

A Policy Paper
from
UNI Post & Logistics
global union

**REGULATE
DEREGULATION**



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**QUALITY JOBS
QUALITY SERVICES**



REGULATE

DEREGULATION

**A POLICY PAPER FROM
UNI POST & LOGISTICS GLOBAL UNION**

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Foreword

We are more than 2 million post & logistics workers and union members in more than 100 countries. We are on the front lines of the global post & logistics industry. We work in processing, delivery, retail, financial services, customer services, transport and logistics. We are postal delivery workers, truck drivers, mail handlers, sorters, customer service workers, bankers, technicians, and retail sales employees. We are in the global south as well as the industrialized north and we all believe that liberalisation and privatisation is leading to lower quality, higher prices for basic services and a weakening of the trusted and reliable brand of the public Post Office.

We do the work to maintain national and international postal networks. We know these global delivery networks are critical elements of our economic and social infrastructure. We believe that these networks and the infrastructure of an efficient postal service are essential to our communities and that it is a vital building block for the dissemination of knowledge and empowering citizens.

The current economic crisis forces a re-evaluation of where we've been and where we are going. We believe that our unions, managements and governments must focus on providing a universal affordable service delivered by workers with good jobs. More specifically we believe:

1. **Universal, Affordable Service.** Regulatory policies should be adopted in each nation that encourages investment in our postal networks and the provision of reliable affordable universal postal services, rather than competition at the expense of investment and services.
2. **Quality Service.** Quality customer service requires fast, secure postal services, where the customer can be sure that their postal items will arrive safely and in a good condition.
3. **Quality Jobs.** Without a well trained, well rewarded and strongly motivated workforce, quality services are not achievable.

These are universal goals that all nations should encourage, though political and social developments in each country will certainly influence their implementation.

This UNI policy statement outlines the issues that UNI and its affiliates must tackle in order to achieve these goals, and it details UNI's response to each of the issues with an intent to spur collective action in support of good jobs for our members.

Rolf Buttner
World President,
UNI Post & Logistics Global Union

Neil Anderson
Head of UNI Post & Logistics Global Union

Executive Summary

UNI Post & Logistics Global Union Policy on Regulation, Competition, and Privatisation

Regulatory policy provides UNI and UNI affiliates an opportunity to intervene on behalf of our members as workers, consumers and citizens. With competition, deregulation, privatisation and the global financial crisis driving postal policy today, the following principles and policies should guide UNI and its affiliates in our regulatory interventions. And perhaps even more importantly, they should serve as the basis for educating and mobilizing our members in campaigns to shape postal policy.

Overall Post & Logistics Policy Goals

UNI has two overriding goals for postal policy:

1. To promote workers' rights, decent living standards and good jobs in the post & logistics sector;
2. To advance universal, affordable and high-quality postal services in an environment of sustainable development.

Post & Logistics Policy Issues

UNI supports the following policies for the postal sector:

Competition and universal service

We believe that the best and most efficient means to achieve affordable universal service is not through competition but through a regulated reserved area or monopoly. In countries where postal services are subject to competition, UNI supports policies to ensure that competition does not undermine widely available universal, affordable, high-quality postal service.

Proper regulation

Regulators must have clear functions that ensure full market monitoring of all operators and must be given the proper enforcement powers and mechanisms. Beyond the regulation of competition and price setting, regulators must be responsible for social regulation and ensuring that all operators comply with core labour standards and other social norms. Unions, consumers and other stakeholders must be involved in the regulation process.

Long-term investment and sustainable development

Whether postal services are provided by a traditional state provider or in a competitive regulatory framework, UNI supports policies that promote union job growth and sustainable development. It is essential that regulators set the rules for competition (pricing and licensing) to stimulate long-term investment and job growth rather than support the failed model of cherry picking competition. Investment in new technology must provide opportunities for training and skill enhancement for existing workers. UNI supports research and development related to new innovative postal products that promote the long-term viability of postal services.

