

## **DECENT WORK: AN AIM FOR ALL MADE BY ALL**

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### **Abstract:**

The aim of this article is to analyse the 11 substantive elements of the Decent Work concept developed by the International Labour Organization. We identify 4 main aspects regarding the pursuit of decent work, which are challenges for the different agents who operate in society: (1) the responsibility shared among the various social agents; (2) cultural differentiation in expressing Decent Work; (3) its evolving character arising from the advancement of scientific knowledge; and finally, (4) the global interdependence in the scenario in which social agents operate. Four propositions aligned with those aspects are formulated, and consequences for research and intervention are proposed.

### **Keywords:**

Decent work; Decent Work Agenda; Ethics; Human rights; Labour relations;

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## 1 Introduction

The idea of 'decent work' (DW) was proposed by the International Labour Organization (ILO) (ILO, 1999a, 1999b), at the turn of the millennium, and the concept has been enhanced and refined to become an operational aim for all. In its updated formulation, DW is described in 11 substantive elements which are also considered the Decent Work Agenda (ILO, 2008b; 2013). Each of the 11 substantive elements of decent work corresponds, on one hand, to the principles grounding the concept, and on the other, refers to a set of implications for practice at several levels of analysis and interpretation. Those elements are mutually inter-dependent, although they can be clearly individualized, as has happened with the indicators used by the ILO. In spite of its detailed description in the decent work agenda, the task of improving the concept and finding ways to promote it worldwide is as yet unfinished.

Each substantive element is presented and analysed regarding the concept they express, and a critical reflection is formulated on 4 aspects requiring consideration for clear comprehension and efficient intervention in promoting DW. Those four aspects are (1) that DW is a responsibility shared among social and economic agents, including social scientists and practitioners; (2) that there is some inter-cultural differentiation in expressing DW; (3) that in part, DW has an evolving character due to knowledge development and societal progress; and (4) that global interdependence makes national or regional measurements of DW necessary ingredients, but insufficient to represent accurate portrayal of the situation for each of the 11 substantive elements and DW in general. Each of these aspects will be highlighted in the dimensions in which they can best be demonstrated. Four propositions aligned with those aspects are then formulated. Finally, some consequences for research and intervention are proposed.

## 2 Substantive elements of decent work

The 11 substantive elements proposed in the Decent Work Agenda (ILO, 2008b; 2013) set out from the four principle values of the ILO: *freedom, equity, security and human dignity*. They aim to express respect for principles and fundamental rights at work, creating job opportunities, social protection and social dialogue, ensured by the tripartism referred to above. These substantive elements are assessed by 11 large groups of statistical indicators. The set of indicators used is mainly derived from Labour Force Surveys (LBS) (ILO, 2012), from national accounts, collective bargaining agreements, economic and population censuses, and other household or commercial/industrial surveys, among others. We present each one below, highlighting how they make clear the shared responsibility for decent work, the inter-cultural differentiation in decent work expressions, the evolving dimension of these concepts and the interdependence underlying how to achieve decent work.

### 2.1 Employment opportunities

The creation of job opportunities is a fundamental element for decent work (ILO, 2009, 2014). Despite being an element closely linked to a country's market and socio-economic conditions, it is also connected to a perspective of business growth and expansion. It is worth considering that with the effect of globalization, an organisation's expansion or growth often does not take place in a single country, which frequently is, or may be, accompanied by a migratory movement of workers.

It is an element that involves all types of economic activity (self-employment, formal and informal work, among others) (ILO, 2002). It can be measured, at a macro-

economic level, using a positive approach (workforce, sectors that generate more employment and are more productive, for example) or a negative one (percentage of economically active population that is unemployed; under-employment; lack of job opportunities, for example).

Considering the organisational level, job opportunities need to be compatible with business viability. Therefore, this component must always be analyzed taking into consideration the whole eco-system where interactions occur that have a direct or indirect impact on employment opportunities. Increased job opportunities in one country can be the direct effect of diminished opportunities in another, because both situations arise from the transfer of factories.

Although we may consider interventions at the organisational level to generate employment, they always need to be balanced in the interaction between the various community agents. Responsibility for creating job opportunities cannot be attributed exclusively to any one social agent. Political agents (those defining policies compatible with the creation of employment opportunities), organisational leaders (as entrepreneurs creating new business) and individual workers (who must play their part in becoming contributors to wealth creation) share responsibility for employment opportunities.

