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Agenda item III Committee on the Application of Standards

Briefing Note for Workers' Delegates

General Survey on the implementation of Recommendation No. 202 on Social Protection Floors, 2012

BACKGROUND

Under Article 19 of the ILO Constitution, member States are required to report at regular intervals, at the request of the Governing Body, on the measures they have taken to give effect to any provision of certain Conventions and Recommendations, and to indicate any obstacles that have prevented or delayed ratification of a particular Convention. These in-depth reviews of national laws and practices allow the ILO to examine the impact of Conventions and Recommendations, analyse the difficulties reported by governments, workers' and employers' organisations in their application, identify means of overcoming these obstacles and formulate practical recommendations for a better application by ILO member States.

This General Survey on [Recommendation No. 202 on Social Protection Floors](#) is unique, being the first of such reports to focus on a single, stand-alone Recommendation. This reflects the importance of social protection in the global development agenda and the relevance of the Recommendation in guiding action to combat poverty, inequality and social exclusion and to achieve universal rights that together ensure life in health and dignity.

In total, 169 responses were received: 114 from governments, 11 from employers and 44 from unions.

This General Survey will inform the preparation of the forthcoming recurrent discussion on social protection at the Conference Committee on the Application of Standards in June 2019, which will review trends and developments in social protection and determine how the needs of member States can be addressed more efficiently by the ILO, including through standards-related action, technical cooperation and research.

This briefing note summarises the key findings and recommendations of the General Survey and sets out some key considerations for the workers' delegates in advance of the debate.

Part I: A guiding framework for the realisation of the right to social security

Part I of the General Survey explains the key provisions of Recommendation No. 202, its intricate link to human rights and its implications for governments and social partners.

The Committee recalls that Recommendation No. 202 is based on the general recognition that social protection is a social and economic prerequisite for development and progress and that social security policies and systems support long-term growth and sustainable economy. It emphasises the global commitment to social justice and solidarity and the **tripartite consensus** on the significance of social protection in furthering social cohesion, equality, social peace and social justice (para 44).

The Committee further highlights that Recommendation No. 202 has strengthened linkages between the **human rights framework**¹ and the ILO body of standards, thereby reinvigorating the right to social security for everyone as a member of society (para 51). It observes that the implementation of social protection floors may

¹ Universal Declaration of Human Rights, 1948, Arts 22 and 25; International Covenant on Economic, Social and Cultural Rights, 1966, Arts 9, 11 and 12

be considered as a way of giving effect to the “core obligation” of States to provide the minimum essential level of the rights embodied in the human rights treaties, including the right to social security (para 52). It also considers that giving effect to Recommendation No. 202 will be instrumental to the achievement of the **Sustainable Development Goals**, and specifically Targets 3.8, 5.4, 8.5 and 10.4.

While noting considerable progress since the adoption of the Recommendation in 2012, the Committee deplores that wide gaps and disparities in protection remain. It points to a number of **challenges and new realities** that governments and the social partners need to address, including the following:

- **Stagnation and decline in poverty reduction:** inequality and working poverty are on the rise and in 2017, over 700 million workers were either living in extreme poverty (on less than USD 1.90 a day) or moderate poverty (on less than USD 3.10 a day).
- **Gaps in global social protection coverage:** only 29 per cent of the world’s population has access to comprehensive social security systems, and 55 per cent of the global population is not effectively protected in any area.
- **Impact of austerity measures:** austerity policies have importantly contributed to the rise in poverty. In the European Union, such measures now affect 86 million people, over 17 per cent of its population.
- **Demographic changes:** the proportion of persons over 65 is projected to increase globally from 8 per cent now to 14 per cent by 2040. The role of the social security system in an ageing society needs to be reviewed to ensure adequate coverage and benefits. In the developing world, the population will nearly double from 1 billion now to 1.9 billion in 2050. Adequate coverage and benefits for children and families is essential, as well as employment policies targeted at the youth.
- **Challenges related to technological progress:** social protection measures and employment policies focusing on skills development and transition are needed to prevent and minimise the impact of new technologies that will displace a large number of workers or even suppress many jobs permanently, especially low-skilled jobs.