Cross-border investment and trade policies

Globalisation is taking place. UNI supports globalisation of capital that expands workers' rights, employment opportunities, and other public interests such as the provision of universal service. UNI-negotiated Global Agreements in which global delivery companies commit to respect workers' rights are an important mechanism to shape globalisation toward these social ends. Trade agreements such as GATS must include adequate protections for workers' rights, transparency, respect for democratic policymaking and other public interest protections. Not only must UNI and UNI affiliates campaign to ensure good national laws and regulations, we must also work to ensure that local and national laws and regulations on post & logistics must be respected and not superseded by global trade agreements.

Privatisation policy

UNI and UNI affiliates should evaluate any privatisation initiative by the following criteria and work to ensure workers interests are met: Does it protect workers' rights? Does it maintain worker living standards and stable employment? Will it protect and advance equitable, quality service? Is the price fair and does society benefit from the privatisation?

Governance policy

The postal industry must have proper governance mechanisms that ensure employees have a voice on the boards of postal companies and postal regulators. A voice at work is essential to promote quality services and quality jobs.

1. Introduction

The unions affiliated with UNI Post & Logistics Global Union have an important contribution to make to in the debate surrounding the issues of competition, liberalisation and regulation in the global delivery industry. Although recent industry developments have not been of their making, it is our members who face the strain of readjustment. Changes in employment and skill requirements are being driven by the need to meet the challenges of a newly liberalised market for postal services against a backdrop of falling mail volumes and a severe global financial crisis.

This task is made more difficult because the ruling wisdom, whether in the WTO or the European Commission and other international organizations, sees the introduction of competition into parts of the postal industry as the solution, 'sui generis,' to the problems facing the sector. This prejudice is highly questionable, both economically and socially. It is based on an inability to distinguish between need and demand or to decide how needs can best be converted into demand. UNI Post & Logistics unions are acutely aware of those areas where competition has failed to deliver for consumers and citizens worldwide.

Since UNI's unions aim to recruit and represent all who work in the global delivery industry, what we have a say in this area is important. We are not making a special pleading for the old established companies and we bear no hostility to newer competitors. There is a vital need to put a reasoned case to regulators, civil servants, parliamentarians, and governments as to where competition has failed to deliver on important social objectives, particularly when these objectives have been endorsed to a greater or lesser extent by the governments and organisations to whom we are making these representations.

Now that we see new competitors, created through liberalisation and innovation in e-services, it is necessary to remind ourselves of the essentials which continue to underlie the commitment to a universal postal service. We need to reinterpret these essentials in the light of modern technology and new services. The information economy actually strengthens the need for customers and citizens to have access to global delivery networks. Democracy demands that all citizens have the ability to participate and play a full role in society with access to government, industry and non-government organisations, both electronically and by physical delivery mechanisms. It is the business of the global postal industry to ensure that we have the networks and systems in place to provide service to customers and citizens of all countries in an affordable and effective fashion.

2. The Aims of Post & Logistics Policy

The principal policy aims of UNI Post & Logistics Global Union are to ensure that there is effective protection of workers' rights and living standards, and to promote the growth of good jobs in the postal sector. At the same time we have embraced a mission to advance the provision of universal, affordable, quality service in an environment of sustainable development.

Quality services and quality jobs

There are two main difficulties with preserving quality services and quality jobs. The first is the maintenance of a universal network when a low-cost service requires high volumes of mail and economies of scale. Cream-skimming or 'cherry picking' competition in delivery services threaten to dilute the volumes and to force all the companies in the industry to compete on the basis of lower cost structures to cover their fixed network costs. Reduced quality is the inevitable result. This leads to the second difficulty. Given that the global delivery industry is a labour-intensive business with an already low-wage structure, pushing companies to cut costs to compete inevitably means driving down already minimal wages and worsening already poor working conditions.

A key concern for regulators must be to ensure that providers meet proper social obligations. This is clearly an area where regulation will be required so that the shortcomings of the simple competitive approach do not push companies into a downward spiral of low-wage competition. Regulation is also essential to maintain a financially viable universal service provider.

