level. The idea is also supported by Barlow Rand, whose Chairman stated that they "would like to see negotiations at industry or national level between employers' organisations and multi-racial unions, ... with supplementary negotiations on domestic issues at plant level between management and multi-racial committees." 33) Since South African laws prohibit Black unions from becoming registered members of industrial councils, employers have been forced to use the committee system as a substitute. However, in the late 1970's, some companies consider they have outlived their usefulness. Thus, the Chairman of Anglo American states that "though these committees have certainly served a useful purpose, I remain of the opinion that they can only be an interim expedient ... As and when black trade unions emerge which are properly conducted and reasonably representative we should certainly be prepared to recognise and negotiate with them even though they may not as yet be officially recognised in terms of the legislation." 34)

Effectively, the private business sector is no longer willing to comply with the spirit of the laws relating to employer-employee relations. They find it time-consuming and unnecessary to deal with Black and non-Black workers separately. The result of management frustration is the presence of representatives of all racial groups not only at in-company consultative meetings, but also, and more important, at industry level negotiating proceedings. Moreover, although only the decisions of non-Black registered unionists are, strictly speaking, legal, nevertheless, management can take full account of the comments and opinions of unregistered representatives of Black workers, and incorporate them into the final agreement which will become legally binding. In this way, they are circumventing restrictive laws, but are not acting illegally.

The willingness and ability of the majority of South African employers to implement non-discriminatory personnel policies is not in doubt. They are aware of the problems involved, and those with sufficient resources have initiated programmes to solve those problems, or to alleviate them, in so far as they are able. Several companies have expressed the opinion that they would do more if certain pertinent factors changed.

Probably the most important of these is a change in the legislation governing employment of all racial groups, so that one set of laws is applicable to all employees. A second vital factor is the need for a change in the attitude of the White population, and particularly White trade unionists, towards condoning, if not actively supporting, non-racial employment practices. The Barlow Rand Group considers that these changes "are occurring at a rapid pace and are likely to accelerate in the future." This is a somewhat optimistic view of South African society as a whole, but it is certainly true of the private business sector. A third factor which has definitely hindered the more widespread adoption of non-discriminatory personnel practices, at least in the last two or three years, is the economic recession and the resulting shortfall in available funds. The Chairman of Anglovaal Holdings considers that "there will have to be a resumption of the traditional major foreign inflows of capital before we can expect the higher levels of increases in gross national product necessary to create sufficient employment opportunities for the increasing population." Moreover, higher rates of economic growth will also enable firms to establish "a programme for the attainment of a unified labour policy for all employees."

The preceding comments by the chairmen and directors of some of South Africa's companies, both locally owned and

37) Ibid.
subsidiaries of multi-nationals, are indicative of the widespread changes in personnel policies which have already occurred, and the desire for further changes in the future. It is, after all, employers who primarily determine what changes shall occur in the labour field, and the speed with which they will be effected. It is also obvious from their public statements that South African managements firmly intend to completely remove all discriminatory employment practices as soon as possible. Their commitments auger well for the future of peaceful and equitable labour relations in South Africa.
OECD DECLARATION Appendix 1

ON INTERNATIONAL INVESTMENT
AND MULTINATIONAL ENTERPRISES

THE GOVERNMENTS OF OECD MEMBER COUNTRIES (*)

CONSIDERING

that international investment has assumed increased importance in the world economy and has considerably contributed to the development of their countries;

that multinational enterprises play an important role in this investment process;

that cooperation by Member countries can improve the foreign investment climate, encourage the positive contribution which multinational enterprises can make to economic and social progress, and minimise and resolve difficulties which may arise from their various operations;

that, while continuing endeavours within the OECD may lead to further international arrangements and agreements in this field, it seems appropriate at this stage to intensify their cooperation and consultation on issues relating to international investment and multinational enterprises through inter-related instruments each of which deals with a different aspect of the matter and together constitute a framework within which the OECD will consider these issues:

DECLARE:

Guidelines

I. that they jointly recommend to multinational enterprises operating in their territories the observance of the Guidelines as set forth in the Annex hereto having regard to the considerations and understandings which introduce the Guidelines and are an integral part of them.