In this regard, the Committee underlines that social security systems can neither be considered comprehensive nor adequate if they do not seek to address new social risks that may arise in the future. It also reminds member States of their responsibility to ensure that the population is guaranteed adequate health and income protection in respect of all social risks throughout the life cycle (para 153). The Committee further stresses that transparent procedures for the **regular review** of the basic social security guarantees should be established, with tripartite participation, as well as consultation with the representatives of persons concerned (p. ix).

Workers’ Group Recommendations

*The Workers’ Group may wish to highlight the Committee’s conclusions concerning the paramount importance of social protection to achieve the ILO’s mandate and objectives, to give effect to other human rights and to realise SDG Targets. It may also be worthwhile to **restate the importance of tripartite consensus** on the significance of social protection and to recall, in this respect, that the **Future of Work Report stresses the need for universal social protection**.*

Furthermore, the Workers’ Group may wish to illustrate the Committee’s observation regarding the challenges faced in achieving universal social protection with concrete examples from the national level in relation to the impact of poor social protection strategies on the population, including coverage gaps and disparities.

*The Workers’ Group may also wish to join the Committee in emphasising the need for **tripartite participation** and stress, in this regard, the importance of tripartite councils and committees in the decision-making and monitoring processes of social security strategies, as well as the need for **regular reviews** by drawing on national level experiences.*

Part II: Securing life in health and dignity throughout the life cycle

Part II of the report takes stock of States’ progress in expanding access to social protection in line with the Recommendation and highlights ongoing concerns with regard to social protection coverage and adequacy of

benefits – for children, people in working age, and in old age – as well as major deficits in the provision of healthcare and other essential services.

Overall, the General Survey highlights that **social protection coverage remains unacceptably low** internationally. While in Western Europe 99.7 percent of the population is covered, this rate drops to 17 per cent in sub-Saharan Africa. Substantial **coverage gaps** in social protection exist in particular for women, young people, workers in non-standard forms of work, rural workers and those in the informal economy, due to a lack of legal coverage and a fragmentation of health systems. The Committee emphasises that the need to close coverage gaps in health protection is particularly important in view of the impoverishing impact of the costs of healthcare for the population and calls on member States to ensure both statutory and effective coverage with a view to making universality of protection a reality (para 124). In this regard, it considers that this challenge needs to be addressed by broadening the fiscal space available for social protection and extending the population covered and the contribution base (para 637).

The Committee further recalls that social protection floors, within the meaning of Recommendation No. 202, should comprise the basic social security guarantees, that is, a set of goods and services deemed necessary at the national level which, together, should ensure access to essential healthcare and basic income security. It points out that many countries face challenges in establishing and maintaining an **adequate level of benefits and services** that compromise beneficiaries' ability to live in dignity. For example, the level of minimum social assistance benefits in most OECD countries is well below the relative poverty line, while social assistance benefits in many European Union countries tend to be below estimates of the cost of living (para 639). While acknowledging that minimum benefit levels may vary from one country to another, the Committee considers that the benchmark set out in Convention No. 102 for social assistance schemes, namely that minimum benefit levels shall be "sufficient to maintain the family of the beneficiary in health and decency" (Article 67(c)), is a relevant reference point. It emphasises the need for nationally defined social protection floors, at least at the level of the basic social security guarantees to allow life in dignity and to secure higher levels of protection "as soon as possible" to "as many as possible", as required by the Recommendation (paras 640 and 643). It strongly highlights the importance of measuring and monitoring income levels, including poverty levels, across the population, based on clear and objective indicators (para 643).

The Committee also provides some observations specific to the different stages of the life cycle, which are summarised below.

Basic income for children _ The Committee points to the significant progress in the provision of basic income security to children, although major challenges remain. **Only 35 per cent of children are covered by child or family benefits.** Coverage levels are unequal across the world's regions, ranging from 87 per cent in Europe to 16 per cent in Africa. The Committee also points out that in many countries the levels of child benefits are inadequate in order to guarantee children a dignified and healthy start in life. **Children are more than twice as likely as adults to live in extreme poverty**, and 5.9 million children under five die every year, mostly due to preventable causes as undernutrition.