The shortcomings of competition

The rationale behind competition as the basis for providing postal services is quite simple; yet misguided. It assumes a network service like postal services can be treated like any other service. Simply remove the obstructions to entry and 'the market will provide the service'. While this is clearly true for most goods and services, there are areas in global delivery services where this assumption does not apply for logistical, geographical or social reasons.

Rural areas with low population densities -- and low-income urban areas with low-mail-volume densities -- have traditionally been difficult to serve. Simply opening the market will not guarantee the emergence of service providers willing to deliver mail. This 'market failure' is as evident in the most developed countries in the world as it is in least developed countries. For example, most of the African continent has relied on a universal postal service to maintain communications of any kind while the huge sections of North America, from the inner cities of Los Angeles and Miami to the rural provinces of Canada would lose postal service in an entirely deregulated postal market.

With the current wave of market driven initiatives, the solutions to the problems of rural and other low-density areas have not been fully thought through. Certainly it is difficult to believe that delivery network competition is likely to play a major role in improving services to people who find themselves in these situations. When we consider the need to re-examine the definition of universal service to provide for access to all the services of the information society in a reasonable way, this problem becomes even greater. If we are to create the kind of world society we desire, there will be a need for effective universal delivery services. This does not mean, and will not mean, that there is now, or will be in the near future, an effective economic demand for such services in all countries. It is this crucial gap between need and demand which underlies many of the difficulties of providing a universal service.

International postal services contain an element of monopoly profit because of deals made between the often single-company undertakings at either end. In developing countries, these profits are used to underwrite domestic postal services. The introduction of competition and the collapse of prices on the most popular routes have, in general, been seen as one of the benefits of competition for customers. However, for poorer countries that depend upon reciprocal monopoly profits from international delivery services to subsidise their domestic systems, competition carries heavy social costs as a by-product.

3. Universal Service

Universal Service was designed to ensure that everyone has access to the same standard postal network and ensure that it is affordable to all. Universal postal service has been accepted over a long period of time as a right of all citizens, and that right should be maintained and improved. The costs of providing the universal service in rural communities and developing countries can only be born if postal operators are able to leverage their cost structures based on high volumes over the whole postal network. UNI Post & Logistics rejects any suggestion that the cost of delivering a universal service can be broken down into small cost centres. Affordable universal service is based on the premise that the cost of sending a basic postal item should be the same regardless of location in a particular country and that cost should reflect the total overall cost of delivering letters nationally. The only way is a reserved area which ensures sufficient volumes of mail needed to facilitate economies of scale to achieve the lowest cost.

Governments should require that the postal network be affordable to all in their country, not just to the rich. Even with a reserved network generating lower costs, Governments need to help subsidise delivery and collection networks, where possible, to ensure that there is universally available access to allow all citizens to easily utilise the postal network.

The quality of the universal service is also important: a secure, reliable service should be available on every working day. A guarantee of quality service is not only essential to satisfy customers, but it is also essential to controlling costs – high quality encourages the use of postal networks and helps promote economies of scale. Quality customer service therefore requires the maintenance of proper standards governing the safety and security of the mail, as well as and regular delivery and collection times. This underlines the need for a price structure that will allow for adequate service to be provided. Competition sometimes makes the price come down, but it can also adversely affect the quality of service in ways that are self-defeating.

We believe that a properly regulated reserved area is the most efficient means for financing universal postal services – postal monopolies in North America have facilitated high-quality service with postage rates among the most affordable in the world. If government or community funding is necessary to maintain a quality universal service, it must be transparent, proportional and non-discriminatory. The costs that are being subsidised should be objectively calculated and verifiable.

