



Tender Specifications

Strengthening Worker's Representation in Last-Mile Delivery

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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 in Europe, about 260 are entirely or jointly coordinated by UNI Europa. UNI Europa's goal is 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. This enhances trade unions' bargaining strength. The organisation seeks to foster solidarity between workers of multinational companies (MNCs) in different countries.



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1. Background of the project

To guarantee transnational trade union coordination in MNCs, UNI Europa seeks to build stable, strong, and sustainable alliances between all trade unions organising in the same company. Establishing such structures in key MNCs reinforces social dialogue at multinational and European levels and lays the conditions for potential transnational negotiations. Digitalisation in the services sectors is already a reality in the EU, presenting challenges and opportunities alike. Europe needs to react quickly to this development to ensure economic growth based on quality jobs and a skilled workforce.

The project ‘Strengthening Worker’s Representation in Last-Mile Delivery’ addresses the impact of the digitalisation from a trade union perspective. Digitalisation, already transforming services across the EU, poses risks for job quality, equality, and labour rights. UNI Europa supports the responsible use of new technologies that benefit workers, including women and older workers, while respecting national and EU labour laws. Ensuring adequate protection for workers engaged in digital work is essential to prevent the ‘uberisation’ of work and the emergence of a new digital precariat.

Further digitalisation must not lead to wage dumping, precarious work, loss of jobs, or violations of employees’ privacy. Ensuring proper worker representation, fair wages, and social security coverage is essential. Governments, employers, and unions must collaborate to ensure digitalisation leads to inclusive growth and decent work.

UNI Europa fights for an overarching transnational framework for industrial relations for each MNC, which complements rather than replaces national level industrial relations. Under the umbrella of UNI Europa, trade union alliances (TUAs) bring together all unions organising within an MNC. This framework should be tailor-made for the realities of the UNI Europa sectors and targeted MNCs. Workers’ fundamental rights to information and consultation regarding decisions that may affect them is even more crucial at a time of fast-paced changes driven by the demographic, green, and digital transitions. This is a follow-up project to the 2020 UNI Europa project entitled: ‘Fostering Workers’ Representation in Logistics – the Case of Subcontracting’. The project will support the strengthening of the established TUAs in logistics MNCs and focus on last-mile delivery.

2. Context and project description

This project will focus specifically on the courier, express and parcels (CEP) sector, also known as the logistics sector. CEP is a very capital-intensive sector whose current structure developed over the second half of the 20th century. There are five categories of players: 1. The incumbent national postal operators and their subsidiaries, e.g. La Poste, Deutsche Post, Royal Mail, Post NL and all the national postal services in Europe, which cater to the postal market and the express or deferred parcel delivery market; 2. International integrators, e.g. UPS, FEDEX/TNT, DHL (Deutsche Post group), specialised in transcontinental parcels shipping; 3. National ‘challengers’ with an integrated or collaborative network, e.g. GLS; Hermes, specialised in European national and intracontinental shipping; 4. National or local players, e.g. Bartolini, TIPSA, Inpost, which are present exclusively on their domestic markets; 5. Newcomers, e.g. Amazon and disruptive new start-ups, which insource volumes onto loaders or develop their own integrated delivery networks; and new players in the gig economy such as platforms of crowd sourced last-mile delivery.



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The CEP sector has witnessed 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 by virtue of their size, can impose terms and conditions on the sector. Recent economic developments pushed large CEP companies to engage in fierce competition and consolidate their market positions further. Smaller companies are forced to operate in often regional niche markets and abide by the pricing policies, working conditions, and pay rates set by the dominant market players.

Digitalisation and e-substitution have boosted parcel volumes and e-commerce, with 12% of international goods trade linked to online purchases. This has transformed express parcel delivery, driving next-day delivery, tighter deadlines, complex last-mile logistics, pick-up points, product returns, and out-of-hours services—especially during peak periods. To stay competitive, companies must meet rising B2C expectations for fast, flexible, and seamless delivery, matching the ease of online shopping.