Basic income for persons in active age _ **The majority of the working-age population worldwide lacks any form of social protection** – meaning that they are not guaranteed support in the case of a temporary or permanent loss of income for reasons such as unemployment, sickness, maternity or disability. The Committee notably highlights that only 38.6 per cent of the global labour force is covered by unemployment benefit schemes, and only 27.8 per cent of persons with severe disabilities receive any type of disability benefits. **Certain groups are more likely to be excluded from working-age schemes due to contribution requirements or other eligibility requirements**, notably **informal economy workers** and **people in non-standard forms of work**. **Young people** are also far less likely to have access to social protection, despite being three times more likely than adults to be unemployed. As they often have short or non-existent work histories, they are often ineligible for unemployment benefits, since only one tenth of countries provide unemployment benefits for first-time jobseekers. **Rural workers** are also at a very high risk of exclusion from social protection. In rural areas globally, 56 per cent of the population lack healthcare coverage and only 20 per cent of agricultural workers have access to basic social protection worldwide. The Committee also underlines that **migrant workers** often have limited access to the social security system in their country of employment due to

restrictive entitlement conditions. It further highlights **serious gender inequalities** in access to social protection, mainly due to women's career interruptions; overrepresentation in informal, non-standard and precarious work; gender wage and employment gaps; and the unequal distribution of care responsibilities. Finally, the Committee highlights that **in-work poverty is a serious challenge in many countries**.

Basic income for older persons _ Major social protection coverage gaps also exist for the elderly. Globally, nearly **one third of the elderly are not covered by old-age pensions of any kind** and, of those who are covered, 52 per cent lack adequate coverage. In many low-income countries, fewer than 20 per cent of older persons over the retirement age are in receipt of a pension. Furthermore, in many cases pensions tend to be strongly linked to previous contributions, thereby leaving out workers who are unable to accumulate sufficient contributions during their working life – including women, workers in the informal economy, and those in non-standard forms of employment. Only 30 per cent of the responding countries report the presence of non-contributory pension schemes. The adequacy of pension benefits in ensuring elderly people a dignified life in retirement is another major concern. **Inadequate indexation of pension benefits** can also lead such benefits to lose their value over time due to inflation and changes in the cost of living. The Committee, moreover, points out the trend of demographic ageing in many countries and concerns about the sustainability of pension systems.

Disinvestments in the public sector and cutbacks in public expenditure have also led to shortages in the care personnel and adversely affected the quality and timeliness of care provision. The Committee notes that **globally, there is an estimated overall shortage of 18.3 million health workers and 13.6 long-term care workers** (para 239). The Committee, moreover, notes problems in system design, poor governance, and poor coordination between public and private provision in many countries that further jeopardise people's access to health services. The Committee stresses that improving the accessibility of adequate healthcare requires the adoption of measures to address funding deficits, including the reallocation of budgets, and ensuring that a sufficient number of health workers are employed in decent jobs that are equally distributed throughout the country so as to ensure the provision of quality care to all.

Workers' Group recommendations

*The Workers' Group may wish to reiterate the recommendation of the Committee for governments to bear in mind the **objective of universality** when developing and maintaining their social security systems, and to point to evidence from the national level showing cutbacks to social protection or reforms to eligibility criteria – often done in the context of austerity – that have had detrimental impacts on coverage. In this regard, Workers' delegates may wish to reiterate concerns that certain categories of workers are excluded from social protection coverage, especially workers in non-standard forms of employment and those in the informal economy. **Measures to tackle precarious work and to ensure that employers take responsibility for all of their workers** can help to tackle this problem, as well as measures to support the formalisation of the informal to the formal economy in line with ILO Recommendation No. 204.*

*Furthermore, the Workers' Group might recommend the use of a **comprehensive mix of social security and social assistance** in line with Recommendation No. 202 and Convention No. 102, and progressive taxation to ensure **sufficient fiscal space and solidarity in universal social protection**. The Workers' Group may wish to highlight the need to use reference budgets or basic goods baskets to help determine the costs needed to support decent livelihood, coupled with automatic indexation mechanisms for inflation. Workers' delegates might also point to the need for studies at the international level to develop comparative and objective poverty indicators.*

*Workers' delegates may equally wish to reiterate the Committee's opinion that public investments are needed in the care sector and that measures to address funding deficits are required. **Measures to improve the quality and attractiveness of jobs in the care sector** would, moreover, be important to address systematic staff shortages and improve the quality of care.*

Part III: The policymaking process

Part III of the General Survey takes stock of the policymaking process that is underpinning social protection reforms.

The Committee points to the major challenges faced by many governments with regard to the **financing of social protection**, including economic constraints and cutbacks to social spending, problems with the generation and allocation of funds, the expansion of private individual accounts and the downsizing of public, collectively financed schemes. However, it emphasises that significant extensions to social protection have been possible even in the poorest countries, illustrating how **financing social protection is, to a large degree, a question of political will**.