UNI Response to Universal Service

- UNI believes that a properly regulated reserved area is the most efficient means for financing universal postal services.
- UNI supports regulatory policies in each nation that encourage investment and universal delivery services, rather than competition at the expense of investment and services.
- Regulation must have an absolute priority to protect the Universal Service Obligation (USO).
- Every working day access to all services is the minimum standard (with the accepted geographical exceptions).
- Every company in the postal sector must be subject to quality monitoring irrespective of whether or not they are a USP and subject to financial penalties for failure to meet quality targets.
- There should be universal and uniform prices for letter mail to ensure affordability relative to the average wage of the national population, and there should be no zonal pricing. Postage rates should be calculated under supervision of a national regulatory authority.
- The security of mail must be of paramount importance and regulation must ensure all companies comply with proper vetting of employees in the postal sector.
- The jobs in the USPs must be of quality to attract dedicated employees with a focus on service to the public.
- Innovative products and services must be included in the USO once the demand of and benefits to society have been proven

4. Proper Regulation

Regulators must have clear functions that ensure full market monitoring of all operators and give the regulator proper enforcement mechanisms. It cannot be that just the incumbent or the dominant operator in the market is forced to comply with service and quality standards while other operators are allowed to unfairly compete. Regulators must be given the powers to ensure that every company in the postal sector is subject to quality monitoring irrespective of whether or not they are a USP. If the USP(s) is/are subject to financial penalties for failure to meet quality targets so must every company in the postal sector, regulators in affect must be fair and apply equitable standards.

In addition to reconciling commercial interests with those of consumers, regulators also must be responsible for social regulation so as to ensure that proper social standards are maintained by all operators. If we are going to avoid social dumping, regulators have to be involved in establishing market norms, which should include standards for the terms and conditions of employment. The regulator should include in any licensing procedure the requirement that all postal operators adhere to the Core Labour Standards and comply with minimum wage legislation in order to show that they are not engaging in social dumping.

Unfortunately, in Germany and the Netherlands, we have seen examples of social dumping – with competitors paying less than minimum wages and violating other social norms. These are not only prime examples of social dumping, but also of unfair competition to the incumbents. The incumbents are being socially responsible, paying decent wages and maintaining acceptable work conditions, but face unfair competition from other operators that are not complying with minimum standards and social norms with respect to wages and conditions of employment. Regulators must be given powers to investigate unfair competition and to punish postal operators that do not comply with accepted basic social conditions for their workers, for example not complying minimum wages.

Regulators must also be free from political and commercial interference. UNI supports the principle that regulators must have independent boards of governance. These boards, while carrying out the wishes of government, protecting the interests of customers and citizens and ensuring that the laws with respect of postal services are complied with, should be independent and should not be influenced by governments or postal actors in the market. To facilitate these conditions, the regulator must be strong and its activities and decision-making processes must be transparent and subject to challenge through judicial review. They must also be set up in such a way that they are financially independent.

In order to achieve these objectives, unions, consumers and other stakeholders must be involved in the regulatory process as well as with the governance of regulators. It is only with the inclusion of the views of stakeholders in the work of regulators that a balanced regulatory regime can be achieved.

UNI Response to Proper Regulation

- In a competitive regulatory framework, UNI supports regulatory policies that promote union job growth and the development of new products and services. It is essential that regulators set the rules for competition (pricing, monitoring, quality indicators and licensing) to stimulate job-creating investment rather than the failed model of cherry picking competition.
- All companies licensed to provide postal services must have the same social conditions based on a fair and reasonable wage.
- As well as for commercial interests and the interests of the consumer, regulators must be responsible for social regulation and ensuring proper social standards are maintained by all operators.
- When awarded licences to operate, competitors must be able to show commitment to investment.
- Regulators must have independent boards of governance.
- Regulators must ensure that all laws in respect of postal services are complied with by all operators – they should be independent and not influenced by governments or postal actors in the market.
- Regulators must have powers to ensure proper enforcement of postal laws.

