



UNI Post & Logistics Global Union Delivers Breaking Through

To:
Innovate, Organise &
Mobilise

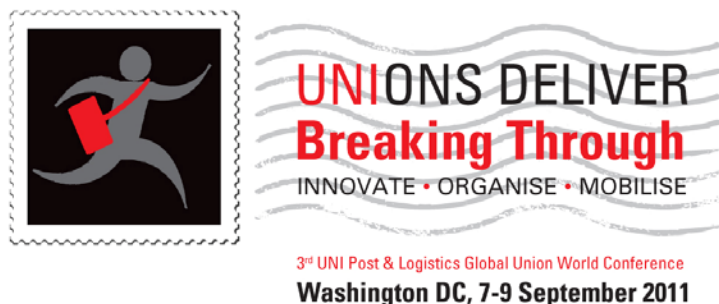


3rd UNI Post & Logistics Global Union World Conference
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UNI Post & Logistics Global Union Delivers Breaking Through to; Innovate, Organise & Mobilise

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Breakthroughs for UNI Post & Logistics Global Union have shown that through strong union action and with solidarity, good information and UNI Post & Logistics support, yes we can break through the liberalisation and privatisation agenda! Examples have included:

The defeat of liberalisation of the mail market in Canada thanks to action by the Canadian Union of Postal Workers (CUPW);

Achieving a halt in Norway to implementation of the 3rd Postal Directive and mail market liberalisation thanks to action by the Norwegian postal Union, PostKom; this was the first time ever that Norway refused to implement a European Union Directive;

The agreement of the US Congress not to liberalise the US postal market thanks to action by the US postal unions;

A decision by the Swiss parliament to stop liberalisation in Switzerland, thanks to action by the Swiss union Syndicom, including the collection of more than 120,000 signatures.

A successful fight against privatisation and the achievement of a new collective contract by FNPT / UMT in Morocco.

UNI Post & Logistics has *must win* targets of global agreements with the regional restricted unions of the Universal Postal Union: Post Europe in Europe, Postal Euromed in the Mediterranean region, and PUASP in the Americas.

UNI Post & Logistics Global Unions Deliver Breaking Through to Innovate, Organise & Mobilise

Must-win target for 2011:

A global agreement with Deutsche Post DHL

We must break through with a global agreement with a global delivery company in 2011; our *must-win* target is Deutsche Post DHL.

Working together with the International Transport Federation (ITF) we have already achieved breakthroughs to collective contracts in DHL Panama and Vietnam. UNI Post & Logistics is working to build greater worker strength in Deutsche Post DHL so that workers can join unions without fear and bargain collective contracts to improve conditions for workers in the express mail, logistics and global delivery industry.

In our ongoing fight against liberalisation and privatisation, another *must-win* target is our continued support for unions fighting the liberalisation of postal markets and privatisation of their postal companies. .

Must-win target for 2014:

Global agreements with the “Big Five” Global Delivery Companies

UNI Post & Logistics is committed to working towards global agreements with all major global delivery companies. Global delivery employs more than 5 million workers around the world. UNI Post & Logistics will continue to implement its strategic plan by working closely with the international Transport Federation, driving organising, building global union alliances and developing the organising opportunities for unions in all regions.



Priority will be given to assisting unions with organising campaigns to win access, recognition and collective agreements in the “Big Five” global delivery companies: Deutsche Post DHL, TNT, UPS, Geopost/DPD and FedEx. Initiatives at national, regional and global level will unfold to break through in as many places as possible. One focus will be the building of our networks so that workers can support each other globally.

Another focus is winning new collective agreements, to build on the work of achieving a collective agreement at DHL Panama. Affiliates

are giving priority to win first time agreements with DHL, as in Malawi where our affiliate is campaigning for an agreement before the end of 2011, and New Zealand where the EPMU is breaking through with the negotiation of a collective agreement in the DHL call centre. With our networks and increased worker strength on a global level and with cooperation between UNI and the ITF, we will break through with global agreements with the “big five”, thus helping to secure union access and trade union rights throughout the global delivery industry



Perfect Storm: The Global Postal Industry in Crisis

The second UNI Post & Logistics Conference was held in Athens, Greece in 2007, just before the worst global recession in nearly 80 years took hold. Four years later, the global postal industry faces a crisis that could be just as far-reaching as the grave debt crisis that now afflicts our brothers and sisters in Greece. The confluence of the global financial crisis and the technological revolution that is transforming communications across the globe has posed a dire threat to the \$US 2 trillion global postal industry, an industry that employs some 20 million workers. Companies that deliver letters and packages directly employ a quarter of this industry - \$500 billion and 5 million workers.¹

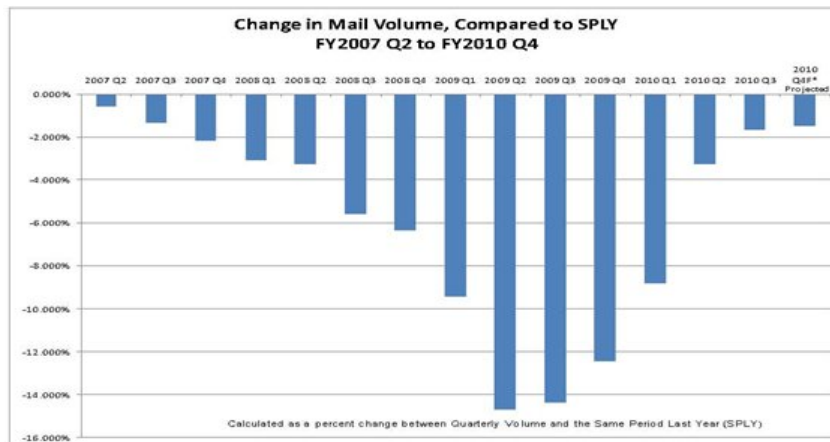
Mail volume plummeted during the global recession as the volume of business transactions plunged and companies slashed spending on direct mail advertising. At the same time, the digital substitution of physical mail that had been gradually gaining strength over the past decade accelerated as firms sought to cut costs during the recession. Not surprisingly, the unions of UNI Post & Logistics face the most difficult economic challenges in our history. Job security and even survival have vaulted to the top of affiliates' collective bargaining agendas. A brief review of these economic and technological developments, and their impact on the postal industry, follows.

The Great Recession Batters the Post (and postal workers)

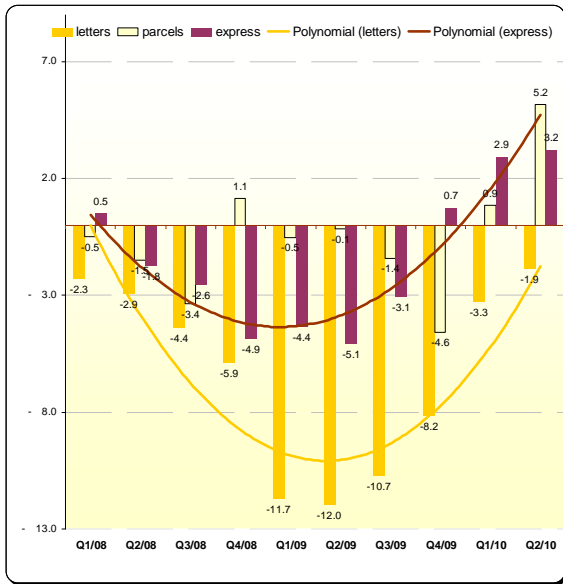
The near-collapse of the global financial system in 2008 started with the failure of investment banks in the USA and Britain. But the real cause was a decade or more of excessive private lending, financial speculation and consumer fraud across the globe. It ended with collapsing housing markets and other asset bubbles in the US and The Europe (including the UK, Ireland, Spain and Iceland).

Great Recession caused a global slump that cut world economic output and global trade for the first time since the 1930s. Global unemployment soared by more than nearly 20% to 212 million workers and business activity nearly ground to a halt. Given that the housing and banking sectors were the hardest hit industries during the crisis, the impact on postal volumes was especially negative. Financial services and housing are among the most mail-intensive sectors in the global economy.

