

MASSMART / WALMART

ARE WORKERS LIVING BETTER?

ARE WORKERS VALUED?



RETAIL UNIONS CHALLENGE GLOBAL CORPORATE GREED WITH A
GLOBAL WORKERS' ALLIANCE

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These are the logos of Walmart and Massmart. The title of this report challenges the assertion that workers are included in the stakeholders that live better and are valued by the company.

As of December 2012, Massmart had 359 stores in 12 African countries. Now a subsidiary of the retail giant Walmart, it is part of a network of over 10, 800 operations around the world. Massmart's head office is in Johannesburg and it is listed on the Johannesburg Securities Exchange, including the JSE Social Responsibility Index. Although most of the operations remain in South Africa it is growing fast in African countries, growth which is predicted to increase in speed with the backing of Walmart. Its sales income for the year to June 2012 was R61 billion, climbing from R53 billion in 2011; a similar rise in profit saw the company net R1.8 billion in profit in 2012.

Massmart is Walmart's foothold in Africa. The African continent, with its growing consumer class, is the prize. As was noted by an economist during the buy-out talks, "Wal-Mart only wants to use South Africa as a gateway to Africa and they can afford to comply with our strict labour laws because in other African countries the laws are much more relaxed." Apart from concerns over its supply chain strategies, which are beyond the scope of our work here, Walmart is notorious for its stance against organised labour and its union bashing tactics in the United States of America in particular. It is deeply concerning that such a company is seeking to grow its model on the African continent. As Massmart/Walmart sets up to drive more deeply into Africa, it is essential that labour rights, good corporate governance and social responsibility move with it.

Foreword – Friedrich-Ebert-Stiftung

In June 2012 trade union representatives and Shop Stewards from the sub-Saharan African Region of the South African Retail Multinational Massmart which was earlier partly taken over by US Giant Walmart assembled under the leadership of UNI-Africa and the support of the Friedrich-Ebert-Stiftung (FES) to establish an alliance which aimed to engage the company to accept common labour standards and establishing a social dialogue. At that meeting a regional Shop Steward/Trade Union structure for the company was also set up in order to exchange information and the develop strategies for a cross-border cooperation. Furthermore the regional Alliance became part of the global Alliance of Shop Stewards and unions to engage the US company Walmart inter alia on signing an International Framework Agreement. Beyond this and also with the assistance of the FES, the Cape Town based Labour Research Service (LRS) conducted a study which gave an in depth analysis of the Massmart/Walmart Company in Africa, the degree of unionisation and other labour related issues and highlighted the key issues and challenges for the Alliance (for the whole text of the study please go to the website of the Trade union Competence Centre of the FES: www.fes-southafrica.org - click TU Competence Centre and then click under publications.).

The publication in hand is a summary of the major findings of the Study and the major challenges ahead of the Alliance. It should give first-hand information to Shop Stewards and Trade Unionists and should be a base for their negotiations with the company to improve the terms and conditions of employment for the employees of the company. We trust that this publication will be of value in pursuing these objectives.

The Friedrich-Ebert-Stiftung is a German political Foundation committed to the values of social democracy and has deep roots in the German Labour movement. The Foundation bears the name of the first democratically elected president of Germany, Friedrich Ebert, and seeks to preserve his political legacy: the promotion of freedom, solidarity and social justice. The foundation pursues these aims through its programmes of political education, international cooperation, scholarships and research in Germany and abroad.

Gerd Botterweck

Director FES Trade Union Competence Centre, Sub Sahara Africa

Johannesburg, South Africa, August 2013

The Massmart/Walmart Africa Shop Steward Alliance

Unions that have members working in Massmart/Walmart have joined together as affiliates of UNI Global Union to form an alliance to engage with the company on labour rights. At the launch meeting of the UNI Africa Walmart Union Alliance in June 2012 unions organising in Massmart/Walmart operations across Africa set themselves the challenge of demanding that Walmart sign a Global Agreement with UNI Global Union which guarantees all Walmart workers the right to organise for a better life. The process of a campaign for a Global Agreement is key in signalling to Walmart that they are not going to simply be able to bypass South African labour laws but that all workers in Africa are working towards the goal of decent work.

The aims of the Alliance include:

- Engage in dialogue with Massmart/Walmart on a regional level to improve conditions of workers
- Develop campaigns for improving conditions of employment, wages and working conditions at Massmart
- Serve as a resource/information network for the unions involved
- Enable solidarity between unions both within the African region and globally as part of the wider Walmart Alliance

Key to unions engaging with Massmart/Walmart is an understanding of the company, its management structure and style, financial performance and attitude to unions. It is also important to know about the unions organising within the company, their density, challenges and victories to successfully draw on these in the campaign for a Global Agreement.

This report outlines the results of research into the company and with the unions organising there, and identifies the key issues that emerged during the research process. It also makes recommendations for building solidarity between unions on the continent organising in Massmart/Walmart.

