to formalize because of administrative hurdles and lack of incentive to pay taxes.

In Uruguay, the social security administration and the tax collection authority decided to team up to establish a simplified and unified collection scheme for small contributors called Monotax (“Monotributo”). People covered by the scheme are entitled to the same social security benefits as workers in the formal economy.

Monotax contributions are collected by the Uruguayan Social Security Institute (BPS). A portion of the payments is transferred by the BPS to the fiscal authority. The remaining fraction is used by the BPS to finance social security benefits for those members through the scheme and their families.

“The Monotax system has proven to be an effective tool for the formation of micro-and-small enterprises, as well as for the extension of social security coverage to independent workers, especially women,” says Isabel Ortiz, Director of the ILO Social Protection Department.

Thanks to the innovative reforms associated with Monotax, in less than three years from the effective date of the new law (June 2007), the number of firms and workers covered by the scheme tripled. In 2011, the “Social Monotax” was created as a special regime for one-person enterprises or joint entrepreneurship.

Social Monotax can be accessed by individuals in households earning below the poverty line, or in situations of socio-economic vulnerability. This enhanced the success of the scheme that has thousands of new enterprises/members each year. Other similar successful experiences have been conducted in other Latin American countries, including Argentina, Brazil and Ecuador.



On the factory front line **IN BANGLADESH**

PHOTO REPORT

By Steve Needham

The loss of 1,136 lives with the collapse of Rana Plaza in April 2013 brought into stark relief the weak capacity at all levels in Bangladesh to effectively ensure safe and acceptable working conditions in the garment industry.

An unprecedented effort involving government, employers' and workers' organizations, brands and retailers, civil society as well as ILO, has since been made to enhance workplace safety and improve workers' rights in the sector. In addition to the immediate need to inspect all RMG factories for structural, fire and electrical safety, it was also clear that the labour inspectorate required a complete overhaul.





■ The Bangladesh garment industry has grown over a period of just a few decades to become the second largest in the world.

As a result, the Government of Bangladesh made a series of major commitments to rebuild the Department of Inspections of Factories and Establishments (DIFE). The inspection service had been upgraded, high-level leadership installed, budget increased and new inspectors recruited. ILO is supporting this process through

its Working Conditions in the Ready-Made Garment Sector Programme funded by the Netherlands, Canada and UK. Efforts are being made to build the capacity of the inspection service through training, resources and strategic planning. Amongst the newly recruited inspectors trained by ILO is 27-year-old Farzana Islam. This is her story.



■ Farzana Islam on the factory floor. Labour inspectors must find an equal balance between providing advice to the employers and workers, and enforcing laws.



Farzana and her colleagues face an enormous challenge. There are over 3,500 export-orientated ready-made garment (RMG) factories across Bangladesh. They form the backbone of the economy, accounting for over 80 per cent of export earnings.



For labour inspectors, the first challenge is to actually get to the factories they need to visit. ILO has provided 95 motorcycles to DIFE to increase the mobility of its inspectors. However, women riding motorcycles is still a rare sight. For Farzana, most trips to factories are made by a slower but no less effective mode of transport, Bangladesh's iconic bicycle rickshaws.



Labour inspectors from DIFE are on the front line in Bangladesh to ensure decent work for an estimated 4.2 million garment workers of whom some 80 per cent are women.



Time is also spent checking non-production facilities such as the staff canteen.



“We look into issues relating to working conditions, like if there is sufficient light and ventilation, and for health related issues like availability of drinking water and proper sanitation, especially for the female workers. We talk to the workers to find the real picture,” Farzana says.



“Factory inspections start with us checking the paperwork. We check if the wages of the workers are paid regularly and whether they receive minimum wages. We also check if the factory has proper licenses and if they are renewed regularly.”



Fire at RMG factories is an ever-present threat. As part of their inspections, the labour inspectors check if electrical and fire safety measures are in place and maintained regularly.



Farzana spends time on the factory floor listening, talking, watching and taking notes. With time and experience, the inspectors are able to develop deeper insight into the workings of the RMG industry. They also put their skills to use in factories and establishments in other sectors across Bangladesh.



Careful records are kept of the inspection visit.

SMEs IN LATIN AMERICA



© SCORE

The path to productivity

A shoe factory in Colombia seeks to improve its competitiveness by establishing mechanisms for better cooperation in the workplace. The ILO's SCORE methodology has already been applied to 545 small and medium-sized enterprises (SMEs) in nine countries.

By Luis Cordova

MEDELLIN (Colombia) – When they decided to set up a company that produces children's shoes in 2008, Robinson Montoya, and his partner Oscar Tabares, envisaged to sell their products in the main retail shops of the Colombian city of Medellin.