In the United States, where the US Postal Service delivers approximately 40% of the world's letters, total mail volume plunged by nearly 13% in 2009 and kept falling. As unemployment soared to more than 10% of US workers, and as new housing construction collapsed almost entirely, companies slashed their mail volumes by the largest percentages in more than 70 years. Indeed, the last time mail volume declined by more than 12.8% was in 1937 at the height of the Great Depression, when volume declined by 18 percent. Mail volume fell from a peak of 212 billion pieces in 2006 to 169 billion pieces in 2010. Although the recession officially ended in 2009 (when output began to slowly grow) the crisis for the USPS is far from over. Unemployment remains stubbornly high at 9.2% and home values continue to decline, leaving the housing construction business in tatters. Since the two biggest drivers of US mail volume growth over the past decades have been payroll jobs and the formation of new households, the outlook remains bleak. Indeed, after recovering throughout 2010 (see chart below), there is new evidence that US mail volume is falling sharply again in 2011 as the US economy teeters on a return to recession.

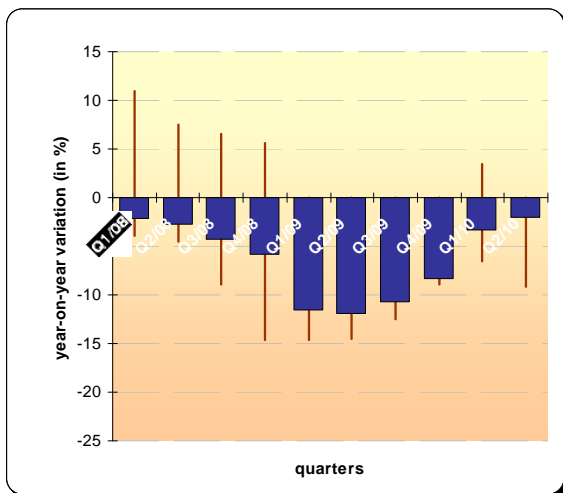


The same trends, though somewhat less extreme, were experienced around the world. Data from the Universal Postal Union shows the dire impact of the Great Recession on global volume trends. Although parcels and express shipments have bounced back considerably, the core business of most postal operators – letter mail – has simply returned to pre-recession levels of secular decline.



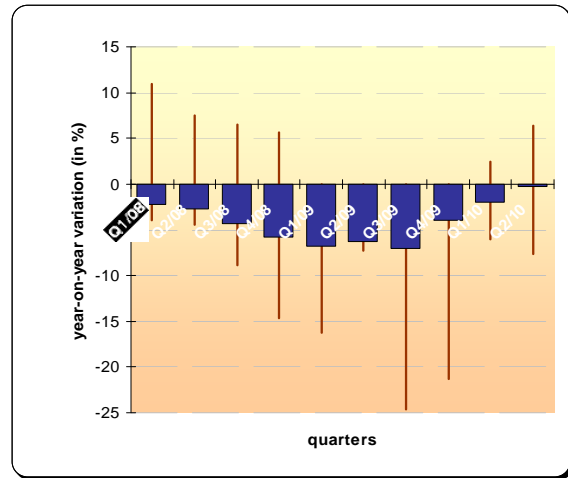
Although both Europe and North America have struggled to emerge from the Great Recession, economic growth in Asia, Latin America and in emerging market nations in general has recovered more rapidly. This two-speed recovery is reflected in UPU's data on the postal industry, where volumes in developing/emerging countries declined less and have recovered faster than in industrialized countries:

Industrialised Countries



Quarterly change in domestic mail volume (2008-2010)

Developing/emerging countries



Quarterly change in domestic mail volume (2008-2010)

The global recession had a devastating impact on employment in the postal sector. Downsizing has been relentless in our sector in recent years. In the US, for example, the number of career postal employees has been reduced by more than 110,000 since 2007 - from 690,000 to 570,000 workers. Fortunately, there were no lay-offs and the reductions were achieved by natural attrition (retirements, separations, etc.). Similarly, in the UK, postal employment has declined by 29% in recent years.

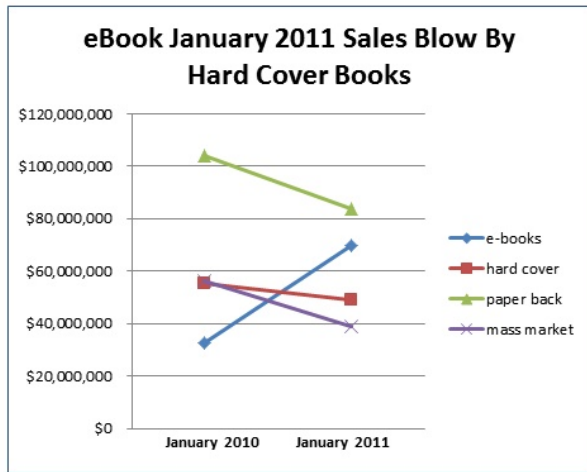
A survey conducted among UNI Post & Logistics affiliates attending the World Conference addresses the issue of employment and compensation in the postal sector. The results of that survey are addressed in a separate document. But in general, the pay and conditions of postal workers has been under stress as post offices experienced financial losses and business decline due to the Great Recession. Demands for wage and benefit concessions, more part-time and contingent work schedules and greater outsourcing have been nearly universal. Every affiliate has been challenged to fight back. But these challenges are not new. Indeed, even if the Great Recession had never happened, the transformative power of the internet and new social networking technology would be challenging us. Indeed, digitalization has been dramatically changing the postal industry for more than a decade.

Digitalisation accelerates

“We believe that the Great Recession accelerated the pace of electronic substitution of physical mail considerably,” said former Postmaster General of the US Jack Potter recently, adding, “We saw more diversion over the past four years than we expected to see over the next 10-15 years.” This digitalization is not limited to just correspondence and transactions mail and is not just affecting the postal sector. It is affecting virtually every communications industry that has relied on physical delivery, paper-based or not. Take, for example, the newspaper, book publishing and music industries. In each

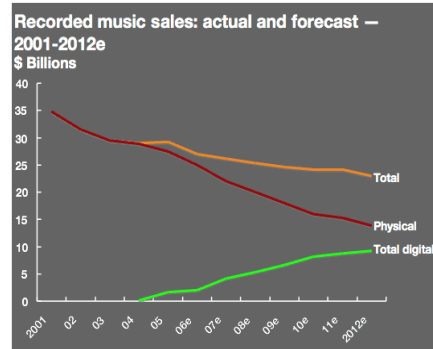
case, digitalization and the internet have been transforming the business dramatically.

Daily newspaper circulation has declined by more than 30% over the past decade in the USA as readers of all ages have shifted to online sources of journalism. The same process is occurring even more rapidly in the book publishing business where the total volume of downloaded e-books sold each month has now surpassed the volume of hard cover books and will soon challenge the number of paperback books sold:



Source: American Publishers Association

More or less the same story has been unfolding around the world in the music industry, where the sales of physical compact discs have been declining rapidly in favour of downloaded purchases of music.



Region	Physical	Digital	Perf. rights	Total
North America	-17.9%	1.1%	20.3%	-10.4%
Europe	-8.9%	29.7%	4.1%	-4.1%
Asia	-15.4%	10.4%	11.9%	-9.2%
Australia/New Zealand	-2.4%	41.4%	8.6%	3.5%
Latin America & Caribbean	-4.7%	17.6%	23.2%	-0.7%
Global	-12.7%	9.2%	7.6%	-7.2%

Source: IFPI

The postal sector has not and will not escape this trend. With the exception of parcels, each and every category of mail has electronic alternatives. Online bill-payment and e-invoicing competes with letter mail service for business transactions; web-based and e-mail advertising competes with direct mail; online magazines and news' sites compete with weekly and month periodicals. As the summary chart of UPU statistics below indicates, letter mail volume growth was flat or declining even before the global financial meltdown in 2008.

Universal Postal Union: Operating Statistics for All Administrations

Items	2005	2006	2007	2008	2009
2.1 Total number of staff	5'335'608	5'521'822	5'539'593	5'542'215	5'493'155
3.2 Number of permanent offices staffed by administration officials	336'678	335'757	337'060	334'722	324'119
8.2 Number of letter-post items, domestic service	429'281'719'321	433'765'934'641	424'820'127'548	411'584'590'363	392'991'284'999
8.3 Number of letter-post items, international service - dispatch	5'448'355'891	5'438'254'543	5'439'255'501	5'242'924'933	4'999'208'961
9.4 Number of ordinary parcels, domestic service	5'124'770'737	5'545'905'542	4'875'096'248	5'486'841'861	5'600'390'046
9.5 Number of ordinary parcels, international service - dispatch	42'292'858	40'623'444	43'810'301	45'481'294	43'874'197

In industrialized countries, electronic substitution has been especially pronounced. In the US, for example, the volume of single-piece, postage-paid letters (typically used by Americans to pay bills) fell from 55 billion pieces a year in 2006 to less than 35 billion in 2010. UPU data for the European Union shows a 15% drop in letter mail over a comparable period.