UNIONS IN THE MASSMART/WALMART AFRICA SHOP STEWARD ALLIANCE

Country	Organisation	
Botswana	Botswana Wholesale Retail, Distributive Workers' Union	BWFRWU
Ghana	Union of Industry, Commerce and Finance Workers	UNICOFW
Lesotho	National Union of Commerce Catering and Allied Workers	NUCCAW
Malawi	Commercial, Industrial and Allied Workers Union	CIAWU
Mauritius	Clerical, Administrative, Financial and Technical Employees' Union	CAFTEU
Mozambique	Sindicato Nacional dos Empregados de Comercio, Seguros e Servicos	SINECOSSE
Namibia	Namibian Food and Allied Workers Union	NAFAU
Nigeria	National Union of Shop and Distributive Employees	NUSDE
South Africa	South African Commercial Catering and Allied Workers Union	SACCAWU
Swaziland	Swaziland Commercial And Allied Workers Union	SCAWU
Tanzania	Tanzania Union of Industrial and Commercial Workers	TUICO
Uganda	Uganda Hotels, Food, Tourism & Allied Workers' Union	UHFTAWU
Zambia	National Union for Commercial and Industrial Workers	NUCIW

UNI Walmart Global Alliance

In October 2012 representatives of the Massmart / Walmart Africa Shop Steward Alliance attended the launch of the UNI Walmart Global Alliance in Los Angeles. This coincided with a strike by Walmart



REPRESENTATIVES OF THE UNI AFRICA MASSMART/WALMART TRADE UNION ALLIANCE PARTICIPATE IN THE LAUNCH OF THE GLOBAL WALMART ALLIANCE. 2012

workers in LA for the first time in the history of the company. As part of the global alliance of Walmart workers, a committee of the Africa Alliance joined Walmart workers from around the world in front of Los Angeles City Hall, demanding better working conditions and the right to unionize.

The message from the Alliance meeting was that Walmart, a global company, must “now face a global alliance that is prepared to take a stand for decent work and for the rights of Walmart staff worldwide.” Philip Jennings, UNI Global Union General Secretary.

MASSMART/WALMART COMPANY INFORMATION

Note: In order to align the Massmart Group with Walmart, Massmart's year-end has now changed from the end of June to the end of December. Where December 2012 as opposed to June 2012 figures are used this is indicated.

Massmart Divisions

Massdiscounters: *Game* - 114-store General Merchandise discounter/Food retailer in South Africa, Botswana, Ghana, Lesotho, Malawi, Mozambique, Namibia, Nigeria, Tanzania, Uganda and Zambia; *DionWired* - 19-store Hi-tech retailer trading in South Africa.

Masswarehouses: *Makro* - 18-store warehouse-club trading in Food, General Merchandise and Liquor in South Africa; *Fruitspot* a Johannesburg-based distributor, processor and wholesaler of fresh Fruit and Vegetables.

Massbuild: *Builders Warehouse, Express, Trade Depot* brands - 85 stores, trading in DIY, Home Improvement and Builders Hardware in South Africa and Botswana.

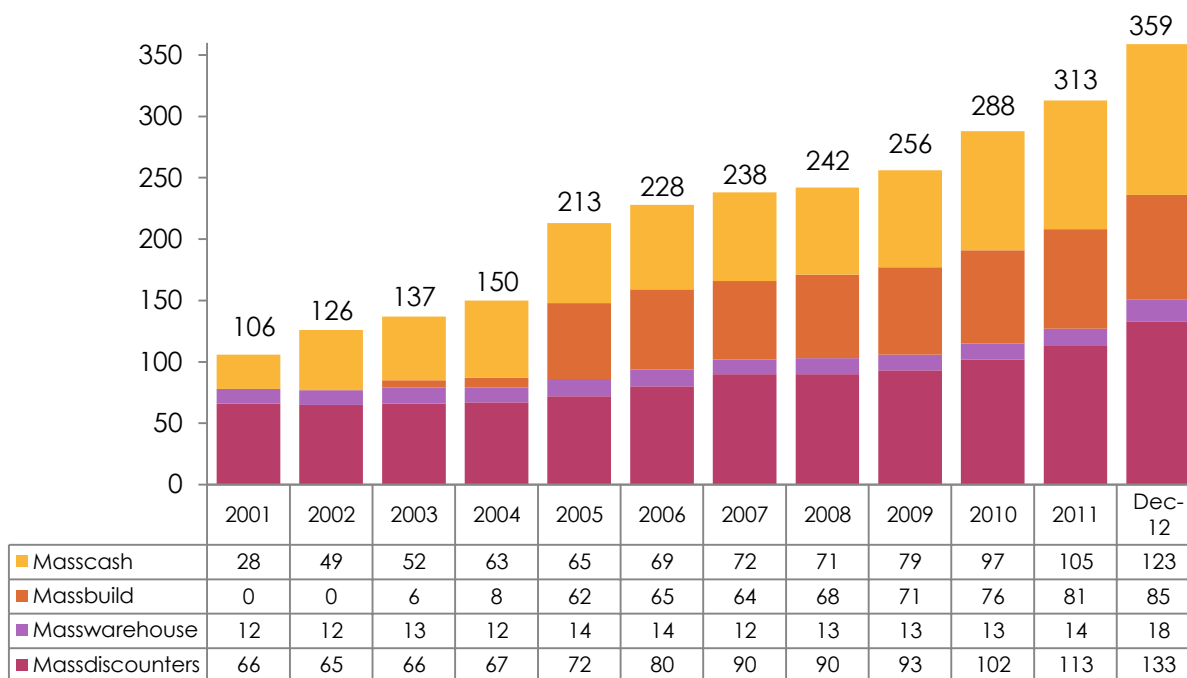
Masscash: 79 Wholesale *Cash and Carry* and 44 Retail *Cash and Carry* stores in South Africa, Botswana, Lesotho, Namibia and Swaziland; and *Shield*, a voluntary buying association.