National Treatment

II.1 that Member countries should, consistent with their needs to maintain public order, to protect their essential security interests and to fulfill commitments relating to international peace and security, accord to enterprises operating in their territories and owned or controlled directly or indirectly by nationals of another Member country (hereinafter referred to as "Foreign-

(*) The Turkish Government was not in a position to participate in this Declaration.
OECD DECLARATION
ON INTERNATIONAL INVESTMENT
AND MULTINATIONAL ENTERPRISES
THE GOVERNMENTS OF OECD MEMBER COUNTRIES (*)

CONSIDERING
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(*) The Turkish Government was not in a position to participate in this Declaration.
Controlled Enterprises") treatment under their laws, regulations and administrative practices, consistent with international law and no less favourable than that accorded in like situations to domestic enterprises (hereinafter referred to as "National Treatment").

II.2 that Member countries will consider applying "National Treatment" in respect of countries other than Member countries.

3 that Member countries will endeavour to ensure that their territorial subdivisions apply "National Treatment".

4 that this Declaration does not deal with the right of Member countries to regulate the entry of foreign investment or the conditions of establishment of foreign enterprises.

III.1 that they recognise the need to strengthen their co-operation in the field of international direct investment.

2 that they thus recognise the need to give due weight to the interests of Member countries affected by specific laws, regulations and administrative practices in this field (hereinafter called "measures") providing official incentives and disincentives to international direct investment.

3 that Member countries will endeavour to make such measures as transparent as possible, so that their importance and purpose can be ascertained and that information on them can be readily available.

IV that they are prepared to consult one another on the above matters in conformity with the Decisions of the Council relating to Inter-Governmental Consultation Procedures on the Guidelines for Multinational Enterprises, on National Treatment and on International Investment Incentives and Disincentives.
Review V that they will review the above matters within three years with a view to improving the effectiveness of international economic co-operation among Member countries on issues relating to international investment and multi-national enterprises.

Annex
to the Declaration of 21st June, 1976 by Governments of OECD Member Countries on International Investment and Multinational Enterprises

GUIDELINES FOR MULTINATIONAL ENTERPRISES

1. Multinational enterprises now play an important part in the economies of Member countries and in international economic relations, which is of increasing interest to governments. Through international direct investment, such enterprises can bring substantial benefits to home and host countries by contributing to the efficient utilisation of capital, technology and human resources between countries and can thus fulfil an important role in the promotion of economic and social welfare. But the advances made by multi-national enterprises in organising their operations beyond the national framework may lead to abuse of concentrations of economic power and to conflicts with national policy objectives. In addition, the complexity of these multi-national enterprises and the difficulty of clearly perceiving their diverse structures, operations and policies sometimes give rise to concern.

2. The common aim of the Member countries is to encourage the positive contributions which multinational enterprises can make to economic and social progress and to minimise and resolve the difficulties to which their various operations may give rise. In view of the trans-national structure of such enterprises, this aim will be furthered by co-operation among the OECD countries where the headquarters of most of the multinational enterprises are established and which are the location of a substantial part of their operations. The guidelines set out hereafter are designed to assist in the achievement of this common aim and to contribute to improving the foreign investment climate.

3. Since the operations of multinational enterprises extend throughout the world, including countries that are not Members of the Organisation, international co-operation in this field should extend to all States. Member countries will give their full support to efforts undertaken in co-operation with non-Member countries, and in particular with developing countries, with a view to
improving the welfare and living standards of all people both by encouraging the positive contributions which multinational enterprises can make and by minimising and resolving the problems which may arise in connection with their activities.

4. Within the Organisation, the programme of co-operation to attain these ends will be a continuing, pragmatic and balanced one. It comes within the general aims of the Convention on the Organisation for Economic Co-operation and Development (O.E.C.D.) and makes full use of the various specialised bodies of the Organisation, whose terms of reference already cover many aspects of the role of multinational enterprises, notably in matters of international trade and payments, competition, taxation, manpower, industrial development, science and technology. In these bodies, work is being carried out on the identification of issues, the improvement of relevant qualitative and statistical information and the elaboration of proposals for action designed to strengthen intergovernmental co-operation. In some of these areas procedures already exist through which issues related to the operations of multinational enterprises can be taken up. This work could result in the conclusion of further and complementary agreements and arrangements between governments.

5. The initial phase of the co-operation programme is composed of a Declaration and three Decisions promulgated simultaneously as they are complementary and interconnected, in respect of guidelines for multinational enterprises, national treatment for foreign-controlled enterprises and international investment incentives and disincentives.

6. The guidelines set out below are recommendations jointly addressed by Member countries to multinational enterprises operating in their territories. These guidelines, which take into account the problems which can arise because of the international structure of these enterprises, lay down standards for the activities of these enterprises in the different Member countries. Observance of the guidelines is voluntary and not legally enforceable. However, they should help to ensure that the operations of these enterprises are in harmony with national policies of the countries where they operate and to strengthen the basis of mutual confidence between enterprises and States.