5. Long-term Investment and Sustainable Development

To maintain a viable and sustainable global delivery industry we must have policies that promote union job growth and sustainable development. It is essential that regulators set the rules for competition (pricing and licensing) to stimulate job-creating long-term investment rather than the failed model of cherry picking competition. Just setting rules to allow competitors to pick off small, highly profitable parts of the business will not stimulate growth and long-term investment; it will only stimulate a spiralling cost cutting war that will result in lower-quality standards and a race to the bottom in social standards applied to the workers in the industry. Global delivery is a labour-intensive business and without a regulatory environment that stimulates new services and innovation, the competitive advantage can only be gained from cutting wages, a strategy that is totally unacceptable to UNI Global Union.

It is inevitable that new technology will be one area where companies will seek competitive advantage. Global delivery technology is evolving at a rapid rate and while UNI welcomes technological innovation, we also demand that the introduction of new technology is accompanied by proper consultation and negotiation over its implementation. Investment in new technology must include training and improved skill enhancement opportunities for existing workers.

In order to stimulate growth in the global delivery industry UNI supports research and development of new innovative postal products that promote the long-term viability of postal services.

Sustainable Development is an issue that the global community is increasingly embracing and is now a high priority for an increasing number of countries. With the current global economic crisis, sustainability is an issue that UNI and its affiliates need to be pro-active about in order to maintain the proper level of influence over the future of our industry. The protection of the environment is a very real electoral issue and if we want to see increased business in the postal industry, and if that business to be profitable and sustainable, then we need to find ways to show we are not damaging the environment and are encouraging socially responsible business.

Regulators and policy makers need to be aware of the need for the global delivery industry to invest in sustainable products and services and to ensure there is proper sustainability research and sharing of best practices. Postal operators' licences should reflect the need for their services to be sustainable and environmentally friendly. Many people only equate sustainable development with climate change and the environment, but it is a much wider issue and we need to ensure that policies reflect these different elements.

Sustainable development has many dimensions:

Environmental

The environmental dimension includes climate change matters, waste and pollution, energy usage, visual pollution, noise pollution, etc.

Social

The social dimension includes dealing with human rights issues, workers' rights, community access to postal services, and initiatives to benefit society such as supporting AIDS education, fighting racism, combating discrimination, etc.

Economic

The economic dimension includes ethical business practices that prohibit bribery and corruption, efforts to stop money laundering, socially responsible investment tools such as micro credits, and affordable fund transfer mechanisms for migrant workers.

UNI Global Union's policy reflects these different elements of sustainability and we demand that governments, policy makers, company boards and regulators incorporate these elements into the regulation of the postal industry. We also cover these issues in our policies on governance and support regulations and laws to combat bribery and corruption.

UNI Response to Long Term Investment and Sustainable Development

- UNI supports policies that promote union job growth and sustainable development.
- UNI welcomes technological innovation, but demands that the introduction of new technology be accompanied by proper consultation and negotiation over its implementation. Investment in new technology must include training and improved skill enhancement opportunities for existing workers.
- UNI supports research and development of new innovative postal products that promote the long-term viability of postal services.
- UNI demands that regulators and policy makers consider the need for the global delivery industry to invest in sustainable products and to combat climate change by investing in research and sharing best practices on the environmental policies,
- UNI insists that laws and regulations be enacted and enforced to ensure the global delivery industry adheres to ethical business practices that discourage bribery, corruption, and money laundering.

6. Cross-Border Investment and Trade Policies

The main aim of UNI with respect to cross border investments is to ensure that the globalisation of the global delivery industry does not have an adverse affect on workers' jobs, job security or conditions of employment. Liberalisation and deregulation has been a catalyst for the emergence of a number of new global delivery companies. One of the corollaries of the introduction of competition is that the rate of mergers and acquisitions in the sector suddenly increases. UNI Global Union demands that the protection of workers' jobs, working conditions and pension funds be given the highest priority in the regulation of such mergers and acquisitions. Companies should and must respect trade union rights when involved in takeovers and that it is important that the interests of citizens worldwide be properly respected.