Although overall employment held up fairly well between 2005 and 2009, the UPU expects to see a significant decline when data for 2010 are released later this year. Again, in many industrialized countries, there have been significant job cuts even before the Great Recession took hold.

Industry outlook: Letter mail decline, direct mail steady, parcels to grow

In November 2010 the UPU sponsored a postal economics forum to explore the long-term outlook for the postal industry. Among the key findings were:

- Traditional letter mail volume is expected to decline significantly, even assuming a self-sustaining recovery in the global economy.
- Direct mail (advertising mail) is expected to retain its value as consumers continue to strongly prefer physical adverts in the mail over more intrusive marketing vehicles such as e-mail (spam) and telephone marketing. However, volumes are expected to remain flat or to grow modestly at best.
- Mail will increasingly be a one-way broadcast medium instead of a 2-way communications medium (advertising to replace invoice-bill payment mail) – and therefore make postal operators more vulnerable to the business cycle.
- Electronic substitution will increase the price elasticity of postal products – reducing the ability of postal operators to raise rates.
- Companies will continue to attack the most substitution-resistant portion of the mail stream – invoice letters – by encouraging e-invoicing to complement e-bill paying.
- Emerging countries can still expect postal volume growth and postal growth will spur economic development.
- Small parcel volume will continue to grow strongly and service to small and medium-sized enterprises is expected to offer the best growth prospects.
- Diversification and product innovation will be essential to preserving postal networks.

These findings are largely supported by other recent research. The accounting and business consulting firm Accenture, for example, is predicting that global letter mail volume will decline by 50% by the year 2020.ⁱⁱ The US Postal Service says the decline will be 34% under the best circumstances, though US affiliates have challenged this assertion. But whatever the actual decline, we know that traditional financial mail – invoices and bill payments – will continue to decline.

In Canada and in Western Europe, as well as several industrialized countries in Asia, most households pay the majority of their bills electronically – by phone, online through their banks and/or in person at postal savings banks. Bill

payers in the USA are quickly catching up. In the year 2000, there were 600 million monthly bills paid in the US – 61% by checks (which are often mailed). In 2010, there were 920 million monthly payments and only 25% were by paid by check. The volume of payments through the mail is expected to decline from 9 billion today to 4 billion in 2020 (according to the USPS).

Households still prefer to receive their invoices by mail – delivered in envelopes, a manner that is private, secure and provides a hard copy audit trail. Indeed, a 2010 survey by Fisperve, a financial services technology vendor, found that 88% of German households still preferred a paper bill delivered in the mail.ⁱⁱⁱ A similar percentage of Americans agreed. Still, Fisperve is predicting a major push by utility companies, publishers, telecom providers and other regular billers to promote e-billing. Many will simply promote the practice through advertising, but many will add surcharges to customers who wish to receive paper bills.

The outlook for direct mail is better. According to research by the US Direct Marketing Association, physical mail generates 73% more per dollar spent than e-mail – resulting in \$11.74 in sales per dollar compared to just \$6.76 per dollar.^{iv} So direct mail should continue to grow, particularly in less developed and emerging market countries.

The UPU is correct that this shift in mail to lower-value direct mail will pose dangers to the postal sector. But more importantly, it poses a danger to the standard of living of postal workers. Declining revenue per piece of mail is bound to put downward pressure on wages and benefits. It will also threaten the stability of postal employment since direct mail tends to rise and fall with economic activity much more than traditional transactions mail. Postal unions will have their work cut out for them.

This makes it essential for postal employees to ensure that our employers be well positioned to capture new growth in the segment of the postal market that is expected to strongly grow in the decades to come: small parcels; express shipments and e-commerce deliveries. Unfortunately, much of this business is being captured by unorganized private companies. Indeed, the traditional posts have seen their share of the \$200 billion parcels/express market decline in recent years. The Accenture report mentioned above noted that the posts' share of this market fell from 30% to 26% between 1998 and 2008. There are two solutions to this problem. First, the post operators must innovate and win the business back, and second, UNI Post & Logistics affiliates must organize these non-union companies, especially those in the private sector. See the sections below on multinational companies.

The outlook for traditional mail also makes it essential that postal operators, and the unions that represent them, be willing to innovate and seek new uses of the networks we offer. The posts' universal retail, processing and delivery networks have tremendous potential. The final chapter of this report addresses the innovation agenda that must become a central part of our agendas – at national and global levels.

ⁱ See *Market Research on International Letters, and Lightweight Parcels and Express Mail Service Items*, Adrenal Corporation, for the UPU International Bureau, February 2010.

ⁱⁱ See *Achieving High Performance in the Postal Industry: Accenture Research and Insights, 2011*, (p. 6) at <http://www.accenture.com/SiteCollectionDocuments/PDF/Accenture-High-Performance-Postal-Industry-2011-Final.pdf>.

ⁱⁱⁱ See the *2010 Billing Household Survey: Consumer Survey of Offline and Online Billing and Payment Practices*, March 2010.

^{iv} See the *Testimony of Bert Berkley, Chair of the Global Envelope Alliance before the U.S. Congress*, November 2010.

Liberalisation and Privatisation: Wins, Losses, Lessons Learned

“Today’s Wednesday, yeah? On Wednesday, we have at least six people coming to the door, all bringing some mail. First was the local paper. Then the other local paper. Then the postman comes. Three more will come later. I think that’s the basic defect of post office privatisation. What used to be done by one man is now done by six. They’re all underpaid, and the delivery hasn’t improved. It used to come in the morning, and now I am still waiting.”

- Michel Van Hulsten, former Dutch Minister for Postal Services, April 2011ⁱ

The quote above summarises the case against liberalisation and privatisation of postal services in a most succinct way. It captures in miniature what our global union and its affiliates have maintained for more than two decades, dating to the European Commission’s first Green Paper on postal liberalisation in 1989. Over the years, we have made two basic points: 1) Postal services are a natural monopoly and the most efficient way to ensure their universal provision, at affordable prices for all, is through a reserved area or regulated monopoly; and 2) Recklessly liberalising postal services without any social regulation or provision for assuring universal service leads to social dumping as competing providers target only profitable areas to serve, and seek to gain an advantage by driving down wage and benefit standards. As Van Hulsten points out, that’s precisely what happened in the Netherlands.

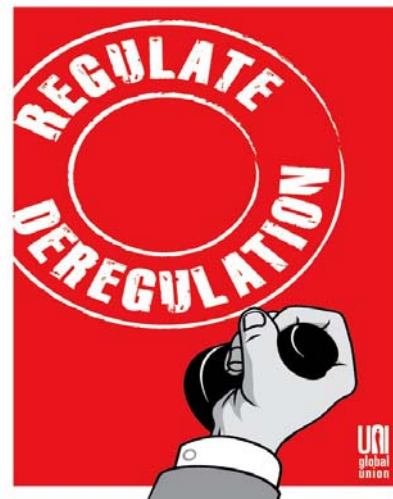
The same story has been repeated elsewhere, not only in Europe, but also all over the world. It has occurred not only in countries that have embraced privatisation and deregulation, but also in countless developing countries where de facto liberalisation has ruled for years because formal monopolies have not been enforced. If you doubt it, consider the 15,000 member companies of the Latin American Association of Mail Service and Private Postal Operators. ALACOPP (its Spanish acronym) is a trade association that represents companies in seven countries that employ 1.2 million workers – virtually all non-union – who deliver four billion pieces of mail per month. Most of the workers work part-time and earn very low wages.

The rising tide of privatisation and deregulation that began in Europe in the 1990s has continued in recent years. But UNI Post & Logistics and its affiliates have not given up, and there have been significant victories. A review of the key developments follows.

The wave continues, but resistance is working to weaken it

At the time of the Athens 2007 UNI Post & Logistics World Postal Conference, a wave of liberalisation and privatisation was gathering strength around the world, even as one of the earliest pioneers of this policy, Argentina,

reversed course and re-nationalized its privatised post office after it nearly collapsed.ⁱⁱ In Asia, the Japanese government had used extraordinary measures to cram a dramatic postal reform bill through its parliament, setting the stage for a deregulated postal market, the break-up of Japan Post and the privatisation of its postal savings bank and insurance units between 2007 and 2017. In Europe, the British labour government had approved the early elimination of the postal monopoly years in advance of the EU’s deadline for liberalisation while the European Commission was moving forward on a third liberalising postal directive in 2008. In North America, the Canadian government was planning a strategic review of Canada Post in 2008 to consider privatisation and liberalisation.