7. Every State has the right to prescribe the conditions under which multinational enterprises operate within its national jurisdiction, subject to international law and to the international agreements to which it has subscribed. The entities of a multinational enterprise located in various countries are subject to the laws of these countries.
8. A precise legal definition of multinational enterprises is not required for the purposes of the guidelines. These usually comprise companies or other entities whose ownership is private, state or mixed, established in different countries and so linked that one or more of them may be able to exercise a significant influence over the activities of others and, in particular, to share knowledge and resources with the others. The degree of autonomy of each entity in relation to the others varies widely from one multinational enterprise to another, depending on the nature of the links between such entities and the fields of activity concerned. For these reasons, the guidelines are addressed to the various entities within the multinational enterprise (parent companies and/or local entities) according to the actual distribution of responsibilities among them on the understanding that they will co-operate and provide assistance to one another as necessary to facilitate observance of the guidelines. The word "enterprise" as used in these guidelines refers to these various entities in accordance with their responsibilities.

9. The guidelines are not aimed at introducing differences of treatment between multinational and domestic enterprises; wherever relevant they reflect good practice for all. Accordingly, multinational and domestic enterprises are subject to the same expectations in respect of their conduct wherever the guidelines are relevant to both.

10. The use of appropriate international dispute settlement mechanisms, including arbitration, should be encouraged as a means of facilitating the resolution of problems arising between enterprises and Member countries.

11. Member countries have agreed to establish appropriate review and consultation procedures concerning issues arising in respect of the guidelines. When multinational enterprises are made subject to conflicting requirements by Member countries, the governments concerned will cooperate in good faith with a view to resolving such problems either within the Committee on International Investment and Multinational Enterprises established by the OECD Council on 21st January, 1975 or through other mutually acceptable arrangements.

HAVING REGARD to the foregoing considerations, the Member countries set forth the following guidelines for multinational enterprises with the understanding that Member countries will fulfil their responsibilities to treat enterprises equitably and in accordance with international law and international agreements, as well as contractual obligations to which they are subscribed:

GENERAL POLICIES

Enterprises should

(1) take fully into account established general policy objectives of the Member countries in which they operate;
(2) in particular, give due consideration to those countries' aims and priorities with regard to economic and social progress, including industrial and regional development, the protection of the environment, the creation of employment opportunities, the promotion of innovation and the transfer of technology;

(3) while observing their legal obligations concerning information, supply their entities with supplementary information the latter may need in order to meet requests by the authorities of the countries in which those entities are located for information relevant to the activities of those entities, taking into account legitimate requirements of business confidentiality;

(4) favour close co-operation with the local community and business interests;

(5) allow their component entities freedom to develop their activities and to exploit their competitive advantage in domestic and foreign markets, consistent with the need for specialisation and sound commercial practice;

(6) when filling responsible posts in each country of operation, take due account of individual qualifications without discrimination as to nationality, subject to particular national requirements in this respect;

(7) not render — and they should not be solicited or expected to render — any bribe or other improper benefit, direct or indirect, to any public servant or holder of public office;

(8) unless legally permissible, not make contributions to candidates for public office or to political parties or other political organisations;

(9) abstain from any improper involvement in local political activities.

**DISCLOSURE OF INFORMATION**

Enterprises should, having due regard to their nature and relative size in the economic context of their operations and to requirements of business confidentiality and to cost, publish in a form suited to improve public understanding a sufficient body of factual information on the structure, activities and policies of the enterprise as a whole, as a supplement, in so far as is necessary for this purpose, to information to be disclosed under the national law of the individual countries in which they operate. To this end, they should publish within reasonable time limits, on a regular basis, but at least annually, financial statements and other pertinent information.
relating to the enterprise as a whole, comprising in particular:

(i) the structure of the enterprise, showing the names and location of the parent company, its main affiliates, its percentage ownership, direct and indirect, in these affiliates, including shareholdings between them;

(ii) the geographical areas* where operations are carried out and the principal activities carried on therein by the parent company and the main affiliates;

(iii) the operating results and sales by geographical area and the sales in the major lines of business for the enterprise as a whole;

(iv) significant new capital investment by geographical area and, as far as practicable, by major lines of business for the enterprise as a whole;

(v) a statement of the sources and uses of funds by the enterprise as a whole;

(vi) the average number of employees in each geographical area;

(vii) research and development expenditure for the enterprise as a whole;

(viii) the policies followed in respect of intra-group pricing;

(ix) the accounting policies, including those on consolidation, observed in compiling the published information.