In e-commerce, user experience heavily depends on delivery. While transport is vital to the value chain, customers view it as part of the overall service and are often unwilling to pay extra for it. This puts pressure on pricing, deadlines, and quality of delivery services. CEP carriers must prove their value to e-merchants by maintaining consistent service, especially during peak periods, and offering full parcel traceability. Larger shippers increasingly inject volumes directly into delivery networks to cut collection costs. Digitalisation in the CEP industry has improved the offering and has enabled more productive industrial processes. In addition to shaping e-commerce operations, digitalisation also impacts the occupational profiles and working conditions of workers in the logistics industry.

Evolution of Jobs and Working Conditions

In the CEP sector, high fixed costs have driven companies to rely heavily on subcontractors, platforms, and temporary agency workers to reduce variable costs. CEP companies' complex subcontracting chains often end with self-employed drivers paid per delivery, resulting in employment insecurity. Flexible hours and outsourcing achieve economies of scale but also put downward pressure on wages and working conditions. Start-ups and delivery apps further increase the use of atypical, non-salaried work, resembling zero-hour contracts—especially in last-mile delivery, characterised by the use of self-employed drivers or riders. Working conditions tend to worsen further down the subcontracting chain, raising serious concerns for trade unions.

Rate of subcontracting observed at express parcel transportation player	
Business	Subcontracting rate
Collection	> 80 %
Processing	<20 %
Shipping	> 90 %
Handling	> 50 %
Distribution	> 80 %

The use of artificial intelligence algorithms (such as GPS-based route optimisation systems, optimised glasses for picking-up and sorting items) has had mixed impact on collective bargaining and occupational health and safety. Although short deadlines remain crucial, clients' demands and productivity constraints force CEP companies to design and monitor



ever more complex quality indicators. Parcel tracking methods at each stage of the delivery process refine quality parameters. Companies' systematic control of employees and subcontractors, however, may lead to a deterioration of working conditions due to significant loss of autonomy. UNI Europa Post & Logistics welcomed the regulation on cross-border parcel delivery services promising greater transparency regarding workers' terms and conditions and provisions to tackle obstacles to e-commerce across borders within the EU.

This project will analyse the working conditions at key MNCs active in last-mile delivery and forge trade union strategies to limit the recourse to sub-contracting, thus improving employment terms. Through the implementation of this project, logistics trade unions will engage in sectoral discussions about 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, used technologies and standards.

The project aims to support trade unions in highlighting precarious working conditions in the CEP sector, particularly in last-mile delivery. It will help ensure that the reporting and control mechanisms outlined in the cross-border parcel delivery regulation are properly implemented to improve service quality through quality employment. The expansion of e-commerce should not come at the expense of decent jobs. The project will shed light on the effects of digitalisation on employment, skills, and work organisation in last-mile delivery. TUA meetings will promote actions to limit excessive reliance on flexible and precarious employment arrangements in last-mile delivery. Additionally, the project seeks to strengthen the capacity of workers' organisations to address employment changes at both European and transnational levels within the logistics industry.

The project's overall goal is to achieve better representation of logistics workers at all levels and to improve the employment and service quality in the parcel delivery industry, notably in last-mile delivery. This should be achieved through the strengthening of established TUAs in two MNCs in the CEP industry to drive worker representation forward.

3. Purpose of the contract

The external consultants will collect and analyse relevant data to meet the different project objectives. One objective is to address CEP MNCs' parcel last-mile delivery activities and analyse the impact of digitalisation on the jobs, competences, and work organisation patterns, particularly the prevalence of subcontracting. The second objective is to enlarge and strengthen workers' representation in logistics through the coordinated cooperation of trade unions. The third main objective is to influence policies and legislation regulating logistics services and to improve the situation of logistics workers. The fourth objective is to improve the role of UNI Europa Post & Logistics at the European level within MNCs, by improving its role as coordinator of TUAs and EWCs and by extending its role within European social dialogue by representing logistics workers.

The project will implement the four 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 such practices in the concerned MNCs.