After seven years of steady growth, they have become more ambitious, wanting to export to the entire Latin American market. The company, Calza Kids, started with two workers – today, it has more than 80 employees.

“From the beginning, our goal was to provide stable employment and income for women and men and their families, while offering a quality product at a reasonable price,” explains Montoya, who currently serves as a production manager.

A great challenge to grow the company was to find ways to operate it sustainably. The route chosen was to increase productivity, competitiveness and improve working conditions as pillars of sustainable business development.

“The first thing we did when we decided to go down this path was to establish an Enterprise Improvement Team within the company, which had the mission to develop workplace cooperation,” Montoya explains.

A PARTICIPATORY APPROACH

This new approach, which was launched in 2013 in the company, is based on sharing inputs and ideas from all employees, both management and workers involved in the production and marketing of the shoes. “Employees have been able to contribute to our success with their ideas and express their needs. So they actively participated in organizational improvements,” Montoya says.

Improving cooperation within the company is part of the methodology proposed by the ILO's SCORE program, which supports the development of small and medium enterprises. Currently, SCORE is being implemented in nine countries in Africa, Asia and Latin America,



© SCORE

including projects involving 545 businesses with more than 155,000 trained workers.

SCORE promotes a change in management style, supporting working environment improvements and relations between managers and workers, with the support of the Norwegian (NORAD) and Swiss (SECO) development agencies.

“One of the main objectives of the program is to promote a management model that can positively impact the economic viability of small businesses, and the working environments for employees. SMEs are the major providers of jobs in Latin America, but are also the ones where decent work deficits are critical, hence the urgency to consolidate their productivity and labour conditions,” says Philippe Vanhuynegem, the ILO senior enterprise specialist in charge of backstopping the SCORE program in the Andean region.

A COMPREHENSIVE BUSINESS PACKAGE

The SCORE Centre of Excellence and Methodology for Latin America provides comprehensive business training and technical assistance based on five modules: workplace cooperation, quality management, cleaner production, human resources management, and occupational safety

and health – generating a culture of dialogue among employees.

“Companies that adopt this methodology address two fundamental aspects: sustainability and productivity,” resumes Vanhuynegem. “We propose a culture of continuous improvements within production units, both for managers and workers.”

SCORE aims to reduce defects in production, accidents and absenteeism, and promote cost savings and dialogue between employers and employees, leading to increased competitiveness and social and labour well-being. “Productivity gain is key in this process, if we wish that more businesses adopt good labour practices,” concludes the ILO expert.

This program is being implemented now in places as diverse as Ghana, China, Indonesia and Bangladesh. In Latin America, SCORE is operational in Peru, Bolivia and Colombia.

A Peru pilot program was launched in 2013 with the support of government, employers and workers, benefitting 12 agribusinesses that represent close to 3,800 workers. In Bolivia, the SCORE program is managed by a tripartite committee supporting 14 enterprises and 4,600 workers in the manufacturing industry. In Colombia,

Calza Kids is one of 49 companies that participated in the program. Most of them are in the garment and cut-flower sectors. Once SCORE has proven its effectiveness, its methodology is intended to be institutionalized and replicated in other businesses and regions in all three countries.

A MAILBOX FOR NEW IDEAS

“We created a mailbox, so that our collaborators could bring in their ideas, and say what they would like to change,” says Guillermina Muñoz, a machine operator at Calza Kids. She was one of the people selected to participate in the “improvement team” of the company. Fifteen of the 64 ideas that were collected have been implemented within a month.

All stakeholders agree that productivity has increased while work organization, environment and coordination have been considerably improved. The next challenge will be to further improve this approach, especially to strengthen competitiveness in international markets.

PROMOTING SMEs IS KEY TO JOB CREATION

Delegates to the June 2015 Conference will also discuss an agenda item on “small and medium-sized enterprises and decent and productive employment creation.”

The promotion of SMEs is key to the work of the ILO, given the very large number of people employed by SMEs. The Organization’s advisory services on SME policies are in high demand among ILO member States. A demand that has increased in recent years, as a result of major employment challenges facing many developed and developing countries.

The ILO report* prepared for general discussion, contains up-to-date information on the important role played by SMEs in generating employment and economic growth, and reviews the effectiveness of support measures for SMEs. According to the report, the three most important constraints to SME growth are access to finance, use of electricity, and competition from the informal sector. Against this background, the report examines the effectiveness of SME policies, and the ways in which they contribute to ILO priorities.