In each case, UNI Post & Logistics affiliates battled to protect the interests of their members and to defend universal service. At the European and global levels UNI Post & Logistics was mobilizing the case against liberalisation, undertaking an extensive study of the global impact of deregulation and publishing a report entitled: “What Has Postal Liberalisation Delivered?” It also launched a campaign to “Regulate Deregulation.” The

lessons learned from these battles and others, even those we have lost, can help us succeed in the future.



The case of Japan Post's evolution is a roller coaster ride. In 2001, Japan Post was separated from the national government and was declared an external body under the General Affairs Ministry. In 2003, the postal market was liberalised and the agency became a public corporation wholly owned by the government. In October 2007, the corporation was broken into four companies (delivery, post offices, savings bank and life insurance) and reorganised under a holding company, the Japan Post Group. The plan was to further disaggregate the business and privatise the most lucrative parts. The initial proposal intended to spin off the financial institutions, Japan Post Bank (the largest savings bank in the world) and Japan Post Insurance, and sell as much as two-thirds of the holding group by 2017.

In 2009, after a change in government and a concerted campaign by UNI affiliate JPGU, the planned sell-off of Japan Post was halted. The government moved to retain a 33% ownership stake in the group, enough to maintain government control of the company. In 2010, the government announced a doubling in the maximum allowable deposits in Japan Post Bank accounts; strengthening the group's overall financial position.

JPGU has been very active in fighting privatisation of Japan Post since 2003. It has mounted an effective campaign deriding post office closures and demanding government control of the post. The union has also been effective in controlling the effects of liberalisation; competitors account for roughly 0.1 percent of the postal market.

Since thwarting the privatisation plans, JPGU has been working to shape the parameters of future postal reform efforts. It has demanded improved working conditions, solutions to diversify Japan Post's business and tighter regulation of private postal competitors.



The most recent government to choose privatisation is that of the United Kingdom. Given Britain's role in creating the modern postal service in the 19th century, and the fact that the Royal Mail is one of the oldest post offices on the planet, the enactment of a law to begin selling off the assets of the Post Office is extraordinary.

In 2006, Royal Mail was stripped of its letter mail monopoly and the British postal market became fully open to competition. At the time, Royal Mail delivered roughly 80 million pieces per day. Since then, Royal Mail has faced challenges not uncommon to other posts - electronic diversion of traditional postal products, coupled with the incredible impact of the global financial crisis. These factors have reduced mail volume sharply. Today, Royal Mail delivers about 62 million pieces per day.

The lifting of the monopoly has placed significant financial pressure on Royal Mail. Its competitors generally do not offer universal end-to-end services, but instead cherry pick customers and rely on Royal Mail for last mile delivery services that regulators have grossly underpriced. Each year since 2006, Royal Mail has delivered an increasing share of letters for other companies – at a loss to the group. It is estimated that each letter Royal Mail delivers for its competition results in a loss of 2.5p (US \$0.04). UNI's UK affiliate, the Communication Workers Union, has argued that the pricing and regulatory structure in place since 2006 is a "recipe for disaster" and has been proven right.

The way Britain deregulated also allowed for a social disaster. By opening its market before other European countries did, the government opened Royal Mail to competition by social dumping. Both Deutsche Post and TNT Post (the Dutch privatised operator) were able to use non-union affiliates to win business from Royal Mail while their domestic markets remained temporarily protected by a monopoly. This allowed companies such as non-union UK Mail to employ workers at substandard wages and extract longer work hours from them at the expense of Royal Mail; paying just £300 per week and no pension benefits for 40 hours of work instead of the £375 per week and pension benefits for shorter workweeks earned by CWU members.

Nor were competitors burdened with the universal service obligation – which required the Royal Mail to maintain 115,000 collection boxes and provide delivery service six days a week to 28 million addresses. UK Mail faces no such obligation and does not offer the same level of service. It perfectly defines 'cream-skimming' competition.



In 2008, the government sought to partially privatise Royal Mail, claiming pensions could be halved if the extraordinary move was not taken. Fortunately, the proposal stalled in parliament in the face of a strong opposition campaign by CWU.

In 2009 and 2010, Royal Mail had a combined group-wide profit of GBP 725 million (US \$1.1 b). Yet, in 2010, a coalition government proposed the dismantling and privatisation of Royal Mail and rammed the legislation through the House of Commons earlier this year.

The CWU has fought each attempt at privatising Royal Mail since the Thatcher years. This year, it mounted an aggressive public relations campaign, arguing that the privatisation would disrupt service and lead to the closure of as many as 9,000 post offices and result in the loss of 40,000 jobs. Its campaign also focused on the impact privatisation would have on service quality and the lives of their members.

Although the privatisation has been enacted, the CWU has not given up. It is focusing on resolving a large unfunded pension liability that has plagued Royal Mail (caused by prior governments that failed to make required payments) and establishing decent terms for its members with the company or companies that take ownership stakes in the Post Office.



In 2008, the Canadian government conducted a Strategic Review of Canada Post. The study reviewed the universal service obligation, the postal regulatory framework and the possible effects of liberalisation. Thanks to a massive campaign orchestrated by the Canadian Union of Postal Workers (CUPW-STTP) and a coalition of unions and NGOs in Canada and Quebec, supporters of a public postal service collected tens of thousands of petitions opposing liberalisation and privatisation. The overwhelming public support for preserving Canada Post convinced the authors of the strategic review. Their 2009 report concluded that "there appears to be little public support for the privatisation or deregulation of Canada Post, and considerable if not unanimous support for maintaining a quality, affordable universal service for all Canadians and communities." It recommended that Canada Post maintain the exclusive privilege of delivery on letter mail.

Unfortunately, the severe recession and the election of an anti-labour government led to new trouble in 2010. Canada Post moved to outsource positions in service contact centres and the National Philatelic Centre, affecting members of the UPCE, also affiliated to UNI. It also initiated a modernization plan that called for the introduction of automated sorting, motorization of postmen's routes and new work methods.

UNI's affiliates, UPCE and CUPW, have resisted. In CUPW's case, it has demanded that Canada Post study the impacts of its modernization plan before implementing. In the initial stages of the program, CUPW submitted a dossier of 76 questions regarding the effects of the new program and later filed a national grievance for failing to provide sufficient answers.

After months of contract negotiations, health and safety issues surrounding automation as well as pay and pension

issues led to a series of rotating strikes in the summer of 2011. Canada Post later locked out the entire CUPW membership and prompted the Conservative government to issue a punitive back-to-work law that provided lower pay than what the company had offered. Since the passage of the legislation, the union has demanded back pay in accordance with the previous collective agreement. But the government has refused and has used the controversy to once again open the issue of postal liberalisation in Canada. The fight over liberalisation and privatisation is expected to resume in Canada.



Over the course of 11 years, the European Commission pursued a policy of liberalisation of the postal sector intended to comply with a broader commitment to create a single market for all industries in the EU's Member States, as provided by the EU's founding treaties. It adopted three so-called Directives (EU laws) to gradually open and eventually totally deregulate postal services in Europe. UNI (and its predecessor organizations) fought to shape the legislation, hoping to convince the EU that total deregulation was not the optimal policy for universal postal services. Unfortunately, despite overwhelming evidence presented by UNI of the negative effects on service quality, job quality and employment levels, the Commission adopted a Directive in 2008 that the EU's 27 Member States had to repeal their postal monopolies, 16 of them by 2011, and the rest by the end of 2012. That has happened.



But the battle is not over and UNI Post & Logistics has worked hard to expose the flaws in the EU's liberalisation policy. At the 2009 Conference of UNI Europa Post & Logistics, Christoph Hermann of FORBA's Working Life Research Centre made a detailed presentation on the consequences for employment and working conditions of the European liberalisation policy. It showed that contrary to Commission predictions, employment in the postal sector had declined by 15-37% and the quality of postal jobs had deteriorated – more part-timers, more temporary and agency workers and independent contractors had been drawn into the sector. And the new workers earned much lower wage rates, typically €2.00 - €5.00 per hour less than the wages earned by incumbent postal operators.

Meanwhile, union contract coverage was significantly reduced.

The only real beneficiaries of the liberalisation were large volume corporate bulk mailers. Hermann's data showed that only a fifth of surveyed Europeans believed mail service had improved while a quarter of them believed service had declined. As James Meek observed in his article in the London Review of Books: "The price of driving down the cost of bulk mailing for a handful of big organisations is being paid for by the replacement of decently paid postmen with casual labour and the erosion of daily deliveries."