More specifically, the Committee highlights that **solidarity in financing** has been undermined in some countries, such as in Peru, Argentina and Romania, where workers' contributions to social security have been raised significantly more than those of employers. The Committee equally expresses its concerns about the downsizing of public, collectively financed schemes and the expansion of private individual accounts, which have been shown to be less resistant to systemic shocks, and more affected by stock market volatility. The Committee considers that contribution schemes based on individual savings do not offer any potential to achieve positive redistribution effects through social security and are not based on the principle of social solidarity (para 624). Recalling that Recommendation No. 202 calls for solidarity in financing and adequate and predictable benefits, it reaffirms that the collective financing of social protection on the broadest possible basis is the optimal means of addressing life contingencies and smoothing income over the lifetime, while providing the necessary leverage for the State to guarantee the financial viability and sustainable development of the national social protection system (para 622).

The Committee also observes that **fiscal consolidation policies** have substantially contributed to greater poverty and inequalities, and have had adverse impacts on the level of public social spending, drawing social security "into the vicious circle of depleting resources, growing public debts, reduction of benefits and social protests" (para. 646). The Committee recommends that the reduction in levels of protection, notably in times of crisis or in the context of austerity measures and fiscal consolidation, only be considered as a last resort option, when all other means have been exhausted. It further recommends that retrogressive measures should not go beyond what is strictly necessary to preserve the financial and fiscal sustainability of the system and should not result in a breach of solidarity with those segments of the population that are the most in need of protection. Furthermore, such measures should not be maintained for a longer period than that which is strictly necessary. Most importantly, fiscal consolidation should always be accompanied by a social impact assessment with a view to introducing measures to mitigate adverse effects on the most vulnerable (para. 156).

The Committee recommends that governments should take the Recommendation into account in discussions with the **international financial institutions** concerning the establishment of economic, financial and fiscal policies. To this end, it refers to the [2015 ILO-World Bank joint statement](#), which emphasised that "universal coverage and access to social protection are central to ending poverty and boosting shared prosperity" and referred to the Recommendation No. 202 as a unifying reference framework to guide this common endeavour (para. 38).

Furthermore, in its report, the Committee underlines with great concern that a large number of countries report considerable gaps in coverage and points to certain causes, including high levels of fragmentation that frequently characterise social protection policies (para 564). The Committee stresses the **need for policy coherence** and harmonisation in extending social security (internal coherence), based on national consultations through effective social dialogue and social participation, as required by Recommendation No. 202.

Noting that the **institutional framework for social dialogue** is often inadequate to support sufficiently representative and effective national dialogue processes, the Committee recalls that participatory, inclusive and meaningful social dialogue represents a worthy investment resulting in broad social and political support

and consensus on the resulting policy choices and that they accordingly also generate substantial positive economic outcomes (para 569).

The Committee calls on governments to follow a **rights-based approach** to social protection by aligning poverty reduction strategies with the corresponding social security rights grounded in a clear and enforceable statutory basis. To this effect, it places strong emphasis on the importance of developing and implementing a comprehensive and dense legal framework as a major element of national strategies for the progressive achievement of the objective of universal, comprehensive and adequate social protection (para 612). The Committee further clarifies that **member States have overall and primary responsibility** to guarantee the right to social security and therefore recommends that they take all necessary measures to ensure that their policy, legal and institutional frameworks fully embrace and give effect to this overarching responsibility (paras 87 and 612).

The Committee further points to the need for **broader policy coherence** (external coherence) between economic, employment and social policies to “maximise the impact of public policies” (para 667). In this respect, the Committee notes in particular that the interdependence of public policies is recognised in the 2030 Agenda for Sustainable Development and that social protection is referred to in several of the SDGs. The Committee pays particular attention to strengthening the links between social protection and active labour market policies, such as those related to training, education, re-skilling and job matching – as well as considering how well-designed public employment programmes can complement social protection. In this regard, the Committee notes that some governments are reducing **social expenditure and public investment in skills development** and underlines that the short-term competitive gains that may result from cutbacks to social protection may be detrimental to long-term sustainable economic and social growth and may also compromise the ability of countries concerned to improve the quality of their workforce, particularly in the context of the higher skills requirements of a more globalised economy and technological progress (para. 65).

