



Tender specifications

Fostering workers' representation in Logistics - the case of subcontracting

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1. Background

UNI Europa is a European Trade Union federation. It unites trade unions organising in services and skills sectors in 50 different countries. With over 320 affiliated Trade Union organisations, UNI Europa represents 7 million workers. Of the 955 European Works Councils that have been created in Europe, about 260 are entirely or jointly coordinated by UNI Europa.

The objectives of UNI Europa are to reinforce European Social Dialogue in the sectors, to strengthen European Works Councils (EWCs), to connect Trade Unions across Europe, and to support national Trade Unions with information and consultation processes and a broader view. This supports Trade Unions in being strong negotiators and social partners at the national level. The organisation wants to help create more solidarity between the workers of Multinational Companies (MNCs) in different countries.

There are different sectors in UNI Europa that are responsible for coordinating the EWCs that cover their sector. On 29 March 2011, UNI Europa's executive committee approved guidelines on EWCs that aim to define a more unified approach to all EWCs. The guidelines establish a framework on basic strategies and approaches. In order to ensure transnational trade union coordination in MNCs, UNI Europa decided to build stable, strong and sustainable alliances between all trade unions organising in the same company. Some UNI Europa's sectors have already established trade union alliances in key MNCs, while other sectors of UNI Europa have only made first steps in this direction. It is important to progress on the establishment of such structures in key MNCs to reinforce the dialogue at multinational and European levels and to establish framework conditions for possible transnational negotiations.

Digitalisation in services sectors is already an ongoing reality in the EU. The digitalisation of the European economy is exciting but carries with it challenges as well as opportunities. Europe needs to respond quickly to this development to ensure that it leads to economic growth, quality jobs, a skilled workforce and social justice. The project addresses the European Pillar of Social Rights and its principle 8(b) that "Workers or their representatives have the right to be informed and consulted in good time on matters relevant to them, in particular on the transfer, restructuring and merger of undertakings and on collective redundancies." The digitalisation of the economy and society is an important challenge from a trade union perspective. Digitalisation stands for the fourth industrial revolution which is about to change industry, services, markets, but also the world of labour. A risk is that digitalisation might become an additional driver of social and territorial inequalities. UNI Europa favours the use of new technologies in a way that serves citizens, workers – female and older workers – as well as companies and that respects national and European (labour) law and regulations. Adequate protection for workers engaged in digital work is needed to avoid an 'Uberisation' of work, and the emergence of a new digital precariat.

Further digitalisation and automation of work activities and tasks must not be coupled with wage dumping, mass redundancies, excessively dominant online platforms (including sharing economy portals), precarious working conditions, a rise in atypical employment and the invasion of employee privacy (personal data). One major challenge consists of ensuring adequate information, consultation and board-level representation of worker representatives as well as minimum wages and compulsory social security. Governments, employers and trade unions must work together to enable European companies and workers to take full advantage of the opportunities offered by digitalisation, to avoid job losses and worsening working conditions.

UNI Europa follows closely the developments in European legislation, informs its affiliates on a national level and coordinates support on the European level. UNI Europa ensures communication of

good practices especially regarding attempts towards a social Europe, strong public services, fair markets with social regulation, transparent financial transactions, and the promotion of decent employment.

To ensure transnational trade union coordination in MNCs, UNI Europa implemented a project entitled “Building trade union alliances: UNI Europa strategy to strengthen transnational workers’ representation in Multinational companies” which allowed to organise 19 trade unions alliances meetings. UNI Europa’s overall strategy supports the establishment of effective and well-functioning trade unions alliances covering a limited number of MNCs in each sector. The purpose is to support organising and collective bargaining throughout a company as well as to intervene on decisions by group management that have implications on workers in more than one country.

This project is a follow-up to the 2016 project managed by UNI Europa entitled: “The challenges of the digitalisation in the services industry: a new area for information, consultation, participation rights of workers and transnational negotiations”. It will enable UNI Europa and its affiliates to pursue the coordination efforts in specific MNCs building upon the coordination efforts engaged as part of the previously mentioned project thereby deriving added value in terms of worker representation and involvement in the selected MNCs.

UNI Europa fights for an overarching transnational framework for industrial relations for each multinational company that does not replace but links national level industrial relations. At its basis, trade union alliances bring together all unions organising within a multinational under the umbrella of UNI Europa. This framework should be tailor-made to the specificities and realities of the UNI Europa sectors and each targeted multinational. Workers’ fundamental right to information and consultation on envisaged decisions which may affect them is even more crucial at a time of fast-paced changes driven by the demographic, green and digital transitions.

Although the 2009 Recast of the EWC Directive delivered improvements in the setting up and the functions of EWCs, some important shortcomings still need to be tackled for the Directive to be fully efficient and properly implemented. Against this backdrop, the ETUC adopted in March 2017 a position paper for a modern European work council Directive in the digital era. In May 2018, the EU Commission published its report on the implementation by Members States of the Directive 2009/38/EC. The analysis identified several challenges that require action at EU level: the limited number of new EWC; the effectiveness of the consultation procedure, the need to share and exchange existing good practices and shortcomings in implementing and enforcing some of Directive’s provisions. To overcome these challenges the Commission proposed to pursue the following measures: creating and sharing a practical handbook for EWC’s practitioners, providing funding to social partners to support the implementation and effectiveness of EWC and ensuring the full transposition of key provisions of the Recast Directive in Members states. Through this project it will be possible to strengthen the coordination role of UNI Europa in the selected EWCs and advance worker representation.