UNI Europa Post & Logistics has used the results of its earlier report, "What Has Postal Liberalisation Delivered?", and the Hermann study to fashion a manifesto for postal reform in the EU. It outlines both a social charter for the sector that will secure union rights and prevent social dumping and a proposal to strengthen the definition and financing of the universal service obligation. This, and more information, can be found on the Liberalisation Forum on the UNI Post & Logistics web page:

http://www.uniglobalunion.org/Apps/portal.nsf/pages/20090211_6lcrEn

Liberalisation can be shown to be a mistake

But unions have had success in convincing their governments that this headlong rush into liberalisation is a mistake. In Norway and Switzerland, two countries surrounded by the maelstrom of the competitive mail markets of the European Union, UNI's affiliates have fought long and hard to convince their respective governments that there is another way and that the volumes of mail that come from a letter mail monopoly is the only way that allows their Post Offices to provide a self funding USO.

In the case of Switzerland, UNI's postal affiliate, Syndicom, ran a very effective campaign involving the public in demanding that the Swiss Post office (La Poste) must continue to provide levels of service that met the public's needs. This is especially so in a country as geographically challenged as Switzerland. The strength of public feeling exceeded all expectations and Syndicom got more than 160,000 signatures on a petition against post office closures. (This, in a country with a population of only 8 million). The union's petition: "No to the dismantling of the postal network" (www.reseaupostal.ch) was equally supported in all regions of Switzerland and proved that the maintenance of a quality public postal service and a vast network of post offices is one that the public wants to maintain.

Swiss Post management, who had been supporting the deregulation initiatives, had their own survey undertaken by the research institute gfs.berne, and found that around 80% of surveyed people were of the opinion that "the basic postal service in Switzerland should remain in its current form". Furthermore, around 90% of them reckoned that a "nationwide post office network is necessary for the economy to function properly". As for the issue of the liberalisation of postal services, 57% of the surveyed people

"believe that the planned complete deregulation of the letter market makes very little or no sense at all".

Despite this avalanche of public opinion, the Swiss Government pressed on with their plans for liberalisation. The union also kept up their campaign and got the Swiss Government Committee on Transport and Telecommunications of the Federal Parliament to not accept the draft postal legislation. It was agreed that nobody has a convincing answer on how to finance the universal service if they abolish the residual monopoly on letters.



But the fight by the free market proponents went on and it was not until late in 2010 that the Swiss Parliament finally dropped its plans to liberalise the market, the President of Syndicom, Alain Carrupt, commenting on this decision said, "For years the union has been showing the folly of foreign examples of postal liberalisation to support their arguments: where they have said liberalisation would mean a reduction of the range of universal services, lower quality, higher prices for the vast majority of users. The National Council has wisely rejected this perspective. It thereby recognized that a residual monopoly on letters up to 50g was the simplest model and most effective to fund universal service."

In the case of Norway, our affiliate faced an even more difficult task than our Swiss affiliate did, as Norway, while not a member of the European Union, is a part of the European Free Trade Association (EFTA) and the European Economic Area (EEA). Members of these Associations normally directly implement European legislation (EU Directives) into their national law. In fact Norway has never refused to implement an EU Directive before. However the Norwegian postal union, POSTKOM, put together a strong campaign to convince the Government that they should not accept the 3rd EU Postal Directive. As a cornerstone of this campaign, they worked to get public support and the support of local governments and local mayors from the places in Norway that would be most affected by a cut in services as a result of liberalisation.

POSTKOM launched a special campaign website, to mobilise popular resistance. "We are launching the campaign website www.postdirektivet.no to inform the public

about the Directive as we believe it will affect communities outside the Oslo area in the form of poorer and more expensive postal services," said Odd Christian Øverland, President of POSTKOM. "We want the grass roots in Norway to give clear messages to the government that good and reliable postal services are an important part of our infrastructure that helps people to work and live in the country. Such mail policy is almost impossible within the framework of the EU Directive".

As a result of an extensive campaign run by the union and supported by UNI Post & Logistics, history was made in April 2011 when the Norwegian Government decided it would not implement the Directive.



Lesson learned from our Dutch brothers and sisters

The experience of the Dutch postal workers and its union, AbvaKabo, can serve as an object lesson to any postal union in the world that faces a liberalisation fight. It is no exaggeration to say that privatisation and liberalisation have virtually destroyed the standard of living of Dutch postal workers. In less than a decade, the Dutch Post Office went from being a state-owned enterprise with a strong union and decent wage and benefit standards to being a huge private multinational corporation. It did this by acquiring TNT, one of the largest parcel & logistics firms in Europe. Pursuing profits in deregulated markets abroad, the TNT Post (as it came to be known) deemphasized the domestic letter mail business. It eventually closed all but 8 of Holland's 350 post offices and unleashed an unrelenting attack on its employees to compete with low-wage competitors that delivered just 2 days per week. Full-time jobs were turned into part-time jobs, and then part-time jobs were turned into contractor jobs. TNT Post even created a non-union subsidiary (Netwerk VSP) to cannibalize its own business to compete with a non-union subsidiary of

Deutsche Post (DPAG). In the end, most new postal sector jobs featured piece-rate pay systems that generated less than the minimum wage in Holland. The well-known legal battle between DPAG and TNT Post over a postal sector minimum wage confirmed UNI's prediction that liberalisation would lead to social dumping.



In June 2011, comrades in our Dutch affiliate AbvaKabo organized a special Seminar on the Dutch liberalisation experience even as it was battling TNT Post over a new contract.ⁱⁱⁱ The Seminar was broadly attended and greatly appreciated by unions all over the world. A report on the Seminar is posted on the [UNI website](#). But it is essential to record here AbvaKabo's key recommendations for other unions:

- 1) Don't underestimate the threat of deregulation;
- 2) Organize the new completion to prevent a race to the bottom on wage and benefit standards;
- 3) Prevent the spread of part-time/contingent labour – a deadly 'virus' to decent work;
And;
- 4) Demand social legislation to regulate labour standards before legislation to liberalize is enacted.

All UNI Post & Logistics affiliates appreciate the willingness of AbvaKabo to share and learn from its experience. These are valuable lessons indeed.

The next section takes up the second of these recommendations.

ⁱ As quoted in “In the Sorting Office,” *London Review of Books*, 28 April 2011

ⁱⁱ See *The Postal Market in Argentina*, a special report prepared for UNI P& L by Daniel Azpiazu, Federico Basualdo and Pablo Manzanelli, March 2009.

ⁱⁱⁱ TNT Post became PostNL after TNT spun off the no-longer profitable letters business earlier this year. The company demanded a 25% pay cut and threatened to lay-off 11,000 workers if the union refused to agree. The union staged a successful strike to fight back, limiting both the wage cuts and the job cuts affecting its members.

Delivering the Goods?

Summary

Globalisation has proved hugely beneficial to the big global integrators like DHL, FedEx, UPS, TNT and GeoPost/DPD. They now dominate the logistics market and account for more than 60% of all global delivery volumes. In the express and parcels business they are even more dominant with some estimates saying there is only 35% of the market left for all of the other players, both public and private.

This not only means that unions organising national postal operators are only organising workers in what is now a small portion of the market, it also means that if unions want to gain influence over wages and conditions in the global delivery industry, they have to target their organising efforts at the “Big Five”. Between them these multinational global delivery companies employ around 3 million workers!

It is essential that UNI Post & Logistics’ unions recognise this and seriously engage in developing organising strategies to meet the challenge presented by the multinational global delivery companies.

That is why UNI and ITF have been working for more than two years to develop global union alliances in the large global delivery companies. These global alliances have been working together to support organising efforts in the “Big Five” and to build a platform through global agreements with an objective of ensuring workers’ rights so unions have more opportunities to gain union recognition and undertake collective bargaining.



The Deutsche Post DHL Campaign

While not ignoring the other companies, as part of this initiative UNI/ITF have focussed on one of the “Big Five” global delivery companies, building a network and working towards a global framework agreement with Deutsche Post DHL.

Introduction

Deutsche Post DHL is one of the largest mail and logistics companies in the world. In its home country of Germany, Deutsche Post DHL prides itself on cooperation with its unions and respect for its employees while in many countries across the globe it aggressively opposes unionization and consistently and systematically violates workers’ rights.

This systematic violation of workers’ rights directly contradicts DHL’s own corporate responsibility policies and its claims to uphold the principles of the United Nations Global Compact which it signed in 2006.