Workers’ Group Recommendations

*The Workers’ Group may wish to recall that **social protection is not merely a cost and does not hinder a country’s competitiveness**. Delegates may emphasise that adequate, predictable financing for social protection is needed to deliver on governments’ commitments to extend social protection both horizontally and vertically. Financing social protection is largely a question of political will, and States have various **options to raise revenue and create fiscal space**. Tackling tax evasion, leveraging progressive forms of taxation – including those on wealth – reallocating public expenditures, and making sure that employers pay their fair share of contributions are among the measures that can support a solid financing base. In this regard, it is worthwhile to note that for around 100 developing countries, spending less than 6 per cent of their GDP could be sufficient to close gaps in social protection floors to guarantee adequate social protection (para 31).*

*The Workers’ Group might recall that the policy advice and lending conditionalities of some international organisations and international financial institutions have often been to reduce social spending and target social protection systems to the most vulnerable. Such policy guidance has run in contradiction to international labour standards and has significantly compromised some States’ capacities to extend social protection. In this regard, concrete examples could be provided for illustration. The Workers’ Group may wish to join the Committee in emphasising that **to bring economies out of crisis, enhanced social protection measures are needed** and that countries should make social security part of the solution. To that end, the Workers’ Group may also wish to **call for the immediate reversal of cutbacks to social protection**.*

*The Workers’ Group may wish to reiterate the provisions within the Recommendation with regard to the **primary and overall responsibility of the State** in delivering on the right to social protection and highlight concerns about the increasing involvement of the private sector in administering social protection and essential services, including healthcare.*

*The Workers’ Group might also call for a **strengthening of institutional mechanisms existing between social protection benefits and other policies** – in particular employment and educational policies – for example, by joining up out-of-work benefits with well-designed active labour market policies. The Workers’ Group may also reaffirm the need for States to **more systematically involve unions** in the social protection reform process,*

stressing that unions are well positioned to effectively communicate the needs of workers in terms of social protection. Workers' delegates can highlight examples where unions were not involved in the reform process, as well as point out where inclusive and meaningful social dialogue has helped to ensure broad social and political support for reforms.

Part IV: Achieving the potential of the Social Protection Floors Recommendation: The way forward

Part IV of the General Survey summarises the obstacles impeding or delaying the implementation of Recommendation No. 202 followed by a discussion on the necessary action at the level of the ILO to further implement its provisions.

Obstacles mentioned by member States include fragmented legislation and a lack of coordination; economic constraints and the problem with the generation and allocation of funds; difficulties in covering certain categories of workers in non-standard forms of work, those in the informal economy and those in rural areas; and poor infrastructure and services.

In terms of measures taken to implement the Recommendation, the Committee indicates that over six years after the expiry of the latest deadline set out in the ILO Constitution, 81 member States have not yet reported to the ILO the steps taken to fulfil their **constitutional obligation of submission** in respect to Recommendation 202. The Committee recalls that submission provides an opportunity to take stock of existing policies and develop a comprehensive strategy to address social protection deficits based on the guidance and principles set out in the Recommendation (para 737). Therefore, it invites member States that have not yet submitted the Recommendation to the competent authority to do so as soon as possible and report it to the ILO.

The Committee also takes stock of the **ratification of Convention No. 102** and the other relevant social security conventions and notes with satisfaction that so far, 56 countries have ratified Convention No. 102. The Committee recalls that under Paragraph 18 of the Recommendation, member States should consider, as part of their national social security extension strategy, ratifying Convention No. 102 on Social Security (Minimum Standards), 1952. It further recalls the plan of action adopted by the Governing Body as a follow-up to the discussion on social security at the 100th Session of the Conference in 2011, where the Office undertook to bring the total number of ratifications of Convention No. 102 up to at least 60 by 2019 with the aim of ensuring that “at least 30 per cent of the global population would live in countries where the requirements of Convention No. 102 are accepted as minimum standards” (para 744).

The Committee emphasises the ILO's role in providing **technical assistance** to governments in the planning of their social protection reforms, notably through the ILO Global Flagship Programme on Social Protection and Decent Work Country Programmes. A substantial number of governments, workers' organisations and employers' organisations reported a need for policy advice and/or technical assistance from the ILO (see table 13.1 page 291). The Committee emphasises that in providing technical assistance, the Office should increase its efforts to promote the strengthening and broadening of effective national social dialogue and participation (para 766).

