

2024



**ANNUAL
REPORT**

PSI

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We are the influential international voice for public service workers and quality public services. We support our members to build their power. In doing this work, we will continuously build our strength and sustainability as an organisation.

Our Programme of Action, adopted at Congress, set out an ambitious vision: to build a movement powerful enough to challenge the forces that are driving our world into crisis and putting profit over people. We're proud to have already made gains, like in Pakistan, where we supported 20,000 women Community Health Workers to form their first national union.

But we are also confronting a critical reality - extending these wins and achieving our vision requires us to fundamentally change how we work.

Four months after Congress, our planning retreat confronted difficult questions about our purpose, our priorities, and our capacity to deliver on our mandate. An important outcome was a clear description of what we do: *"We are the influential international voice for public service workers and quality public services. We support our members to build their power. In doing this work, we will continuously build our strength and sustainability as an organisation."*

This clarity of purpose guides every decision we make. It means asking ourselves constantly: Does this work build our power? Does it strengthen our members? Does it advance our voice on the global stage?

As part of the transition, we are placing our member unions at the heart of all our work. Not as passive recipients but as active partners who drive our initiatives forward. This means engaging unions more

meaningfully in our programs, being more transparent in our operations, and making deliberate choices about how we allocate our limited resources.

In 2024, this transition started with urgency. We established a Financial Working Group to involve affiliate leadership in critical decisions about PSI's sustainability. We appointed three independent trustees to oversee PSI assets, and we are rebuilding internal systems in finance, human resources, and administration to fulfil our constitutional mandate and ensure our independence. And, for the first time, we launched a new weekly newsletter to inform affiliates of our work and celebrate our victories.

2024 was also the year that forced PSI to deal with its mounting financial difficulties. Years of inflation without corresponding fee increases, combined with expanding mandates and deferred investment in essential capacity, created a structural deficit, masked during Covid, that peaked in 2023 at over €1 million. By the end of 2024, we cut the deficit by over 60% and EB in May 2024 adopted

the *"Plan for a Sustainable PSI"* to return us to surplus in three years and ensure PSI's continued viability and independence.

Amidst these challenges, 2024 also brought moments of great hope and achievement. We launched an Organising Fund to support affiliates in building their capacity to organise workers and grow their membership - because ultimately, our power comes from the collective strength of organised workers. The fund, launched with half a million euros with seed funding from major unions, supports members to grow our organising capacity, staff organizers for approved strategic work, builds staff capacity to support organising, and helps affiliates under attack to mobilise.

Our organising has supported tens of thousands of health workers across South Asia to join and grow their union. This demonstrates what is possible when we focus our resources strategically and support affiliates to build their own power.

We moved quickly to defend PSI affiliate leaders who were attacked



INTRODUCTION



Euan Gibb, new Regional Secretary for Inter-America, and Daniel Oberko, new Regional Secretary for Africa & Arab Countries, with PSI General Secretary Daniel Bertossa

for defending workers' rights, including Dr Davji Atallah, who was shot by police while leading peaceful union demonstrations.

We brought the voices of our 14 million affiliated workers in the health and care sector to the WHO's Pandemic Treaty negotiations and played our part in successfully pushing the UN to launch talks on a global tax treaty. We had a major victory in our 10-year fight to stop trade agreements undermining QPS and the climate when the European Union withdrew from the Energy Charter Treaty - in line with PSI's longstanding demands - further weakening the global web of harmful ISDS provisions.

We continued to strengthen our sector work with online training to support remunicipalisation, and launched "The Privatisation Playbook" for affiliates on the finance takeover of the childcare sector.

We maintained unwavering solidarity with Palestinian workers struggling to save lives throughout the year. I joined a global union delegation to Ramallah, where we met with

affiliated unions, frontline workers, and regional political actors to understand their struggles first-hand. With other global unions, we filed an ILO complaint against the Israeli government for violating the Protection of Wages Convention - seeking to recover wages for over 200,000 Palestinian workers. We established the PSI Gaza Solidarity Fund to provide urgent humanitarian assistance and support the restoration of public services amid catastrophe.

This year also marked important leadership transitions that position us for the future. Jocelio Drummond retired as Regional Secretary for Inter-America after 28 years of service to PSI and was succeeded by Euan Gibb. In Africa & Arab Countries, Sani Baba retired as Regional Secretary after 18 years with PSI and was succeeded by Daniel Oberko. We also welcomed Alpha Diallo as our new Head of Operations. We thank all our committed staff for the patience and courage they have shown through trying times and welcome our new comrades whose new energy and perspectives are already making a difference.

By the end of 2024, the world seemed to have fundamentally changed. Elections covering nearly half the global population saw major swings to the right; Donald Trump re-elected, backed by tech oligarchs and the pernicious influence of AI and algorithms; a coup attempt in South Korea, the escalation of the war in Gaza and Ukraine, and numerous other seismic events.

We face the challenges ahead with a stronger PSI and renewed determination to build the powerful, sustainable movement public service workers deserve.

Every day, our members demonstrate that a world where people come before profit is not just an aspiration - it is already being built, one public service at a time, one worker organised at a time, one victory won at a time.

In solidarity,

Daniel BERTOSSA,
PSI General Secretary



David Boys, PSI Deputy General Secretary, addresses a joint side event at the 2024 HRC Social Forum at ILO Geneva: "What do we want the FfD4 conference to achieve?"

FIGHTING PRIVATISATION & PROMOTING

Remunicipalisation & QPS

Throughout 2024, privatisation was imposed on or implemented by many national and local governments struggling under massive financial burdens after the Covid pandemic, climate shocks and rising inflation. Some countries followed the World Bank's longstanding directives to first attack the public sector unions – as they were the most likely to organise resistance to privatisation.

The reasons for resisting privatisation remained unchanged: profit maximisation means cuts in jobs, wages and working conditions; rises in tariffs; lower investments; lower public accountability, and fewer social and environmental priorities. The entry of big finance into privatisation, notably private equity firms, increases these dangers, with the added risk of leaving the public assets weakened

after years of debt loading, profit extraction and tax evasion.

The work of the Centre for International Corporate Tax Accountability and Research (CICTAR) clearly demonstrates the tools the financial firms applied to privatisation. PSI affiliates partner with CICTAR reports to raise public awareness of these dangers and to mobilise to counter them. In

some instances, CICTAR research helped identify organising targets, as subsidiaries were often hidden behind many corporate subsidiaries, often located in tax havens.

At the global level, PSI helped unions organise private operators, with a focus on the health and care sectors. Many unions in public services didn't have experience organising private employers and were surprised by the tactics they used to block unionisation. Often, private employers don't hesitate to violate labour laws if it helps them break unions. Unions need to prepare and anticipate, and corporate research is a key element.

The World Bank, under its President Ajay Banga (appointed July 2023), continued to push privatisation. Banga spent his whole career in the corporate world, with Nestle and PepsiCo before moving to finance at Citigroup and then ten years as CEO of Mastercard. In 2020 he was elected chairman of the International Chamber of Commerce. PSI vigorously opposed one of his first acts at the World Bank to create the Private Sector Investment Lab to attract private investment to 'emerging markets'. The big private equity companies were members. PSI signed a letter to Banga asking that he dismantle the Lab.

At the historic centres of privatisation, people demanded the return to public ownership and

management. This was especially striking in the UK, with many decades under privatisation, where public opinion massively supported reversals of privatisation in water, energy, transport, community housing and more. In France, historic centre of water PPPs, more big cities returned to public management. PSI work on remunicipalisation was key for unions to defend their rights and interests in these processes.

PSI received an urgent request from WAPDA - the **Pakistan** Energy union, which successfully blocked multiple attempts to privatise over the years. An interim national government decided on privatisation in 2023 and imposed an 'essential services' decree banning all union action. PSI Asia & Pacific quickly organised meetings with WAPDA and allies to advise on strategy: WAPDA convened a People's Enquiry (modelled on the Australian union initiative) to get public and expert input in what we knew to be a dangerous privatisation; the union denounced the legitimacy of an interim government to take such a momentous decision, and PSI raised the inappropriate 'essential services' decree as an attempt to silence the union.

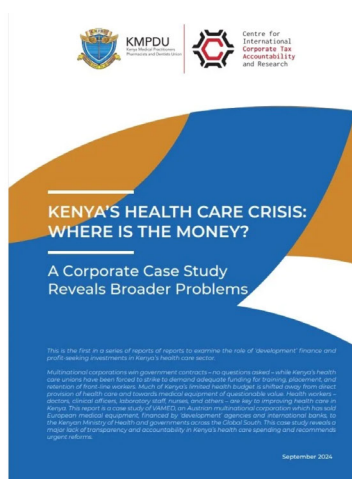
In **Nigeria**, the federal government chose to inject 3 trillion Naira (€1.8b) into the failing privatised energy sector, rather than admit its mistake and revert to public ownership and control. These

funds lined the pockets of the Nigerian oligarchy which owned the privatised facilities.

Also in Nigeria, the government of Lagos was determined to privatise water, despite the failure of its previous attempts. The government ordered that hundreds of staff be made redundant, a move designed to both undermine the powerful union and to send a signal to privateers that they should invest. Union and civil society allies pushed back.

Kenya's government rammed through legislation accelerating privatisation and shutting down parliamentary debate or public input. The Treasury Ministry is now able to directly approve any privatisation. The opposition party brought a legal challenge to the revised law and the courts stalled the process while they reviewed the case. However, it is noteworthy that few unions raised their voices against the new government's privatisation push.

In **Brazil**, the gains of the right-wing political parties over the years at local, state and national levels meant that privatisations continued, despite the return of President Lula. Many unions were still struggling to rebuild after the attacks of the Bolsonaro government. Political polarisation weakened the ability to build alliances.



CICTAR research helped PSI affiliates to identify organising targets, as subsidiaries are often hidden behind many corporate subsidiaries, often located in tax havens.

PROMOTING REMUNICIPALISATION AND QPS

After two years of work, PSI and EPSU launched "Taking our services back home", an online, on-demand e-learning training tool to support affiliates to understand the concepts, opportunities, challenges related to remunicipalisation and insourcing, and to build successful campaigns to reclaim public services in their communities.

Available in 16 languages including Arabic, Japanese and South-Asian languages, the e-toolkit is hosted on the PSI website and was funded via grants of the EU Commission and OSF.

Since its launch PSI, EPSU and affiliates have held activities related to the promotion and awareness raising of the e-toolkit encouraging its use and dissemination at all levels of public service union structures from head offices to shop floors. For instance, PSI was asked to present

the toolkit to the members of FÓRSA during its "More Power to You Campaign and Local Government Staff" campaign session.

The e-toolkit has also attracted the interest of many PSI affiliates and enhanced the visibility of PSI and EPSU work in this area among partners, progressive politicians and academia.