DHL’s Corporate Responsibility Strategy video states: “Corporate responsibility is an integral part of our corporate Strategy 2015, which is geared towards long term success.”ⁱ The company hopes to “markedly increase employee involvement and commitment” through “openness and responsibility.”ⁱⁱ “International frameworks, principles and guidelines” such as the “United Nations Universal Declaration of Human Rights, Principles of the United Nations Global Compact, and the Core Labour Principles of the International Labour Organization (ILO)” guide the company’s corporate responsibility strategy.ⁱⁱⁱ

In reality there is mounting evidence that outside of Europe DHL has systematically violated these principles and has consistently failed to “deliver the goods” with respect to international labour rights.

This report will consider DHL’s labour and employment practices in a wide range of countries from South Africa to Costa Rica, from Bahrain to India, from Malawi to the USA.

DHL and Corporate Responsibility

With almost 450,000 employees in over 220 countries, DHL is one of the largest employers in the world. Thirty-nine percent of those employees work in Germany. Another twenty-eight percent work in Europe while thirty-three percent work outside Europeiv.

DHL claims to want to be “an employer of choice”:
“One of the core targets of our Strategy 2015 is to be the Employer of Choice in the mail and logistics sector, both for our current employees and potential recruits”.^v

In its Corporate Responsibility Report 2009/10, DHL has a section dealing with “employee representatives” and has this to say about its involvement:

“We promote a culture of constructive dialog, both between employees and managers as well as between executive management and employee representatives. We respect human rights within our area of influence and operate our businesses in such a way as to make us an exemplary employer. In doing so, we are in keeping with the principles of the United Nations’ Global Compact. We respect the principles of the 1998 Declaration by the International Labour Organization on the fundamental rights and principles of work in line with national laws and customs”vi.

In Germany Deutsche Post DHL engages its employees through a number of Works Councils and through its relationship with the German trade union ver.di.

In Europe, DHL has relationships with a number of trade unions and has created the Deutsche Post DHL Forum which “is a joint committee of employee and management representatives from 29 European countries. It is equivalent to a European works council. We use this Group forum to promote direct and open communications.”vii

The Deutsche Post DHL Forum allows DHL employees and their representatives the opportunity to engage in dialogue with the company and address areas of concern to employees in Europe.

In contrast, no such forums exist globally. While DHL claims to respect its employees’ rights and commitments under the UN Global Compact it has no mechanism for monitoring whether in fact workers’ rights are being upheld globally.

In the absence of such a mechanism DHL is unable to effectively implement and monitor its own Code of Conduct. According to the global union federations: UNI Global Union (UNI) and the International Transport Workers’ Federation (ITF): “Workers at Deutsche Post DHL are fed up. In several DHL locations the working conditions are poor, workers’ rights are not respected and unions aren’t recognized.”viii

UNI and ITF have asked DHL to negotiate a Global Framework Agreement (GFA) which would allow DHL workers globally to enjoy the same standards of dialogue and participation as their European counterparts.

DHL has chosen not to engage its non-European workforce in social dialogue or to institutionalise a forum for monitoring and implementing its stated principles. Quite the contrary: in many countries around the world, DHL has systematically violated workers’ rights to organize and has instilled fear among workers who attempt to organize. It has allowed practices, such as the use of lie detector tests that are contrary to its stated policies. Workers around the world have reported incidences of intimidation, harassment and discrimination.

DHL global management, while agreeing to meet with UNI and ITF, has made it clear it is not prepared to sign a Global Agreement. UNI and ITF have therefore decided it is necessary to escalate their global campaign to win a Global Agreement with DHL and secure organizing and collective bargaining rights for DHL workers across the globe.



Campaign Objectives

- To sign a global agreement with DHL
- To win union recognition and collective agreements at DHL facilities around the world
- To strengthen the relationship between UNI Global Union and ITF

Achievements

- A strong network built with participation from 30 unions, 307 DHL contacts and 41 Global Delivery Key Contact People (KCP's)
- Analysis of union density through surveys to UNI and ITF affiliates
- *Respect for DHL Workers* website launched
- Research on workers abuse and publication/distribution of Workers Abuse dossier
- Organizing/collective bargaining victories achieved in Panama, New Zealand, India, South Africa and of course ver.di has renewed their collective contract in the DHL hub at Leipzig
- Organizing campaigns launched in: South Africa, Malawi, Vietnam, Nepal, and Central America (Panama, Guatemala, Colombia, Costa Rica, and El Salvador)
- Global weeks of action in November 2009 and October 2010. In 2010 activities reported by 22 Global Delivery unions in 20 countries. Activities ranged from postcard campaign, leafleting, press conferences and demonstrations
- Investor research /analysis completed
- Research and analysis of customers commenced
- Meetings with the company – UNI/ITF are meeting with the company on an ongoing basis but the company has stated it will not sign a Global Agreement
- Complaint made to UN Global Compact that DHL is not complying with the Compact's principles



ⁱ Deutsche Post DHL website: "Interview with Frank Appel on the Group's strategy 2015" 3 November 2009
http://www.dp-dhl.com/en/media_relations/speeches_and_interviews/interview_appel_strategy2015.html

ⁱⁱ Deutsche Post DHL website: "Interview with Frank Appel on the Group's strategy 2015" 3 November 2009
http://www.dp-dhl.com/en/media_relations/speeches_and_interviews/interview_appel_strategy2015.html

ⁱⁱⁱ Ibid

^{iv} Deutsche Post website: http://www.dp-dhl.com/en/responsibility-online_report_2010/performance/data/employees.html#employees

^v DHL website: http://www.dp-dhl.com/en/responsibility-online_report_2010/employees.html

^{vi} Deutsche Post website: http://www.dp-dhl.com/en/responsibility-online_report_2010/employees/employee_representatives.html

^{vii} Ibid

^{viii} Workers' Abuse at DHL is Unacceptable! <http://www.itfglobal.org/dhlblog/wp-content/uploads/2010/10/uni-itf-v7-EN1.pdf>

A New Union Agenda: Innovation and Diversification

The 'perfect storm' of challenges facing the postal industry described above means that postal employee unions face issues that fall well outside the bounds of traditional collective bargaining and political action. The days of leaving the business to managers and focusing exclusively on wages, benefits and working conditions are over. And restricting our political action to matters of regulation or labour rights will no longer be sufficient to secure the standard of living and job security of our members. At the most basic level, we face a threat to the long-term viability of postal services. We will have to do much more to survive.

Going forward, retaining the invaluable retail, transport, processing and delivery networks will mean finding new uses for them. The traditional, core business of the world's posts, the processing and delivery of physical letters, is in decline. Technology shows no mercy. But the value of our networks and the quality of our members' jobs are worth preserving. And there is no reason to passively accept a future of decline. We can build on our strengths – last mile delivery and the geographical reach of the post office network – and leverage these assets for future growth. We must add new services to complement the Posts' new foundation: direct mail, whose value can be enhanced with value-added digital services, and the delivery of goods purchased through e-commerce, a product segment that is expected to grow explosively in the decades ahead.

In many countries, most notably in the USA, this will require new legislative authority. But it will also require us to change the way we approach collective bargaining. We have to stop thinking of the Posts as simply mail delivery services. We have to think of the Posts as valuable networks that can serve as platforms for the provision of new services to both companies and governments at all levels, national, regional and local. We should strive to find rewarding work for postal employees that will allow them to develop new skills and earn decent pay and benefits.



A new vision of the Post

The possibilities for the future of the Post were the subject of a speech last year by Fred Rolando, the President of the National Association of Letter Carriers to a Rutgers University conference.

He said: "Let's imagine what the Postal Service might look like in November 2020.

It's the 10th Anniversary of PAEA II, the postal reform law that amended the Postal Accountability and Enhancement Act of 2006.

Thanks to the new law's Vote by Mail provisions, letter carriers all over America are delivering voter information packets on the hundreds of ballot initiatives before the voters along with Vote by Mail ballots that have boosted voter participation rates to above 75 percent.

The Postal Service's Last Mile Express subsidiary, a joint venture between the USPS, Costco and Google, has expanded beyond its Saturday guaranteed delivery product to offer a Wednesday night service for mid-week residential delivery. It has broken into the Fortune 500 while the Postal Service's expanded Parcel Select service has generated billions of dollars in carbon credits for FedEx and UPS under the landmark climate change legislation enacted by Congress.