2. Context and project description

This project addresses the Courier, Express and Parcels sector (CEP) also called the Logistics sector. The CEP sector is a very capital-intensive sector. Its current structure developed over time and picked up speed as from the second half of the twentieth century. There are five categories of players:

- The powerful incumbent national postal operators and their subsidiaries – La Poste, Deutsche Post, Royal Mail, Post NL and all the national postal services in Europe, who cater to the postal market and the express or deferred parcel delivery market.

- Major international integrators: UPS, FEDEX/TNT, DHL (Deutsche Post group), specialised in the shipping of transcontinental parcels.
- National "challengers" with an integrated or collaborative network: GLS; Hermes; Eurodis, specialised in European national and intracontinental shipping.
- National or local players: Bartolini (IT), TIPSAs (ES), Inpost (POL) exclusively present on their domestic markets, except when they create partnerships.
- Newcomers: Amazon, disruptive new start-ups, who insource volumes onto loaders or develop their own integrated delivery.
- New players in the gig economy such as platform of crowd sourced last-mile delivery.

The CEP sector has evolved with a steady growth of parcel volumes and e-commerce activity in an increasingly customer-driven market. The CEP industry is dominated by large companies DPDHL, DPD, FedEx, and UPS, which through their size impose the terms and conditions in the sector. Recent economic developments have pushed large CEP companies with headquarters in Europe to engage in fierce competition and consolidate their market positions further in the very competitive CEP industry. Smaller companies must operate in niche markets (often regionally scoped) but must abide by the pricing policies, working conditions, and wage levels set by the dominant market players. One of the consequences of the large number of players involved is the very competitive search for volume consolidation that will bring down prices for some, while other players are seeking to specialise in high-profit niche markets (B2B of SMEs: transportation of specialised products -health, food, etc.). The cross-border parcel delivery Regulation that has entered into force, addresses current developments resulting from the e-commerce boom in parcel delivery. Therefore, trade unions need to be prepared to contribute to the new reporting requirements given by the Regulation to regulate the parcels market and shed some light onto the working conditions in this market segment.

Digitalisation and e-substitution have increased both parcel volumes and overall e-Commerce transactions. E-commerce and B2C are driving the market: 12% of the trade in international goods come following an online purchase. These general market changes led to changes in the business and the express parcel delivery market such as the spread of next day delivery in Europe, under pressure from clients; the tightening of delivery deadlines under the impetus of new entrants and major e-commerce players: Same-day delivery or two-hour delivery, new offerings on the food delivery market; the development of cross-border commerce, in particular in small countries that do not have storage warehouses and platforms; an increased complexity of last-mile management: development of pick-up point delivery or lockers, optimisation of delivery rounds, delivery appointment management application; new offerings of product returns, in particular for clothing and accessory items; the delivery during non-working hours, especially on Sundays, under pressure by retailers; and a high seasonality and daily peaks of activity: increase in the amplitude of volumes processed during high-production periods (end-of-year holidays, day after public holidays, etc.).

The observed trends on the market oblige companies to adapt their offerings to the new demands to be as competitive as possible. The requirements of B2C buyers, which are much more than B2B and C2X requirements, have increased with the apparent ease of online purchasing. These requirements also concern warranties and the quality of delivery, after the choice of products (breadth and depth of ranges of websites and marketplaces) and payment security. Thus, when it comes to delivery, end buyers expect the same simplicity as that offered for choosing and paying on the e-merchant's web site. For express parcel delivery carriers, this consists in proposing the smallest delivery slots possible, or even by appointment and the possibility of changing the time and point of delivery; proposing a pick-up option; and proposing precise and regular tracking of the parcel delivery stages - track and trace- through smartphone apps, websites, text messaging, social networks, and direct after-sales support.

The express delivery business involves the physical delivery challenge that is being reinforced with the development of online commerce and distance selling. The user experience depends a lot on the delivery service. Although transportation is a key link in the online commerce value chains, customers see the service as a whole and are reluctant to pay the transport service specifically. This leads to tense negotiations, prices pushed downwards in B2C and a requirement of quality of service (deadlines, prices) and increased control of the quality of the transportation chain.

CEP carriers must constantly demonstrate their added value with respect to e-merchants. They must incite e-merchants to entrust them with volumes, whilst maintaining their quality of service, during delivery peaks. The processing of e-commerce volumes over a short period has become a specific requirement for the CEP industry. Larger shippers with logistics capability offer solutions of direct injection into the network of express delivery operators to reduce collection costs. CEP carriers must also guarantee the smoothness and end-to-end traceability of data of the delivered items. Digitalisation in the CEP industry has been a means of improving the offering and has enabled more productive industrial processes. The CEP industry is a key driver and contributor to e-Commerce activities which are facilitated by general processes of digitalisation. New digital technologies and their penetration into the parcel and express delivery sector are summed up in the table below:

TECHNOLOGIES	APPLICATIONS	DEADLINE
Social networks	Multi-channel customer experience Management of stakeholder communities (customers, subcontractors, occasional service providers)	Exists, in progress Deployment in progress
Robotics	Automation of sorting Processing of non-standard parcels First-level after-sales service in call centre	Exists, under development Exists Exists
Geolocation	Route optimisation Inter-site tracking (between sender, warehouse, agency, sorting centre, agency, final destination)	Exists, in deployment Exists, in deployment
Big data / Cloud Computing	Analysis of consumption habits, management and anticipation of needs and demand peaks Adaptation of rounds in real time	Short-term deployment Deployment in progress
OTA (Over the Air Data transmission)/IP	Real-time data transfer	Exists
Internet of things	Management of flows and stocks, smooth tracking, increased automation of sorting chain	Forthcoming
Autonomous vehicles	Collection, shipping and distribution Automated delivery (in particular, by drone)	In the long term, in deployment. Infrastructures not adapted Tests in progressed but faced with regulatory barriers
Digital traceability/Chips (2nd-generation RFID) with sensing capabilities	Diversification of parcels transported: controlled temperature (health, food), humidity and pressure control, etc.	Exists or deployment in progress
3D printing	Test before online purchase Elimination of transportation (!?)	No implementation in the short or long term. Applied research or prototype phase
Virtual reality	Testing of products online (apparel), reduction of product returns	Deployment in progress on e-merchant websites

Digitalisation, in addition to shaping e-Commerce (economic growth, competitiveness and companies' market shares) operations also impacts to a significant degree the occupational profiles and working conditions of workers in the Logistics' industry.