The project will operate in a capacity-building framework to strengthen worker engagement and worker representation in the logistics industry, enabling trade unions to improve their understanding of the economic trends and transformations in the sector. This project seeks to strengthen worker representation in the logistics sector in different fora, including 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. Additionally, UNI Europa Post & Logistics would like to highlight the importance of establishing TUAs in MNCs to derive better worker representation, build trade union power and engage in international solidarity in selected MNCs.

This project aims to undertake activities at the two main European logistics companies, namely Deutsche Post DHL and DPD. UNI Global Union has already established relationships on global and European levels with both companies, engaging with their workers representatives as well. 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. The aim of this project is to improve the cooperation between EWC members and workers representatives, on the one hand, and trade unions, on the other, and to strengthen their capacity by including new countries, especially in Eastern and Central Europe. To do so, the project will provide data and information about the industry to the EWC members, the worker representatives, and the trade unions. In a second step, the TUAs meetings in these two companies will serve to disseminate the establishment of TUAs as a good practice in view of the Trade Union Last-Mile Delivery Network meeting.

DPD is the parcel delivery network of GeoPost, the international express delivery subsidiary of La Poste. DPD is the second largest international parcel delivery network in Europe. UNI Europa Post & Logistics established a functioning TUA 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 TUA and extend its membership to as many countries as possible where DPD 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.

This project will enable the DPD TUA stakeholders to pursue the mapping exercise to exchange information on collective labour agreements, identify issues for transnational negotiations with the company, and link those to future organising campaigns. The establishment of the DPD GeoPost TUA 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.

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. DHL, the Express division, is said to be present in over 220 countries and territories. UNI Global Union together with the International Transport Workers Federation, ITF have established a DHL TUA and UNI Europa Post & Logistics coordinate the DHL EWC together with the European Transport Workers Federation, ETF.



Through this project, UNI Europa strives to strengthen and improve the effectiveness of the TUA and include trade unions from as many countries as possible where Deutsche Post DHL Group operates in the European Union, the European Economic Area, as well as neighbouring and candidate countries to the EU. UNI Europa strives 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 functioning TUA.

The aim is to improve the work programme of the EWC at both companies, to promote the participation of workers' representatives in ICP bodies, 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 also aims to engage additional CEP multinationals and promote transnational trade union cooperation to address subcontracting and outsourcing in last-mile delivery. It will strengthen existing TUAs and explore the establishment of new ones where needed. By targeting other CEP MNCs, the project will support organising, collective bargaining, and enhanced representation for workers, enabling their representatives to raise cross-border issues both nationally and within EWCs and influence decisions made by group management, which impact workers in more than one country.

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 do not engage in sectoral bargaining at the level of the European postal social dialogue committee. The Trade Union Last-Mile Delivery Network meeting will promote trade union transnational cooperation in logistics. Stakeholders will thus have the chance to formulate trade union responses to the increasingly cross-border parcel delivery activities by supporting structural changes to strengthen worker representation at European level.

At the foreseen TUA meetings, participants will exchange experiences within the MNCs and create transnational trade union power to develop and enhance the effectiveness of the established TUAs. The project will ensure that EWC members attend the TUAs meetings and generate a sense of ownership among the EWC and the TUAs structures, promote joint work, and offer resources and support to the EWC and worker representatives to build power in the selected logistics MNCs.

A Trade Union Last-Mile Delivery Network meeting will bring together key stakeholder trade unions in the CEP industry as well as high-level MNCs representatives to advance transnational negotiations at company level, notably on digitalisation and its impact on working conditions. This will allow trade unions to adequately respond to the transformation of the logistics sector in view of e-commerce parcel delivery. The project will enable UNI Europa Post & Logistics to assess potential future engagement with other Logistics MNCs attending the meeting in terms of TUA or through an effective role in the ICP bodies of that MNC.

All project meetings will correspond to the needs of the workers in the CEP industry. The meetings will address outsourcing / subcontracting in last-mile delivery to identify common patterns across the industry and advance company-level discussions. The meetings will be dedicated to trade union organising, networking, and data collection to address the digital environment of last-mile parcel delivery and its occupational health and safety implications.