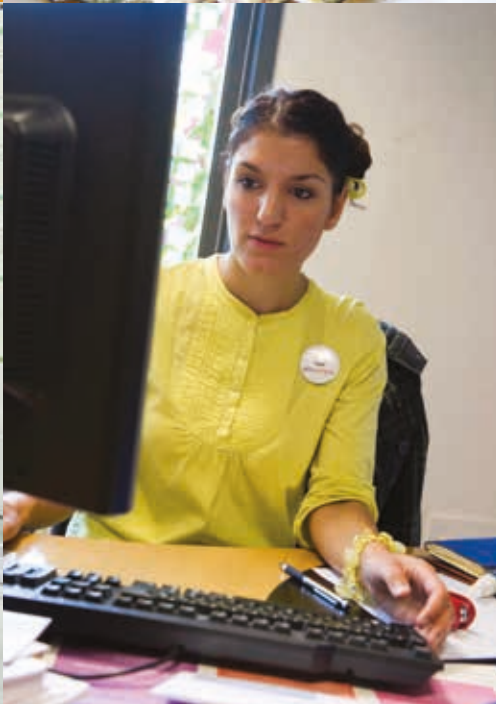
* Report IV: Small and medium-sized enterprises and decent and productive employment creation, ILO, Geneva 2015 (ISBN 978-92-2-1290011-7)

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The faces and lives of

Photos: Marcel Crozet, ILO; SCORE



workers and employers in SMEs



A woman with dark hair and glasses, wearing a white apron over a white top, is smiling and holding a document. She is standing in an office environment. In the background, there is a desk with a green file holder, a telephone, and various papers. The text 'LABOUR PROTECTION' is overlaid on the right side of the image.

LABOUR PROTECTION



© ILO/Marcel Crozet

Manuela Tomei

in a changing workplace

During the 104th International Labour Conference in June 2015, governments, workers and employers will discuss the ILO's strategic objective of social protection (labour protection). *World of Work* magazine spoke to Manuela Tomei, Director, Conditions of Work and Equality Department, about the challenges linked to labour protection in a world of work on the move.

1) Labour protection is a wide concept. What do you mean by labour protection?

Yes, labour protection is a wide concept; and it is also at the heart of the ILO's mandate. The four policy areas that will be addressed in the Conference discussion – wages, working time, occupational safety and health, and maternity protection – were of critical concern back in 1919 when the ILO was established, and continue to be key issues as we approach our second centenary.

Labour protection is grounded in the ILO's founding values that labour is not a commodity, and that improving conditions of work is central to social justice, countries' prosperity and universal

and lasting peace. At its most basic level, it is about shielding workers from exploitation, risks of ill health or danger, unduly low or irregular earnings, unpredictable work schedules and excessively long work hours. It ensures that workers and their families can pursue their material well-being in conditions of freedom, dignity and security.

The Conference report analyses labour protection, and identifies possible areas of concern in the four policy areas vis-à-vis three key determinants: coverage of labour protection measures, level of protection, and degree of compliance.

“Coverage” refers to whether the worker is covered by the law, or another regulatory mechanism such as collective bargaining. Historically, certain economic sectors and occupations, such as agricultural workers and domestic workers, have been excluded from the coverage of labour law. These sectors are also less likely to be covered by collective bargaining agreements.

“Level of protection” refers to how much labour protection is granted by the law or other regulatory measures. The level of protection may be so low that the law has little practical effect for workers or enterprises. For example, minimum wages being set too low to have an impact or not having provisions for paid maternity leave. Alternatively, the level of protection may be set unrealistically high, making it difficult for enterprises to comply with the law.

“Compliance” concerns whether the law is observed in practice. Compliance with the law is weak in countries with large informal economies. However, empirical evidence shows that formal laws influence practices in the informal

economy (often with respect to minimum wages, limits on working hours or holidays). Compliance can be more difficult when the parties' respective rights and obligations are not clear, or when there are gaps in the legislation.

2) Have there been advances in labour protection? What are some of the main challenges?

There are many existing and new challenges with respect to labour protection. But we should also recognize that there has been progress.

To begin with, policymakers worldwide have continued to establish and implement laws in accordance with weekly hourly limits, occupational safety and health, duration and funding of maternity leave, and introduction or extension of a legally-mandated minimum wage to previously excluded categories of workers.

Almost all countries set limits on weekly working hours. The average number of work hours continued to decline worldwide from between 2,500 and 3,000 hours per worker annually at the beginning of the twentieth century, to below 2,000 per worker in industrialized countries by the year 2000. Average annual hours are closer to 1,500 hours per year in several countries such as France, Germany and the Netherlands, partly due to the growth of part-time and temporary work, as well as increases in annual leave provisions.