The USPS's National Green Bank or NGB, authorized by PAEA II to give life to the national infrastructure bank proposed by President Obama, has grown to more 20 million accounts with \$100 billion invested in green bonds issued by the National Infrastructure Board to finance home and office energy retrofitting programs, high-speed rail and other clean energy projects – including a project to replace the entire postal vehicle fleet with electric and natural gas-powered vehicles. The NGB is also providing low-cost remittance services to tens of thousands of American residents each day.

Letter carriers are reading utility meters for gas and electric companies across the country with new more sophisticated scanners. They are also fulfilling orders for shipping materials and office supplies from the more than 18 million small home-based businesses on their routes, working in partnerships with companies like Office Depot and Staples.

More than 10 million Americans have signed up for a USPS Twitter monitoring service – receiving messages from carriers who briefly check in on their elderly relatives once a week.

Sounds far-fetched, doesn't it? Certainly, the timing of PAEA II is doubtful – as you all know, it took us 12 years to get PAEA I - but the rest of it need not be.

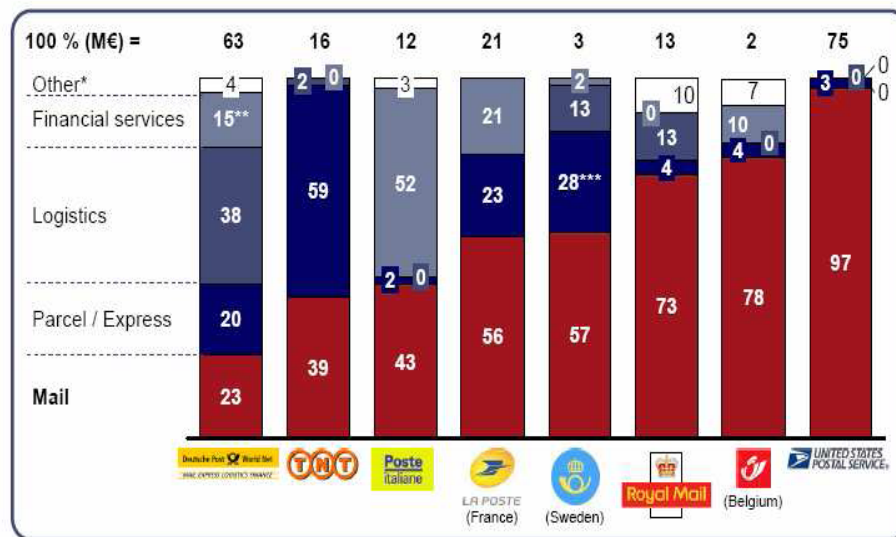
The Postal Service has continuously evolved over the last 200-plus years to meet the emerging needs of the country. Its growth has always depended on adding new functions while fulfilling the old functions as long as they are needed. In this way, our past can be an inspiration for what comes next."

In fact, we are perfectly placed to use our networks and the skills of our members to expand into new services that will serve the needs of our countries and our citizens. So UNI Post & Logistics must make product and service innovation and diversification a union priority in the future. Indeed, many countries and their postal operators are pioneers in this direction. We can all learn from them.

Diversification in action

The research cited above from Accenture and the UPU agreed: the postal operators that have emerged strongest from the global economic crisis were those that were the most diversified. And those that are least diversified – and most reliant on traditional mail – face the most difficult prospects for recovery and survival in the future. On this basis, the US Postal Service, which is almost entirely dependent on letter mail revenue, has its work cut out for it while several of the European postal services are well positioned to transition to the future of postal services.

2007, Percentage of revenue



* DPWN: Internal Services (legal, IT), Poste italiane: Philately; Royal Mail: Post Office Ltd (network); Belgian Post: Non Addressed mail, Document management, Corporate Services
 ** DPWN owns 20.25% after Deutsche Bank acquired 29.75% in September 2008
 *** Division « Dneten i Sverige » with Europe freight forwarding

A review of all the ways that many postal operators are diversifying and innovating provides a sense of the direction the entire industry must go.

- Financial services:** Postal savings banks are nothing new – indeed, Japan’s Postal Savings bank has been the financial institution in the world for decades. But many traditional Posts have created postal banks in recent years to leverage their post office networks and to serve under-served populations. New Zealand and Brazil are good examples. But the UPU believes that the opportunities for providing banking services to un-served populations in Africa and Asia are extraordinary. And other Posts are offering a wide range of financial services, from Swiss Post credit cards, Canada Post bill-paying services and LaPoste insurance to Singapore Post mortgages and mobile banking from Poste italiane.

- Digital and hybrid mail:** Swiss Post (Inca Mail) and Deutsche Post (e-Postbrief) have led the way to providing digital mail services that provide senders and receivers identity guarantees and validation services. But the potential for developing countries to “leapfrog” the development of universal postal systems with hybrid mail has been proven in Algeria, Morocco and Tunisia where innovative uses of mobile banking and SMS text services are also available through the Posts.
- Local government services:** Poste italiane is pioneer in using the post office network to serve local government needs for: tax payments; electricity and gas bills; land registration payments; national insurance payments; birth certificates, etc.
- B2C package delivery:** In the area of e-commerce delivery, the North American Posts have innovated. The USPS offers its Parcel Select service that is aimed at capturing a larger portion of the parcel delivery market

in the USA by offering last mile delivery services to consolidators and competitors on a commercial basis in residential America. Both FedEx and UPS have become huge customers of the Postal Service – indeed, FedEx SmartPost (a subsidiary built around the Parcel Select service) is the fastest growing division of FedEx. Meanwhile, in 2010, Canada Post launched an innovative online shopping tool (Comparison Shopper) where consumers can compare prices from different outlets, place an order and arrange for shipping through the post.

Embracing a union innovation agenda

These innovations described above are just the tip of the iceberg. International remittance services, for example, are another great possibility that UNI Post & Logistics is working with the UPU and the World Bank to promote. A pair of recent Acorn International reports exposed the huge opportunity available to Posts to provide lower-cost remittance services to the tens of millions of migrant workers. These workers send hundreds of billions of dollars to their home countries, but often must unfairly pay up to 10 percent to do so.ⁱ This service would be a natural to every Post but a relative handful offer the service.

There are countless possibilities but unions cannot just assume their Posts or their governments will take the necessary action to spur innovation. Indeed, the Accenture study found that only 38% of Posts had even created innovation task forces. This is where the unions must step in. We must put innovation on our collective bargaining agendas and on our political action agendas. These imperatives prompted UNI to work with two of our North American affiliates (NALC and CUPW) to sponsor an Innovation Forum to be held just before the 3rd UNI Post & Logistics World Conference in Washington. It will bring together unions and outside speakers to discuss and debate various postal innovations. A report from the Forum will be made at the World Conference.

Innovation is a necessity, not an option. If our affiliates are to overcome what former New Zealand Post Executive, Elmar Toime, calls the “tyranny of fixed costs” - when falling revenues make huge networks too expensive to maintain – we must find new and valuable ways to serve our countries.ⁱⁱ Otherwise, we face a future of costly battles over wage-cutting, out-sourcing and deregulation. Let us imagine a way to Break Through to a better future for our members and our fellow citizens.

ⁱ See *Past Time for Remittance Justice* and *Looking the Other Way: The Absence of Remittance Regulation* at <http://www.slideshare.net/ACORNInternational/voting-with-their-money-in-a-rigged-election>, Acorn International.

ⁱⁱ See “Fixed Cost Tyranny,” March 2011 at www.PostalTechnologyInternational.com.

Strategic Priorities for UNI Post & Logistics Global Union

This Strategic Plan will be implemented through the Annual Work Programme.

The UNI Post & Logistics regional organisations will develop their annual workplans in alignment with the UNI Post & Logistics strategic plan.

Strategic Objective 1: Global and Regional Companies

To build organising strength within the global corporations operating in our sectors and to negotiate global and regional agreements.