As a result of this project, UNI Europa expects:

- 1) Better representation of logistics workers on the employment structure of last-mile delivery and the impact of digitalisation.

The project will encourage works councils, EWCs, and workers' representatives to investigate internal and external outsourcing to ensure that standard employment terms, working conditions, and collectively agreed wages are applied across the EU operations of the MNCs, notably in last-mile delivery. The project will study outsourcing and subcontracting practices in DPD GeoPost and relate those to the EWC adopted Charter on CSR. The project will look at outsourcing and subcontracting practices in Deutsche Post DHL Group and relate those to the EWC activities of the dedicated Working Groups. The project will strive to influence the work programmes of established TUAs on the issues that can be subject to a dialogue at transnational and company level, such as digitalisation, outsourcing/subcontracting, introduction of new technologies, automation, artificial intelligence, and health and safety.

- 2) The strengthening of workers' representatives in logistics through the involvement and cooperation of trade unions, workers representatives from new MNCs, EWCs, national works councils, and experts by addressing new topics during the foreseen project events.

The project strives to improve the involvement of Central and East European affiliates in the DPD GeoPost EWC and the Deutsche Post DHL Group EWC, and in the respective TUAs. It will assess the possibility to establish TUAs in selected MNCs where there is none. Where a TUA exists, the project will seek to broaden and strengthen the network focusing also on candidate countries where MNCs are increasingly active in cross-border parcel delivery. The aim is to involve worker representatives in ICP bodies and increase their capacity to participate to national and international industrial relations and dialogue with the MNCs.

- 3) To influence national and international policies and legislation regulating logistics services and to improve the situation of logistics workers. It will do so by fulfilling the reporting obligations of the cross-border parcel delivery Regulation or by influencing companies' decisions to improve their service quality by offering high quality employment in the face of digitalisation and new last-mile delivery business models.

The project will monitor MNCs' strategies on digitalisation and organise discussions on outsourcing or sub-contracting, the use of platform work, and self-employed drivers at the ICP bodies, with the involvement of trade unions. The project will promote the development and strengthening of the EWCs as powerful tools for workers' participation in the decision-making process of MNCs. The project will strive to use ICP processes to support trade union activity in the companies at national and transnational levels, e.g. in the preparation of collective labour negotiations related to digitalisation and in designing solutions to the use of subcontracting in last-mile delivery. The project will assist trade unions to come up with adequate responses to address the impact of digitalisation on jobs, competences, and work organisation patterns in last-mile delivery.

- 4) To improve the role of UNI Europa Post & Logistics at European level within MNCs and European institutions, by enhancing its role as coordinator of TUAs 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 respected throughout the MNCs' value chains by involving workers' representatives in the introduction of new technologies, enforcing adequate rules on data protection, big data, use of social media, as is already the case in many national company agreements. European framework agreements can be one important element in a trade union strategy for fair digitalisation. The project will promote UNI Europa Post & Logistics' coordinating role at the established DPD GeoPost EWC and raise awareness about the signed global framework agreement between UNI Global Union and DPD GeoPost, regarding fundamental human rights, freedom of association, and processes of corporate due diligence.

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 scope of this analysis will cover the CEP sector in general and focus on DPD GeoPost and Deutsche Post DHL specifically. The selection of the external consultant that will carry out the systemic analysis will take place in the project's preparatory phase.

The project will implement the four main objectives through a systemic analysis and mapping of last-mile delivery and devise trade union strategies to limit the recourse to outsourcing and subcontracting, which lead to labour abuses and violations in the concerned MNCs. This research will be complemented by an analysis of collective labour agreements and legislation in different EU countries that address the issue of subcontracting or minimum labour conditions in last-mile parcel delivery. 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 last-mile 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.

4. Tasks to be performed by the Contractor

The selected external expert will conduct research and facilitate the three events in the framework of the project. The project steering group will select the consultant based on quality and value for money. The consultant will design a multilingual survey (EN, FR, DE, and possibly two more languages) to guide expert interviews and collect data from union members. The project steering group and the external consultant will devise the survey together, translate it, and launch it across trade union membership at targeted MNCs. The survey findings and interviews will inform discussions on improving worker representation in the logistics sector. The data collected, along with background research on the CEP markets conducted by the consultant, will inform the consultant's facilitation strategy for the the two Trade Union Alliances meetings and the Trade Union Last-Mile Delivery Network Meeting.