## *2.2 Adequate earnings and productive work*

The ILO gives great importance to this element, considering that “For many people, the most important characteristic of work is pay, and the principle of an ‘adequate living wage’ is mentioned in the preamble to the ILO Constitution. [...]” (Anker et al., 2002, p. 22). ‘Earnings’ can include salaries, payment for rest hours, bonuses, awards and discounts allowed to the employee and his family (which may represent a form of payment). Contributions to social security and pension schemes, and benefits received by employees based on these schemes are excluded by ILO from the concept of adequate earnings. Also excluded are indemnizations and termination payments (ILO, 2013). This element has aspects considered static such as ‘adequate income’, while others are dynamic, such as the way to maintain that ‘adequate income’ over time. Anker et al. (2002, p. 22) quote as an example: “[...] One dynamic aspect of decent work is whether individuals are able to improve future work and income via training and further education”. That is, investments in continued education (through training, directed to the function; and/or education, directed to the employee’s personal development) are sources of continuous promotion of ‘adequate income’.

Productive work is the positive contribution to creating value through work. It requires performance from the individual. From organisations, it requires creation of the context that allows sufficient performance from workers. From politicians, it requires laws and public policies which promote competence development and do not prevent productive work.

It becomes evident that this substantive element is closely related to the previous one. When involved in training and development programmes, individuals strengthen their employability (Rothwell & Arnold, 2007, Rothwell, 2015) and at the same time adequate earnings and productive work. The most relevant analyses, able to generate consequent interventions, must consider the complexity of the global dynamics in the system as a whole.

## *2.3 Decent working time*

The first ILO convention, in 1919, dealt with ‘working hours’. This topic is also contained in the introduction to the ILO Constitution (ILO, 1946). The time devoted to

work has various facets: excessive hours can jeopardize workers' physical and psychological health and can also be a factor contributing to accidents and the development of long-term occupational illnesses. When badly managed, time can harm the balance of the relationship between work and family and/or personal life. Increasingly more is demanded of the worker in terms of dedication. The reduction of working hours, or part-time employment, on one hand facilitates the entry (or re-entry) of professionals to the labour market, but on the other may be an opportunity for unsuitable employment (Anker et al., 2002, p. 29).

Once again, this is a component requiring examination of the complexity of mechanisms that determine working hours, considering the agents of the social system as a whole. These are influenced reciprocally. Working time also depends on the community's capacity to generate wealth and the very environmental conditions that interfere in working time. Yet again, we are in the presence of an element inserted in the global dynamics of interdependence and resulting from shared responsibility. Therefore, this includes examining organisational responsibility and determination of work time. Effective and sustainable (Barbosa, Drach & Corbella, 2014) intervention requires the intervention of multiple agents, such as politicians, organisational leaders and individual workers.

#### *2.4 Combining work, family and personal life*

Balance in the interaction between work-family and/or personal life is part of public policy in several countries. That balance is a critical aspect for many organisations (Méle, 1989; Allen, Cho & Meier, 2014). It is an element directly related to questions of gender equity at work (Anker et al., 2002, p. 38). Considering that question of equity, it is also related to appropriate time management, job opportunities for women and men, and to appropriate remuneration without discrimination. It also has an impact on social security and on several types of support for the employee, for example, the maternity and paternity leave they are entitled to. Questions of gender also appear to be related to social dialogue and the representativeness of workers, since women and men seem to be present in different ways in the workplace.

This component is difficult to determine regarding the appropriate balance between work, family and personal life, since there are substantial differences between individuals, cultures and countries. However, a general understanding can be established as to how this component is defined and operationalized. Once again we need to examine its determinants in the complex dynamics of the system as a whole and clarify intervention strategies in terms of the various agents, including organisations (and their management), politicians, individual workers and others.

#### *2.5 Work that should be abolished*

This component has already been designated as 'unacceptable work' (Anker et al., 2002, p. 3) and represents all kinds of work that is forced or which does not respect human rights. Included in this category are the various types of slave labour and child labour which, besides being forced, jeopardize, for example, children's development. Included here are "[...] all forms of forced labour for certain purposes, including political coercion, economic development and as means of racial, social or religious discrimination. [...]" (Ghai, 2002, p. 19).