Evolution of jobs and working conditions.

In terms of CEP industry jobs and working conditions, previous research identified high fixed cost structures and an increased use of subcontractors, platforms, and temporary agency workers to adjust the variable costs. The sector uses complex sub-contracting chains ending with self-employed drivers paid upon successful piece/item delivery. Flexibility is driven by the outsourcing of resource management but also generates employment insecurity. CEP companies make up for this cost structure by increasing their use of subcontractors and temporary personnel. Flexibility is used to obtain economies of scale whilst outsourcing / subcontracting puts downward pressure on wages and working conditions. Employment terms and conditions are a concern for trade unions in the CEP industry. The last stage of flexibility is the increased use of forms of non-salaried work, or atypical work with the development of start-ups and Smartphone apps for bringing together producers and consumers without intermediaries. These contracts are like zero-hour contracts, in particular in the last-mile delivery and use self-employed drivers or riders. The CEP industry is characterised by worsening working conditions the further away you move along the subcontracting chain as the employment terms become less and less secure.

Rate of subcontracting observed with an express parcel transportation player

Business	Subcontracting rate
Collection	> 80 %
Processing	<20 %
Shipping	> 90 %
Handling	> 50 %
Distribution	> 80 %

In the CEP industry, digitalisation has enabled to improve services and product offerings, and productivity. It can be argued that digitalisation enables the sought-after flexibility which in turn puts downward pressure on wages and working conditions. In terms of working conditions, digitalisation has had significant impacts such as the use of Artificial Intelligence algorithms (such as GPS-based route optimisation systems, optimised glasses for picking-up and sorting items) with negative and positive consequences for the workers and their representatives in terms of collective bargaining and occupational health and safety.

In order to better control and improve their quality of service, CEP companies are developing increasingly advanced quality measurement indicators. Although the meeting of deadlines remains crucial, the increasing demands of senders and end clients, as well as productivity constraints, means that CEP companies are obliged to monitor and optimise additional quality indicators. Digitalisation and parcel tracking methods at the beginning and end of each stage of the process (shipper, sending branch, sorting hub, receiving branch, recipients) and the transmission of data in real time or on desk at the end of the round gives a very precise image of the various quality parameters. This also results however in a more systematic control of the company's own employees and subcontractors, which can lead to a deterioration of working conditions as a result of the significant loss of autonomy.

UNI Europa Post & Logistics follows closely the legal and regulatory developments affecting the sector. Following the entry into force of the Regulation on Cross-border Parcel Delivery Services¹, UNI Europa Post & Logistics welcomed the assurances brought forward by the Regulation namely greater transparency on workers' terms and conditions in the parcels sector and provisions to tackle obstacles to e-commerce between EU member states. Parcel delivery companies with 50 or more employees must report yearly to regulators on their employment practices as well as the use of sub-contractors. Parcel delivery providers, and their subsidiaries must provide their national authorities with

¹ <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A32018R0644>

information on turnover, number of employees (part-time, full-time, temporary workers and self-employed), number of parcels handled, names of their subcontractors and any publicly accessible price list for parcel delivery services. This project will focus on the use of subcontractors and derive trade union strategies to curb or limit the recourse to sub-contracting in parcel delivery.

As exemplified by the adoption of the Cross-border parcel delivery services Regulation, parcel delivery and e-Commerce are considered drivers to arrive at an adequate implementation of the Digital Agenda for Europe. This project is important as through its implementation, logistics' trade unions would like to be engaged in the sectoral discussions in terms of workers representativeness in the established industrial relations structures. The project will focus on two large MNCs in the CEP industry as they dictate market prices, labour models, working conditions, and the technologies and standards used. It is in the interest of workers to arrive at as large an interest representation as possible.

The project will enable trade unions to shed some light on the sector's working conditions and employment terms and ensure that the new reporting requirements and control mechanisms stated in the cross-border parcel delivery Regulation are appropriately implemented to improve service quality and customer satisfaction through higher employment quality. E-Commerce promotion must not come at the expense of decent quality jobs. The project will assist in exposing some of the precarious and insecure terms and conditions that are prevalent in the sector notably in the last-mile delivery. The project, through trade union alliances meetings, will promote actions to limit over-recourse to flexible and precarious conditions such as self-employed status or zero-hour working contracts that fail to give workers decent terms and conditions.

Given the high pace of change of the sector and the importance of e-Commerce for the European economy, it is important for trade unions to raise awareness on e-Commerce activities and trends in the CEP sector to address the challenges and opportunities that stem from the digital transformation. This project will also focus its attention on e-Commerce related activities, notably parcel delivery and address the impact of digitalisation on the jobs, competences, and work organisation patterns in parcel delivery, in particular the use and prevalence of subcontracting.