UNI is also concerned about how the WTO and its GATS negotiations may affect workers in the global delivery industry. The General Agreement on Trade in Services (GATS) has profound actual and potential implications for workers in global delivery services. Many markets around the world have barriers to trade in services. Unlike goods, for the most part, these barriers are mainly found in countries' domestic regulation rather than in the tariffs charged at the border. While countries remain free to regulate for national policy objectives, the purpose of trade negotiations in services is to avoid regulation that is trade restrictive. GATS has the potential to totally alter the regulations of the global delivery industry.

A full description of the implications of GATS and the WTO can be downloaded from the UNI Post & Logistics website at: http://www.uniglobalunion.org/Apps/portal.nsf/pages/20090211_6lcrEn
In addition, the European Commission has established its own detailed information site on the GATS. Go to <http://gats-info.eu.int/index.html>

UNI Response to Cross-Border Investment and Trade Policies

- UNI and its affiliates need to work with the ILO and Governments to reach international agreements that protect workers from mergers and acquisitions. When mergers take place, the issue for UNI is the protection of workers. This protection should be set down in an international agreement that should set parameters for the protection of workers, just the same as competition authorities set parameters for competition rules with mergers and acquisitions.
- In regards to pension protection, UNI and affiliates maintain that governments must introduce new laws that protect the workers' pensions and guarantees pension funds, no matter what happens to the company. The fate of pension funds should be the first thing that is considered when there is a merger, an acquisition or a company is broken up because of a sale or a bankruptcy.
- Whenever there is a merger or an acquisition there must be consultation and transparency of information between the employers and the unions at all stages of the process and agreements must be reached to continue any collective bargaining agreement into the new merged company.
- Trade unions in all WTO member countries, big or small, should seek to establish with their governments standing procedures for consultation on WTO affairs. They deserve and should demand continuous, up-to-date information on developments in the WTO services negotiations.

7. Privatisation

Increasingly governments are looking to privatisation to solve the need for investment in postal services. UNI is opposed to privatisation as a way to promote investment. There are other ways governments can seek funding for the investment that is required to develop new services and new technologies. In any case, UNI and UNI affiliates should evaluate any privatisation initiative by the following criteria and work to ensure workers interests are met: Does it protect workers' rights? Does it maintain worker living standards and stable employment? Will it protect and advance equitable, quality service? Is the price fair and does society benefit from the privatisation?

Most postal networks were developed and financed by public money, either through taxes, subsidised services or direct government investment. Such publicly financed and supported services should not be the subject of sale without proper public scrutiny. UNI therefore demands that every proposed privatisation of postal services be the subject of public referendum or vote.

UNI Response to Privatisation

- UNI is opposed to privatisation as a way to promote investment.
- UNI and UNI affiliates should evaluate any privatisation initiative to ensure workers interests are met.

8. Governance

One of the reasons we need to highlight the problems of corporate fraud, is that the results of company failures often threaten the jobs of our members through bankruptcy proceedings, work force reductions and lay offs.

Not only do workers lose their jobs from the companies that have failed, but also the fraudulent price competition puts enormous pressure on other operators to cut costs in order to match the distorted margins of their competitors. Therefore UNI and UNI affiliates world wide must work to highlight the need for financial transparency and corporate responsibility.

It is essential therefore that public policy makers address the issue of fraud and unsustainable price competition. One way to do this is to ensure that Boards of Directors and other such governance bodies include workers representatives.

Engagement over corporate governance issues is not new – but UNI demands that the agenda must be widened to include social, environmental and ethical issues, with special attention being paid to companies that are suspected of operating with insufficient regard for their corporate responsibilities. Governments, regulators and policy makers must recognise that fiduciary duty means accepting that corporate social and environmental performance can be as important a source of competitive threat or advantage as other core business factors.

One way workers can highlight and protect their concerns with corporate behaviour is by negotiating Global Agreements with companies to improve and maintain international core labour standards and to commit companies to proper third-party monitoring. UNI is committed to negotiating Global Agreements with any company engaged in the global delivery industry.