MASSMART IN AFRICA – GEOGRAPHIC SPREAD OF OPERATIONS: DECEMBER 2012 (2011)

	Game	Dionwired	Makro	Builders Warehouse	Builders Trade Depot	Builders Express	CBW	Cambridge	Jumbo
South Africa	100 (87)	19 (15)	18 (14)	27 (27)	29 (30)	28(24)	61 (59)	44(27)	5 (6)
Botswana	2 (2)	0	0	1 (0)	0	0	9 (9)	0	0
Ghana	1 (1)	0	0	0	0	0	0	0	0
Lesotho	1 (0)	0	0	0	0	0	2 (2)	0	0
Malawi	2 (2)	0	0	0	0	0	0	0	0
Mozambique	1 (1)	0	0	0	0	0	0	0	0
Namibia	2 (2)	0	0	0	0	0	1 (1)	0	0
Nigeria	2 (2)	0	0	0	0	0	0	0	0
Swaziland	0	0	0	0	0	0	1 (1)	0	0
Tanzania	1 (1)	0	0	0	0	0	0	0	0
Uganda	1 (1)	0	0	0	0	0	0	0	0
Zambia	1 (1)	0	0	0	0	0	0	0	0
Total	114	19	18	28	29	27	70	43	6

The bulk of store growth for 2012 remains in South Africa with a single new Game store opening in Nigeria while one closed in Mauritius and the first Builders Warehouse outside of South Africa opened in Botswana. As at the December 2012 year end, there were 331 Massmart stores in South Africa and 28 stores in sub-Saharan Africa.

STORE GROWTH AT MASSMART / WALMART OPERATIONS 2002 - 2012



Massmart: part of the Walmart world

The company states in its 2012 Annual Report “Massmart has 6,356 shareholders in South Africa and abroad ranging from major institutions to individuals”. Real power though is held by only one shareholder, Walmart, with the majority holding. Further, as the Walton family alone owns over 50 per cent of Walmart shares, the majority shareholder in Massmart /Walmart is this single family. Since the latest Walmart AGM this family seems intent on buying up even more of the Walmart shares, with hints that it may take the company private eventually and therefore out of reach of many of the corporate governance codes governing listed companies. Despite being a public company, control of the company rests with a very small group of people who have very clear interests to serve, their own.

Walmart operates more than 10,800 retail units under 69 banners in 27 countries. They employ 2.2 million workers around the world — 1.3 million in the U.S. alone.

NUMBER OF WALMART OPERATIONS 30 APRIL 2013

Walmart international (Including Massmart)	6,194
Walmart USA	4,663
Sam’s Club	620
Total Retail Units April 2013	10,857
Walmart units under the Massmart brands	359 (3.5%)

Source: Walmart Website

WALMART GLOBAL OPERATIONS APRIL 2013 (IN GREEN)



Source: Walmart Website

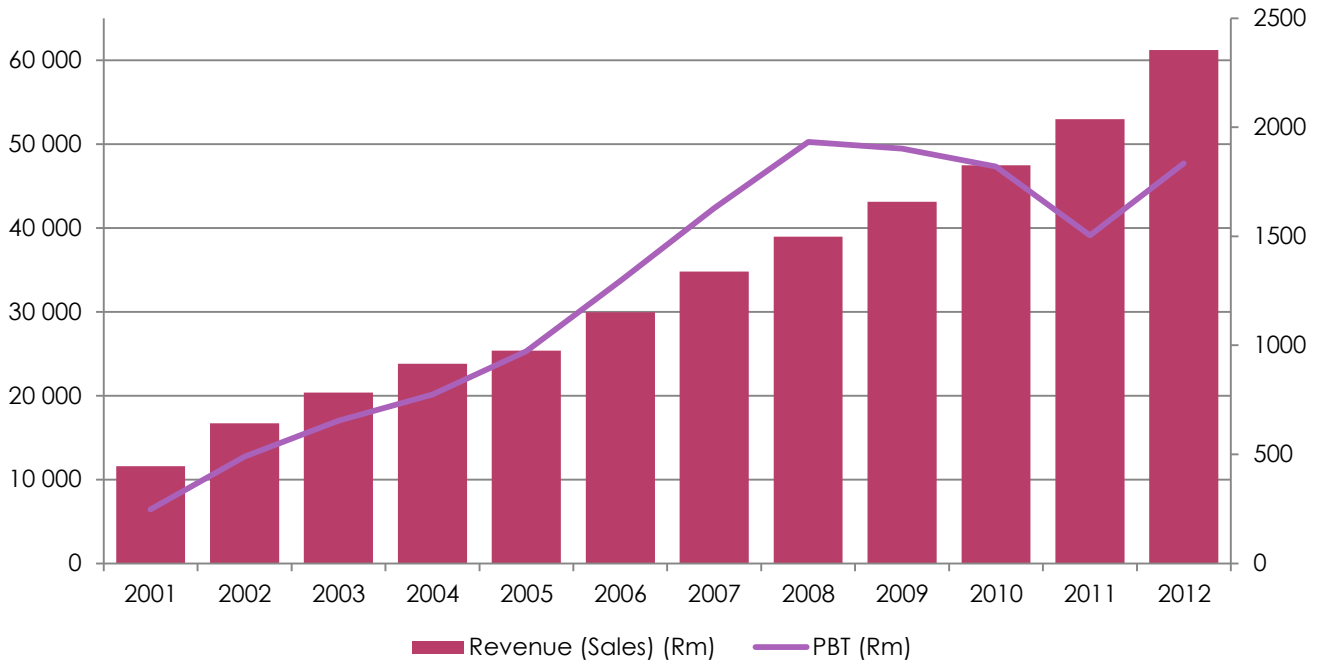
Massmart Company Performance

After several years of falling profit, most recently due to the costs of the take-over, Massmart profits are starting to climb again.