The project also aims at strengthening the capacity of workers' organisations to address at European and transnational level challenges related to changes in employment and social dialogue in the Logistics' industry. Aspects that will be addressed are the modernisation of the labour market, job creation and job matching; new forms of work; quality of work, anticipation, preparation and management of change and company restructuring; digitalisation of the economy and society – including artificial intelligence; the greening of the economy, sustainability, transition to a climate-neutral economy; flexicurity, and skills; health and safety at work; active inclusion and decent work. The project will address these aspects in a capacity-building framework to strengthen worker engagement and worker representation in the Logistics' industry whilst also enabling trade unions to improve their understanding of the economic trends and transformations in the sector so as to develop their capacity in addressing those in worker representation bodies.

This project seeks to strengthen worker representation on worker representation instances in the Logistics' sector. These cover the European sectoral social dialogue committee, the national sectoral social dialogue bodies for Logistics, and the Information, Consultation, and Participation (ICP) bodies of the selected companies. Logistics companies are not represented from an employer perspective in the dedicated postal social dialogue committee. This creates a vacuum in social dialogue of an important part of the industry which this project should support to fill. UNI Europa seeks to strengthen its collective representation capacity in the CEP sector and to strengthen worker representation. The project seeks to derive a better understanding of industrial relations in the Logistics industry and drive worker representation in the ICP bodies of the selected companies forward.

Additionally, UNI Europa Post & Logistics would like to highlight the importance of establishing trade union alliances in MNCs to derive better worker representation, to build trade union power and engage in international solidarity in selected MNCs and stresses the positive experience generated by previous organising projects in key MNCs.

Main objectives and expected results

The project's overall goal is the better representation of logistics workers at all levels and the improvement of employment and service quality in the parcel delivery industry. This should be achieved through on one hand, the strengthening of established Trade Union Alliances in two MNCs in the CEP industry to drive worker representation forward. On the other hand, the project seeks to strengthen the capacity of UNI Europa Post & Logistics to engage in effective industrial relations in the CEP industry, notably by strengthening worker representation in existing ICP structures. The third main objective is to address e-Commerce related parcel delivery activities of CEP MNCs and analyse the impact of digitalisation on the jobs, competences, and work organisation patterns in parcel delivery, in particular the use and prevalence of subcontracting. The project will implement the three main objectives through a systemic analysis of the recourse to sub-contracting, the use of part-time, zero-hour contracts, self-employment and temporary agency workers and platforms in last-mile delivery and devise trade union strategies to limit the recourse to such practices in the concerned MNCs.

This project aims to engage activities in the two main European logistics companies, namely Deutsche Post DHL and DPD. UNI Global Union has already relationships on global and European level with both companies which facilitate the entry point in engaging with the companies and their workers representatives. Both companies have well-functioning EWC structures with the involvement of UNI Europa Post & Logistics as advisor and both companies agreed on a global agreement with UNI Global Union to ensure workers' rights globally in all their worksites. The aim of this project is to improve the cooperation between EWC members and workers representatives on one hand and trade unions on the other hand as well as to enlarge and to strengthen their capacity geographically by including new countries especially in Eastern and central Europe. To do so, the project will provide research and information about the industry to the EWC members, the worker representatives and the trade unions. In a second step, the trade union alliances meetings in these two companies will serve to disseminate the establishment of trade union alliances as a good practice for other companies during the foreseen Trade Union Network Meeting for Delivery MNCs.

DPDgroup is the parcel delivery network of GeoPost, the international express delivery subsidiary of Le Groupe La Poste. DPDgroup is the second largest international parcel delivery network in Europe. Thanks to the European Commission financed 2016 project entitled: "The challenges of the digitalisation in the services industry: a new area for information, consultation, participation rights of workers and transnational negotiations", UNI Europa Post & Logistics established a functioning Trade Union Alliance at DPD GeoPost, composed of key trade union representatives and EWC members. Through this project, UNI Europa would like to strengthen and improve the effectiveness of the Trade Union Alliance and extend its membership to as many countries as possible where DPDgroup operates in the European Union, the European Economic Area, and in the Neighbouring and Candidate countries to the EU. Through this project, UNI Europa would like to improve the coordination and expertise activities it provides to the existing EWC in DPD GeoPost.

As part of the 2016 project mentioned above, in March 2018, the DPD GeoPost Trade Union Alliance stakeholders discussed and agreed the procedural modalities of the functioning of the Trade Union Alliance. They launched a mapping exercise to exchange information on collective agreements and identify issues for transnational negotiations with the company and link those to future organising

campaigns in the company. Participants agreed to work at national and international levels on the use of self-employed drivers in the outsourced activities of the company. Participants agreed to share information on European legal and regulatory developments and on national legislative developments and engage with the company's management on the issue both at EWC meetings and Global Framework Agreement meetings. This project will follow-up the engaged activity of the Trade Union Alliance at DPD GeoPost. The establishment of the DPD GeoPost Trade Union Alliance was enabled by the signed Global Framework Agreement (GFA) with DPD GeoPost and this project will contribute to strengthening the global relationship that exists between UNI Global Union and DPD GeoPost. Through this project, UNI Europa Post & Logistics aims to reinforce the work of DPD Group - GeoPost EWC and to strengthening the functioning of the Trade Union Alliance. The aim is to ameliorate the work programme of the EWC, to promote the participation of workers' representatives in information and consultation processes, to support union activity at national and transnational levels, and last but not least to promote collective negotiations related to digitalisation and the interlinked use of subcontracting.