Over the past decade, minimum wages have staged a comeback. Countries that never previously had legislated minimum wages have adopted a wage floor, such as Malaysia, Cabo Verde, and most recently, Germany. As a result, by 2015, about 90 per cent of ILO member States had some legislation or collective agreement that included minimum wage provisions. Moreover, many countries have taken steps to extend minimum wage protections to domestic workers due to the success of ILO Convention 189 on Domestic Work.

Maternity protection has also been extended, moving towards maternity leave periods that meet or exceed the ILO standard of 14 weeks. More countries are taking steps to finance maternity leave through social security rather than placing the onus on employers. As of 2013, nearly half of the 167 countries for which data are available had paternity leave provisions, compared with just 28 per cent in the mid-1990s.

Nonetheless, many challenges remain.

The greatest and continual challenge is translating legislative advances into improved outcomes for workers and society. The gap between law and application is still too wide. This is particularly true of workers in sectors and occupations where regulatory oversight has traditionally

been weak, and where collective bargaining coverage is limited such as agriculture and domestic work.

This legislative challenge also results from changes in the world of work. For example, new forms of contractual arrangements create difficulties to identify true employers and thereby enforce obligations. Women, youths, ethnic minorities, and migrant workers are often over-represented in these sectors and occupations.

3) The world of work is constantly facing new risks related to occupational safety and health. How can we live up to the challenge?

Occupational safety and health (OSH) has progressed both in terms of legislation as well as the huge cost that inaction has on the individual worker, the enterprise, health systems and society at large. Yet tragic industrial accidents – the Gulf of Mexico oil spill, Rana Plaza building collapse, and the Soma mine disaster – continue to make headlines.

And as you rightly point out, the risks have become greater. For example, out of the 110,000 synthetic chemicals that are produced in industrial quantities, adequate hazard assessment data are available for around 6,000, and exposure limits have been set for only 500-600 hazardous chemicals. Furthermore, by 2020 approximately 20 per cent of all goods manufactured around the world are expected to use nanotechnologies, but little is known about their impact on health.

But the greater risk, contributing to the disasters mentioned above, concerns the rapid changes in work organization, including the growing use of temporary contracts, the rise of disguised self-employment, and especially, subcontracting. Training and workers having a voice are critical to the effectiveness of OSH systems.

Under these new contractual arrangements, however, workers are less likely to receive the necessary training, and cannot as easily speak up if there is potential danger. A need exists to rethink compliance strategies to address these challenges and find mechanisms to give workers a voice regardless of their contractual status. We require better equipped workplace inspectors and judicial institutions with complementary approaches such as joint OSH committees of employers and trade unions, compulsory workplace accident insurance, and interaction with local government, civil society and expert bodies.

4) Working time is another important issue, but national and sectoral trends are very different. Is a global approach still possible here?

Working time has always had a two-pronged approach, combining global action with tailored strategies for sectors

and occupations. For example, the health industry has always operated 24 hours a day and seven days a week, with good laws and collective agreements from around the world that regulate shift work in this sector.

Telecommunication advances permit workers to be connected, regardless of location. But they have also placed new burdens on some workers who are expected to be always available. Again, enterprises and governments have taken steps to limit work hours, by limiting communication outside normal working hours or allowing claims for overtime payments.

Working hour limits are critical to workplace safety

how they can improve worker labour protection in their countries. Also, we wish that they gain an appreciation of the interdependency of the four policy areas to improve policy design in their country.

For example, occupational accidents and diseases may be generated as much by long or poorly scheduled working hours, as by dangerous machines or exposure to hazardous chemical substances. Concurrently, the length and arrangement of working time may impact not only workers' availability for family or community life, but also their wages. Low and irregular wages may compel labourers to ignore hazards or work excessively long hours,



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regardless of the person's job. Excessive working hours are associated with greater risk of accidents on the job.

The health literature has long recognized that working longer than 48 to 50 hours a week on a sustained basis can be detrimental to an individual's health. Limits on working hours are also needed to allow workers to balance work and personal responsibilities, and to participate in their communities.

5) What do you expect from this discussion?

We hope that this discussion provides an opportunity for ILO constituents to share experiences, and reflect on

with detrimental consequences for their health and safety. The lack of voice and representation, together with fear of retaliation, weakens workers' ability to refuse unacceptable conditions or contribute to possible solutions.

Workers such as youth, women and migrants are more likely to suffer from inadequate labour protection. This is due to discriminatory practices, and institutions that place them in a disadvantageous situation, including denial of the right to organize.