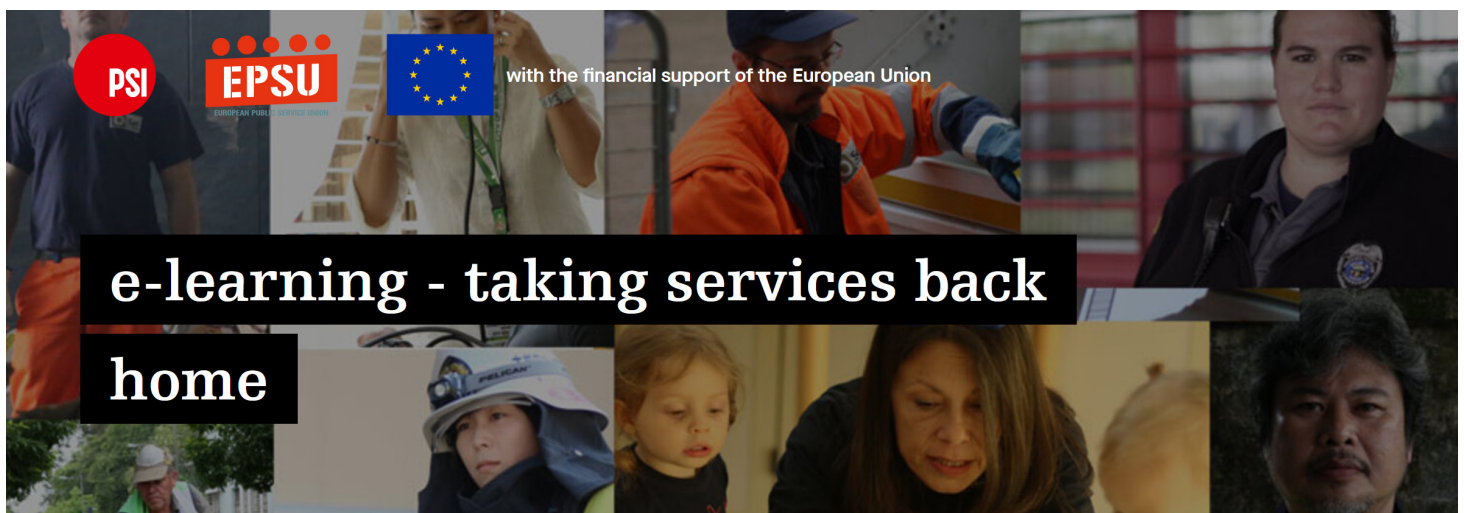
During the EPSU Congress in Bucharest, FÓRSA, CFDT Interco, and the FNV Overheid held a side session on "Remunicipalisation: strengthening public services and local democracy" where the toolkit was also presented. Prof Andrew Cumbers of the University of Glasgow introduced the session.

UNITE and CGT SP have requested briefings for their members, while the UK Trade Union Congress (TUC)'s Procurement and

Outsourcing Working Group (POWG) and the University of Adelaide held inquiries with PSI about our work on remunicipalisation.

PSI continues to encourage affiliates and regions to familiarize themselves with the contents of the e-toolkit to proactively engage with PSI and allies on this strategic issue.

PSI also encourages that affiliates contribute their experiences and resources to our growing common knowledge base, ensuring the e-toolkit remains a living resource that reflects the diverse experiences of remunicipalisation from the perspective of public service unions worldwide.





Global Union delegation at UNCSW68 in New York

INFLUENCING

Global Policies

Across 2024, PSI continued to shape global policy-making in defence of public services, workers' rights, and democratic governance. Our strategic interventions across multiple international forums delivered tangible victories for our unions and the communities they serve.

We achieved a significant step forward when the UN advanced its Framework Convention on International Tax Cooperation. We submitted detailed comments on the Zero Draft Terms of Reference, emphasizing progressive taxation, transparency, and mechanisms that prioritise workers and public services over corporate interests.

Our Network of Unions for Tax Justice (NUTJ) equipped affiliates with tools to identify profit shifting and strengthen their bargaining power through public Country-by-Country Reporting (pCbCr) regulations.

We brought the voices of 14 million health and care workers to the WHO's Pandemic Treaty negotiations. At the ninth meeting of the Intergovernmental Negotiating Body (INB9), we presented comprehensive priorities on Article 7 (Health and Care Workforce). Though negotiations were extended to 2025, we secured significant achievements - including language recognising health and care workers' central role in pandemic response

and the need for safe working conditions, fair compensation, and protection from violence. We also participated actively in the WHO Executive Board (EB154), ensuring health workers' perspectives informed the agenda for the World Health Assembly.

At the 112th International Labour Conference, in the General Discussion Committee on Decent Work and the Care Economy, our unions secured crucial language positioning care as a state responsibility and opposing public-private partnerships in care provision. We brought two Community Health Workers from Nepal who drew global attention to their struggle for recognition and rights. The committee's conclusions recognised care as both a human right and a public good - a transformative shift we continued to champion at the UN Summit of the Future. We also successfully advocated in the Standard-Setting

Committee on Biological Hazards for a future ILO convention addressing the urgent safety needs of public service workers exposed to biological risks.

At UNCSW68, in New York, PSI's delegation made significant impact, positioning care as a public good and advancing global governance frameworks that recognise the essential role of care workers in sustainable development. Complementing these advocacy efforts, we released a comprehensive report assessing implementation of the WHO Global Code of Practice on the International Recruitment of Health Personnel. With the global healthcare worker shortage projected to reach 10 million by 2030, our research advocated for ethical recruitment practices and universal healthcare access as essential components of health system resilience.

After a decade-long struggle, we celebrated a major victory when the European Union formally withdrew from the Energy Charter Treaty on 30 May 2024. This antiquated trade deal had been repeatedly exploited by fossil fuel companies to challenge climate policies through investor-state dispute settlement (ISDS) mechanisms. The EU's withdrawal represents a turning point in the fight against corporate courts that put profits over people and planet.

Our advocacy also helped secure a historic resolution on protecting whistleblowers at the UN Convention Against Corruption, receiving unanimous support from all States Parties. We also presented our positions at the OECD, offering union perspectives on effective whistleblower protection mechanisms essential for exposing corruption and defending public integrity.



Community Health Workers from Nepal - Gita Devi, President of Nepal Health Volunteers Association (NEVA), and Basanti Maharjan, President of Health Volunteers' Organisation of Nepal (HEVON) - attended the ILC



PSI General Secretary Daniel Bertossa traveled to Lusaka for the AFREC, where he launched a campaign of health and care affiliates in the region for countries to implement 15% national budgetary allocation, in line with the Abuja Declaration..

HEALTH & SOCIAL SERVICES

Negotiations towards a Pandemic Treaty deepened in 2024. In the wake of the debilitating impact of COVID-19, occupational safety and health, public health and mental health became reinforced as key issues of concern within the international health sphere.

WHO governing bodies: PSI continued to be the global voice of health and care workers in the World Health Organization's governing bodies. At the 77th World Health Assembly in May, we advocated for key priorities: increased government budget allocation to health, limiting private sector influence, explicitly incorporating the precautionary

principle in infection prevention and control guidelines, and pushing for restructuring the global financial architecture away from market-based solutions.

PSI delegations attended governing bodies meetings of four of the six WHO Regional Organizations and worked with the WHO Secretariat to improve engagement with the Eastern Mediterranean Regional Organisation (EMRO) and the Pan American Health Organization (PAHO). We met with WHO Health and Care Workforce Department leadership to strengthen social dialogue collaboration. The WHO Secretariat committed to facilitating active participation of

PSI Secretariat and affiliates in the National Health Workforce Accounts mechanisms.

Pandemic Treaty negotiations:

Three series of the Intergovernmental Negotiation Body (INB) meetings took place. The INB meetings were extended due to Member States' inability to reach consensus. PSI engaged with affiliates in all regions through events like SUBRACs and organised workshops to deepen understanding of the negotiations and how to include workers' demands in the text. Key topics raised by affiliates included decent work, broad definition of health and care workers, promoting mental



We participated in the Fifth People's Health Assembly in Argentina

health, protection of workers and their families, establishing social dialogue policies, protection of public investment in health technologies, IP waiver, and strengthening health systems. With the mpox outbreak declared a public health emergency of international concern, PSI's engagement with WHO assisted us to develop a Mpox briefing note for public service workers.

Mental Health: PSI engaged with WHO on health workers' mental health, involving affiliates from different regions. This included a health workers' mental health consultation in April to explore how WHO guidelines on mental health at work could be effectively implemented in the health sector.

We held the first meeting of the Mental Health Working Group, comprising of affiliates from Australia, Brazil, Canada, Sweden, and Kenya.

Collaboration with civil society allies: PSI participated in the Fifth People's Health Assembly (PHA5) in Argentina in April, an avenue for affiliates to engage with civil society activists and academics in discussions and strategizing for the right to health. PSI also spoke on the "Care for Care Workers: Solutions to the Global Shortage of Healthcare Workers" panel at ManiFiesta, Belgium in September and made a video intervention in the "G7-Health: not on my body" campaign in October.

Networks/Task Force, and Campaigns: The African Health Sector Unions Council (AHSUC) held planning meetings in April and launched a two-year campaign for the implementation of 15% budgetary allocation to health in line with the Abuja Declaration. The Health and Social Services Task Force meeting was rescheduled for the end of the first quarter of 2025 to enable adequate prior engagement with affiliates at regional level on the sectoral strategy.



HEALTH AND CARE WORK STRATEGY

In 2024, PSI established a Health and Care Team, bringing together staff working in these areas. This team developed a draft Health and Care Sector Strategy with two main objectives:

- Positioning PSI as the global voice of health and care workers
- Supporting our affiliates to build power and achieve positive change in the sector

Building on these objectives, we are uniquely positioned to make a significant impact as nearly half of PSI's 30 million members work in health and social care. This sector faces critical challenges including privatisation, staffing shortages, poor working conditions, precarious employment, unethical recruitment, gender inequality, and trade union rights violations—all of which our strategy aims to address through the following nine key areas of work:

1. Health and Social Services Our initiatives include reorganising

our governance structure with regional networks and working groups, global advocacy and WHO engagement.

- 2. Care** PSI will support affiliates to organise for accessible, quality public care systems and decent work.
- 3. Health and Care Worker Migration** Continue implementing the WHO Code of Practice on International Recruitment • Consult on bilateral labour agreements • Establishing a Health and Care Worker Migration Network.
- 4. Organising** With support from global union partners, we've already launched pilot organising projects across Africa and Arab countries.
- 5. Rebuilding the Social Organisation of Care** to advance our PSI Care Manifesto with its 5Rs (recognise, reduce, redistribute, reward, reclaim care).
- 6. Pandemic Treaty** We've secured important provisions in Article

7 of the draft Pandemic Treaty that protect health workers, including commitments to:

- Strengthen, protect and invest in the health workforce
- Promote decent work, safety and wellbeing
- Eliminate discrimination and address workplace violence
- Develop policies for work-related injuries during emergencies
- Minimise negative impacts of health worker migration

7. G20 PSI is engaged in the G20 process in Brazil, participating in civil society and labour forums to ensure health worker perspectives are represented.