* For the purposes of the guideline on disclosure of information the term "geographical area" means groups of countries or individual countries as each enterprise determines it appropriate in its particular circumstances. While no single method of grouping is appropriate for all enterprises, or for all purposes, the factors to be considered would include the significance of operations carried out in individual countries or areas as well as the effects on its competitiveness, geographic proximity, economic affinity, similarities in business environments and the nature, scale and degree of inter-relationship of the enterprises' operations in the various countries.
COMPETITION

Enterprises should

while conforming to official competition rules and established policies of the countries in which they operate,

(1) refrain from actions which would adversely affect competition in the relevant market by abusing a dominant position of market power, by means of, for example
   a) anti-competitive acquisitions,
   b) predatory behaviour toward competitors,
   c) unreasonable refusal to deal,
   d) anti-competitive abuse of industrial property rights,
   e) discriminatory (i.e. unreasonably differentiated) pricing and using such pricing transactions between affiliated enterprises as a means of affecting adversely competition outside these enterprises;

(2) allow purchasers, distributors and licensees freedom to resell, export, purchase and develop their operations consistent with trade conditions, the need for specialisation and sound commercial practice;

(3) refrain from participating in or otherwise purposely strengthening the restrictive effects of international or domestic cartells or restrictive agreements which adversely affect or eliminate competition and which are not generally or specifically accepted under applicable national or international legislation;

(4) be ready to consult and co-operate, including the provision of information, with competent authorities of countries whose interests are directly affected in regard to competition issues or investigations. Provision of information should be in accordance with safeguards normally applicable in this field.

FINANCING

Enterprises should, in managing the financial and commercial operations of their activities, and especially their liquid foreign assets and liabilities, take into consideration the established objectives of the countries in which they operate regarding balance of payments and credit policies.
TAXATION

Enterprises should

(1) upon request of the taxation authorities of the countries in which they operate, provide, in accordance with the safeguards and relevant procedures of the national laws of these countries, the information necessary to determine correctly the taxes to be assessed in connection with their operations, including relevant information concerning their operations in other countries;

(2) refrain from making use of the particular facilities available to them, such as transfer pricing which does not conform to an arm's length standard, for modifying in ways contrary to national laws the tax base on which members of the group are assessed.

EMPLOYMENT AND INDUSTRIAL RELATIONS

Enterprises should

within the framework of law, regulations and prevailing labour relations and employment practices, in each of the countries in which they operate,

(1) respect the right of their employees to be represented by trade unions and other bona fide organisations of employees, and engage in constructive negotiations, either individually or through employers' associations, which such employee organisations with a view to reaching agreements on employment conditions, which should include provisions for dealing with disputes arising over the interpretation of such agreements, and for ensuring mutually respected rights and responsibilities;

(2) (a) provide such facilities to representatives of the employees as may be necessary to assist in the development of effective collective agreements;

(b) provide to representatives of employees information which is needed for meaningful negotiations on conditions of employment;

(3) provide to representatives of employees where this accords with local law and practice, information which enables them to obtain a true and fair view of the performance of the entity or, where appropriate, the enterprise as a whole;

(4) observe standards of employment and industrial relations not less favourable than those observed
by comparable employers in the host country;

(5) in their operations, to the greatest extent practicable, utilise, train and prepare for upgrading members of the local labour force in co-operation with representatives of their employees and, where appropriate, the relevant governmental authorities;

(6) in considering changes in their operations which would have major effects upon the livelihood of their employees, in particular in the case of the closure of an entity involving collective layoffs or dismissals; provide reasonable notice of such changes to representatives of their employees and where appropriate to the relevant governmental authorities, and co-operate with the employee representative and appropriate governmental authorities so as to mitigate to the maximum extent practicable adverse effects;

(7) implement their employment policies including hiring, discharge, pay, promotion and training without discrimination unless selectivity in respect of employee characteristics is in furtherance of established governmental policies which specifically promote greater equality of employment opportunity;

(8) in the context of bona fide negotiations* with representatives of employees on conditions of employment or while employees are exercising a right to organise, not threaten to utilise a capacity to transfer the whole or part of an operating unit from the country concerned in order to influence unfairly those negotiations or to hinder the exercise of a right to organise;

(9) enable authorised representatives of their employees to conduct negotiations on collective bargaining or labour management relations issues with representatives of management who are authorised to take decisions on the matters under negotiation.