The selected external consultant together with the project steering group will stage two trade union alliances meetings and the Trade Union Last-Mile Delivery Network Meeting. The insights from the common survey will facilitate the exchange among worker representatives during the Trade Union Alliances and the Trade Union Last-Mile Delivery Network Meeting, focusing on DHL and DPD respectively. Each TUA meeting will gather a maximum of 40 participants. The Trade Union Last-Mile Delivery Network Meeting is expected to bring together 80 participants from a multitude of MNCs, as well as high-level representatives of the Human Resources departments or Management Boards of the selected companies.



Deliverables will be updated as the project progresses.

The final phase of the project consists of the dissemination and communication of the results of the project to the relevant target audiences: workers, workers representatives, MNCs representatives, and a wider audience of EU-level policymakers and CEP stakeholders. The project steering group will adopt the final report following the Trade Union Last-Mile Delivery Network Meeting. The final report will be made publicly available. The external consultant will take stock of the findings of the successfully implemented project 'Fostering workers' representation in Logistics – the case of subcontracting' and build upon the conducted research to refine the analysis of employment terms and conditions in last-mile delivery. There has been an increased recourse to various forms of outsourcing and subcontracting in the Logistics MNCs supply chains, notably in the last-mile delivery segment, which has detrimental effects on the quality of employment, as well as on the environmental impact of Logistics MNCs. This project will extend the mapping of working conditions to cover other forms of work such as self-employment, platform work, temporary agency work, as well as the degree of outsourcing or sub-contracting in MNCs active in last-mile delivery.

The study of national cases, as part of the previous project, demonstrated that collective bargaining is key in limiting subcontracting and ensuring proper contractual arrangements, working conditions, and compensation for last-mile delivery workers. Given that the last-mile delivery sector is increasingly dominated by a handful of large companies with a multinational presence, organising efforts must be complemented by instruments and union action that are transnational in scope. Information is key and one of the major problems with subcontracting is the lack of transparency.

In order to obtain detailed information on workers' situations in each context in which a given company is involved, trade unions have two instruments available: European works Councils (EWCs) and due diligence procedures. Trade unions seek relevant information on the situation of all workers in each country and exert pressure on companies to disclose such information through their due diligence procedures, commitments, and reporting obligations. Due diligence could also prove useful as an instrument for pressuring MNCs to ensure proper employment conditions outside their headquarter countries, where trade unions are weak or non-existent. With concrete regulation on this subject just emerging at both EU and national level, it is important for unions to explore the possibility of using due diligence as an instrument that complements collective bargaining efforts and ICP in EWCs.

The previous project shed light on the precarious working conditions faced by subcontracted workers indirectly employed by firms such as PostNL, DHL, DPD, and GLS with reported cases of violations of applicable legislation and illegal practices as documented by respective labour inspectorates. It collected subcontracted workers' testimonials, which revealed that the Covid-19 pandemic boosted online sales and required more deliveries. However, the subcontracted workers did not profit from this increase in activity and reported that, to the contrary, they were forced to accept lower tariffs for each delivery. It is urgent to further analyse the working conditions in last-mile parcel delivery and drive worker representation forward so as to improve the working terms and conditions of logistics' workers.

The first phase of the project will enable the selection of the external consultant that will carry out the systemic analysis. The scope of this analysis will cover the CEP sector in general, last-mile delivery in particular, 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 last-mile parcel delivery, notably the use and prevalence of subcontracting. The consultant will design and analyse the survey. The systemic analysis ought to be complemented by survey insights and follow-up expert interviews conducted by the consultant. The external consultant selection will be determined by the proposed methodology for the systemic analysis.