COMPANY FINANCIAL PERFORMANCE 2001 – JUNE 2012

	Revenue (Sales) (ZAR m)	Profit Before Tax (ZAR m)	Growth in sales (%)	Growth in PBT (%)
2001	11 568.4	246.7	12%	83%
2002	16 709.2	490.2	44%	99%
2003	20 369.5	654.5	22%	34%
2004	23 787.7	774	17%	18%
2005	25 381.5	972	7%	26%
2006	29 963.6	1 295	18%	33%
2007	34 807.6	1 628	16%	26%
2008	38 958.3	1 933	12%	19%
2009	43 128.7	1 902	11%	-2%
2010	47 451.0	1 820	10%	-4%
2011	52 950.1	1 504	12%	-17%
2012	61 209.1	1 834	16%	22%

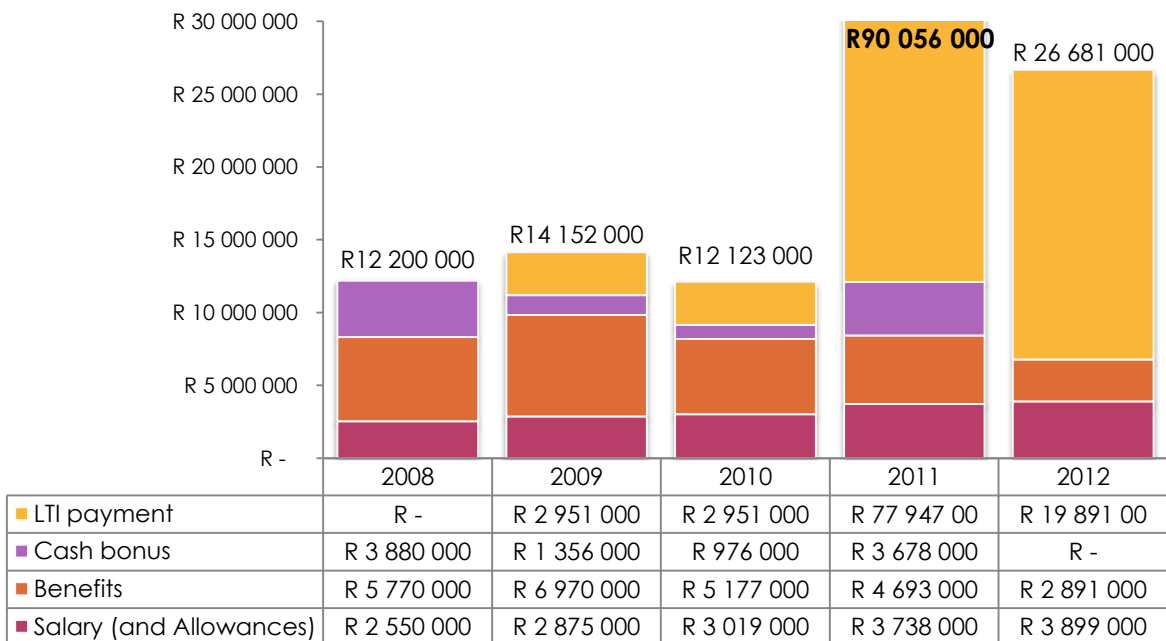
MASSMART SALES AND PROFIT 2001 - 2012



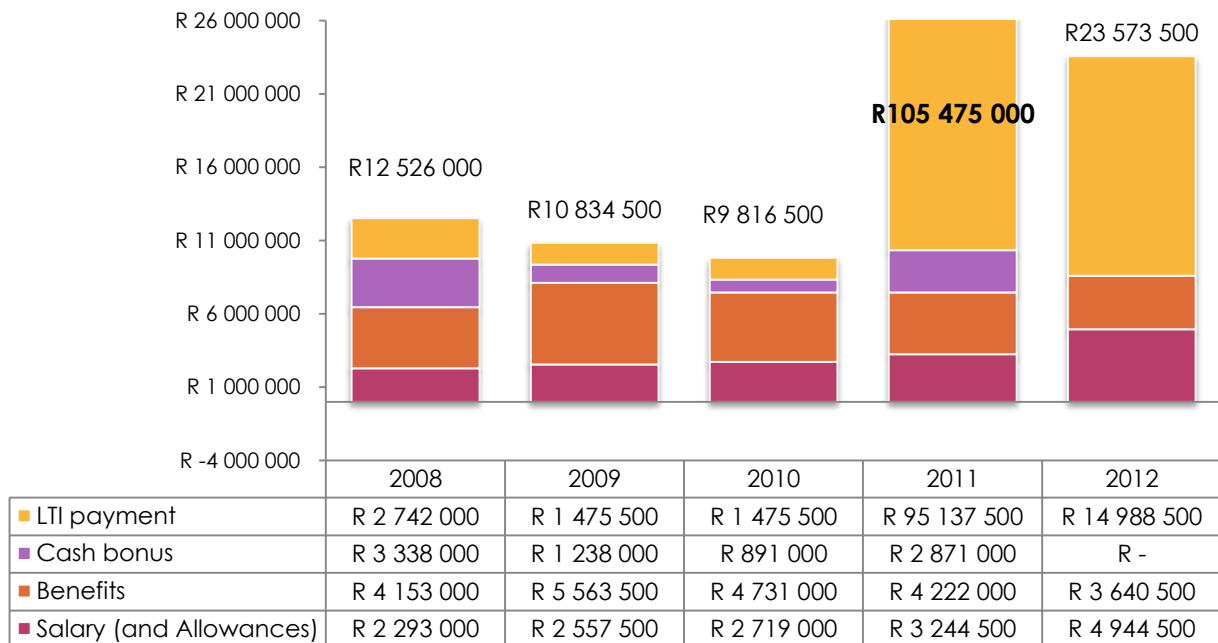
Directors’ Fees: Saving money on workers’ wages so that management can live better

No reason is given for the fact that neither the CEO nor the Finance Director collected bonuses for the June 2012 financial year. This is the cause of their overall remuneration shrinking over the last year. However, the CEO salary for the year rose to nearly R4 million in 2012, and the average for the executives was 6 per cent up to nearly R3.5 million. Added to this, both executives cashed in share options in the year taking the CEO’s pay up to R26.7 million for the year and an average for the executives of nearly R25 million.