**SCIENCE AND TECHNOLOGY**

Enterprises should

(1) endeavour to ensure that their activities fit satisfactorily into the scientific and technological policies and plans of the countries

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* Bona fide negotiations may include labour disputes as part of the process of negotiation. Whether or not labour disputes are so included will be determined by the law and prevailing employment practices of particular countries.
in which they operate, and contribute to the
development of national scientific and technological capacities, including as far as appropriate the establishment and improvement in host
countries of their capacity to innovate;

(2) to the fullest extent practicable, adopt in the
course of their business activities practices
which permit the rapid diffusion of technologies
with due regard to the protection of industrial
and intellectual property rights;

(3) when granting licenses for the use of industrial
property rights or when otherwise transferring
technology do so on reasonable terms and
conditions.

DECISION OF THE COUNCIL *
ON INTER-GOVERNMENTAL CONSULTATION
PROCEDURES ON THE GUIDELINES
FOR MULTINATIONAL ENTERPRISES

The Council,

Having regard to the Convention on the Organisation for
Economic Co-operation and Development of 14th December,
1960 and, in particular, to Articles 2(d), 3 and 5(a)
thereof;

Having regard to the Resolution of the Council of 21st
January, 1975 establishing a Committee on International
Investment and Multinational Enterprises and, in
particular, to paragraph 2 thereof C(74)247(Final);

Taking note of the Declaration by the Government of OECD
Member countries of 21st June, 1976 in which they jointly
recommend to multinational enterprises the observance of
guidelines for multinational enterprises;

Recognising the desirability of setting forth procedures
by which consultations may take place on matters related
to these guidelines;

On the proposal of the Committee on International Invest-
ment and Multinational Enterprises;

* Turkey abstained.
DECIDES:

1. The Committee on International Investment and Multinational Enterprises (hereinafter called the "Committee") shall periodically or at the request of a Member country hold an exchange of views on matters related to the guidelines and the experience gained in their application. The Committee shall periodically report to the Council on these matters.

2. The Committee shall periodically invite the Business and Industry Advisory Committee to OECD (BIAC) and the Trade Union Advisory Committee to OECD (TUAC) to express their views on matters related to the guidelines and shall take account of such views in its reports to the Council.

3. Measures introduced by a territorial subdivision of a Member country, pursuant to its independent powers, which constitute exceptions to "National Treatment", shall be notified to the Organisation by the Member country concerned, insofar as it has knowledge thereof, within 30 days of the responsible officials of the Member country obtaining such knowledge.

4. The Committee on International Investment and Multinational Enterprises (hereinafter called the "Committee") shall periodically review the application of "National Treatment" (including exceptions thereto) with a view to extending such application of "National Treatment". The Committee shall make proposals as and when necessary in this connection.

5. The Committee shall act as a forum for consultations, at the request of a Member country, in respect of any matter related to this instrument and its implementation, including exceptions to "National Treatment" and their application.

6. Member countries shall provide to the Committee, upon its request, all relevant information concerning measures pertaining to the application of "National Treatment" and exceptions thereto.

7. This Decision shall be reviewed within a period of three years. The Committee shall make proposals for this purpose as appropriate.
DECISION OF THE COUNCIL
ON INTERNATIONAL INVESTMENT INCENTIVES AND DISINCENTIVES

The Council,

Having regard to the Convention on the Organisation for Economic Co-operation and Development of 14th December, 1960 and, in particular, Articles 2(c), 2(d), 2(e), 3 and 5(a) thereof;

Having regard to the Resolution of the Council of 21st January, 1975 establishing a Committee on International Investment and Multinational Enterprises and, in particular, paragraph 2 thereof [(74)247(Final)];

Taking note of the Declaration by the Governments of OECD Member countries of 21st June, 1976 on international investment incentives and disincentives;

On the proposal of the Committee on International Investment and Multi-national Enterprises;

DECIDES:

1. Consultations will take place in the framework of the Committee on International Investment and Multinational Enterprises at the request of a Member country which considers that its interests may be adversely affected by the impact on its flow of international direct investments of measures taken by another Member country specifically designed to provide incentives or disincentives for international direct investment. Having full regard to the national economic objectives of the measures and without prejudice to policies designed to redress regional imbalances, the purpose of the consultations will be to examine the possibility of reducing such effects to a minimum.

2. Member countries shall supply, under the consultation procedures, all permissible information relating to any measures being the subject of the consultation.