8. Health Privatisation and Public Service Funding We've been fighting against the commodification of health and care services by building North-South cooperation between unions on anti-privatisation strategies.

9. Union Development better integration between PSI policies and externally funded projects, aligning resources with our strategic priorities while implementing global advocacy, union building and organising components.

소수를 위한 For care for all, not profit for the few 이것이 아닌

CARE

The PSI care strategy supported affiliates representing workers from childcare, long-term care, nursing, social services and community health to campaign, organise and advocate for decent work for all care workers and a public system of care that values service users and workers.

PSI responded to the WHO Pandemic Treaty by bringing together unions representing care workers from the public, private and not-for-profit sectors. We analysed the Zero Draft for references to systems of care and care workers, produced a briefing summarising care-related content, and circulated a survey for affiliates to rank priorities for inclusion in the treaty. Over 80 affiliates across all regions engaged in this process (40 at meetings and 43 through surveys). We then worked on submitting draft wording to the Intergovernmental Negotiating Body (INB) to push for better protections for care workers and systems.

We launched a report examining how unions were key in securing

public systems of care. The paper examined the struggle of the Korean Public Service and Transport Workers Union (KPTU) to transform care services across South Korea for the benefit of workers and service users. The launch event was attended by care and LRG affiliates from across all PSI regions.

In April, PSI was selected as a member of the inaugural WHO Technical Expert Working Group on Integrating Health and Care Workforce. This working group informed WHO policy on systems of care and care workforce on issues ranging from professionalisation, system resilience, occupational health and safety, pay, and recruitment and retention. PSI was the only global union federation represented on this WHO task force.

Throughout the year, we raised the profile of care workers' conditions and how unions fought back against privatisation and austerity.

We conducted training sessions for regional women committees on the advocacy guide for rebuilding social organisation of care.

The International Day of Care and Support took place on 29 October. To mark the day, affiliates participated in the second meeting of PSI's Long-Term Care (LTC) Network, focusing on Social Dialogue in LTC. Affiliates from the US, Germany, the UK, and Korea shared their experiences of winning collective agreements, organising care workers, unionising migrant care workers and improving conditions. The Network also heard from the ILO Sector office who shared how the ILO was promoting social dialogue in the sector.

Concurrently, PSI released factsheets highlighting the impact of privatisation on childcare, children's social services and early childhood education. The factsheets exposed the mechanisms used by private equity firms to worsen workers' conditions and service delivery while highlighting potential opportunities for unions to fight back for their members.



PUBLIC SERVICES
INTERNATIONAL



Education International
Internationale de l'Éducation
Internacional de la Educación

20
24

The Privatisation PLAYBOOK

Facts on the finance sector's takeover
of early childhood education and care





LOCAL & REGIONAL

GOVERNMENT /

MUNICIPAL WORKERS

PSI hosted two sessions of the LRG Global Workers' Network in 2025—the 7th session in April and the 8th in December. To enhance PSI LRG unions' engagement with both the general and LRG sector Programme of Actions (PoAs), PSI organised two virtual meetings of the LRG Global Network Task Force.

Following the Global PSI LRG Charter's vision of a union-led network, LRG affiliates took leadership roles in these sessions by chairing, moderating, and

actively participating in discussions. They also volunteered to represent the Global PSI LRG constituency at international events.

The Network decided that Latin American LRG affiliates would reconnect with FLACMA (Latin American Federation of Cities, Municipalities and Local Government Associations) - the Latin American chapter of United Cities and Local Government (UCLG) - to initiate social dialogue with regional LRG employers, following the successful model of the PSI Africa region.

SOCIAL DIALOGUE AND PRO-UNION ADVOCACY WITH LRG EMPLOYERS

A significant achievement emerged through our engagement with United Cities and Local Governments (UCLG). During their Strategic Retreat in Barcelona, a PSI delegation—including the CFDT Interco leaders—met with General Secretary Emilia Saiz to discuss the establishment of a structured dialogue mechanism through a Global Social Dialogue Agreement.

This breakthrough opens new avenues for meaningful engagement between LRG unions and employers worldwide, setting a precedent in global labour relations in the public sector.



UCLG General Secretary Emilia Saiz in the middle of CFDT Deputy General and International Secretaries

TRADE UNION RIGHTS IN THE LRG SECTOR

PSI supported Canadian affiliate CUPE in defending its Local 1490 members in an escalated industrial dispute in the village of Black River-Matheson, Ontario, where municipal workers and CUPE members were locked out and then were on strike for over 150 days. PSI wrote to the mayor and to the Ontario state

and federal Ministries of Labour demanding a swift, negotiated, and fair resolution to this conflict and launched a solidarity petition supporting CUPE members. Following the dissolution of the municipal council, CUPE 1490 members won their dispute with the town of Black River-Matheson, securing wage increases of 14% over four years.



CUPE members in Ontario

SHIFTING NARRATIVES

ILO. In 2024, the ILO completed its four-part series of Working Papers on LRG workers' conditions with publications on Europe (May) and Asia-Pacific (July, covering Bangladesh, Nepal, Indonesia, Malaysia and the Philippines). These complement earlier papers on Africa (2023, examining Cameroon, Ghana, Kenya, Morocco, Mozambique, and South Africa) and Latin America (2022, studying Argentina, Brazil, Colombia, El Salvador and Peru), covering 16 countries across four regions. This ILO research was conducted at PSI's request, with input from PSI affiliates, staff, and regions.

UNEP. In April, PSI presented a briefing to Radio Labour titled "Plastic, plastic everywhere" outlining PSI's position on INC-4 (the International Negotiation on the Plastic Treaty). PSI has taken a leading role in UNEP's Intergovernmental Negotiating Committee (INC) on Plastic Pollution through the Workers and Trade Unions UN Major Group delegation, representing waste collection, disposal, and sanitation workers. PSI and its affiliates have participated in



From the left: Patrick Rondeau (FTQ Québec), Diane Therrien-Hale (CUPE), Daria Cibrario (PSI) and Repon Chowdhury (ITUC) discussed actionable Just Transition policies to include in the future Treaty with Steven Guilbeault, Minister of Environment and Climate Change of Canada

INC-2 (Paris), INC-3 (Nairobi), and INC-4 (Ottawa), working alongside partners like the International Pollutants Elimination Network (IPEN), Health without Harm, and the Center for International Environmental Law (CIEL). By engaging ILO occupational health

and safety experts, PSI has expanded the discussion to include workers' rights and workplace safety. This international agreement will determine how public services tackle the global plastic pollution crisis, influencing whether these sectors embrace quality public services and fair transition or drift toward privatisation and informal work.



PSI LRG affiliates representing public service workers at WUF12: Jan Winde, FNV Overheid (the Netherlands); Matthieu Fayolle, CFDT Interco (France)

UN-Habitat: PSI addressed the Second UN-Habitat Global Stakeholder Forum in June, presenting key proposals to enhance Workers and Trade Unions' involvement. The proposals included recognizing PSI members' expertise in local government services, ensuring meaningful consultation in urban policy development, learning from successful engagement models of other UN agencies (ILO, WHO, IMO), and establishing dialogue between LRG authorities and public service workers' unions. In November, a PSI delegation—including representatives from CFDT Interco and FNV Overheid—brought LRG and water workers' perspectives to the 12th session of the World Urban Forum (WUF12), convened by UN-Habitat in Cairo, Egypt.



In 2024, both energy and water came under pressure from private equity firms, which targeted them as a solid investment for extracting profits. In the UK, research showed that private equity companies which bought the privatised water companies extracted massive sums to their shareholders, in part by loading on debt, raising tariffs and postponing investments. This led to massive problems with water quality. In Brazil, private equity companies continued to seek water privatisation opportunities which the Bolsonaro government facilitated.

Repression against water justice defenders continued around the world. PSI and affiliates are members of the global and regional water justice movements. In May, the Peoples Water Forum (PWF) organised its meeting in Bali to run in parallel with the pro-privatisation World Water Forum. The repressive measures employed by government agencies and intelligence services were severe. Phones were hacked, foreign participants were harassed at the border and followed during their stay. University facilities and hotels were cancelled at the last minute. The government organised the support of a Suharto-era paramilitary group to blockade over 40 Indonesian activists in a hotel and even blocked access to the UN Special Rapporteur on the right to water. It showed the extent to which the private sector was able to dictate to governments.

UTILITIES

In energy, the private investors only enter when the government subsidies were enticing enough to draw them in. This applied to both traditional and renewable energy mechanisms. Even though traditionally neoliberal organisations such as the International Energy Agency and the OECD acknowledged that public utilities must lead the transition to low-carbon energy production, groups such as the World Bank continued to push private finance and market-based approaches, without checking the evidence.

Nigeria's energy union NUEE took decisive action early June against a government that continued to play into the hands of the private sector. The government unilaterally withdrew a large percentage of the funds of the public transmission company, which it proposed to transfer to the privatised generating companies (owned by a number of government cronies and local oligarchs). The union contended that this was a move to weaken the transmission company in anticipation of further privatisation

and a bold move to siphon more public funds to the failing private energy generators. The government also decided a 300% increase in the electricity tariff which the union opposed on the basis that it unfairly harmed those most in need. NUEE shut down the national electricity grid for three days to pressure the government to reverse the tariff hike. Unions across Nigeria mobilised to demand a new minimum wage which remained far from a living wage.

Mexico's new president, Claudia Sheinbaum, a climate scientist with a Ph.D. in energy engineering indicated that the move to low-carbon energy production was better done using public ownership and management, which could develop long-term plans and respond to social and environmental priorities, both things that the private sector was often unable to do. The energy unions are actively supporting her presidency, as they suffered under privatisations launched by the Peña Neto government in 2013.

EDUCATION SUPPORT & CULTURAL WORKERS

In 2024, we intensified our efforts to address the critical challenges facing education support workers globally. The Education Support, Media and Cultural Workers Network (ESCWN) tackled persistent issues including staff shortages, casualization, outsourcing, low pay, and precarious working conditions.

Our network meeting in April reviewed resolutions from the pre-Congress meeting and focused on developing a new five-year action plan aligned with PSI's Programme of Action 2023-2028.