MASSMART/WALMART CEO TOTAL PAY 2008 – 2012



MASSMART / WALMART AVERAGE EXECUTIVE DIRECTOR TOTAL PAY 2008 - 2012



Towards the end of the June 2012 financial year Chief Financial Officer Guy Hayward was appointed as Chief Operating Officer and his second-in-charge, Ilan Zwarenstein, as Financial Director.

Company Strategies

The reason that Walmart chose to buy in to Massmart was to extend their reach into the African market. While expansion has been slow as integration between the two companies and dealing with the Competition Commission has taken their focus, we can expect the push into Africa to begin to gain momentum now.

FOCUS POINT NIGERIA: The Company sees scope for up to 20 stores in Nigeria and is looking to buy into Kenya

REGIONAL DISTRIBUTION CENTRES (RDC): A Strategic Supply Chain Integration department has been established to further enable the RDC implementation.

WORKER ISSUES RAISED

Workers' demands

Chief demands raised by alliance members remain those of basic conditions and centre on wages, contracts and working conditions including health and safety.

Casual and outsourced workers have the problems of other workers but their priority issue is the level of insecurity under which they work, not knowing when and if they will have enough shifts to earn a living and if they do, having to work long unsociable hours to earn that money. Across operations the outsourced workers do a variety of jobs with a focus on cleaning and security in most operations, but these workers also do merchandising and shelf-packing and in some cases are said to do the same jobs as permanent workers simply with lower pay and fewer benefits.

Minimum Wages at Massmart/ Walmart operations

MINIMUM WAGES IN ZAR / USD AND WORKING HOURS

Country	Union	Local Currency	Minimum wages		Average hours of work	
			Full-time ZAR (month)	Casual ZAR (hour)	Full-Time	Casual
Botswana	BWFRWU	BWP	1341	-	47.5	47.5
Lesotho	NUCCAW	Loti	1581	-	45	NA
Malawi	CIAWU	MKW	998.8	-	a - 48 / b - 32	a - 48 / b - 32
Mauritius	CAFTEU	MAU Rupee	1590	-	45 - 50	50 - 54
Mozambique	SINECOSSE	MZM	1256.4	5.235	48	Depends
Namibia	NAFAU	NAD	1600	7.2	45	
Nigeria	NUSDE	NGN	1062	7.232	40	8 hr./day 4 x week
South Africa - Makro	SACCAWU	ZAR	4000	11	45	37
South Africa - Massbuild	SACCAWU	ZAR	3800	-		
Tanzania	TUICO	TSH	1334	4.6	48	24
Uganda	UHFTAWU	UGX	900	3.4	60	60
Zambia	NUCIW	ZMK	1820	6.3	57	24
Ave Minimum Wage ZA 2012*		ZAR	2589	-		

*As noted in the Massmart/Walmart 2012 Annual Report as 'Average minimum wage sourced from Sectoral Determination for Wholesale and Retail Sectors'.

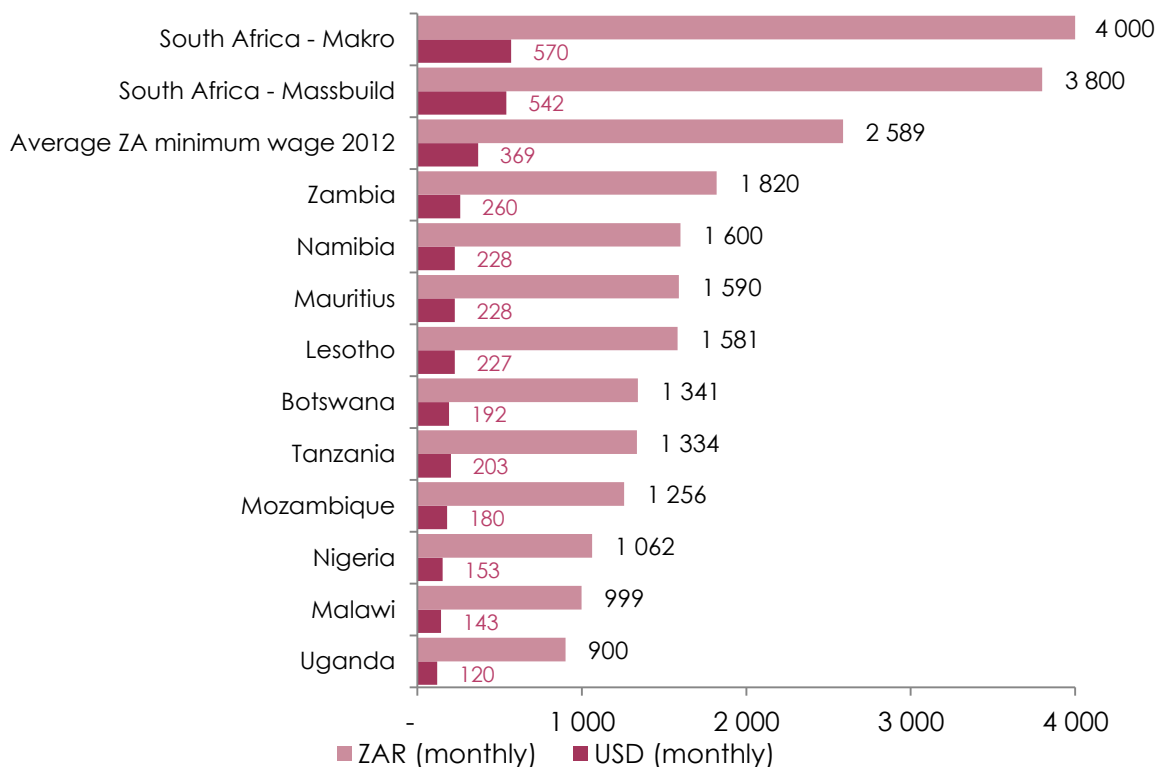
Figures converted from the local currency using the average annual exchange rate for the company financial year.