National policies can promote the abolishment of work that does not respect human rights (ILO, 1999c). However, commitment is needed by the various stakeholders intervening in the work context: organisational leaders, politicians, and individual workers who have responsibility for hiring employees. In general, all agents

who participate directly or indirectly in work relationships are included in those who guarantee prevention of this kind of work.

Once more we are in the presence of a component where the interdependence between countries is particularly visible. If childhood labour is not controlled in a given country and economic agents employ children, the prices they set are competitive, and consequently those agents grow economically. At the same time, selling their products cheaply gives their customers good purchasing power, allowing them an economically comfortable life. Looking at these inter-dependences strengthens the idea that it is far from perfect to measure this component at the national level, without considering its global impacts, since the problem does not belong to those countries that fulfill the matter of elimination of work that should be abolished, but is rather a problem that belongs to all (Schwartz, 2003; Strudel, 2003).

## *2.6 Stability and security of work*

Instability in the labour market with the associated absence of guarantees about the job itself is usually a source of worry and stress for the majority of employees. Job loss, even for a short period, brings financial costs and the loss of accumulation of human capital, and possibly devaluation of the knowledge and specific skills used, acquired and/or developed in the job which has been lost (Anker et al., 2002, p. 34). All this also has an impact on the family of the worker, who will often find a new job which means moving from the region and upheaval for everyone.

While recognizing the importance of the stability and security of work, this component particularly shows global interdependence and how any geographically circumscribed intervention is very limited in its reach. The absence of stability and security at work is partly a consequence of the global competition in which companies operate. We can therefore consider that less stability and security of work can be compensated for by robust social security, able to support the worker in more vulnerable situations such as that of unemployment. It is also worth approaching this substantive element as dependent on several agents, such as individual workers (who can strengthen their competence and contribution), organisational leaders (who can adopt human resource policies fitting this element), politicians (who can promote economic development and legislate according to this element), and others. However, the huge interdependence in our globalized world cannot be ignored, also requiring coordinated actions for effectiveness in promoting this substantive element.

## *2.7 Equal opportunity and treatment in employment*

Fair treatment in the workplace involves various aspects, some of which have been discussed in the previous elements. What the majority of people hope for is "equal pay for work of equal value" (Anker et al., 2002, p. 42). Decent work includes the intention of job opportunities for women and men, without distinction concerning age, race, ethnic group, political opinion, sexual orientation or religious belief. Job opportunities should also be created to include people with disabilities and other so-called stereotyped illnesses (Ghai, 2002, p. 21). As Anker et al. (2002, p.42) state, "[...] fair treatment means working without harassment or exposure to violence, some degree of autonomy, and fair handling of grievances and conflict."

In this component, the shared responsibility of the different social agents is particularly visible: political decision-makers who create laws to establish equal opportunities, business leaders who put them into practice and individual agents who respect this principle, without appealing to any opposing tradition. This substantive element has to do with principles that are put into practice and emphasizes a culture of equality.

## 2.8 Safe work environment

Thinking about a safe and healthy work environment involves both physical and objective conditions of health and safety related to the worker's well-being and the perception held of them. To this end, besides identifying them, they must be maintained and promoted.

This component of decent work is associated with the idea that, as far as possible, work should be performed placing existing resources to preserve the physical and psychological health of the employee. Therefore, decent work requires that, as far as possible, physical and psycho-social risks are prevented (Anker et al., 2002, p. 49), by promoting actions that avoid accidents and the development of occupational illnesses.

We should consider that a safeworkenvironment requires allocation of resources, therefore making products and services more expensive. Here again, regarding this component of decent work, global interdependence is seen to make the use of national measures very limited. Selling cheaper products and services due to ignoring safety requirements in their production can be a factor in consumers' greater purchasing power, perhaps in countries where workers have met the requirements of a safeworkenvironment. Beside the interdependence between countries and regions underlying this substantive element, the various agents at different levels of inclusiveness have a shared responsibility to guarantee a safe working environment. Individual workers have to comply with defined procedures and rules preventing risk. Organisational leaders and managers have to establish safe procedures and create a safe working environment. Politicians have to approve laws and decide that organisations are complying with all these laws preventing risks to health.

Another aspect to consider in decent work in general, and particularly visible in this component, is the fact that the criteria defining a safeworkenvironment are evolving. Scientific knowledge brings constant updating on risk factors, and technology provides monitoring and prevention devices that contribute to establishing safeworkenvironments.