The analysis results will be presented by the external consultant at each foreseen TUA meeting, as well as at the Trade Union Last-Mile Delivery Network Meeting. The external consultant will be expected to make recommendations for trade union strategies to address the identified challenges in last-mile delivery and strengthen logistics workers representation. The external consultant will be tasked to present a final report containing the systemic analysis and recommendations, and strategic outputs from the TUAs meetings and the Trade Union Last-Mile Delivery Network Meeting.

The second phase will be crucial as it features the three foreseen events. The two seminars will focus on Deutsche Post DHL TUA and DPD GeoPost TUA respectively. The third event will be the Trade Union Last-Mile Delivery Network Meeting which will also serve the overall CEP sector labour market analysis and the recourse to sub-contracting specifically in last-mile delivery. The Trade Union Last-Mile Delivery Network Meeting will enable analysing and reaching out to potential additional Logistics MNCs and enable project partners to present an overview of trade union strategies to improve employment relations and working conditions in last-mile delivery.

The final report will be approximately 50 pages in total and will include:

- 20 pages of analysis on the CEP market and employment terms in last-mile delivery.
- 20 pages dedicated to the two MNCs, drawing on insights from meetings.
- 10 pages of recommendations for trade union to improve workers' representation in last-mile delivery.
- A 10-page executive summary of the report will be translated into French and German. The translation of the summary will be the responsibility of the Secretariat

The consultant's tasks will include:

- Designing, launching, and analysing the project survey.
- Drafting the overall CEP market report.
- Drafting the final report and executive summary
- Facilitating the project events.

The third phase of the project will consist of the dissemination of the final report, produced by the external consultant with the support of the project steering group, through various means and channels of communication. This phase will also serve the evaluation of the project's implementation and enable the project outputs to inform the final reporting of the project. The UNI Europa Post & Logistics Secretariat will ensure that the selected external consultant devises an appropriate methodology that enables the successful implementation of the different project phases. The project proposal foresees a **project duration of 24 months**.



The UNI Europa Post & Logistics Secretariat will assist the selected consultant in their work. Together they will organise the Trade Union Last-Mile Delivery Network Meeting and the two TUAs meetings. The project events are planned in a way as to enable regular feedback and updating of the project deliverables together with the selected external consultant. For instance, a first iteration of the CEP sector analysis (labour relations and working conditions in last-mile delivery) will be provided to inform both TUA meetings and that analysis will be further consolidated with a view to presenting it at the Trade Union Last-Mile Delivery Network Meeting. The Secretariat will supervise the effective implementation of the project and ensure the achievement of the objectives, budget control, the evaluation of the activities, and the dissemination of the results. The Secretariat will oversee administrative tasks, including logistical aspects of the project events and the drafting of the interim and final project implementation reports.

Trade Union Alliance meetings and the Trade Union Last-Mile Delivery Network Meeting

Each TUA meeting will last one day with active interpretation in 5 languages: EN / FR / DE / + 2 languages (depending on participants). The consultant will draft a report in English for each meeting that takes place. The TUA meetings reports will complement the first iteration of the CEP sector analysis to be presented during the Trade Union Last-Mile Delivery Network Meeting after updates. The Secretariat will identify the participants to be invited to the Trade Union Last-Mile Delivery Network Meeting which will last two days. The first day will be dedicated to the establishment of a transnational network of trade unions and worker representatives in the logistics industry to build trade union power. The meeting will address organising in 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 will be dedicated to trade union organising and networking of worker representatives to address trade union strategies to improve labour relations and working conditions in last-mile delivery at the targeted MNCs. This discussion will be informed by the report on the CEP sector and working conditions trends. The second day will feature breakout sessions dedicated to specific MNCs with employer representatives from the concerned companies. Invitations will also be sent to employer representatives of the CEP industry to engage European collective bargaining in the sector. The breakout sessions will enable exchanges between worker representatives and high-level representatives of the human resources departments or management boards of the selected MNCs.