I hope that reflection upon these critical issues can have widespread implications for workers, employers and societies.

Joining forces to fight modern slavery

With 21 million people in forced labour worldwide, it will take a determined coalition of partners, backed by the ILO Forced Labour Protocol, to eliminate modern slavery once and for all, says Beate Andrees, Head of the ILO Special Action Programme to Combat Forced Labour.

© Roberto Schmidt / AFP



Worker attending a meeting of the Coalition of Immokalee Workers in the United States.

In a cramped office in Nottingham, United Kingdom, inspectors from the Gangmasters Licensing Authority (GLA) discuss the outcome of a joint police operation which has led to the arrest of three individuals.

Two men and a woman were charged with unlicensed labour provision, human trafficking, forced labour and money laundering offences involving Eastern European migrant workers, who were brought to England under false pretences to process meat and vegetables.

“Those charges are the result of our joined-up approach with the police and a growing understanding of labour trafficking in our country. We are very pleased with the results,” says Paul Broadbent, GLA Chief Executive.

The GLA was set up 10 years ago to prevent worker exploitation and to tackle unlicensed and criminal activity in agriculture, horticulture and food processing. Since then, it has revoked around 220 licenses of non-compliant labour providers and helped thousands of workers to claim their rights.

The inroads made by the GLA reflect a positive trend in the fight to eliminate forced labour, which has been in evidence since the ILO’s first tripartite conference on labour trafficking in Europe in 2006. At that time, law enforcement authorities in many European countries struggled to identify cases and prosecute offenders.

Labour inspectorates lacked an explicit mandate and understanding to deal with forced labour. Also, there was very limited cooperation between the police, labour inspection, trade unions and civil society organizations.

In the last 10 years, however, there is growing political recognition that

human trafficking and forced labour affect all countries, and that concerted action is required to turn the tide. This mindset change is expressed in new legislation and policies aimed at addressing the underlying economic causes, or what is often called the “demand side” of forced labour and human trafficking.

This is the thrust of the Forced Labour Protocol, adopted by the International Labour Conference in June 2014. The Protocol stipulates that member States should ensure that the public and private sectors act with a certain standard of care – due diligence – addressing the root causes that heighten the risks of forced labour. Member States should also strengthen labour inspection and other services, ensuring effective implementation of legislation against forced labour and trafficking.

ILLCIT PROFITS

The size of the task should not be underestimated. In 2014, the ILO estimated the illicit profits generated by forced labour were US\$150 billion annually. The highest profit margins per victim were in industrialized countries, where



Brazil has taken a lead in the fight against forced labour. In 1995, it created a Special Mobile Inspection Group (GEFM), combining the efforts of specially trained and equipped labour inspectors, prosecutors and police officers.

traffickers and unscrupulous employers raked in almost one-third of total profits. The economic sectors most at risk of forced labour are agriculture, food processing, fisheries, construction, manufacturing, mining, domestic work and the sex industry.

Migrant workers tend to be over-represented in those sectors and industries, often paying steep recruitment fees to labour intermediaries, hoping to find decent work abroad. Far too often, those fees become invisible chains, preventing workers from leaving abusive employers. The vulnerability of migrant workers can be further exacerbated by migration laws that tie their work permits to a single employer.

Downward pricing pressure and complex sub-contracting arrangements within global supply chains impact labour costs and the treatment of workers. Some legislators in Brazil and the United States therefore enacted laws that ensure companies carry out a comprehensive appraisal of their businesses to reduce the risk of forced labour occurring within their supply chains. The result of such legislation has been a growing awareness of businesses that forced labour is a risk to their reputation, and could potentially have legal implications.

WORKING TOGETHER

Social partners play a key role in the prevention of trafficking and forced labour by shaping policies, organising workers and raising the awareness of employers. In Germany, the national trade union federation, DGB, with the support of the Ministry of Labour and Social Affairs, helped create an alliance of trade union affiliates and civil society organizations, raising the awareness of law enforcement authorities and workers about trafficking for labour exploitation.

In the United States, the Coalition of Immokalee Workers recently won a presidential award for its efforts in combating modern slavery. In a struggle lasting almost two decades, the workers' organization succeeded in setting up a Fair Food Program, which helped prevent slavery-like practices on US farms. It successfully campaigned for a wage increase for farmworkers, as major retailers agreed to pay a penny more per pound of tomatoes, and stop buying tomatoes from farms with human rights violations.

The National Pact in Brazil demonstrates that business is also part of the solution. The Pact brought together more than 400 signatories, including Brazilian and multinational companies, trade unions and civil society organizations. By signing the Pact, companies agreed to sever their links with suppliers caught using slave labour. Apart from raising awareness, pressure from the Pact created a tangible change of business practices across many sectors and industries. The Pact has been transformed into an Institute (InPACTO) to ensure sustainability and long-term impact.