Deutsche Post DHL Group is a German multinational package delivery and supply chain management company headquartered in Bonn, Germany. It is the world's largest courier company. The postal division delivers 61 million letters each day in Germany, making it Europe's largest such company. The Express division (DHL) claims to be present in over 220 countries and territories. UNI Global Union together with the International Transport Workers Federation, ITF have established a DHL Trade Union Alliance and UNI Europa Post & Logistics coordinate the DHL EWC together with the European Transport Workers Federation, ETF. Through this project, UNI Europa would like to strengthen and improve the effectiveness of the Trade Union Alliance and extend its membership to as many countries as possible where Deutsche Post DHL Group operates in the European Union, the European Economic Area, and in the Neighbouring and Candidate countries to the EU. Through this project, UNI Europa would like to improve the coordination and expertise activities it provides to the existing EWC in Deutsche Post DHL. UNI Global Union has an international relationship with Deutsche Post DHL Group and its Central Management under the auspices of the OECD and its Guidelines for MNCs. Through this project, UNI Europa Post & Logistics aims to reinforce the work of the Deutsche Post DHL Group EWC and to strengthening the functioning of the Trade Union Alliance. The aim is to ameliorate the work programme of the EWC, to promote the participation of workers' representatives in information and consultation processes, to support union activity at national and transnational levels, and finally to promote collective negotiations related to digitalisation and the interlinked use of subcontracting.

The project aims at improving the functioning of the existing DPD GeoPost Trade Union Alliance and engaging discussions around the issues of outsourcing and subcontracting among others. The project also aims at promoting the role UNI Europa can play in the established DPD GeoPost EWC to build power within the company. The project aims at strengthening and improving the functioning of the existing Deutsche Post DHL Group Trade Union Alliance and engaging discussions around the issues of outsourcing and subcontracting among others.

Another important aspect of the project is to engage with additional MNCs active in the CEP industry. The CEP sector is dominated by the large MNCs. The aim is to strengthen trade union alliances where they exist and to assess the possibility of establishing new trade unions alliances where feasible in Logistics. The reasoning behind this prioritisation is that the dominant MNCs dictate the terms and conditions in the sector. Smaller companies abide by the pricing policies, working conditions, and wage levels set by the dominant market players. This project will target additional MNCs in the CEP sector and seek to ameliorate, strengthen, or establish if inexistent the Trade Union Alliances in those MNCs. The aim is to support organising, collective bargaining, and collective representation throughout the selected MNCs to influence decisions by group management that have implications on workers in more than one country, by encouraging the worker representatives to bring such

transnational items on the respective agendas at national level and at the level of the EWC. The aim is to promote trade union transnational cooperation on the issue of subcontracting and outsourcing in a digitalised environment within the established Trade Union Alliances (or to establish some, where they don't exist) as well as within the existing ICP structures (EWC and works councils).

The project will carry out activities aimed at strengthening worker representation and transnational cooperation in the two mentioned MNCs and seek to target other CEP industry MNCs. UNI Europa Post & Logistics targets the CEP industry because of the increasing importance of e-Commerce for the European economy and because CEP industry employers are not engaging in sectoral bargaining at the level of the European postal social dialogue committee. This project will enable to engage transnational and European trade union coordination for the CEP sector. The project will enable the staging of one Trade Union Network Meeting for Delivery MNCs to promote trade union transnational cooperation in the Logistics' sector. Project activities will enable project stakeholders to formulate trade union responses to the increasing cross-border parcel delivery activities by supporting the establishment of structural changes to ensure and strengthen worker representation at European level both within the established ICP structures of the MNCs and the established Social Dialogue Committee for the sector.

The foreseen Trade Union Alliance meetings will offer the participants the chance to exchange experiences and practices within the selected MNCs and create transnational trade union power to develop and enhance the effectiveness of the established trade union alliance. The project will ensure that EWC members are invited and attend the Trade Union Alliance meetings in order to generate a sense of ownership between the EWC and the Trade Union Alliance structures so as to promote joint work and offer additional resources and support to the EWC and Trade Union Alliance worker representatives. The scope of these Trade Union Alliances meetings is to enhance the capacity of members of EWCs, Trade Union Alliances members and workers representatives to build power in the selected Logistics' MNCs. The Trade Union Alliance meetings will address topics that could be the subject of dialogue at transnational and company level, such as: digitalisation, outsourcing / subcontracting, introduction of new technologies, skills need, digitalisation / automation, artificial intelligence, health and safety etc.

The project will enable the staging of one Trade Union Network Meeting for Delivery MNCs bringing together key stakeholder trade unions in the Logistics industry as well as high-level MNCs representatives, thereby advancing transnational negotiations at company level, notably on digitalisation and its impact on working conditions. This will permit to elaborate adequate responses by trade unions within established labour relation structures to address the shifting definition of the logistics sector given the increasing importance of e-Commerce parcel delivery. The project will enable UNI Europa Post & Logistics to assess whether any of the additional Logistics MNCs that will be invited to the Trade Union Network Meeting for Delivery MNCs could be the focus for future engagement in terms of Trade Union Alliances or through an effective role in the ICP structures of that MNC.

Furthermore, it will be ensured that all project meetings correspond to the needs of the workers in the CEP industry. The meetings will address the topic of outsourcing / subcontracting to see if there are common patterns across the industry and to advance on the topic at company level. Importantly and given the increase of cross-border parcels delivery due to the growth of e-Commerce, all the foreseen meetings will look at the challenges from a trade union perspective of e-Commerce parcel delivery. The meetings will be dedicated to trade union organising, networking and data collection to address the digital environment of parcel delivery and its occupational health and safety implications. Steps will be taken to address the topic of subcontracting / outsourcing to meet flexibility requirements of digitalisation in e-Commerce parcel delivery, which is a common issue of concern throughout the Logistics' industry.

The expected results for UNI Europa are:

- 1) Better representation of logistics workers through a knowledge-based and coordinated approach on the employment structure of the last-mile delivery and the impact of digitalisation.