We made substantial progress in our advocacy work with international organisations. A key focus was our push for recognition of education support personnel as essential staff in school settings. We identified a critical gap in ILO and UNESCO policy documents, which traditionally only recognised teaching staff as essential services. In response, we strengthened our collaboration with Education International (EI) to influence sector policies. We took concrete action by writing to UNESCO and ILO, highlighting the urgent need to include recommendations for education support personnel in their policy frameworks, particularly as they update their 1997 recommendations on university teaching staff rights.

A notable achievement was the appointment of our ESCW Network Co-Chair, Marcelo Di Stefano, to a committee tasked with drafting a decent work agenda for higher education in Latin America and the Caribbean, following UNESCO's regional conference in Brasilia.

We initiated the creation of regional and sub-regional chapters of the Network to facilitate more frequent engagement among affiliates and enhance solidarity across regions.

By the end of 2024, we had established a strong foundation for our sector's future work, with a comprehensive action plan ready for implementation in January 2025. Our strategic approach combined grassroots organising, policy advocacy, and international collaboration, positioning us to better defend and advance the rights of education support workers worldwide.





NATIONAL ADMINISTRATION & INTERNATIONAL CIVIL SERVANTS

We made great strides in fighting corruption this year, starting with our powerful voice at the OECD's forum on "Unmasking Corruption, Empowering Whistleblowers." There, we pushed hard for better protection for workers who speak up about wrongdoing in public service.

Working closely with the ILO, UN Office on Drugs and Crime, and the UN Human Rights office, we helped shape important research on whistleblower protection. This work focused on practical questions like who needs protection and when they should get it.

Later in the year, at the ILO's Governing Body meeting, we brought our expertise to the table during discussions about whistleblowers in public service. Together with our partners, we made a strong case for creating clear rules to protect these brave individuals.

Our work with the UN experts on public administration was eye-opening. We tackled big questions about managing public money, bringing government services into the digital age, and building a stronger public workforce. The group stressed how important it is to have modern, data-smart government offices that put people first.

In October, we broadened our anti-corruption efforts by helping the UN develop better ways to measure and track corruption, making sure civil society has a voice in this important work.



Camilo Rubiano, PSI Trade Union Rights officer, at the OECD's forum "Unmasking Corruption, Empowering Whistleblowers"

In 2024, PSI strengthened its engagement with the ILO and intensified support for trade union rights globally. In February, Jon Richards, UNISON's Assistant General Secretary, represented PSI and EPSU in the Meeting of experts on wage policies, where participants agreed on a concept of "living wage" and guidelines for calculation.

PSI deepened involvement with the Global Coalition for Social Justice, a ground-breaking initiative aimed at addressing social justice deficits and accelerating implementation of the 2030 Agenda. General Secretary Daniel Bertossa served as a keynote speaker at the launch of the thematic area "Realising labour rights as human rights," drawing upon PSI's mandate and priorities.

In June, PSI actively participated in the 112th Session of the International Labour Conference, engaging in the Committee on Application of Standards, Standard-Setting Committee on Biological Hazards, and the General Discussion Committee on Decent Work and the Care Economy.

PSI also followed the 352nd Session of the Governing Body, which addressed follow-up to resolutions concerning decent work in the care economy, updates on the Global Coalition for Social Justice, and measures regarding **Myanmar's** non-observance of Conventions 87 and 29.

In **Ecuador**, PSI achieved a significant victory when the ILO Governing Body adopted recommendations recognising the right of the Shuar Arutam people to prior consultation regarding mining projects in Morona Santiago. The ILO called for investigation of violence against community members and appropriate sanctions. PSI also commenced legal proceedings against the government to enforce ILO Committee recommendations, supported by a Supreme Court ruling that made these recommendations mandatory due to Ecuador's ratification of ILO Conventions 87 and 98. In

TRADE UNION & LABOUR RIGHTS

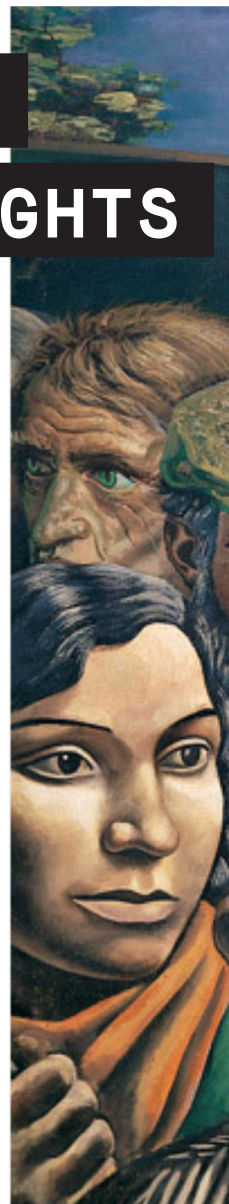
September, PSI submitted an Amicus Curiae before a Criminal Guarantees Court supporting public workers affected by Executive Decree No. 813 of 2011, which had led to the dismissal of approximately 5,000 public employees through forced resignations.

In **Mexico**, PSI and the Single Union of Professional, Administrative and Manual Workers of the Judiciary of Yucatan filed a joint complaint with the ILO Committee on Freedom of Association regarding violations of union rights. By March, PSI participated in conciliation meetings mediated by the Ministry of Labour and Social Welfare.

In **Zimbabwe**, PSI, together with the Amalgamated Rural Teachers Union and the Center for Human Rights of the American Bar Association, filed a complaint with the ILO regarding freedom of association violations and criminalisation of trade union leaders. This led to a national conciliation process under ILO auspices.

In September, PSI joined other global unions to file a complaint against the Israeli government regarding **unpaid wages for over 200,000 workers from Gaza and the West Bank** who had not been paid for work completed before October 7, 2023.

PSI also followed the 76th session of the UN Committee on Economic, Social and Cultural Rights, addressing issues in **Honduras and Kyrgyzstan**. PSI also co-organised the People's Global Day of Action to Dismantle Corporate Power in Geneva, ahead of the 10th session of the Open-ended intergovernmental working group on transnational corporations and other business enterprises with respect to human rights.



MULTINATI

PSI maintained three Global Framework Agreements (GFAs) with Multinational Enterprises (MNEs). These GFAs served as valuable instruments for PSI and affiliates worldwide to increase their membership, defend members' rights, improve working conditions, and enhance coordination. Affiliates interested in organising and growing membership were encouraged to target MNE workplaces covered by GFAs in cooperation with PSI and to report any workers and trade union rights violations.



Manifestación (1934) by Antonio Berni

ONAL CORPORATIONS

Throughout the year, we worked together to map public service MNE membership, operations, and labour practices; secured resources to support affiliates' efforts to build workplace power; and built global union and workers' networks in targeted MNEs. PSI also monitored and operationalized corporate due diligence legislation and regulations.

Key developments in 2024:

- **EDF Group:** PSI's GFA with EDF was set to expire in 2024. Renegotiation was organised, with PSI participating in global

steering committee meetings on January 29-31, where an agreement to structure negotiations was reached.

- **ENGIE:** PSI organised and participated in follow-up meetings on due diligence and whistleblowing and successfully organised regional meetings in South America for the first time.
- **ENEL:** A change in the Italian government temporarily halted our work with ENEL management. Although a final version of a new GFA had

been agreed to, the Italian government initially prevented the signing of this agreement.

- **Fresenius:** PSI continued working towards reaching a GFA by strengthening the Fresenius Global Union Alliance, which included around 50 unions. Restructuring and asset selling changed union representation at Fresenius, with Poland becoming the second-largest market after Germany in terms of clinic numbers. PSI maintained its collaboration with IndustriALL and UNI throughout this process.





From left to right: Euan Gibb, Jocelio Drummond and Daniel Bertossa

The 13th Inter-American Regional Conference (IAMRECON) convened in Bogotá, Colombia, in November under the slogan “People over profit with peace, democracy and social justice.”

Over 400 union representatives from across the Americas gathered to address challenges facing public services and explore priority work areas including tax justice, digitalization, the human right to care, and collective bargaining rights.

The conference marked a leadership transition: Jocelio Drummond retired as Regional Secretary for Inter-America after 28 years of service to PSI in various roles, with Euan Gibb, PSI Regional Assistant and Global Multinationals Organiser, assuming the role.

A comprehensive series of meetings preceded the conference. Ten sectoral gatherings identified key issues and developed action plans. Five subregional committee meetings followed, along with sessions of regional committees on environment and climate change,

anti-racism and xenophobia, young workers, and LGBTQIA+ workers. The Inter-American Regional Women’s Committee (IAMWOC) and Regional Executive Committee (IAMREC) also met beforehand.

During the two-day conference, sectoral and committee reports were presented. Delegates approved a five-year Action Plan to strengthen international trade union solidarity throughout the Americas. Leadership positions within IAMREC and Regional Committees were renewed, reinforcing continental trade union coordination.



TAX JUSTICE

In 2024, PSI continued its commitment to tax justice following our Congress's reaffirmation of this priority. Our Programme of Action set out an ambitious vision to transform the global tax system to better serve workers, especially in the Global South, make multinationals pay their fair share, and provide solid financing for public services. Throughout the year, PSI maintained its position as the leading labour voice for tax justice globally.

Building on the historic achievement of securing UN General Assembly support for tax convention negotiations in late 2023, PSI continued its advocacy work throughout 2024. Our focus this year remained on ensuring our key demands regarding the taxation of multinational corporations and the wealthy were incorporated into the developing framework. While the Global South countries broadly supported this initiative that meets our long-standing demands, OECD member states generally maintained their opposition.

In preparing for the first negotiating round, PSI responded to the UN's open consultation with detailed proposals based on our policy demands. We secured the ITUC's joint signature, effectively spearheading the global labour movement's response. Over 200 unions worldwide signed our letter calling for a strong and inclusive UN tax process, demonstrating high engagement among public service unions on global tax justice.

As a result, PSI and its allies made important progress in negotiating the terms of reference for the new

UN tax convention. The agreed framework for formal negotiations, set to begin in 2025, included action on tax avoidance by the super-wealthy and corporations - a significant win against corporate lobbyists who had tried to undermine the talks. The rich OECD countries showed divisions on the proposal, with EU countries abstaining on the vote where they had previously opposed, marking a shift from the position of the US, UK, Australia, Japan and the Republic of Korea.

Regional meetings in Bogotá, Colombia and Addis Ababa, Ethiopia in July cemented our unions' input into the UN process and advanced regional advocacy. Additional meetings and trainings were held in the Caribbean and Nepal, while PSI worked with the European Trade Union Confederation to shape labour tax campaigning in Europe. As a result of these efforts, PSI secured a seat on the government-civil society working group on wealth taxation as part of the Latin American and Caribbean Tax Platform.

The Network of Trade Unions for Tax Justice, founded by PSI and now including both PSI affiliates and private sector unions, served as an invaluable forum for coordination on global tax issues. The network met multiple times, providing expertise that affiliates could draw on when interacting with their governments.