## 2.9 Social security

Different countries have created different measures and systems of social protection. Exposure to risks (mentioned when dealing with thesafeworkenvironment) and types and levels of protection vary between nations (Anker et al., 2002, p. 52; Ghai, 2003). Social security systems have a wide variety of institutional structures: they can be public, private or mixed; compulsory or voluntary; among other characteristics. Those systems exist, "[...] Yet the ILO estimates that only some 20 per cent of the world's labour force has access to adequate social protection" (Anker et al, 2002, p. 52). Convention N. 102 (ILO, 1952) established nine types of benefits to be guaranteed by social security: "medical care, sickness benefit, unemployment benefit, old-age benefit, employment injury benefit, family benefit, maternity benefit, invalidity benefit and survivors' benefit [...]" (Anker et al., 2002, p. 53).

This component expresses the idea that participation in wealth creation through work should be rewarded, among other things, by the availability of resources to be used by individuals at moments or in periods of life when they are more vulnerable. Individuals are therefore considered as deserving of care throughout their life and in all limiting conditions, and not only in periods or situations in which they are productive.

In this component, it is also particularly visible how decent work has an underlying conception of an inclusive society of well-being. This emphasis on

social security is counterbalanced by other components emphasizing productive work. Just as the safe work environment, social security is another component requiring the allocation of resources. For that reason, particularly evident in this dimension is the limitation of national measurements, when global interdependence shows that the resources each country generates are dependent on the actions of other countries in a dynamic network of complex interactions.

Regarding the shared responsibility in this substantive element, the individual worker has to keep a sufficiently high level of performance to contribute to the economic sustainability of business; organisational leaders and managers have to follow good management practices and good leadership strategies, and a sustainable organisational philosophy to maintain the organisation's contribution to common wealth; politicians have to create laws which contribute to the social security of workers and their families.

#### *2.10 Social dialogue, workers' and employers' representation*

This element of DW concerns the possibility of workers expressing themselves in the workplace about matters related to their own work or which affect it directly. Gallie (2013, p. 454) speaks of different forms of participation: direct and indirect. Direct participation occurs when the worker has a direct influence on decisions involving their work and having direct consequences for it or for the worker's life. Indirect participation is when the worker's expression is made through intervention by trade unions and professional associations, often affecting the effectiveness of direct participation. The ILO highlights respect for the right of free association and protection of the worker's right to negotiate collectively as an organisation (ILO, 1998, 2000). Social dialogue involves "any type of negotiation, consultation or exchange of information between, or among, representatives of governments, employers and workers, on issues of common interest relating directly to work and related economic and social policies" (Anker et al., 2002, p. 55).

This component of decent work shows great inter-cultural variety, since different cultures are substantially distinct regarding mechanisms of social dialogue. On one hand, particularly evident in this component is the shared responsibility of the various social agents. Participation in social dialogue and making it effective means that the agents involved must be committed to that participation, which is more than the opportunity they are given to participate. The existence of mechanisms for participation does not alone guarantee effective participation, and to be of good quality it must be engaged participation. More than a fundamental aspect of the rights (and duties) of workers, employers and governments, social dialogue is an essential part of the process towards decent work.

#### *2.11 Economic and social context for decent work*

In the area of public health and epidemiology, some studies recognize that economic and political processes create 'income inequality' influencing individual and public resources, such as: Education, Health, Social welfare and working conditions and that reviewing those processes could reduce inequality (Lynch, Smith, Kaplan & House, 2000). The impacts are wide-ranging, not only on how people live, including longevity and mortality rates. "[...] inequality in income distribution is likely to be associated with inequality in access to health and social services, in education, and in a number of other aspects of society relevant to mortality" (Rodgers, 2002, p. 536). Studies on inequality in income distribution and its impact on people's health indicate a negative effect on the latter (Elstad, Dahl & Hofoss, 2006). Findings "that income inequality is bad for the health of the whole population and not only for those with the

lowest incomes were seen to have important implications. Reducing the inequality would be in everyone's interest, including those with higher incomes" (Mackenbach, 2002, p. 1).