The results are encouraging from recent initiatives that address the demand for labour and services of trafficked victims through tighter legislation, inspection and social partner involvement. In sectors where compliance with labour standards was raised, the identification of labour trafficking cases increased, perpetrators were brought to justice, and workers have become better protected from abuse.

The Protocol needs to be universally ratified and put into practice if we want to completely eliminate forced labour. The Protocol has to be applied in countries where forced labour is due to longstanding discrimination and poverty, linked to conflict and humanitarian crisis, exacted by state authorities, and the result of trafficking of migrant workers.

All together
against child labour

WORLD DAY
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JUNE 12



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WORLD DAY
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JUNE 12



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ArtWorks

Using the power of artists to help bring about change

The ILO artist engagement programme has helped raise awareness of issues like child and forced labour, and HIV/AIDS in the world of work among new audiences. Now it's stepping up a gear to inspire people to take action.

By Sharon Graber

The ILO has had a long association with the arts and entertainment world, with artists raising awareness of issues ranging from child labour to fighting discrimination in the workplace.

Building on these relationships, the ArtWorks artists' engagement programme was launched two and a half years ago to highlight key issues in the world of work today. Since then, nearly 100 personalities from the entertainment and sporting worlds have brought the work of the ILO to the wider public, especially to younger audiences.

Award-winning actors and musicians, as well as Olympic medallists and other high-profile athletes have recorded video messages, written songs, been photographed with ILO placards, and used their social media networks to raise awareness of child and forced labour, HIV/AIDS, indigenous peoples' rights, youth employment and green jobs.

"ArtWorks is an opportunity for artists and the global community to join the efforts of the ILO's constituents, and to make a difference in the lives of millions. We've seen the benefits of having artists use their profile and talent to promote key ILO issues. For example, thousands of people signed up for the Red Card to Child Labour campaign as a result of the music video that was launched last year. The video also led to more than 1,000 media articles about the campaign," said Marcia Poole, ILO's Director of Communication.

ENDING MODERN SLAVERY

Over 21 million men, women and children around the world are trapped in modern slavery – highlighting the need for a new impetus to the global fight against forced labour. The Protocol to the ILO's Forced Labour Convention, which was adopted by the International Labour Conference in June 2014 is a major step in this direction. The Protocol addresses the root causes of forced labour and gives specific guidance to governments on how to eliminate all its forms.

The ILO has joined the International Trade Union Confederation (ITUC) and other partners to launch a three-year campaign to promote the ratification of the Protocol. The aim is to have at least 50 countries ratify the Protocol by 2018. "ArtWorks will make an important contribution to the Forced Labour Protocol ratification campaign. The involvement of artists is a unique opportunity to share the realities of forced labour today and promote the Protocol through a creative lens,"

said Beate Andrees, head of the ILO's Special Action Programme to Combat Forced Labour.

Brazil's leading actor, Wagner Moura, who has a long-standing record in speaking and taking action against forced labour, has signed up to promote the Protocol ratification in Brazil and elsewhere.

REAL STORIES

ArtWorks has enlisted artists to engage the public through the power of storytelling, bringing to light the personal testimonies of those whose voices could not be heard otherwise. The first series of stories was launched on World AIDS Day 2014, with Olympic gold medallist Greg Louganis introducing videos by actors Ratidzo Mambo, Junes Zahdi, and Kavi Ladnier. They shared true stories of people living with HIV in India, Zimbabwe and Jordan.

"I am proud to have given voice to the story of Seema in India, and the thousands like her who are paying the price simply for being a woman in societies where blame and shame serve to mask greater issues," Ladnier said.

Louganis also shared his personal experience of living with HIV and the advantages of early HIV testing, in a special video message that was part of the ILO's efforts to promote voluntary counselling and early testing through the workplace.

"Thanks to the early treatment, HIV has not affected my zest for life, and my passion for sports," Louganis said.

"The videos were powerful, and we received a very positive response," said Alice Ouedraogo, head of the ILO HIV/AIDS and the World of Work programme.

TAKING THE CAMPAIGN TO TIMES SQUARE

In June 2014, the Red Card to Child Labour campaign was re-launched with a specially-written piece by musicians Mike Einziger and Ann Marie Simpson. Oscar-winning composer Hans Zimmer, Grammy-award winning Pharrell Williams and other musicians such as Blink-182's Travis Barker also helped record the song, "Til Everyone Can See".