Throughout the year, we monitored implementation of the OECD two-pillar agreement at national level, holding governments accountable and proposing alternative models for more progressive tax systems. With FES funding, we developed alternative national tax models for Ghana, Nigeria, and Tanzania. In Kenya, organising efforts by KMPDU, supported by PSI and FNV, were strengthened by research into tax dodging and privatisation in hospital equipment supply.

PSI's collaboration with the Centre for International Corporate Tax Accountability and Research (CICTAR) deepened as affiliates worldwide worked to expose links between tax avoidance, unchecked corporate power, deteriorating





working conditions, and public services. Reports included investigations of Norwegian kindergarten financialization and potential tax dodging by the owner of ISAGEN, a privatised Colombian hydroelectric company. The latter report was launched at a Trade Unions for Energy Democracy South meeting in Bogotá, attended by key Colombian congressional figures.

In Australia, unions joined with civil society to successfully defeat a wrecking amendment to pending tax transparency legislation on public country-by-country reporting - a long-standing PSI demand that affiliates had worked hard to advance in the Australian parliament.

PSI continued monitoring UN negotiations while developing technical expertise on alternative minimum taxation in Nigeria and Ghana, and creating tax reform proposals with affiliates in Guatemala and Honduras.

**KINDERGARTEN
LANDLORD:**
**SHOULD NORWEGIAN TAXPAYERS
FINANCE PROFITS FOR ONE OF THE
WORLD'S LARGEST ASSET MANAGERS?**

A REPORT BY
THE CENTRE FOR
INTERNATIONAL CORPORATE
TAX ACCOUNTABILITY
& RESEARCH (CICTAR)
FEBRUARY 2024

Centre for
International
Corporate Tax
Accountability
and Research



TRADE

We continued to oppose trade rules that promoted inequality, privatisation, and included Investor State Dispute Settlement (ISDS) clauses that fail to protect public services and public interests.

When the World Trade Organisation's biennial Ministerial meeting was held in February, we identified attempts by some countries to circumvent consensus rules through "Joint Statement Initiatives" (JSI). PSI provided affiliates with template letters to inform their governments about

unions' serious concerns regarding these attempts to establish corporate-friendly rules.

As parties to the Comprehensive and Progressive Trans Pacific Partnership Agreement (CPTPP) reviewed the content of the agreement, PSI urged all parties to remove ISDS provisions, delete suspended clauses extending intellectual property monopolies, review e-commerce and services chapters, and incorporate protections for public services. With the UK entering the CPTPP as the third largest source of ISDS

cases, we advocated for countries to secure side letters with the UK excluding ISDS.

In April, PSI and affiliates in Ecuador successfully campaigned against a proposal by the conservative government to remove a constitutional provision prohibiting ISDS. Ecuadorians voted overwhelmingly to keep article 422 of their Constitution, marking an important win for public services and unions.

PSI also welcomed the UK's exit from the Energy Charter Treaty.

In 2024, PSI continued to address the threats and opportunities generated by digitalisation to labour rights, quality public services and democracy. Building on our Programme of Action adopted by Congress 2023, we advanced our work on securing workers' data rights, co-governance of algorithmic/AI systems, and regulation of Big Tech.

OUR DIGITAL FUTURE PROGRAMME

The three-year Our Digital Future Programme was successfully completed in 2024, with PSI and FES agreeing to continue the partnership for another three years. The tools developed in the first phase were further utilised and advanced, with PSI supporting selected affiliates to use these resources in bargaining.

DIGITAL BARGAINING HUB

The Digital Bargaining Hub, launched in April 2023, became our most popular resource for affiliates, attracting the highest traffic on the PSI website. In May, we released version 2.0 with approximately 500 bargaining clauses, improved search functionality, and a new definitions section. We also developed new model clauses for emerging areas where no adequate clauses existed. The Hub was recognised internationally, with the OECD Global Deal including it as an example of good practice. It was also featured at the Australian Council of Trade Unions (ACTU) Congress.

TOOLS, RESOURCES, AND EVENTS

We transformed our training program, which had reached over 200 Digital Rights Organisers, bargaining officers, and union leaders, into a resource called "Teach Forward" that affiliates could use to engage and educate members in their own digital programmes.



CPSU Stops Privatisation of Victoria's Crucial Data

DIGITALISATION

Kate Lappin and Christina Colclough co-authored an article for the Stanford Social Innovation Review, "Building Union Power to Rein in the AI Boss." We held a webinar on Generative AI — Promises and Perils in October, complemented by video resources and a briefing document on key issues for unions.

Two training programmes were delivered in the Inter-America region to support affiliates in the health and judicial sectors to deepen understanding of the impacts of digitisation and AI and develop strategies for collective bargaining. A Spanish-language report captured the analysis and best practices shared during these workshops.

PSI successfully supported affiliate CPSU (Victoria) in Australia in their campaign against the privatisation of public data through the Births, Deaths and Marriages registry, providing a useful example for affiliates globally.

GLOBAL DIGITAL COMPACT AND ILO PLATFORM ECONOMY

In September, the United Nations adopted the Global Digital Compact (GDC). While the objectives were ambitious, including closing the

digital divide and enhancing global governance of AI, the GDC maintained problematic dependence on private sector and 'multistakeholder' governance models. PSI worked with allies in the Global Digital Justice Forum to advocate for stronger focus on labour rights, data sovereignty, and digital justice.

PSI developed a response to the ILO questionnaire on the Platform Economy, focusing on ensuring all workers enjoy data rights and addressing algorithmic decision-making that impacts workers and social protection delivery. Our submission supported a binding convention and recommendation with a comprehensive mandate.

The African regional office provided a public sector perspective on data governance, investment, and digital trade at a meeting organised by the African School on Internet Governance and the Association for Progressive Communications.

Throughout the year, we continued supporting affiliates to utilise the Digital Bargaining Hub, held webinars on emerging technologies, and advocated for workers' rights in digital policies at national and international levels.

OCCUPATIONAL HEALTH & SAFETY

PSI led a trade union delegation including representatives from Australia, Argentina, Uganda, the Philippines and the UK that took part in the 112th International Labour Conference (ILC) to bring the voice of public service workers in the ILO Standard-Setting Committee on Biological Hazards.

In 2023 PSI had circulated the ILO survey on biological hazards encouraging affiliates to make submissions and making its own, which resulted into 24 replies by PSI affiliates plus one from PSI itself out of total 94 replies from workers' organisations in 2024.

In preparation for the discussion, PSI published a video explainer and a backgrounder presentation and held a global affiliate consultation online in May 2024 that identified the most exposed public service professions, key priorities and asks of PSI unions for the discussion.

The consultation resulted into a PSI position and priority paper for the standard setting discussion on biological hazards that was sent to the Workers' Group Secretariat for incorporation in the negotiation's strategic priorities and was used as a roadmap for PSI advocacy.

During the discussion the PSI delegation made several submissions and relentlessly highlighted the need to protect workers and community from biological risks at work through a binding ILO convention.

The Workers' Group and a majority of Governments together defeated the obstructive approach of the

Employers' Group, which radically opposed a convention (binding instrument) and only wanted a recommendation (non-binding instrument).

The outcome document of the discussion still carries significant bracketed text in the Convention text because of the Employers' Group questioning of each proposed measure and of their clear intention to water down the content of the document to the minimum.

Regardless, the Workers' Group was successful in securing language in the Convention linking biological hazards preparedness to new emerging risks conveyed by climate change; an acknowledgement that such risks have a mental health component; adequate resources and training for labour inspection; and the precautionary principle.



With the support of PSI, more than 20,000 women Community Health Workers formed the Pakistan Community Health Workers Federation.



PSI trade union delegation at the 112th International Labour Conference (ILC)



ORGANISING AND GROWTH

TANZANIA

PSI partnered with the Tanzania Union of Government and Health Employees (TUGHE) on organising efforts. TUGHE represented 45,000 workers in central government ministries and healthcare workers employed by local governments. Through intensive internal recruitment, TUGHE showed potential to grow by over 20,000 members, focusing on ministries of health, land, and water. A joint PSI-SEIU team worked with TUGHE leaders to develop strategic organising plans.

INDONESIA

PSI collaborated with the Indonesian Federation of Pharmaceutical and Health Workers Union (FARKES) to organise workers in private sector health facilities in Jakarta and the Central and East Java regions. Two campaigns showed promise: in Central Java, FARKES negotiated to affiliate an independent healthcare union, and in Jakarta, they recruited new members with potential to organise 300 workers at one facility. PSI conducted workshops on hospital organising best practices for 50 workers and leaders participating in regional organising task forces.

PAKISTAN

Meanwhile in Pakistan, after a major PSI-coordinated organising drive across Pakistan supported by Forsa (Ireland) and KNS, our organising efforts achieved a historic victory when more than 20,000 women Community Health Workers from all four provinces of Pakistan formed the Pakistan Community Health Workers Federation (PCHWF) - the country's first national Community Health Workers union. In the wider region, PSI-member unions shared strategies, built capacity and joined forces in a series of projects also supported by FNV, Union to Union, the Trade Union Solidarity Centre of Finland SASK and the German Trade Union Confederation DGB.

In 2024, PSI focused on strengthening unions through strategic organising initiatives. Recognizing that unions must grow membership to remain influential, PSI enhanced its capacity to support affiliates in organising new members, particularly healthcare affiliates in the Global South. This work was made possible through generous support from UNISON, SEIU, and FNV.

For 2024, we concentrated efforts in Africa to generate sufficient organising activity to create synergy between affiliates and establish an organising centre in the region. With support from SEIU, PSI recruited an experienced Ethiopian organiser who joined the regional team as organising coordinator in November 2024. This position helped focus, coordinate, and drive organising efforts across the region.

To identify strategic opportunities, we developed and distributed an organising survey to all affiliates in Africa. Over 50% responded, and PSI analysed the results by sub-region to determine top priorities.

KENYA

PSI worked with KMPDU (Kenyan doctors union) and other Kenyan healthcare unions to organise workers in private healthcare

facilities in Nairobi. Primary targets included AAR and Avenue Healthcare, both owned by global north private equity companies with significant investments from European, US, and World Bank development finance organisations.

In partnership with the Committee of Interns and Residents (CIR), an SEIU-affiliated doctors union, PSI developed a model combining bottom-up healthcare worker organising with development finance institutions' labour safeguards. This approach aimed to challenge healthcare privatisation driven by private equity and development finance. OXFAM and ITUC also expressed interest in partnering with PSI on holding publicly-funded US and European development finance organisations accountable.