An extremely relevant factor represented by the first group of indicators (related to the employment opportunities component) of DW is employment, one of the essential objectives of the ILO being the reduction of unemployment rates (Godfrey, 2003, p. 1). Sen (1997) quotes ten types of social ills associated with mass unemployment, among them social exclusion with loss of freedom (with diminished participation in the community, less contribution and greater dependence); loss of confidence and feeling of controlling one's own life (with consequences for the long-term loss of competences); psychological ills (with the loss of self-respect and motivation); destabilization of human relationships (especially the growth of family tensions); possible increase of tensions related to inequality (racial and gender inequality), because when jobs become scarce 'the groups most affected are often the minorities, especially parts of immigrant communities' (Sen, 1997, p. 163); loss of social values and responsibility, as many who suffer unemployment have more intensified feelings of exclusion and rejection, and develop disbelief and cynicism regarding social justice, while others also have a feeling of continued dependence that undermines responsibility and self-confidence.

The economic and social context can influence the sustainability of decent work, just as performing decent work can, and should, affect a region's socio-economic results. This element also takes into consideration a region's various socio-economic characteristics regarding employment which have an impact on the measures and indicators of regional DW. For example: school-age children attending (or not attending) school; the rate of inflation; the adult population's level of schooling (illiteracy rates and percentage of adults completing basic education); women's participation in the labour market (in general and classified according to different occupations); 'wages/earnings inequality'; measures of poverty; among other characteristics (ILO, 2013). We cannot omit mentioning, however, that today this component of decent work must also be seen in the framework of global interdependence concerning social, economic and environmental aspects. Assessments that segment indicators of decent work geographically are therefore insufficient. Those assessments are necessary, but it is important to retain the notion that inter-dependence should be considered in the analyses and interventions foreseen.

### **3 Propositions on decent work**

Summarizing, these 11 elements are ingredients of the concept of decent work and form a valuable compass to guide the actions of economic, social and political agents. From examining them, however, the four aspects we refer to stand out. The first aspect mentioned was that responsibility is shared among several agents concerning fulfilment of decent work in society. Decent work is not the exclusive responsibility of political leaders, business-people, workers or any one of the other economic and social agents. It is a responsibility shared among all, and only with the efforts of all can it be progressively achieved. This aspect of the decent work agenda is already present in the concept of tripartism (participation of government, employers and employees) considered crucial for achieving decent work (ILO, 2008a). We propose a shared responsibility more than just a right. Furthermore, others stakeholders should be considered in promoting decent work, such as clients, suppliers, and members of several organisations in related fields (professional associations, unions, etc.).



We emphasized this aspect regarding the content of employment opportunities, adequate earnings and productive work, social security, and social dialogue, but it applies to all the components of DW, and to the concept as a whole.

The shared responsibility helps us to consider participation in two ways: on one hand, participation is the right to have a say regarding things that directly affect each agent's own life (Glew, Griffin & Van Fleet, 1995; Heller, Pusic, Strauss & Wilpert, 1998). On the other hand, participation is a responsibility for each agent and corresponds to them playing their part in pursuing collectively agreed aims. From this approach a statement can be proposed:

**Proposition 1** – Decent work for all depends on it being formed by all. The greater the number of different stakeholders/agents are involved in pursuing decent work, better results will be achieved.

An implication of that proposition is that interventions aiming to spread decent work should involve several stakeholders in order to be effective. Good public policies do not necessarily lead to good results if other crucial stakeholders (such as workers, employers, customers and professional associations) are absent and prevent the effectiveness of those public policies. Another point is that the same individual has different roles in their life. He /she can be a worker and a consumer. Often their behavior in different roles is not aligned with the same principles and values.

Derived from Proposition 1, a theoretical proposition can also be formulated as a hypothesis which can be submitted to empirical research in the future: other things being equal, the number and diversity of stakeholders involved in projects aiming to reach decent work is related to the effectiveness of the intervention.

The second aspect we referred to was that the components of decent work are, to some extent, differentiated culturally. We underlined this aspect in the components related to the use of time (decent working time and combining work, family and personal life), and also social security and social dialogue, but it also applies to the concept of DW as a whole. Differences between cultures occur hand in hand with universal principles and rights (UN, 1948).

At the organisational level, adoption of policies and practices of incorporation and management of diversity are seen to be important, as they express an intelligent balance between welcoming diversity and respect for universally accepted principles and rights (Jeanes, Knights & Martin, 2011). Also at the individual level the same balance should be reached. Individuals can accept and express diversity as long as that diversity does not contradict those human rights and principles. Social scientists can have a crucial role in helping to sharpen the border between what is an acceptable cultural difference and what is a universal expression of human rights. From this, the following proposition can be stated:

**Proposition 2** – There should be two kinds of measures of decent work: (a) Those referring to universal and comparable aspects of decent work; and (b) Culturally specific ones which differ between one culture and another.