In South Africa, the different divisions of Massmart bargain separately, therefore, as noted above, the minimum wage at Makro (Masswarehouse division) is different from that at Massbuild.

The chart below compares the minimum monthly wages across Massmart operations in Africa. These have been converted to US Dollars (USD) but also in South African Rands (ZAR). Converting the wages from local to a common currency gives an indication of the how the wages workers are paid differ across operations.

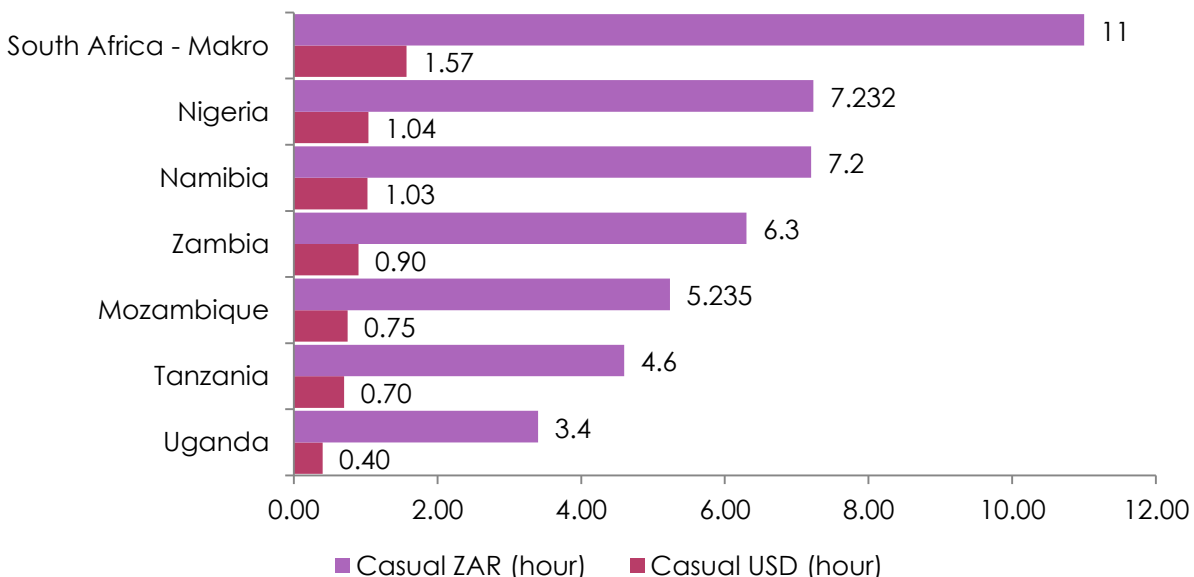
It is noted that all of the minimum wages reported outside of South Africa lie below the minimum sectoral wage determined by the minister of Labour in South Africa for the wholesale and retail sector with wages in Malawi and Uganda amounting to less than R1, 000 a month.

FULL-TIME MONTHLY MINIMUM WAGE AT MASSMART/WALMART OPERATIONS 2012 (USD AND ZAR)



Average minimum wage sourced from Sectoral Determination for Wholesale and Retail Sectors as noted in the Massmart/Walmart, June 2012 Annual Report

CASUAL WORKERS' HOURLY WAGE (USD AND ZAR)



Note: Exchange rates used were as per the year-end of the company at 30 June 2011