The idea to write the song came to Einziger and Simpson after they met the ILO, and learned about the 168 million children trapped in child labour.

"It's a cause I feel strongly about because thinking about my own childhood, and all the chances I had to learn and play, I realized that somewhere out there could be a gifted musician or a child with an incredible

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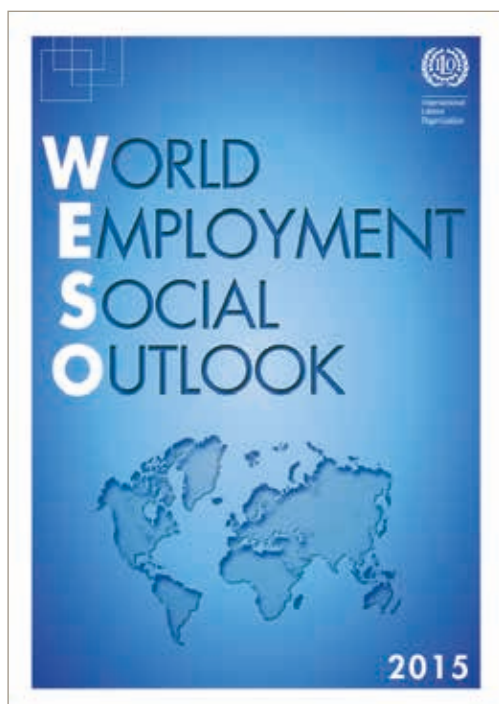
Olympic Gold medallist Greg Louganis films his special video message for World AIDS Day.

talent, who'll never get the chance to develop their potential because they have to work," Einziger said.

The song generated widespread media interest and led to over 4,000 people joining the campaign. The involvement of the artists led to a Red Card to Child Labour display on the giant screens in New York City's Times Square, starting on World Day Against Child Labour on 12 June 2014 that lasted three days.

"It was the first time that a UN agency campaign was featured on all giant screens in Times Square, and also the first time that the display lasted for more than one day. An estimated 300,000 visitors walk through Times Square each day, and they all will have seen the message calling for elimination of child labour," Poole said. "We now want to go beyond raising awareness and get people to take action for change. We'll be working in more depth with a small number of committed artists on specific themes such as forced labour and HIV/AIDS, and we hope that by doing this that we'll make a bigger impact, increasing the contribution that ArtWorks makes to the work of the ILO."

To learn more about ArtWorks, visit iloartworks.org.



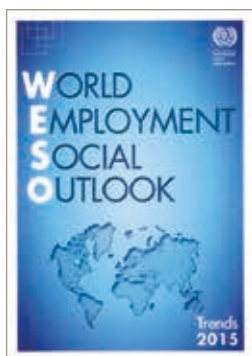
World Employment and Social Outlook 2015

ILO, Geneva, 2015

The *World Employment and Social Outlook* is the ILO's new flagship report on world of work issues. Exploring the inter-connected nature of macroeconomic policies on the one hand, and employment and social outcomes on the other, it analyses which policy combinations are most effective in delivering high employment and balanced incomes. The publication also provides readers with the most up-to-date global as well as regional labour market and social indicators.

ISBN 978-92-2-129263-0

CHF 40; USD 40; GBP 26; EUR 32



World Employment and Social Outlook: Trends 2015

ILO, Geneva, 2015

The *World Employment and Social Outlook: Trends 2015* includes a forecast of worsening global unemployment levels and explains the factors behind it, such as continuing inequality and falling wage shares. The report looks at the drivers of the rising middle class in the developing world as well as the risk of social unrest, especially in areas of elevated youth unemployment. It addresses structural factors shaping the world of work, including an ageing population and shifts in the skills sought by employers.

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Global Wage Report 2014/15: Wages and income inequality

ILO, Geneva, 2014

"This fourth Global Wage Report adds to what has become a highly regarded series on wage issues around the world. It provides a clear and concise analysis of the headline results on wage trends and labour income shares. Especially welcome is its special inequality theme, probably the most relevant policy issue of the day."

Damian Grimshaw, University of Manchester Business School.

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Women in Business and Management: Gaining momentum

ILO, Geneva, 2015

Women in Business and Management brings together available data and ILO statistics to provide a globally comprehensive, up-to-date picture of women in business and management positions. The report highlights the business case for gender diversity, the obstacles women still face, as well as ways to move ahead.