GHANA

PSI supported the Health Service Workers Union (HSWU) in organising 5-6 private sector hospitals in Accra. At one hospital, HSWU recruited a significant number of members and applied for recognition to enable collective bargaining. This breakthrough was expected to lead to increased private sector healthcare organising in Accra.

MIGRATION & REFUGEES

In 2024, PSI's Migration, Refugees, and Displaced Persons work addressed critical global challenges affecting 117 million people forcibly displaced by conflicts, violence, and disasters according to the UN Refugee Agency. With more than 110 armed conflicts globally, public service workers remained on the frontlines providing essential services to migrants, asylum-seekers, refugees, and internally displaced persons in host communities.

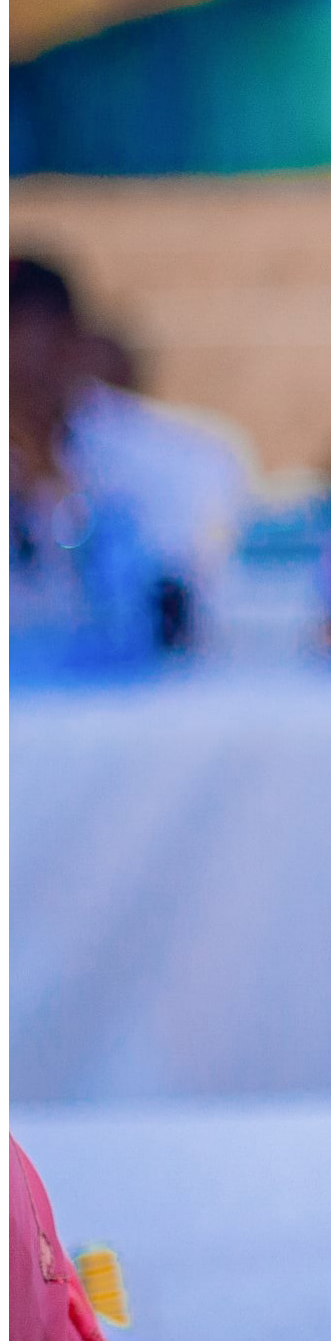
The global context presented significant challenges. Out of 272 million international migrants worldwide, 169 million (62%) were migrant workers, making labour migration the primary driver of global movement. Significant inequalities persisted in the health sector, where high-income countries employed 12 times more health workers than low-income countries, with women comprising 72% of the skilled health workforce.

Migration, asylum, and refugee policies were primary targets by far-right political parties to win votes, capitalising on fear, fake news, and fuelling racism and xenophobia. Public service workers faced the risk of sanctions if they refused to report undocumented migrants in

countries including Sweden and Finland, with this trend spreading across Europe.

PSI approached these challenges by:

- **Global Policy:** PSI engaged and amplified its voice in global, regional, and national spaces impacting migrants, refugees, and IDPs in line with PSI policy and supported by evidence-based research.
- **Networking & Alliance-Building:** PSI worked with the Global Unions and ITUC through the CGU Migration Working Group, maintaining and building alliances with civil society.
- **Roll-out of the PSI Roadmap on Bilateral Labour Agreements:** PSI worked with affiliates to support their engagement in bilateral labour agreements in the health and care sector.
- **Project Implementation:** PSI continued implementation of two flagship projects supported by U2U and Swedish affiliates focused on Middle East and North Africa Migrant Workers and Refugees, and Nigeria IDP initiatives.
- **14th Summit of the Global Forum on Migration and Development** in Geneva, where PSI was an active part of the Trade Union Delegation, delivering interventions and advancing labour's position.
- **68th Session of the UN Commission on the Status of Women** in New York, where PSI co-organised a parallel event on gender, climate migration, and quality public services.
- **International Labour Conference** General Discussion on Decent Work in Care in



IDP Project in Nigeria



Geneva, highlighting issues for migrant care workers.

- **Regional Review Consultations on the UN Global Compact on Migration**, facilitating affiliate interventions on migrants' right to health, decent work, and access to public services.
- **WHO Pandemic Treaty negotiations**, lobbying for the inclusion of decent work, social protection, social dialogue, and fair recruitment for health workers.

- **World Health Assembly** in Geneva, highlighting the WHO Code of Practice on the Ethical Recruitment of Health Personnel through a civil society side event.

The PSI Global Consultation with affiliates on health and care workforce migration examined challenges and opportunities for trade union engagement, establishing the PSI Health and Care Workforce Migration Network and developing inputs for future strategy and work programs.

CLIMATE CRISIS

In 2024, statistics showed a global energy expansion, not a transition. In the 20 years from 2002 to 2022, the use of fossil fuels grew by 40%, in line with the growth of total energy consumption, and by 2022, greenhouse gas-emitting sources still accounted for about 83% of total energy sources.

Evidence shows that the private sector can't and won't manage the transition to low-carbon energy production, yet our elected officials appeared unable to make the decisions needed. Despite the urgency of the climate crisis, the UN annual climate summits continued to move at a snail's pace.

PSI supported Trade Unions for Energy Democracy (TUED) for research and for mobilising as many energy unions as possible (whether affiliated to PSI, IndustriAll or non-affiliated) in support of a public pathway to a low-carbon society. Over the year, it became obvious that we needed a TUED South approach to build collective strategies and advance an alternative Public Pathway to Just Transition instead of the failing "privatise to decarbonise"

policies promoted by rich countries, multilateral institutions and multinational corporations. PSI and affiliates helped fund and find donors who could support this work. Several PSI unions were core partners in this work.

TUED South meetings held in Africa, Latin America and Asia-Pacific allowed us to identify patterns of lack of just and equitable transition planning and policies, threats of privatisation, and opportunities to intervene more decisively and collectively in the regions. TUED Director Sean Sweeney was invited by PSI energy unions as expert witness to Indonesia's Constitutional Court on the threats of electricity sector reforms pushed by the private sector and the national government.

The Centre for International Corporate Tax Accountability and Research (CICTAR), and the Colombian unions SINTRAISAGEN, ORGANISA, SINTRAE, and SINEDIAN launched the study Brookfield's ISAGEN: a case study on the need for change in the global tax system which exposed the profit hiding tax practices of the Colombian

energy generation company ISAGEN which was privatised and sold to a subsidiary of Canadian private equity investment management company, Brookfield in 2016.

We also worked on adaptation measures to protect workers, their families and communities. Much of the work of protection required strong public policies and lots of trained, equipped and qualified public servants. Emergency response and health systems were being forced to bear an unnecessarily large burden, due to lack of planning and finance.

Thanks to the support of Solidarity Support Organisations, PSI worked with more unions on the frontlines, helping raise awareness, develop strategies, build response mechanisms. One approach was to collect and share collective bargaining clauses applicable to our sectors. Another was to track legislative initiatives which supported the needs of public service workers. Both were designed to strengthen actions by unions.



**PUBLIC SERVICES
INTERNATIONAL**

*The global union federation
of workers in public services*



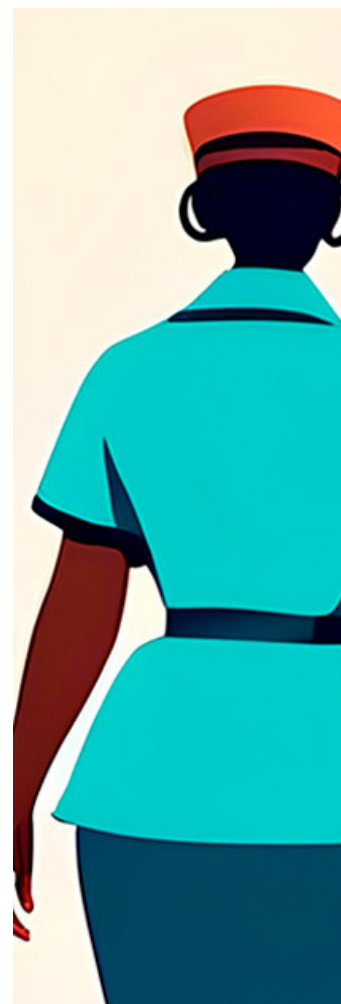
**Centre for
International
Corporate Tax
Accountability
and Research**

ENGLISH



BROOKFIELD'S ISAGEN: A CASE STUDY ON THE NEED FOR CHANGE IN THE GLOBAL TAX SYSTEM

PROMOTING GENDER EQUALITY & EQUITY



In 2024, PSI solidified its role as a leading advocate for women public service workers within global social movements. The organisation built stronger alliances with progressive feminist and human rights groups, placing workers at the center of efforts to transform gender inequalities in workplaces and economic systems. PSI also expanded its support for LGBT+ workers' rights and enhanced its capacity to address the unique needs of workers with disabilities, ensuring their voices are heard.

Since Congress 2023, the World Women's Committee (WOC) has become central to implementing PSI's Programme of Action 2023-2028, serving as the foundation for organisation-wide gender mainstreaming through transformative intersectional, decolonial and anti-patriarchal approaches.

The WOC leadership team coordinated PSI's gender equality work through quarterly meetings

that guided several key initiatives. These included PSI's participation at UNCSW, implementation of outcomes from the ILC General Discussion on Care, coordination of Global Days of Action on gender-responsive taxation, and development of a comprehensive workplace survey with CPSU/SPSF Australia to document collective bargaining approaches and best practices for reproductive health worldwide.

FIGHTING FOR GENDER EQUALITY AND JUSTICE

On International Women's Day, PSI advocated for stronger political commitment to restructuring the social organisation of care as fundamental to gender justice, amplifying PSI's key messages through the WOC's global regional representatives.

In March, PSI sent a robust delegation of 20 members to UNCSW68 in New York, including representatives from affiliates and

staff. Three delegates also served on the official delegations of Chile and Brazil. The team participated actively in 12 events (parallel, side, and official) with a unified voice on PSI priorities, particularly care work. In collaboration with Global Unions, PSI provided input on negotiation texts and engaged with governments of Chile, Brazil, South Africa, Ecuador, France, and Sweden as part of a comprehensive lobbying strategy.

Through trade unionists embedded in the Brazilian and Chilean governmental delegations, PSI directly influenced negotiations, drafted language proposals, secured support from the Group of Buenos Aires, and engaged with stakeholders including the EU.

The CSW68 Agreed Conclusions recognised that it is not possible to talk about tackling women's poverty without simultaneously addressing:

- The current unequal and unsustainable social



organisation of care in at least part of PSI's Care Manifesto 3Rs (recognise, reduce, redistribute)

- The critical role of public services as equalisers in society, including social protection
- The promotion of decent work for all women, including the right to work and rights at work with a clear preambular mention of the ILO Decent Work agenda and the Fundamental Principles and Rights at Work
- International tax cooperation and gender-responsive tax systems, including wealth and corporate taxation to generate resources for alleviating women's poverty

In September, PSI joined other organisations in the RSOC (Rebuilding the Social Organisation of Care) Manifesto core group to issue a joint statement ahead of the United Nations Summit of the

Future. The declaration called for transformative change in how care is valued and delivered worldwide, advocating for the recognition of care as both a human right and a public good within the Pact of the Future.