UNI Response to Governance

- UNI believes that the future of the global delivery industry depends on strong public policy initiatives and that specific measures must be developed to ensure full financial disclosure and to protect workers and customers against fraud and corruption amongst directors and senior executives.
- UNI insists that Boards of Directors and other such governance bodies include workers representatives.
- UNI and affiliates call for the negotiation of Global Agreements with Global Companies to improve and maintain international core labour practices.

9. A Summary of UNI Responses to Regulating Deregulation

UNI Response to Universal Service

- UNI believes that a properly regulated reserved area is the most efficient means for financing universal postal services.
- UNI supports regulatory policies in each nation that encourage investment and universal delivery services, rather than competition at the expense of investment and services.
- Regulation must have an absolute priority to protect the Universal Service Obligation (USO).
- Every working day access to all services is the minimum standard (with the accepted geographical exceptions).
- Every company in the postal sector must be subject to quality monitoring irrespective of whether or not they are a USP and subject to financial penalties for failure to meet quality targets.
- There should be universal and uniform prices for letter mail to ensure affordability relative to the average wage of the national population, and there should be no zonal pricing. Postage rates should be calculated under supervision of a national regulatory authority.
- The security of mail must be of paramount importance and regulation must ensure all companies comply with proper vetting of employees in the postal sector.
- The jobs in the USPs must be of quality to attract dedicated employees with a focus on service to the public.
- Innovative products and services must be included in the USO once the demand of and benefits to society have been proven

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- Regulators must have independent boards of governance.
- Regulators must ensure that all laws in respect of postal services are complied with by all operators – they should be independent and not influenced by governments or postal actors in the market.
- Regulators must have powers to ensure proper enforcement of postal laws.

UNI Response to Long Term Investment and Sustainable Development

- UNI supports policies that promote union job growth and sustainable development.
- UNI welcomes technological innovation, but demands that the introduction of new technology be accompanied by proper consultation and negotiation over its implementation. Investment in new technology must include training and improved skill enhancement opportunities for existing workers.
- UNI supports research and development of new innovative postal products that promote the long-term viability of postal services.
- UNI demands that regulators and policy makers consider the need for the global delivery industry to invest in sustainable products and to combat climate change by investing in research and sharing best practices on the environmental policies,
- UNI insists that laws and regulations be enacted and enforced to ensure the global delivery industry adheres to ethical business practices that discourage bribery, corruption, and money laundering.

UNI Response to Cross-Border Investment and Trade Policies

- UNI and its affiliates need to work with the ILO and Governments to reach international agreements that protect workers from mergers and acquisitions. When mergers take place, the issue for UNI is the protection of workers. This protection should be set down in an international agreement that should set parameters for the protection of workers, just the same as competition authorities set parameters for competition rules with mergers and acquisitions.
- In regards to pension protection, UNI and affiliates maintain that governments must introduce new laws that protect the workers' pensions and guarantees pension funds, no matter what happens to the company. The fate of pension funds should be the first thing that is considered when there is a merger, an acquisition or a company is broken up because of a sale or a bankruptcy.
- Whenever there is a merger or an acquisition there must be consultation and transparency of information between the employers and the unions at all stages of the process and agreements must be reached to continue any collective bargaining agreement into the new merged company.
- Trade unions in all WTO member countries, big or small, should seek to establish with their governments standing procedures for consultation on WTO affairs. They deserve and should demand continuous, up-to-date information on developments in the WTO services negotiations.

UNI Response to Privatisation

- UNI is opposed to privatisation as a way to promote investment.
- UNI and UNI affiliates should evaluate any privatisation initiative to ensure workers interests are met.

UNI Response to Governance

- UNI believes that the future of the global delivery industry depends on strong public policy initiatives and that specific measures must be developed to ensure full financial disclosure and to protect workers and customers against fraud and corruption amongst directors and senior executives.
- UNI insists that Boards of Directors and other such governance bodies include workers representatives.
- UNI and affiliates call for the negotiation of Global Agreements with Global Companies to improve and maintain international core labour practices.