Practical implications can be formulated from Proposition 2. Decent work indicators should include culturally specific aspects as well as universal aspects. New investments in developing culturally specific measures (or indicators) are relevant. Rankings of decent work deficit can be useful but have limitations, considering that comparing cultures through the same dimensions is also looking at one culture through the perspective of another. A challenge for future research is to explore the development of qualitative measures able to characterize decent work within specific cultural frameworks.

The third aspect referred to was that the components of decent work are evolving, and can be updated according to technical and scientific advancements in the most diverse areas. This is particularly evident in the component of a safe work environment, but applies to the concept of DW as a whole. As for organisations, this aspect highlights the importance of organisations keeping up-to-date concerning knowledge and technology as it becomes available. Therefore, good knowledge management practices are fundamental for organisations accepting their part of the responsibility for promoting decent work, one aspect of Corporate Social Responsibility (Safwat, 2015). The same can be said regarding individual workers and politicians. The general idea is that the concept in its underlying values will stand for a long time (because it is grounded in universal values) (ILO, 1944, 2001a, 2001b; Méle & Sánchez-Runde, 2013) but its operationalization often needs to be refreshed. From this we can state the following proposition:

**Proposition 3** – Operationalization of 'decent work' needs to be steadily updated so that the concept remains useful for intervention and research.

That proposition implies that measurement and refinement of the concept is always in progress. The way the various social agents update their knowledge in order to have a pertinent perspective rather than an outdated one is a requirement for good quality interventions. It is also crucial to bring new knowledge to the design and implementation of interventions, keeping close links with the core values and principles underlying decent work. Regarding research in decent work, it is relevant to pay special attention to the measures used, ensuring their fit to current knowledge on this subject.

The fourth aspect referred to was that, considering global interdependence in social, economic and environmental terms, measuring decent work at the national level is insufficient for understanding of the relevant social dynamics and for integrated intervention in situations of decent work deficit. We stressed this aspect in relation to the components of work that should be abolished, stability and security of work, and then again in employment opportunities, adequate earnings and productive work, and social security. We argued that decent work deficit in one country is always included in interdependent global dynamics.

Concerning organisations, global interdependence is on the one hand an indication of the limits of their intervention (because they are part of a network of profound worldwide interdependence), and on the other draws attention to the reach of the influence of their action, which affects not only those they are directly related to, but also all agents they relate to at a distance. Individual workers are at the same time, limited in their action and potentially influence many others. They can associate and be represented in the loci where decisions that directly affect their lives are taken (Glew, Griffin & Van Fleet, 1995; Heller et al., 1998). Their actions affect others and the actions of others affect them – all around the world. Politicians and those responsible for public policies have to consider their action regarding its effect at local, national, regional and global levels. Therefore, we can state the following proposition:

**Proposition 4** – A decent work deficit, no matter at which level it occurs, is always a global decent work deficit.

The understanding of decent work dynamics requires measurement at local, national, regional and global levels. Practitioners committed to spreading decent work should look at those multiple measures, at several levels of comprehensiveness, otherwise they will be solving a problem in one place at the expense of creating a problem in another. Consequently, the intervention in pursuing decent work will be

more effective and sustainable (Barbosa, Drach & Corbella, 2014) the more the measures taken comprise different levels of inclusiveness for measuring decent work.

### Conclusion

The 11 substantive elements included in the DW concept today were presented and discussed. In this analysis we emphasize 4 aspects relevant for analyzing decent work: the responsibility shared among the various social agents; cultural differences in expressing DW along with universal principles and rights; its evolving nature arising from the advance of scientific knowledge; and finally, the globally inter-dependent scenario in which social agents operate, whether we consider individual, organizational, social, national, regional or global levels.

For social agents who intend to pursue decent work, it is particularly relevant (a) to belong to a community of agents interested in and committed to decent work, to strengthen the impact of their intervention; (b) to use context-specific measures as well as universal measures of decent work; (c) to have access to current knowledge allowing the use of updated versions of decent work; and (d) to have indicators assessing several levels of analysis and always to approach DW as a global problem.

Those propositions can help further research through refining concepts, measures, and the process of stating new research hypotheses. It can also help in the improvement of interventions in the pursuit of decent work for all, formed by all.

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