The project will encourage works councils, EWCs, and workers' representatives, to take a closer look at internal and external outsourcing or subcontracting and to ensure that standard employment terms, working conditions, and collectively agreed wages are applied across the EU operations of the MNCs. The project will investigate outsourcing and subcontracting practices in DPD GeoPost and relate those to the EWC adopted Charter on CSR. The project will investigate outsourcing and subcontracting practices in Deutsche Post DHL Group and relate those to the EWC activities of the dedicated Working Groups (Digitalisation, Subcontracting, and Health and Safety). The project will strive to proactively influence the work programmes of established Trade Union Alliances on the issues that can be the subject of a dialogue at transnational and company level, such as: digitalisation, outsourcing / subcontracting, introduction of new technologies, automation, artificial intelligence, health and safety etc.

- 2) The enlargement and strengthening of workers' representatives in logistics through the involvement and coordinated cooperation of more trade unions especially from CEE and from countries which are not yet included, workers representatives from new MNCs, EWCs, national works councils, experts and by addressing new topics.

The project will strive to improve the involvement of Central and East European affiliates in the DPD GeoPost EWC and the Deutsche Post DHL Group EWC, its Trade Union Alliances and its works to address together the challenges and opportunities offered by the digitalisation. It will assess the possibilities of engaging discussions towards the establishment of trade union alliances in selected MNCs where there is no joint trade union alliance. Where a Trade Union Alliance exists, the project will seek to enlarge and strengthen the network focusing also on Candidate Countries as increasingly the MNCs are active in those countries covering notably cross-border parcel delivery. The aim is to involve worker representatives in ICP structures and increase their capacity to participate to national and international industrial relations and dialogue with the MNCs. The project will promote the establishment of and strengthen transnational Trade Union Alliances in the CEP industry MNCs and strengthen the influence exerted by the existing trade union alliances structures. The project will improve the coordination between the EWCs members of each targeted MNC. The project could strengthen and improve the linkages and networking between EWCs members and the dialogue structure at other levels (workplace, regional, national and international).

- 3) To influence national and international policies and legislations regulating the logistics services and to improve the situation of logistics workers by for example fulfilling the reporting obligations of the cross-border parcel delivery Regulation or by influencing companies' decisions to improve the service quality by high quality employment taking into account the recent developments regarding digitalisation and last-mile delivery business models.

The project will enable to monitor MNC's strategies on digitalisation to engage a discussion on outsourcing or sub-contracting and the use of self-employed drivers. UNI seeks to ensure that these discussions take place in the ICP bodies, which is not yet the case everywhere, and that the trade unions are involved in this discussion. The project will promote the development of and strengthen the EWCs as powerful tools for the participation of workers in the decision-making process of MNCs. The project will strive to use information and consultation processes to support union activity in the company at a national and transnational levels, regarding the preparation of collective negotiations

related to digitalisation. The project will assist trade unions to elaborate adequate responses within established labour relation structures to address the impact of digitalisation on the jobs, competences, and work organisation patterns in parcel delivery. UNI Europa would also like to reinforce the cooperation between the social partners to strengthen employee involvement in the design of solutions addressing the impact of digitalisation in the logistics industry, notably the use and prevalence of subcontracting.

- 4) To improve the role of UNI Europa Post & Logistics on European level within MNCs and European institutions by improving its role as coordinator of alliances and EWCs in the logistics industry and by extending the role within the European social dialogue by representing and including the view of logistics workers.

The project will actively explore ways to negotiate a European Framework Agreement on digitalisation, to ensure that common rules are established and respected throughout the MNCs' value chains, covering, for example, the involvement of workers' representatives in the introduction of new ICT, adequate rules on data protection, big data, use of social media, as is already the case in many national company agreements etc. European Framework Agreements can be one important element in a trade union strategy for fair digitalisation. The project will promote the role of coordinator for UNI Europa Post & Logistics to the established DPD GeoPost EWC and raise awareness on the signed Global Framework Agreement between UNI Global Union and DPD GeoPost, regarding fundamental human rights and freedom of association. Through this project, UNI Europa would like to ensure that employees' information and consultation rights are better observed. This project could improve European trade union federation support to EWC members. It aims to strengthen transnational cooperation between workers' representatives, notably through the trade union alliance networks. UNI Europa Post & Logistics will issue invitations to the respective employer associations (the European Express Association, International Road Transport Union, PostEurop and others) in the framework of this project.

3. Purpose of the Contract

The project will implement the first three main objectives through a systemic analysis of the recourse to sub-contracting in last-mile delivery and devise trade union strategies to limit the recourse to such practices in the concerned MNCs. The preparatory phase will consist in selecting the external consultant that will carry out the systemic analysis. The scope of this analysis will cover the CEP sector in general and focus on DPD GeoPost and Deutsche Post DHL specifically. In addition to providing an overview of the employment and working conditions trends in the CEP sector, it will specifically analyse the impact of digitalisation on the jobs, competences, and work organisation patterns in parcel delivery, notably the use and prevalence of subcontracting. Furthermore, the analysis shall also address possible trade union strategies to limit the recourse to subcontracting in the CEP sector.