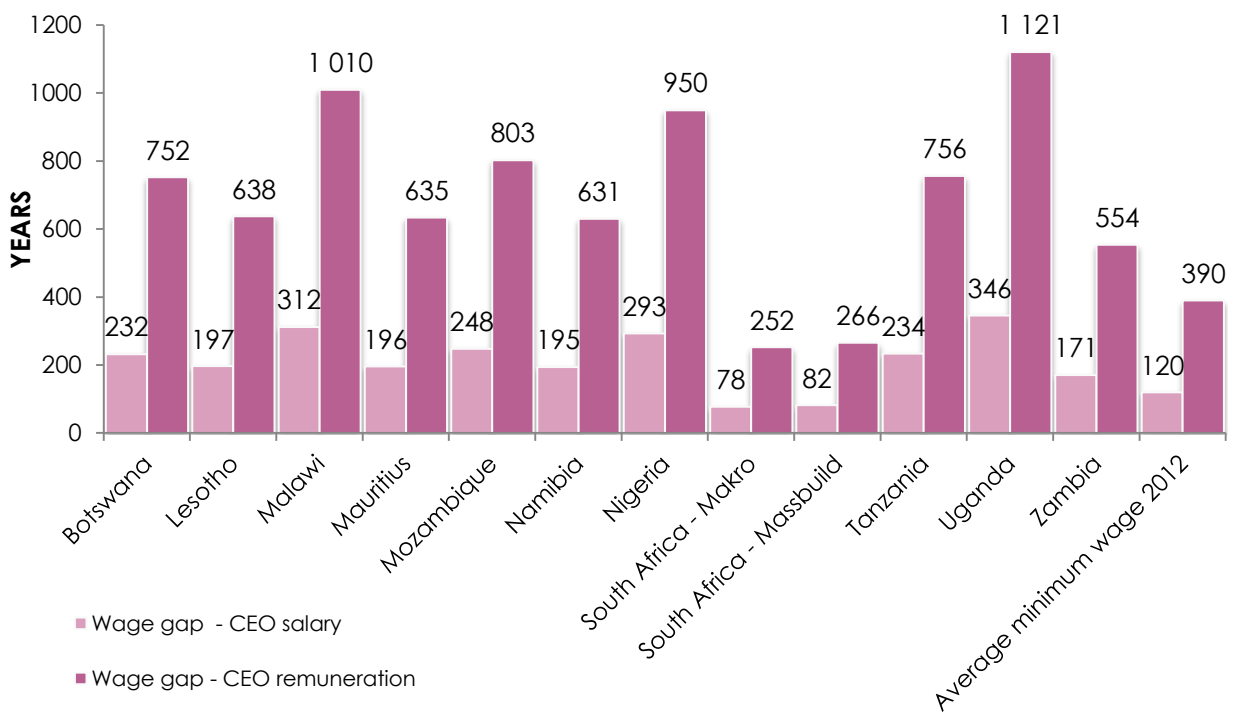
There is a large disparity between what casual workers are paid from a low of R3.40 per hour in Namibia to a high of R11 per hour in South Africa.

The Annual Report for June 2012 notes that "For the forthcoming financial year, the Group's salary increases are between 5.0% and 7.0% and wage increases, which have all been finalised, are in a range of 7.0% and 8.2%". This statement clearly divides workers' wages from the salaries of

management in an attempt to highlight that workers are getting a higher percentage increase than management. This ignores the fact that an 8.2 per cent increase on a South African Makro worker's wage will take it to R5, 864 per month or R70, 373 per annum, while even a 5 per cent increase in the CEO's salary will take it to R4, 093,950 per annum.

When it comes to wages, South African workers seem to come off the best, earning more than double what workers in the other countries are earning. However, this amount still means that a worker would need to work for nearly more than 250 years to earn the CEOs annual fees – including salary, bonus and benefits for 2011; and this excludes the value of the shares he sold in the year. In Malawi and Uganda it would be more than one thousand years.

THE WAGE GAP AT MASSMART / WALMART 2011 – HOW MANY YEARS FOR A WORKER TO EARN THE CEO'S SALARY AND ANNUAL REMUNERATION?



Industrial action

In **Botswana** there was a protest in 2010 to escalate demands for a salary increase; this was resolved through an arbitration process in which the government was involved, a situation seen as negative by the union.

In **Malawi** in 2009 there was a strike and stay-away also to push for greater salary increases and while a compromise was ultimately achieved, striking workers had their wages for the days of the strike deducted.

SACCAWU in **South Africa** noted two major actions since 2009 excluding the actions of SACCAWU broadly in relation to the take-over by Walmart.

In July 2009 there was a strike with regard to the unilateral implementation of a disputed wage. The action included 6 000 and then 3 000 workers. The company reacted to the strikes unevenly by giving some workers the right to strike while others were threatened with jobs losses and told that the strikes were unprotected.

In 2010 there was a further strike over wages involving 3 000 workers. In both cases some issues were resolved, but not all.

In June 2010 it was reported that Massmart would retrench workers following investment in regional distribution centres, new technology and the consolidation of workflows.

At the time SACCAWU noted that it strongly believed that the retrenchments were linked to the possible takeover of Massmart by Walmart. Management denied this.

On 9 March 2012 the Competition Appeals Court approved the merger between Walmart and Massmart subject to conditions. One of these related to the 2009/2010 retrenchments which the Court found indeed to be linked to the transaction. Under the conditions Massmart had to **rehire** 503 distribution workers that the company let go in the run-up to the merger.

The company Annual Report of December 2012 *notes that a total of 237 retrenched employees have accepted reinstatement; 73 took voluntary packages, 6 have retired or passed away and 187 did not present themselves for reinstatement.*

While this is a victory of sorts, the conditions of the re-instatement of the employees, the extent of their back pay and the claim they have on remaining in the operations in which they previously worked rather than been offered re-employment elsewhere in the operations, sometimes far away from their homes and original workplaces, is a site of dispute between SACCAWU and management.

Challenges for workers

EMPLOYEES AT MASSMART/WALMART

	Total FTEs*	Total Employees	Permanent Employees	%permanent employees	% flexi-time / non - permanent employees	Change in FTEs
2001	13 600	13 600	ND	ND	ND	-
2002	14 882	14 882	ND	ND	ND	9%
2003	16 763	16 763	ND	ND	ND	13%
2004	17 565	17 565	11 997	68%	ND	5%
2005	20 277	ND	15 297	70%	30%	15%
2006	22 412	24 754	ND	64%	36%	11%
2007	24 436	26 744	ND	61%	39%	9%
2008	24 308	27 521	ND	64%	36%	-1%
2009	24 518	28 162	18 302	65%	33%	1%
2010	26 585	ND	ND	ND	33%	8%
2011	27 729	ND	ND	68%	32%	4%
June	32 439	ND	ND	ND	33.9%	17%

*FTEs stands for 'Full-time equivalents' and is described in the annual report as including "all permanent employees and the permanent equivalent of temporary employees and contracted workers". It is therefore not disclosed how many workers are employed under these different sorts of employment contracts and how this is changing over time.