UNI Post & Logistics Global Union Global Target Companies:

- 1 DHL
- 2 TNT
- 3 FedEx
- 4 UPS
- 5 Geopost/DPD
- 6 Postal Euromed
- 7 PUASP
- 8 PostEurop
- 9 ALACOPP

Action-oriented research into Global Companies

- Undertake in-depth research into targeted global and regional companies and incorporate data into the UNI multinationals database, which contains information on corporate issues, union organisation, collective agreements, working relationships, leverage points, organising opportunities, etc.
- Gather up-to-date information and monitor developments on the targeted global and regional companies that could affect implementation of the campaign strategies
- Undertake research and on-line surveys on the implementation of decent work, occupational health and safety issues and trade union rights within the targeted global and regional companies
- Collect and share best practices, including sharing information, with ITF

Union Alliances

- Build a steering group of unions who will work in the campaign and build initial support work
- Build an EWC union network/alliance including ITF/ETF unions in all European multinational postal companies
- Together with ITF, build union networks/alliances in targeted global and regional companies and support the UNI/ITF Global Delivery Initiative
- Encourage regional offices and affiliates to network with relevant ITF unions in campaigns

New Global and Regional Agreements

- Develop and implement campaigns for Global Agreements with DHL and other target companies
- Develop dialogue and negotiate Global/Regional Agreements with these companies according to the strategy and list of priorities
- Work with UNI regional organisations to develop social dialogue with regional companies, including regional employers' associations or organisations (such as UPU restricted unions) and negotiate agreements with targeted companies
- Ensure that affiliates and their members are actively engaged and support the campaigns undertaken by UNI Post & Logistics
- Encourage Responsible Contractor Policy adoption by targeted multinationals
- Encourage postal multinationals to use temporary work agencies that have signed the UNI TAW and CIETT MOU

Communications tools

- Develop efficient communication tools for global union alliances/networks, including on-line and web instruments
- Run information campaigns to make sure rank and file worker level is involved and enable them to link the situation on the national level to the international strategies
- Develop information sharing between the trade union networks and the European Works Councils where they exist
- Keep members informed on a regional basis on ongoing campaigns
- Further develop cooperation between regional offices and the regional UPU counterparts

Strategic Objective 2: Organising and capacity development

To gain union recognition in the industries where UNI sectors operate and to further facilitate union growth by building the capacity to support organising campaigns worldwide

Gain union recognition and grow strength of unions

- Increase the number of organised workers in the sector
- Carry out investigations into Post & Logistics organising initiatives
- Launch organising campaigns in targeted global companies in Africa, Asia, Americas, Europe, in

consultation with UNI regional organisations and with the support of UNI SCORE

- Set up unions in branches or countries without trade union representatives or without any kind of union structure
- Work with UNI interprofessional groups, UNI regional organisations and UNI SCORE to increase women and youth density and representation, and empower them in trade unions in the sector
- Build partnership and eventually merge with ITF, with a long-term goal to build union power and to better organise the global post and logistics sector

Organising capacity building

- Build the capacity of affiliates to develop social dialogue at the national level in order to resolve local issues, strengthen our work and achieve decent working conditions worldwide
- Work with UNI Africa to support implementation of the organisational sustainability of UNI Africa
- Work with ITF to complement each other's organising efforts
- Work with unions to create awareness about changes in the postal sector and the need to organise in new companies
- Work with unions to encourage the involvement of women, youth and minority groups in UNI Post & Logistics work through UNI Post & Logistics initiatives
- Work with UNI Post & Logistics affiliates to build their organising capacity by developing organising plans, training organisers and assisting their organising campaigns

Promotion of organising

- Provide UNI Post & Logistics global and regional committees with regular reports on implementation of the organising action plan to review / evaluate progress
- Provide the UNI World Executive Board and UNI Regional Executive Committees with reports on progress
- Publicise best practice organising initiatives

UNI Organisers' Forum

- Work with UNI SCORE to ensure active UNI Post & Logistics expertise and participation

Strategic Objective 3:

Jobs with social security and justice for all

To improve workplaces and raise employment standards in the services and allied sectors

Employment expertise

- Collect and share information with affiliates on employment data and Collective Bargaining activities

Raising employment standards

- Encourage the adoption of HIV and AIDS workplace policies and the sensitization of postal workers on HIV and AIDS through the global joint HIV prevention campaign of UNI, UNAIDS, the ILO and the UPU

- Research, monitor and disseminate information about the involvement of Private Equity and Hedge Funds in the postal sector
- Improve working conditions of postal and logistics workers by encouraging the adoption of the Responsible Contractor Policy (RCP)
- Encourage the hiring of temporary workers from agencies that have signed the CIETT-UNI TAW MOU
- Collaborate with UNI Equal Opportunities on the issue of workplace violence
- Work with unions to encourage postal operators to adopt improved security polices for their employees
- Work with unions to raise employment standards through further use of the European Social Dialogue
- Work with unions to encourage postal operators to adopt training policies
- Extend CBA coverage

Sustainable jobs

- Work with members of the UPU to encourage postal operators to work in a sustainable manner

Strategic Objective 4:

Political and regulatory influence

To change and bring a stronger social dimension to global and regional processes of integration and regulatory frameworks and be a recognised partner in these processes.

Intervene in global institutions and forums

- Promote a robust and simple policy platform that we can advocate at the different global institutions
- Develop ways to continue to advocate our policy in a professional high profile manner, including through campaigns
- Work with the regions with regulatory bodies such as WTO, European Parliament, OECD, and regional bodies such as ASEAN etc, and develop lobbying activities to promote UNI Post & Logistics Global Union policies
- Monitor progress with negotiations of Free Trade Agreements and WTO Services and ensure affiliates are advised of issues of concern and actions they can take to support UNI Post & Logistics policies
- Take an active part in and develop a strong EU Social Dialogue
- Work with unions to encourage a greater diversification of PostEurop membership in the EU Social Dialogue
- Encourage information sharing on these issues between UNI Post & Logistics and its affiliates

Industry-wide and regulatory organisations

- Build on the working relationship with UPU and its regional bodies
- Continue to contribute to UPU work and use this as an opportunity to include our key objectives in the UPU's work
- Promote the implementation of the UNI-UPU agreement
- Develop action to make a joint statement with UPU on sustainable development and workers' rights

- Work with relevant UNI regional organisations to develop activities in regional bodies of UPU and integrate union issues into these bodies
- Develop actions to promote Postal Financial Services and the use of postal networks by undertaking research, sharing information and organising workshops in collaboration with UNI Finance at global and regional levels
- Develop actions to promote remittances services being provided by Post Offices at an affordable rate with a commission of no more than 5%
- Collaborate with interest groups of importance for UNI Post & Logistics
- On a regional level encourage governments to use public postal operators where possible
- Build networks and forums with affiliates on a global and regional level to promote global and local dialogue and debate with industry bodies

Liberalisation and Privatisation

- Develop research, strategies and activities to oppose further liberalisation and prevent it where it has not occurred at global, regional and national levels, taking into account the regional context
- Encourage information sharing on these issues between UNI Post & Logistics and its affiliates
- Research and advocate for social regulation
- Support affiliates' efforts in rejecting or preventing liberalisation
- Encourage forums and alliances on the issue of liberalisation

Demand a Universal Service Obligation (USO) that ensures:

- Protection of workers' rights, living standards, and growth of good jobs.
- Secure postal services; respecting privacy and protection of data
- Universal access to collection & delivery: Affordable, quality service
- Universal access to: letter mail; express mail; parcel delivery; registered mail; postal counter services
- Customers' rights: undelivered mail, proof of delivery, redirected mail, protection of address information
- A USO that is able to be fully funded from revenues

Work to support unions opposed to privatisation of their postal services by providing

- Research and information sharing
- Support affiliates efforts in rejecting or preventing privatisation
- Encourage forums and alliances on the issue of privatisation

Innovation

- Include the action points from the Innovations Meeting to be held 6 Sept. 2011

Strategic Objective 5: UNI as a proactive, innovative and inclusive organisation

To operate a modern, effective, innovative and well-run UNI Global Union and to secure the active involvement of all

affiliates and mobilization of their rank and file members, union representatives and leading officials in our work.

Clearing House function/information sharing

- Promote and maintain a system for making information available to all affiliates
- Promote the UNI Post & Logistics Foras, databases and the Global Delivery website so affiliates can access information
- Promote the issues affiliates are researching and ensure this is more widely available
- Ensure availability of UPU information and research to affiliates
- Encourage networking among unionised EWC members
- Encourage affiliates to share information of interest with UNI Post & Logistics

Build UNI's visibility and strength, organisational effectiveness and communicating

- Regular teleconferences with President and VP's
- Have regular steering group meetings globally and regionally
- Set up special steering group or campaign teams as required
- Publish regular bulletins and newsletters with union information
- Promote and maintain a regularly updated web page
- Promote and maintain information sharing forums and teleconferences to share information and analysis globally and regionally
- Develop meetings' strategy that makes better use of meeting time to promote specific themes and current topics, including gender and youth issues
- Make better use of specific event days such as the WDDW or World post day to advance UNI Post & Logistics's goals
- Develop meetings of special interest to affiliates on a global and regional level such as the forum on new technology or on financial services