ISBN 978-92-2-128873-2

CHF 40; USD 40; GBP 26; EUR 32



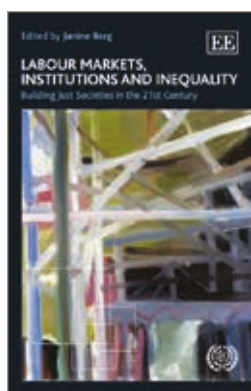
World Social Protection Report 2014/15: Building economic recovery, inclusive development and social justice

ILO, Geneva, 2014

This ILO flagship report provides a global overview of social protection systems, including coverage and benefits, as well as public expenditures on social protection. Following a life-cycle approach, it analyses trends and recent policies, such as the negative impacts of fiscal consolidation and adjustment measures, and calls for the urgent expansion of social protection for crisis recovery, inclusive development and social justice.

ISBN 978-92-2-128660-8

CHF 45; USD 45; GBP 30; EUR 35



Labour Markets, Institutions and Inequality: Building just societies in the 21st century

Janine Berg, ed.

ILO/Edward Elgar, Geneva/Cheltenham, 2015

Labour market institutions, including collective bargaining, the regulation of employment contracts, and pension and other social protection policies, are instrumental for improving the well-being of workers, their families, as well as societies. This edited volume examines the potential of these institutions for ensuring equitable income distribution.

ISBN 978-92-2-128657-8

CHF 45; USD 45; GBP 30; EUR 35



The European Social Model in Crisis: Is Europe losing its soul?

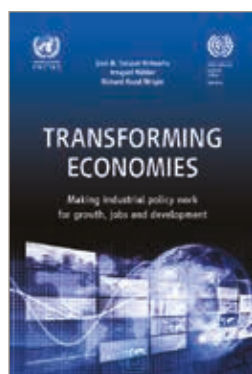
Daniel Vaughan-Whitehead, ed.

ILO/Edward Elgar, Geneva/Cheltenham, 2015

This new book assesses the current situations in EU Member States based on detailed empirical evidence, and concrete case studies of the social policies that have been discontinued or altered. The book distinguishes between recent developments caused by the economic crisis and long-term trends. The volume is a timely warning about the weakening of the European Social Model and its possibly devastating future effects.

ISBN 978-92-2-128655-4

CHF 45; USD 45; GBP 30; EUR 35



Transforming Economies: Making industrial policy work for growth, jobs and development

José Manuel Salazar-Xirinachs, Irmgard Nübler and Richard Kozul-Wright

ILO/UNCTAD, Geneva, 2014

“This volume is a well-timed and comprehensive guide to how countries have used industrial policy to achieve structural transformation, raise productivity and create jobs. Crucially, the authors go beyond the sterile debate about whether governments ‘pick winners’, instead drawing on a variety of analytical approaches to draw lessons and principles for successful industrial strategies.”

Ha-Joon Chang, University of Cambridge.

ISBN 978-92-2-128565-6

CHF 25; USD 25; GBP 18; EUR 21



A Just Transition for All: Can the past inform the future?

International Journal of Labour Research, Volume 6, Issue 2

The aim of the *International Journal of Labour Research* is to provide an overview of recent labour and social policies from trade union researchers and academics around the world. In the wake of an ILO resolution on a “just transition for all,” there is now a need to better define the components of a just-transition framework. This issue of the Journal examines economic adjustment and restructuring in different regions, drawing lessons learned on the policy front, and exploring how they might create a just-transition framework.

ISBN 978-92-2-129257-9 ISSN 2076-9806

CHF 30; USD 30; GBP 20; EUR 25



Labour Administration and Labour Inspection in Asian Countries: Strategic approaches

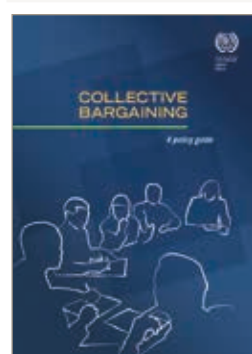
Giuseppe Casale and Alagandram Sivananthiran

ILO, Geneva, 2015

This book sets out the role, functions and organization of labour administration and inspection, highlighting best practices in a number of Asian countries. It gives a comprehensive overview of the recent changes in Asia, and looks at the areas where there is an urgent need of improvement.

ISBN 978-92-2-128955-5

CHF 30; USD 30; GBP 20; EUR 25



Collective Bargaining: A policy guide

ILO, Geneva, 2015

This guide aims to support governments in their efforts to examine their industrial relations systems. It also forms a consensus on, implements and monitors policies that promote collective bargaining for sound, fair and productive labour relations.

ISBN 978-92-2-129231-9 (print)



World Day Against **CHILD LABOUR**

12 JUNE 2015



International
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Organization



No

**TO CHILD
LABOUR**

YES

**TO QUALITY
EDUCATION**