FIGHTING RACISM AND XENOPHOBIA

On the International Day for the Elimination of Racial Discrimination, PSI issued a statement reinforcing its commitment to advancing decolonial, intersectional, and feminist approaches to combating racism, xenophobia, and all forms of discrimination in workplaces and public services.

INDIGENOUS PEOPLES

Working alongside affiliated unions in Ecuador (CONASEP and FENOGOPRE), PSI filed a formal complaint with the ILO regarding implementation of Convention 169, supporting the rights of the Shuar

Arutam people. On 14 March, the ILO Governing Body endorsed the Committee's report on Ecuador's non-compliance, affirming the Shuar Arutam people's right to consultation.

WORKERS WITH DISABILITIES

On the workers with disabilities front, PSI made significant progress in 2024. Building on momentum from our 2023 Congress, where we hosted a dedicated side event with support from the ILO's ACTRAV and Gender Equality, Diversity and Inclusion (GEDI) divisions, we established the PWD Consultation Group. This group initially included representatives from Africa, Arab countries, and Inter-Americas regions who attended Congress. In September, the group met to formalise its structure, roles, and processes, marking an important milestone in our commitment to disability inclusion throughout the organisation.

PSI's Programme of Action established a global LGBT+ coordinating committee to consolidate participation, collective voice, and political advice to PSI's work. Congress emphasised the need for greater awareness and political understanding of diversity, including diversity of creed and identity, with tolerance as a form of political ethics.

In 2024, significant progress was made implementing these commitments. Article 3.6.6(a) of the PoA provided that the LGBT+ coordinating committee would nominate an Executive Board observer. An informal LGBT+ Working Group with activists from Latin America, the Caribbean, Europe, and Asia Pacific nominated Maddy Northam from CPSU Australia as the interim LGBT+ observer, endorsed by the Steering Committee in May.

An Interim Steering Committee was formed to establish the LGBT+ global coordinating committee, direct the implementation of PSI's action plan, and participate in LGBT+ Global Unions joint work. The ISC met in August to discuss the Executive Board's decisions on the LGBT+ Congress review and implementation.

PSI expanded international LGBT+ advocacy by translating C190 materials into Spanish and delivering targeted training for affiliates in Colombia. Regional coordination was strengthened through key LGBT+ meetings organised in October (EPSU) and November (IA LGBT+ Committee).

We made significant strides advocating for LGBTI workers' rights globally by contributing to the UN Working Group on Business and Human Rights, publishing



Training for affiliates in Colombia

LGBT+ WORKERS

joint statements for IDAHOBIT, and preparing training programs for Southern African trade unionists for the ILGA World Conference in Cape Town.

LGBT+ REVIEW OF PSI CONGRESS 2023

Following incidents at the our last Congress, we conducted a comprehensive external review led by Dr. Jasper Goss to examine events related to the LGBT+ debate and identify improvements.

The review confirmed that during the Congress debate on LGBTQI+ inclusion, some delegates experienced distress, with LGBTQI+ delegates reporting feeling unwelcome and potentially unsafe. The incidents highlighted challenges in navigating cultural differences while upholding PSI's commitment to opposing discrimination.

Key recommendations from the review include:

- Increasing education and awareness about LGBTQI+ inclusion among affiliates
- Developing more culturally sensitive approaches to anti-discrimination work, especially in regions with legal restrictions
- Strengthening Congress management systems including time management and guidelines for speakers
- Providing staff training on de-escalation and conflict resolution
- Rebuilding trust and unity across the organisation
- Increasing staff resources to better manage risks and prepare for future Congresses

The Executive Board received these recommendations in June 2024 and has begun implementing measures to ensure all future PSI events are safe and inclusive for all participants.

YOUNG WORKERS

In 2024, PSI built upon the landmark 2023 World Congress, which was the first since the 2017 approval to double young worker (YW) representatives on the Executive Board (EB). This change significantly altered YW representation, with two representatives from Africa/Arab Countries, one from Asia-Pacific, and one from Inter-America. Women comprised six of the eight YW representatives on the EB.

Our youth work expanded through various projects supported by FORSA and FES.

In Africa/Arab Countries, YWs faced significant challenges from economic crisis, inflation, and the rise of authoritarian governments with anti-union stances. Young workers were among the hardest hit by the global crisis, with more than 80% of Africa's young people in the informal sector. Civil war and political instability in several countries led

to tougher working conditions, exemplified by Kenya's government disregarding a 2017 agreement with medical professionals, leading to a national strike over the proposal to cut intern-doctor allowances to just a third of the agreed salary.

YW meetings in Zambia and Ghana established key resolutions: organising at workplaces, sectors, countries, and regions; organising other YWs into unions; encouraging unions to set up YW committees; active participation in PSI priority areas; and using social media tools for regional engagement. The Young Workers Conference in November 2024 assessed progress and developed an action plan leading to AFRECON 2025.

In Asia Pacific, YWs engaged in advocacy efforts against privatisation and for gender equality. YWs across the region expressed concern about privatisation's impact on public services like water,

electricity, and transportation. In countries such as India, Indonesia, and the Philippines, YWs led protests and campaigns highlighting the importance of public ownership to ensure equitable access and affordability.

A significant achievement was the YW Meeting held in May in Colombo, Sri Lanka, with 21 representatives from 11 countries. Their priorities included fighting privatisation and outsourcing, addressing the climate crisis, managing digitalisation, protecting trade union rights, supporting migrant workers, advancing LGBT+ rights, and protecting public worker whistleblowers. At APREC in September in Fiji, they began developing strategies for 2025, focusing on sub-regional work.

In Inter-America, YWs were affected by ongoing economic crises, increased violence (especially in Ecuador), and the advance of the



More than 50 young workers from 13 countries in Inter-America gathered in Bogotá, Colombia, for a Regional Meeting.

extreme right. Argentina presented a particularly challenging case, with a far-right government approving mass layoffs, spending cuts, and privatisations. Even in countries with progressive presidents like Brazil, Chile, Colombia, Guatemala, and Honduras, advancing labour formalisation and public sector expansion proved difficult due to conservative congresses and IMF pressure. In November, more than 50 young workers from 13 countries in Inter-America gathered in Bogotá, Colombia, for a Regional Meeting.

The regional YW Committee produced political media content analysing major political events from a young workers' perspective, connecting them to PSI's thematic priorities. With FORSA support, they defined four strategic areas for 2025: strengthening Trade Union Schools for Young Leaders, expanding digital communication channels, creating digital advertising campaigns, and organising political and solidarity meetings.

In Europe, the EPSU Youth Network Conference defined the first part of the 2025 work program after EPSU's General Congress in June. Projects in cooperation with FES and the European Union supported youth work in the region, including "Trade Unions - New Impetus for Youth Participation" focused on Eastern Europe and establishing a YW Trade Union Academy.

PSI aims to hold at least two global political meetings annually with YW representatives at regional and sub-regional levels. The objectives remained consistent: provide continuous training for new YW leaders on PSI's political processes, exchange information on events and campaigns, and build a strong international political profile and global solidarity among YW representatives in PSI.



COMMUNICATIONS & CAMPAIGNS SUPPORT

26k FACEBOOK FOLLOWERS

9k TWITTER FOLLOWERS

1600 INSTAGRAM FOLLOWERS

**Samira Abdel Alim**Member of the Executive Authority
of the Public Service Union**Nasser Hospital is one of the last remaining hospitals in the Gaza**

Strip

In 2024, our Communications team held a week-long retreat to strengthen our strategic approach based on our Programme of Action priorities. We focused on streamlining content management, standardizing communications packages, and developing effective response protocols. By shifting from reactive to proactive communication and better showcasing PSI's achievements, we improved our website and launched a weekly newsletter.

We produced a compelling video highlighting Gaza's frontline health workers and supported our Gaza solidarity fund. Our collaboration with other Global Unions on a complaint against Israel for violating the ILO's Protection of Wages Convention gained coverage in The Guardian, Reuters, and other major media outlets. We also ensured health workers' voices were heard in WHO Pandemic Treaty negotiations, continuing our global healthcare advocacy.

We expanded our Digital Bargaining Hub with hundreds of new clauses and adapted our Motyrō platform to host the PSI/EPSU "Taking Services Back Home" toolkit in 16 languages, improving accessibility and creating a template for future education hub trainings.

We bolstered internal communications through our "How We Work — Staff Resource Hub." On the external front, we addressed public health concerns by distributing MPOX outbreak safety guidance and celebrated PSI's UN victory with the creation of a tax body to ensure global corporations pay their fair share.

We provided support for major events throughout the year. At the ILO International Labour Conference, we assisted PSI's policy officers and affiliated members with content on care, particularly for Community Health Workers, and the Biological Hazards Convention discussions.

For the Inter-American Regional Conference (IAMRECON), we provided technical support for the PSI Events app and managed all design elements. For the 68th Commission on the Status of Women, we hosted the joint Global Unions blog with improved PSI website integration that enables cross-posting while maintaining the joint delegation interface.

In Morocco, we supported a Casablanca workshop on advocacy and negotiation as part of the "Gender equality for women workers in public services in MENA" project. We also actively participated in the CGU LGBTQ+ Working group's Communications team, helping disseminate activities across joint platforms, including coverage of the ILGA World Conference.

SUPPORTING

TRADE UNION DEVELOPMENT

South
Sani
Wor
Orga

Global Coa
for Social

In 2024, we saw a 7.5 percent increase in project budgets compared to 2023, despite growing uncertainty in the project environment. Several Trade Union Solidarity Support Organisations faced reduced funds and fewer eligible countries for development aid.

Key events supported by our projects in 2024 included:

- The relaunch of the South Asia Community Health Workers Campaign in Nepal supported by SASK, Union to Union (UtoU) and FÓRSA.
- PSI African Municipal and Local Government Union Network (AMALGUN) Meeting in Nairobi, Kenya supported by FÓRSA.

- Middle East and North Africa Regional Gender Workshop supported by UtoU in Beirut, Lebanon.

Our portfolio in 2024 included:

- Ten projects with Union to Union (UtoU) that partnered with affiliates in 26 countries, involving 119 affiliates. These projects were expected to end in 2024 but extended into 2025.
- Four projects with SASK partnering with 62 affiliates in 11 countries, with the project cycle set to terminate at the end of 2025.
- Eleven projects with FNV Mondiaal involving 111 affiliates in 15 countries, with potential for additional projects.

- Projects with FES on tax, trade, digitalisation and work on MNCs in the first year of a three-year cycle ending in 2026.