3. This Decision shall be reviewed within a period of three years. The Committee on International Investment and Multinational Enterprises shall make proposals for this purpose as appropriate.
"urged that churches in South Africa and overseas cease further investment in South Africa unless the following CODE OF ETHICS in South Africa be accepted:—

- non-segregation of the races in all eating, comfort and work facilities;
- equal and fair employment practices for all employees;
- equal pay at market rates for all employees doing equal or comparable work for the same period of time;
- initiation and development of training programme to prepare Africans in substantial numbers for supervisory, administrative, clerical and technical jobs;
- increasing the number of Africans in management and supervisory positions;
- improvement in the quality of employees' lives outside the work environment;
- immediate recognition of trade unions as a basis for future management of labour negotiations;
- active encouragement for the establishment of such unions where they do not exist;
- the introduction of labour-intensive manufacturing processes and/or distribution as opposed to increasing mechanisation;
- the establishment of committees within various sectors of industry to share information and problem-solving techniques;
- the introduction of a voluntary 2% self-tax on gross profits, to be contributed to education for Africans;
- the locating, support and encouragement of African-initiated and controlled projects;
- the refusal to use migrant labour unless married accommodation is provided;
- the investment of a certain proportion of company's portfolios in banking institutions which will utilise funds solely for the benefit of Africans;
- active reduction of foreign skilled workers and their replacement by adequately trained Africans;
- the refusal to invest in or assist projects connected with the manufacture of arms."
THE SULLIVAN MANIFESTO

Appendix III

1. Non-segregation of the races in all eating, comfort and work facilities.
2. Equal and fair employment practices for all employees.
3. Equal pay for all employees doing equal or comparable work for the same period of time.
4. Initiation and development of training programmes that will prepare in substantial numbers blacks for supervisory, administrative and clerical jobs.
5. Increasing numbers of blacks in management and supervisory positions.
6. Improving quality of employees' lives outside the work environment in such areas as housing, transportation, schooling, recreation and health facilities.

THE EEC CODE

Appendix IV

1. Relations Within the Undertaking:

A) Companies should ensure that all their employees, irrespective of racial or other distinction, are allowed to choose freely and without any hindrance the type of organisation to represent them.

B) Employers should regularly and unequivocally inform their employees that consultations and collective bargaining with organisations which are freely elected and representative of employees are part of company policy.

C) Should black African employees decide that their representative body should be in the form of a trade union, the company should accept this decision. Trade unions for black Africans are not illegal, and companies are free to recognise them, and to negotiate and conclude agreements with them.

D) Consequently, the companies should allow collective bargaining with organisations freely chosen by the workers to develop in accordance with internationally accepted principles.

E) Employers should do everything possible to ensure that black African employees are free to form or to join a trade union. Steps should be taken in particular to permit trade union officials to explain to employees the aims of trade unions and the advantages of membership, to distribute trade union documentation and display trade union notices on the company's premises, to have reasonable time off to carry out their union duties without loss of pay, and to organise meetings.

F) Where Works or Liaison Committees already operate, trade union officials should have representative
status on these bodies if employees so wish. However, the existence of these types of committees should not prejudice the development or status of trade unions or of their representation.

2. Migrant Labour

A) The system of migrant labour is, in South Africa, an instrument of the policy of apartheid which has the effect of preventing the individual from seeking and obtaining a job of his choice. It also causes grave social and family problems.

B) Employers have the social responsibility to contribute towards ensuring freedom of movement for black African workers and their families.

C) In the meantime employers should make it their concern to alleviate as much as possible the effects of the existing system.

3. Pay

Companies should assume a special responsibility as regards the pay and conditions of employment of their black African employees. They should formulate specific policies aimed at improving their terms of employment. Pay based on the absolute minimum necessary for a family to survive cannot be considered as being sufficient. The minimum wage should initially exceed by at least 50 per cent the minimum level required to satisfy the basic needs of an employee and his family.

4. Wage structure and black African advancement

A) The principle of "equal pay for equal work" means that all jobs should be open to any worker who possesses suitable qualifications, irrespective of racial or other distinction, and that wages should be based on a qualitative job evaluation.

B) The same pay scales should be applied to the same work. The adoption of the principle of equal pay would, however, be meaningless if black African employees were kept in inferior jobs. Employers should therefore draw up an appropriate range of training schemes of a suitable standard to provide training for their black African employees, and should reduce their dependence on immigrant white labour.

5. Fringe Benefits

A) In view of their social responsibilities, undertakings should concern themselves with the conditions of their employees and families.

B) For this purpose company funds could be set aside for use:-