It is also unclear from the reports whether all employees were FTEs in 2001 – 2005, this seems unlikely. However no distinction is made in the reports and so the numbers are reported here as being the same.

The company Annual Report of December 2012 notes that 'investment in new stores and infrastructure has led to the creation of 8,324 Full Time Equivalent (FTE) positions since the Walmart transaction, in line with the estimated creation of 15,000 new direct and indirect positions within a five-year period'. The actual number of FTEs at Massmart at the December 2012 year end is not noted.

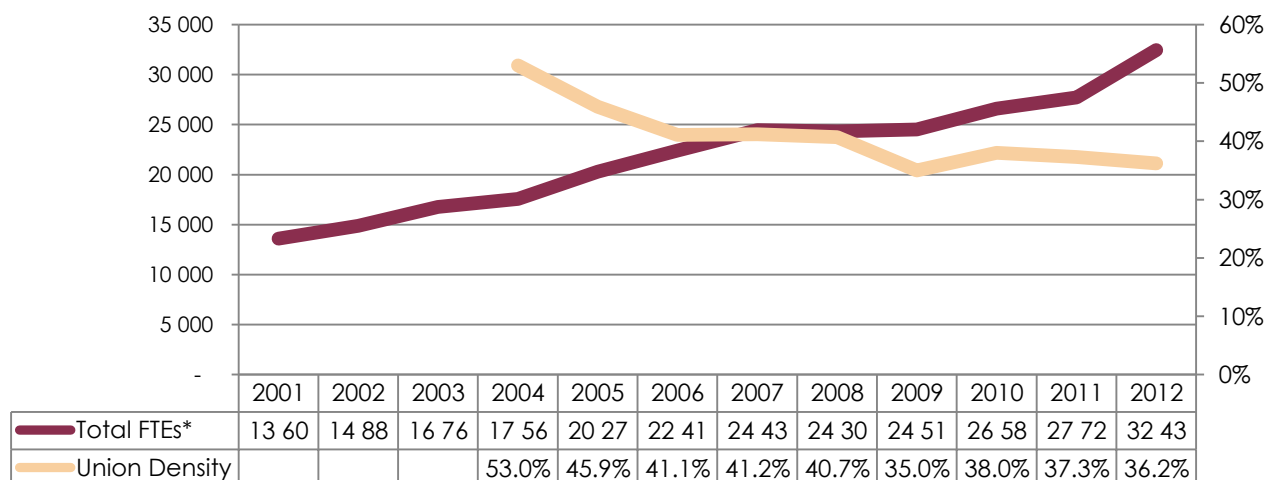
What is clear is that the number of FTE's is growing but there is no indication of the kind of contracts workers are being employed on as the group is so diverse. It is very important that the company clarify how this number is made up as what appears to be employees with benefits and protections, may well be a majority of contracted workers.

LEVELS OF ORGANISATION AT MASSMART/WALMART IN TOTAL WORKERS

Country	Union	Number of Workers at MWMart			Number of union members			% of Union members		
		Me	Wome	Total	Me	Wome	Tota	Men	Wome	Total
Botswana	BWFRWU	55	74	129	27	38	65	49.1	51.4	50.4
Lesotho	NUCCAW	36	16	52	34	16	50	94.4	100.0	96.2
Malawi	CIAWU	65	52	117	65	52	117	100.0	100.0	100.0
Mauritius	CAFTEU	34	50	84	19	21	40	55.9	42.0	47.6
Mozambique	SINECOSS	90	58	148	90	58	148	100.0	100.0	100.0
Namibia	NAFAU	43	55	98	32	34	66	74.4	61.8	67.3
Nigeria	NUSDE	77	43	120	35	15	50	45.5	34.9	41.7
South Africa	SACCAW			2192						52.6
Tanzania	TUICO			75			29			39.0
Uganda	UHFTAWU	64	46	110	33	24	57	51.6	52.2	51.8
Zambia	NUCIW	51	29	139	51	29	80	100.0	100.0	57.6

The Massmart / Walmart Annual Report 2012 claims that Massmart views the percentage of unionised staff as an indicator of commitment to freedom of association. This percentage has been dropping since 2004. The chart below shows that the gap between the number of employees and the percentage unionized is falling. What does this tell us about the commitment to freedom of association at Massmart / Walmart?

UNION DENSITY AND EMPLOYEE NUMBERS AT MASSMART/ WALMART



Source: Massmart Annual Reports: 2004, 2005, 2007, 2010, 2011, 2012. No figures available for group union density prior to 2004

What will the Alliance do?

At the meeting of UNI Africa Massmart / Walmart Shop Steward Alliance in June 2012, the unions had discussions about common problems experienced and also the objectives of the Alliance which were agreed and noted in the 'Johannesburg Declaration'.

The Alliance will:

1. Campaign for a **Global Agreement** between UNI and Walmart to ensure that Walmart employees all over the globe have a fair opportunity to fully exercise their rights to freedom of association and collective bargaining. Such a demand will be integrated into individual union CBAs as a demand.
2. Support **organising efforts** in Walmart workplaces by UNI affiliates, while seeking to initiate organising where there is currently no activity.
3. **Exchange information** about the company's conduct in Africa and coordinate joint action to hold Walmart accountable.
4. Shine a spotlight on Walmart's poor track record wherever they seek to expand in Africa. This will involve continuing **engagement with workers**, unions, the press, politicians, and with other stakeholders who may be affected by this expansion.
5. Actively participate in the **building of the UNI Walmart Global Union Alliance** in order to maximise our coordination and mutual solidarity in the above efforts.