4. Tasks to be performed by the Contractor

The selected external consultant will be tasked to devise a common survey to engage the analysis and the next phases of the project. The selected consultant will be put in contact with the respective trade union alliances but will also have to carry out research to inform its analysis of the CEP sector in general and the labour relations within the two selected MNCs. The second phase of the project will consist of information and data gathering through the common survey as well as the staging of the three foreseen events. Selected phone interviews with the experts that answered the survey will also be arranged in this phase. This phase will be crucial as it will consist of the organisation of the three events. Namely the first seminar will focus on the Deutsche Post DHL Trade Union Alliance and serve the analysis of the recourse to sub-contracting in last-mile delivery and devise trade union strategies

to limit the recourse to such practices in Deutsche Post DHL. The second seminar will focus on the DPD GeoPost Trade Union Alliance and serve the analysis of the recourse to sub-contracting in last-mile delivery and devise trade union strategies to limit the recourse to such practices in DPD GeoPost. The third main event will be the Trade Union Network Meeting for Delivery MNCs and will also serve the overall CEP sector labour market analysis and the recourse to sub-contracting in last-mile delivery. It will also enable the project partners to present an overview of trade union strategies to limit the recourse to such practices in CEP MNCs. The third phase of the project (the follow-up phase) will consist of the dissemination of the project results as delivered by the external consultants through various means and channels of communication. This phase will also serve the evaluation of the project's implementation and be used for the final reporting of the project.

The UNI Europa Post & Logistics Secretariat will be responsible to prepare the staging of the Trade Union Network Meeting for Delivery MNCs and the two Trade Union Alliances meetings. The Secretariat will engage the preparations and considerations around the invitations to the planned meetings (choice of MNCs, invitations to trade unions and worker representatives as well as invitations to companies' Management representatives and employer associations need to be thoroughly planned). The Secretariat will ensure that the selected consultancy establishes an appropriate methodology that enables the successful implementation of the different project phases. The Secretariat together with the external consultant will prepare the organisation of the two trade union alliance meetings and the Trade Union Network Meeting for Delivery MNCs. This includes the agendas and the documents that will be used during the meetings. The Secretariat will identify the target participants for the meetings, i.e. the trade union representatives and the trade union officials concerned in the selected MNCs, the members of the EWCs as well as the coordinators of the EWCs of those companies, with a particular attention to the representatives from Central and Eastern Europe. Each trade union alliance meeting will gather a maximum of 40 participants. The Trade Union Network Meeting for Delivery Multinational Companies is expected to bring together listed above stakeholders for a multitude of MNCs as well as high-level representatives of the Human Resources departments or Management Boards of the selected companies. The Trade Union Network Meeting for Delivery MNCs is expected to gather 100 participants.

This phase concerns the organisational aspects (booking of hotels, of the meeting rooms, sending of invitation, translation of the materials for the workshop etc.) as well as the content preparation (preparation of the invitation, agenda and materials for the meetings). The UNI Europa secretariat will be in charge of those administrative tasks, including the organisation of the seminars (drafting and sending of invitations, finalisation of the agenda, choice of speakers, practical arrangements, dissemination of information, etc.) and for the drafting of the Final Report of Project implementation. The consultant will be tasked with data collection and the drafting of the report providing an overview of the employment and working conditions trends in the CEP sector. The report will be updated throughout the project according to the different interviews carried out and updated as the different Trade Union Alliances meetings take place. A first iteration of the CEP sector analysis will be provided to inform each Trade Union Alliance meeting and that analysis will be consolidated with a view to presenting it at the Trade Union Network Meeting for Delivery MNCs. That overall analysis will be complemented by Deutsche Post DHL and DPD GeoPost entire sections addressing the project topics. The overall report will specifically analyse the impact of digitalisation on the jobs, competences, and work organisation patterns in parcel delivery, notably the use and prevalence of subcontracting specifically in Deutsche Post DHL and DPD GeoPost as well as for the whole CEP sector. The report should also provide recommendations on trade union strategies to limit the recourse to such practices in CEP MNCs.

The selected external consultants will be put in contact with UNI Europa Post & Logistics affiliates as well as the active transport trade unions in the concerned MNCs through the cooperation with the

ETF. UNI Europa Secretariat will supervise the effective implementation by the staff of all actions of the project and will take all the necessary decisions to ensure the achievements of the objectives of the project, the budget control, evaluation of the activities and the dissemination of the results.

Trade Union Alliances meetings and the Trade Union Network Meeting for Delivery MNCs

Each trade union alliance meeting will be organised based on two days with active interpretation in 5 languages: EN / FR / DE/ + 2 languages from CEE (depending on the registrations). A report will be drafted in English for each meeting that takes place. The Trade Union Alliances reports will be complemented by the first iteration of the CEP sector analysis that will also be presented during the Trade Union Network Meeting for Delivery MNCs after its finetuning.

The Secretariat will be responsible to identify the appropriate participants that will be invited to the Trade Union Network Meeting for Delivery MNCs which is planned to last three days. This requires careful planning to ensure the attendance of EWC members, trade union officials and worker representatives in accordance with the selected MNCs. The first day and a half will be dedicated to the establishment of a transnational network of trade union and worker representatives in the Logistics' industry to build trade union power and engage in a cross-sectoral discussions of interest to the industry. The meeting will address the topic of the organisation of the last mile delivery with a focus on the use of outsourcing / subcontracting / platforms to see if there are common patterns across the industry. The first day and a half will be dedicated to trade union organising and networking of worker representatives to address the digital environment of parcel delivery. This discussion and engagement will be informed by the report providing an overview of the employment and working conditions trends in the CEP sector. The second day and a half of the Trade Union Network Meeting for Delivery MNCs will be dedicated to specific MNCs' breakout sessions with employer representatives from the concerned MNCs. Invitations will also be sent to statutory employer representatives in the CEP industry (PostEurop and the European Express Association) to engage European collective bargaining in the sector. The breakout sessions will enable the exchange and discussions between the worker representatives on one hand and high-level representatives of the Human Resources departments or Management Boards of the selected companies on the other. Priority for invitations will be given to the secretaries/chairmen/women of EWCs, the UNI Europa EWC coordinator, union representatives of workers at the headquarters of those MNCs selected in this project, and key full-time union officials for the same MNCs. The Secretariat throughout the project implementation will also take the necessary steps to invite the European institutions where relevant and useful to advance with the project deliverables.