With regard to **proposals for standards-related action**, several governments indicated that they would support proposals for a possible consolidation of ILO Social Security Conventions and Recommendations, including Belgium, the Central African Republic, Chile, the Democratic Republic of the Congo, Guinea, Iran, Jamaica, Malta, New Zealand, Nigeria, Pakistan, Panama, Russia, Senegal, Slovakia, Sudan and Sri Lanka. The governments of Canada, Lithuania and the Netherlands are favourable to a review of ILO social security instruments by the Standards Review Mechanism (SRM) to check whether they are up to date, and to abrogate or withdraw them where necessary.

In its **concluding remarks**, the Committee stresses the “clear and pressing need for many countries to strengthen social protection policy and law and their effective implementation”. Additional efforts are needed to mobilise the necessary resources to strengthen social protection floors and to build and maintain levels of protection that are higher than floor levels for “as many people as possible” and “as soon as possible”, in accordance with Recommendation No. 202 (para 770-773).

Workers' Group recommendations

The Workers' Group may wish to support the Committee in **pressing for more consistent and targeted efforts to give full effect to Recommendation No. 202**. In this regard, Workers' delegates could emphasise the importance of combining non-contributory social security guarantees, as outlined by the Recommendation, with higher-levels of contributory benefits in line with Convention 102 and other social security standards, which together can ensure adequate, universal coverage of social protection. Delegates could also underline that the **ILO Commission on the Future of Work Report stresses the need of universal social protection through effectively combining social protection floors and social insurance**.

The Workers' Group may also wish to join the Committee in calling on member States to fulfil their constitutional obligation to submit Recommendation No. 202 to the competent national authorities, as required by Article 19(6)(b) of the Constitution.

Considering the low ratification rates of ILO social security Conventions,² the Workers' Group may wish to emphasise the **need for more promotion and awareness-raising activities from the ILO on the ratification and implementation of ILO social security standards**, notably through the Decent Work Country Programmes and the ILO Global Flagship Programme on Building Social Protection Floors for All. When it comes to awareness-raising and implementation, special emphasis should be placed on informal economy workers and workers in non-standard forms of employment. The Workers' delegates may also wish to point out the importance of **meaningfully involving unions** in the elaboration and implementation of these technical assistance programmes.

When it comes to the question of the need for standard-setting, the Workers' Group may wish to underline that the **existing ILO social security standards provide a solid framework for comprehensive social protection systems** and that the various instruments are complementary and mutually reinforcing. While some social security standards are older than others, Workers' delegates may wish to stress that they consider them to be **up-to-date** and point out that governments are still ratifying them (as demonstrated, for instance, by the recent ratification of Convention No. 102 by Argentina, Ukraine, Russia and the Dominican Republic). Moreover, a consolidation of social security instruments as proposed by some governments may run the risk of diluting existing standards. It would therefore **not be advisable to consolidate** instruments.

When it comes to the proposals to subject social security instruments to the SRM for review, it may be appropriate to highlight that instruments related to strategic protection already form part of the SRM work plan. The second meeting of the SRM in 2017 recommended that the ratification of Convention No.102 should be encouraged and that the opportunity provided by this General Survey to collect information on the prospects for ratification should be used.

The Workers' Group may also wish to highlight the value of ILO research in the area of social protection, which was not mentioned in the General Survey report but which has provided a useful evidence base for unions' negotiations for social protection reform. Recent research by the ILO highlighting the ineffectiveness of pension privatisation³ and the ILO Cost Calculator Tool⁴ that identifies financing gaps in social protection have been of particular relevance.

² Convention No. 102: 56 ratifications; Convention No. 121: 24 ratifications; Convention No. 183: 34 ratifications; Convention No. 128: 17 ratifications; Convention No. 130: 16 ratifications; Convention No. 168: 8 ratifications

³ ILO (2018) Reversing pension privatisation: Rebuilding public pension systems in Eastern Europe and Latin America, accessible here: https://www.ilo.org/secsoc/information-resources/publications-and-tools/books-and-reports/WCMS_648574/lang--en/index.htm

⁴ The ILO Cost Calculator website can be found here:: https://www.ilo.org/global/about-the-ilo/newsroom/news/WCMS_613784/lang--en/index.htm