The final implementation evaluation meeting will enable the Secretariat and the consultant to finalise the project deliverables with a view to disseminate the final project results. The aim of the follow-up phase is to draft the project final report and to disseminate the project outputs widely. The final report, to be drafted by the external consultant, will contain the two TUAs meetings reports, the Trade Union Last-Mile Delivery Network Meeting report, and the overview report on CEP market trends and employment terms and conditions trends. The draft Final Report will highlight results of the project and suggest orientations for UNI Europa's future strategies to strengthen worker's involvement and negotiations, and present trade union strategies to limit the recourse to outsourcing and subcontracting in the logistics industry. Based on the final report, the Secretariat will prepare follow-up recommendations on the project results, which will be submitted to the decision-making bodies of UNI Europa. The Secretariat will have regular exchanges with the selected consultant during the project duration to ensure a coherent and coordinated approach. The Final Project Report will be produced following the adoption of the Final Report to be drafted by the consultant.



Phase 1: Preparatory Phase

- **Selection of external consultant**
 - **Design and launch of survey with follow-up expert interviews**
 - **Analysis of the survey and interview results**
 - **Systemic analysis of the CEP sector**
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Phase 2: Key Events and Field Work

- **Presentation of findings of Phase 1 at each project event:**
 - Event 1: Seminar on Deutsche Post DHL TUA
 - Event 2: Seminar on DPD GeoPost TUA
 - Event 3: Trade Union Last-Mile Delivery Network Meeting
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Phase 3: Final Report and Dissemination

- **Final report** (approx. 50 pages) drafted by the consultant.
- **Dissemination and evaluation:**
 - Final report distributed through various channels by the Secretariat.
 - Project evaluation and final project reporting.

5. Eligibility and selection criteria

The external consultant team should demonstrate expertise in the following areas:

- EU social and economic policies, particularly concerning EWCs
- E-commerce parcel delivery operations, especially work organisation patterns such as internal and external outsourcing (preferable)
- Experience in the postal and Logistics/CEP sectors (preferable)
- The impact of digitalisation on working conditions in the logistics industry
- Work organisation, restructuring, industrial adaptation, and anticipation, with a focus on subcontracting
- Industrial relations and ICP policies in MNCs (preferable)
- Proficiency in English

The consultant should have a strong track record in these areas and demonstrated experience in delivering results of their data analysis to various audiences. A solid understanding of industrial relations and related social issues—particularly outsourcing—is essential, along with familiarity with European industrial relations frameworks. Knowledge of trade union strategies in the logistics sector would be an advantage, though not mandatory. The proposed survey and CEP sector report methodology will be a key factor in selecting the external consultant.



The following criteria will guide the evaluation of bids:

- The bid must be clear, well-structured, and address the objectives of the project.
- It should reflect a solid understanding of the logistics sector, including current trends in activities, employment, and the broader operational environment.
- Importance will be given to the clarity, originality, and effectiveness of the methodology.
- A team of international consultants will be considered a significant advantage.
- Innovative approaches are welcome.
- The proposed price, in relation to the services offered, is fixed and non-negotiable.
- Bids must be submitted in both electronic and printed formats.

All interested applicants must send in their application by 27 June 2025 at the latest, to UNI Europa Post & Logistics Director Dimitris Theodorakis at:

dimitris.theodorakis@uniglobalunion.org

and

Dimitris Theodorakis, UNI Europa

Rue Joseph II 40, 1000 Brussels, Belgium

6. Project timeline

- Beginning of project – 1 April 2025
- Deadline for submission of tenders – 27 June 2025
- Selection of the consultant – 4 July 2025
- Start of contract – 28 July 2025
- Publication of final report – 1 February 2027
- End of contract – 31 March 2027
- End of project – 1 April 2027

7. Payment terms

Payment to the contractor will be made in two instalments:

- The first invoice, not exceeding 30% of the total budget, will be issued upon signing the contract.
- The second invoice, covering the remaining balance, will be paid upon completion of the project.

8. Price

The external consultant will be paid in accordance with the contract signed with the European Commission. Therefore, terms of price are non-negotiable and do not represent criteria of award. The selected external expert will be paid a maximum amount of €80,000 (Eighty thousand euros), **VAT included**. The consultants' travel and accommodation costs will be covered by the project's budget and should not be included in the submitted offer.



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