The Final implementation evaluation meeting will enable the Secretariat along with the external consultant to finalise the project deliverables with a view to disseminate the final project results. The aim of the follow-up phase is firstly to draw up the Final Report of the project and to disseminate it widely. The Final Report will contain the two Trade Union Alliances meetings reports, the Trade Union Network Meeting for Delivery MNCs report, and the report providing an overview of the employment and working conditions trends in the CEP sector, which specifically analyses the impact of digitalisation on the jobs, competences, and work organisation patterns in parcel delivery, notably the use and prevalence of subcontracting, to be drafted by the external consultant.

The Final implementation evaluation meeting will enable to take stock of the experiences and results from the project's events to ameliorate the organisation of such future events, namely trade union alliances meetings and the Trade Union Network Meeting for Delivery MNCs. Each Trade Union Alliance meeting will focus specifically on enhancing the effectiveness of the established structures, on building-up the links and relationships of the Alliance with the EWC and seek to promote a fully-fledged Coordinator role for UNI Europa in the specific EWC. The draft final report will highlight results

of the project activities (trade union alliances meetings and Trade Union Network Meeting for Delivery MNCs) and suggest orientations for UNI Europa’s future strategies and activities to boost employee’s involvement and transnational negotiations on the issue of digital transformation of work in the CEP sector and present the trade union strategies to limit the recourse to outsourcing and subcontracting in the Logistics’ industry.

The Secretariat together with the selected external consultant will draft reports from the different project events, summarising work in progress and conclusions as well as suggesting work items for future meetings, notably on trade union alliances. The project will involve several trade unions practitioners (with a balance of geography and gender) in the Logistics industry. The Secretariat will ensure regular contact and exchange with the ITF/ETF where appropriate and necessary to arrive at a high-level of worker representatives’ participation in the project events with a large pool of trade union officials. The aim is to arrive at the best composition possible of the trade union alliances respectively and to consolidate participation to the Trade Union Network Meeting for Delivery MNCs. The Secretariat will have regular exchange in the appropriate form by telephone, email, video conferences and physical meetings with the selected consultant during the project duration to ensure a continuing coordinated approach. Those regular exchanges will enable to assess progress in drafting the project deliverables and in staging the different events. They will enable project participants to assess the project as a whole and monitor its implementation. The Final Project Report will be drafted following the adoption of the Final Report to be drafted by the consultant.

5. Time schedule

Overview of the time schedule for the whole project

PHASE	RESPONSIBILITIES	TASKS
Phase 1 April 2021 – May 2021	UNI Europa Post & Logistics Secretariat	<p>The selection of the external consultant will be carried out in an open call for tender procedure. Marks will be allocated on a number of selection criteria notably the proposed methodology to carry out the analysis.</p> <ul style="list-style-type: none"> • Clear presentation of the methodology proposed • Draft of the common Survey • Draft calendar of the research
Phase 2 May 2021 – April 2022	UNI Europa Post & Logistics Secretariat External consultant	<ul style="list-style-type: none"> • Adoption/launch of Common Survey • Drafting of Reports on Survey results • Report – Overview of the employment and working conditions trends in the CEP sector, analysis of the impact of digitalisation on the jobs, competences, and work organisation patterns in parcel delivery, notably subcontracting, analysis of the Survey results and trade union strategies. • Deutsche Post DHL Trade Union Alliance • DPD GeoPost Trade Union Alliance • Review meeting on deliverables in view of the next event

		<ul style="list-style-type: none"> Trade Union Network Meeting for Delivery Multinational Companies
Phase 3 April 2022 – June 2022	UNI Europa Post & Logistics Secretariat External consultant	<ul style="list-style-type: none"> Drafting of the project Final Report collating the different Reports and conclusions of the three main events

6. Expertise required

The external consultant teams ought to exhibit expertise in the following fields:

- Knowledge of EU social and economic policies, notably around EWCs
- Knowledge of e-Commerce parcel delivery operations notably work organisation patterns such as internal and external outsourcing (preferential)
- Experience of the postal sector and Logistics/CEP industry (preferential)
- Knowledge and experience of the impact of digitalisation on working conditions in the Logistics industry notably in a framework of adaptation to the digitalisation of the economy
- Knowledge and experience on work organisation patterns, restructuring, industrial adaptation, and anticipation, notably around subcontracting
- Knowledge of Industrial Relations and Information, Consultation and Participation policies in Logistics Multinational Companies (preferential)
- English language

The external consultant should exhibit expertise in the above broad subjects with a proven experience of supporting diverse groups in conducting qualitative data analysis. The external contractor should have a good understanding of Industrial Relations and social issues (notably outsourcing) and sufficient knowledge about European Industrial Relations structures. Ideally it should have relevant knowledge of industrial relations issues. Knowledge of trade union strategies in the Logistics sector would be an asset but is not mandatory.

7. Selection criteria

The methodologies proposed by the external consultants will be determinant in their selection. The following criteria will be considered to select among external contractors:

- The presentation of the bid must be clear, well-constructed and responding to the demand.
- The bid should consider the Logistics industry specificities, the evolution of Logistics activities, jobs, and the broader environment, notably when formulating their methodology.
- The clarity, innovativeness and efficacy of the presented methodology is of high importance.
- A team of international consultants would be an important asset.
- The presentation of additional ideas would be appreciated.
- The price, regarding services proposed, will be determinant.
- The bid should be sent both in electronic and paper version.

All interested applicants must send in their application by 17 May 2021 at the latest, to UNI Europa Post & Logistics Director Dimitris Theodorakis at: dimitris.theodorakis@uniglobalunion.org .