- A project with DGB covering 4 countries and 9 affiliates, and a project with DTDA covering 4 countries.
- Ongoing grants from OSF supporting PSI's work in health equity, care, and the LRG sector in Africa, as well as Trade Unions for Energy Democracy and the Centre for International Corporate Tax Accountability and Research.
- Funding from Wellspring resourcing PSI's tax capacity building and advocacy.

In Sweden, the new right-wing

South Asia's Unionisation Workers Organize!

Coalition
Justice
PARTNER



government changed development aid policy with a new CSO strategy. This resulted in SIDA informing all Strategic Partner Organisations (SPOs), including UtoU, in March that their partnership status would be discontinued and agreements for 2023-27 terminated at the end of 2024. In October, PSI learned these projects would continue into 2025, though the duration remained unclear. The eligible countries were reduced to 14, and regional or international activities were prohibited under these projects.

Finland also saw major changes with its right-wing government cutting the development cooperation budget by half from 2025 onward. SASK requested concept notes by November, identifying 13 eligible countries for the 2026-2029 program period.

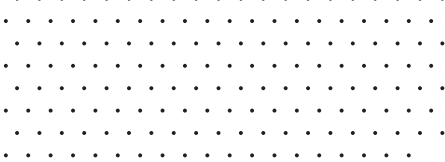
The Netherlands announced expected incremental cuts to development aid. FNV Mondiaal's current agreement ends in 2025, with potential changes to the second cycle that could mean up to 30 percent decrease in funds from 2026. Despite this, the portfolio of work with FNV Mondiaal increased in 2024.

In Germany, the Ministry of Economic Cooperation and Development proposed drastically reduced budgets affecting FES funding for 2025, potentially reducing it by over 20 percent. This uncertainty was expected to continue until the end of 2026.

PSI observed that European donor policies focused heavily on reconstruction of Ukraine, with some countries giving priority

to rebuilding in Gaza. For both areas, reconstruction of public infrastructure and services was likely to be led by corporations, entailing significant privatisations.

Our project coordinators reported good results regarding organising, capacity development of unions, networking, addressing gender issues, violence and harassment, and development of youth in unions, contributing significantly to implementing the PSI Programme of Action.



EUROPE (EPSU)

In 2024, EPSU faced significant challenges and developments across Europe, particularly in relation to Ukraine, democratic rights, and public services:

UKRAINE WAR AND EUROPEAN SECURITY

The global labour movement commemorated the second anniversary of Russia's invasion of Ukraine through an online meeting where PSI and EPSU leadership expressed solidarity with Ukrainian workers and affiliates. As Ukraine progressed with its EU candidate status, alongside Moldova and Georgia, EPSU's focus shifted toward supporting the country's accession and recovery.

The war's broader implications reshaped European policy, with increased focus on defence spending. This shift was partly driven by Russian aggression and concerns about potential changes in US support for NATO. The conflict led to fundamental changes in Europe's economic landscape, ending the era of cheap Russian energy, US-provided defence, and Chinese imports.

EU POLICY AND ECONOMIC GOVERNANCE

The EU introduced new economic governance rules that EPSU viewed as a return to austerity. We joined ETUC and Belgian unions in protests against these policies, as their impact became evident through welfare spending cuts in Finland and France.

TRADE UNION RIGHTS AND FAR-RIGHT CHALLENGES

The right-wing Finnish government, backed by the extreme right, targeted political strike rights. Similar challenges to protest rights emerged in Belgium, France, and the UK. EPSU responded by joining demonstrations with Belgian unions and organising protests at the French Embassy in Brussels.

The far-right gained ground across Europe, securing increased representation in the European Parliament and achieving significant results in German regional elections and Austrian national elections. A positive development emerged in the UK, where Labour's victory led to the repeal of restrictive strike legislation and progress toward a national care agreement.

EU LEGISLATIVE PROGRESS

Significant legislative achievements included:

- The Platform Workers Directive establishing employment presumption
- The Corporate Responsibility Due Diligence Directive for large companies
- Improved asbestos exposure norms and mandatory decontamination of firefighters' equipment
- New legislation on Quality Traineeships to address unpaid internships

Thanks to Belgian unions' work, the Belgian Presidency opened high-level conferences to union participation, covering health and safety, services of general interest, and workforce shortages.

DIGITAL TECHNOLOGIES

The AI Act marked important progress, though EPSU noted concerns about workplace implementation and surveillance. We advocated for careful regulation of the European Health Data Space, supporting an opt-in approach to protect individual rights.

EPSU GOVERNANCE AND CONGRESS

The EPSU Executive Committee met in Spring 2024, focusing on preparations for the EPSU Congress held in Bucharest. The Congress addressed amendments to the EPSU Constitution, the Programme of Action (2025-2029), and included an emergency resolution on the Israel-Palestine conflict.

Leadership changes occurred as Mette Nord retired from the EPSU Presidency, with Francoise Geng of CGT Santé Action Sociale, France endorsed as the new President. Jan Willem Goudriaan was endorsed for another term as EPSU General Secretary.

SOCIAL DIALOGUE

A significant challenge emerged when cross-sector employers rejected negotiations on remote work rights. This led to renewed focus on central government



12 May

International Nurses' Day

**Nurses need change
NOT AUSTERITY!**

administration agreements and discussions with Commissioner Schmit about potential EU legislation.

The breakdown in dialogue resulted in the Val Duchesse statement and discussions on a Pact for Social Dialogue to be completed by the end of 2024. EPSU began multisectoral negotiations on third-party violence with employers involving health, local government, and central government administration unions.

WOMEN AND YOUTH

The Youth Conference took place just before the EPSU Congress, focusing on organising and recruitment. The EPSU team and affiliates made progress with more unions joining membership increase programs.

CLIMATE CHANGE RESPONSE

EPSU responded to increased climate-related disasters across Europe, supporting firefighters and rescue workers who lost lives saving

others. We advocated for increased investment in emergency services and opposed austerity measures reducing service capacity.

COMPETITIVENESS AND PUBLIC SERVICES

The rightward shift in European politics influenced the European Council and Commission, with more conservative Commissioners and policy guidelines emphasising migration, defence, and competitiveness.

Former ECB President Mario Draghi's report reflected this emphasis, arguing for massive investment while maintaining focus on market deregulation. EPSU continued advocating for well-resourced public services, opposing austerity and liberalisation.

CARE SECTOR DEVELOPMENTS

EPSU addressed challenges in care services, particularly regarding

platform work and working conditions. We published research on platform economics in care and initiated studies on long-term and informal caregiver wellbeing.

The effects of liberalisation became evident in French childcare, following earlier Orpea scandals in elderly care. EPSU successfully argued that low pay, poor working conditions, and staffing shortages must be addressed, which was recognized in the Draghi report.

Healthcare assistants' unions met in Madrid to discuss professional qualification recognition and promotion strategies at national, EU, and WHO levels.

RECRUITMENT AND ORGANISING

Several organising projects advanced during the year, with thousands of new members joining unions. For some unions, membership decline stopped, and across the board, union activists became more involved in their organisations

2024 Actuals

REVENUE

Affiliation fees	€ 7,588,387
Reimbursements	€ 18,213
Interest and investment income	€ 157,454
Extraordinary income	€ 84,044
Total Core Revenue	€ 7,848,098
Contributions to PSI funds (Aid, Regional, others)	€ 550,585
Sponsors' funding of project activities	€ 2,723,259
Other contributions to projects	€ 5,900
TOTAL REVENUE	€ 11,127,842

EXPENDITURE

Strategic Activities

Priority Areas

Fighting Privatisation	€ 16,166
Influencing Global Policy	€ 10,937
Organising and Growth	€ 0
Trade Union Rights	€ 21,967
Gender Equality, Equity and Diversity	€ 25,402
Total Priority Areas	€ 74,473

Sectoral Activities

National Administration	€ 614
Local and Regional Government	€ 20,781
Health and Social Services	€ 28,186
Utilities	€ 13,623
Education Support and Culture Workers	€ 1,422
Total Sectoral Activities	€ 64,626

Generic Activities

Migration	€ 4,784
Capacity Building	€ 2,064
Union Development Projects (UD)	€ 20,161
Research	€ 60,326
Emergency Workers and Climate Change	€ 0
Total Generic Activities	€ 87,335

Communications	€ 110,001
Special Activities	€ 0
(Sub) Regional Activities	€ 99,444
Total Strategic Activities	€ 435,879

Constitutional Bodies

Congress	€ 0
Executive Board (EB)	€ 281,517
World Women's Committee (WOC)	€ 5,195
Steering Committee (SC)	€ 10,565
Regional Conferences	€ 169,940

Regional Executive Committees (RECs)	€ 71,635
Regional Women's Committees	€ 20,186
Subregional Advisory Committees (SUBRACs)	€ 115,601
Constitutional Review	€ 0
Total Constitutional Bodies	€ 674,639
<i>Meetings and Events</i>	
Management Representation/Co-ordination	€ 77,246
Head Office Controlling/Co-ordination	€ 0
Total Meetings and Events	€ 77,246
(Sub) Regional Representation	€ 103,488
PSI-EPSU Co-operation Agreement	€ 650,403
Kluncker Wurf Award	€ 0
Contributions	€ 9,547
Staff Costs	
Head Office Staff Costs	€ 3,519,322
Regional Staff Costs - Consol.	€ 1,185,887
Other Staff Costs (non-personal costs)	€ 101,023
Total Staff Costs	€ 4,806,232
Office Costs	
Head Office Costs	€ 394,724
Regional Office Costs	€ 262,191
Total Office Costs	€ 656,916
Net Staff/Office Costs	€ 5,463,148
Audit	€ 74,234
Extraordinary expenditure	€ 255,578
COVID-19 extraordinary expenditure	
Depreciations	€ 53,295
Provisions	€ 209,663
Financial Provisions	€ 45,391
Drawn down from provisions	-€ 980,000
Contributions to Congress and Reg. Conf Reserves	€ 900,000
Contributions to PSI Funds	€ 290,000
Total Core Expenditure	€ 8,262,512
Aid Fund and Regional Solidarity Funds	
Donations from Funds	€ 119,506
Balance of Funds	€ 431,080
Total Funds Expenditure	€ 550,585
Projects	
Activities	€ 3,185,772
Project Balances	-€ 456,614
Total Project Expenditure	€ 2,729,159
TOTAL EXPENDITURE	€ 11,542,256
Change in Net Assets	-€ 414,414



THE GLOBAL UNION FEDERATION OF WORKERS IN PUBLIC SERVICES

Public Services International is a Global Union Federation of more than 700 trade unions representing 30 million workers in 154 countries. We bring their voices to the UN, ILO, WHO and other regional and global organisations. We defend trade union and workers rights and fight for universal access to quality public services.

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