

**BUILDING A  
RECOVERY  
FOR ALL**



industriAll Europe  
Congress 2021

A STRONG VOICE FOR INDUSTRIAL WORKERS IN EUROPE

# **STRATEGIC PLAN**

## **2021-2023**

## **BUILDING A RECOVERY FOR ALL**

### **A strong voice for industrial workers in Europe**

We are witnesses to the worst economic and social crisis since the 1930s after emerging from an unprecedented global pandemic. As industrial trade unionists, our main objective is to fight for strong economic and social policy measures to protect workers' health, jobs, income and working conditions. The impact of the pandemic is accelerating existing structural changes in many industrial sectors, whether due to necessary climate action or digitalisation, whilst acting as an interrupter in others. While this undoubtedly poses a perfect storm for some, there are also potentially opportunities for innovative industrial policies to develop, which with the necessary political will could support more sustainable industrial recovery.

Fundamental labour rights to organise, collectively bargain and take collective action are under assault across Europe and globally. This is unacceptable and we will fight together to defend these fundamental rights.

As a result of trade union mobilisation and expertise, employers and governments involved trade unions in developing and implementing responses to the COVID-19 emergency, but are increasingly pushing unions to the side when it comes to negotiating the recovery and resilience at company and member state level, collective bargaining, and workers' participation rights are not being respected. Fighting to regain and strengthen the labour and democratic rights that have been undermined in some countries and companies is our top priority. Never has the need for a strong, unified worker voice in Europe been more urgently needed. industriAll European Trade Union must meet the challenges posed by this pandemic and the deeper structural changes underway to tackle climate change and digitalisation.

We need a real European response that is, with the active involvement of the social partners, ambitious and targeted to have a significant macro-economic impact and help avoid further social damage, restore confidence and generate important multiplier effects, while respecting and integrating the principles of the UN Sustainable Development Goals, the Paris Agreement and the European Green Deal. Recovery and resilience plans must contribute to avoiding an asymmetric recovery (as some countries, regions and/or sectors have more fiscal space than others to support the recovery) and thus promote internal cohesion and solidarity. Furthermore, recovery funds must contribute to achieving a more resilient and equal society through support for disadvantaged groups, investment in quality public services and ensuring that no one is left behind.

Without concerted and coordinated government action across Europe, it is increasingly clear that the long-term damage of the pandemic is going to change many lives for the worse. Specifically, it is going to exacerbate existing inequalities, between and within countries, as the privileged buffer themselves against its pernicious effects while Europe's most vulnerable people and regions struggle not to fall through the rapidly widening economic fractures. Women, migrants and precarious workers are disproportionately affected by the pandemic. Women already penalised by the gender pay gap have been often excluded from the labour market as in a context of crisis it is often their jobs that are considered dispensable. The income situation, as well as access to health and safety for vulnerable groups in the labour market and in society, must be improved. Rising inequalities, fostered by decades of

neoliberalism without counterbalancing policies, unless opposed will provide a seedbed for populism and xenophobia. Economic inequalities will increase fundamental damage to the social fabric of Europe through rising poverty in all its guises, depopulation and deindustrialisation.

Notably the COVID-19 crisis has disproportionately affected young workers and apprentices. Many young people have suddenly found themselves with suspended or interrupted employment or apprenticeship contracts, and with no other opportunities to start their professional career. Young workers are mostly on fixed-term contracts, many are agency workers, or are stuck in atypical forms of work with limited or no social protection. An adequate response is urgently needed in order to prevent a damage that is irreparable. Together, we need to prevent the loss of the next generation of industrial workers.

The only certainty for many is uncertainty in the coming months. Therefore, this Strategic Plan for industriAll Europe sets out to chart key strategic thinking and actions for our collective work, whilst recognising that the organisation must be flexible to unforeseen events. The pandemic and its aftermath are stretching union resources to their limits, as crisis-based company restructuring comes alongside and is accelerating broader structural changes because of digitalisation, climate change and unregulated globalisation. Recovery must be ensured for all. Industrial unions in Europe commit themselves to take a proactive approach to ensuring that this happens.

All activities undertaken must have a central objective: strengthening the collective worker voice in strategic decisions at company, sectoral, national and European levels to enforce rights and deliver our demands; strengthening our affiliates' voices to policymakers and employers to this end, through expertise, exchanging practice and articulating joint demands and action.

Therefore, industriAll Europe's strategic plan for 2021-23 is focused on delivering five priorities:

### **1. A strong voice for workers needs strong unions at work**

As uncertainty about the length and the effect of the pandemic continues, unions have a key role in mitigating the uncertainty and protecting workers, while also facing new challenges of maintaining links with members and cohesion within the workforce. There are also opportunities for unions in the new context: to innovate, use new technologies to support dialogue in the workplace and cross-border, and to organise new members concerned about health and safety at work and job security. These must be grasped and embraced.

Despite being undermined in many countries in the response to the last financial crisis, social dialogue, collective bargaining and workers' involvement have proven their worth in the fight against the pandemic. Joint solutions in protecting workers' health and safety, their incomes, and their jobs, have been found at all levels. As there is growing recognition of the value of collective bargaining, industriAll Europe affiliated trade union organisations must continue mobilising to strengthen collective bargaining systems and ensure that they deliver fair and collective solutions for all.

These tools are not only essential to address the emergency, but are also fundamental for deploying fair recovery strategies. Compliance to the letter and spirit of EU laws on worker information, consultation and participation is not always secured, nor are sanctions effective and strong enough to discourage non-compliance.

With multinational companies ignoring national boundaries and increasingly able to take advantage of an incoherent EU social and fiscal “acquis”, as well as loopholes in EU law, letterbox companies are spreading, and workers’ rights easily circumvented. Action is needed to reassert the importance of trade unions and industrial relations tools. Indeed, it will be impossible to reconstruct our industries without the commitment and the contribution of workforce.

Therefore, industriAll Europe will:

- a) Draw on the experience of industriAll Europe’s Together at Work campaign to underpin a broader campaign, building trade union power and strengthening industrial relations tools at sector and company level, nationally and across the EU, within the ‘new normal’ context: “Every workplace with a union. Every worker in the union”;
- b) Support affiliates to develop new strategies and tools to organise and recruit more members, to establish collective bargaining agreements, including addressing companies in sectors with a low collective bargaining coverage, with special attention to workplaces in emerging new industries (due to digitalisation and the greening of industries), and exchanging experiences of organising the ‘new normal’ world of work within The Organising Programme of industrial Europe;
- c) Defend the autonomy of the social partners at all levels and rebuild collective bargaining systems where needed, critically assessing formal obstacles to freedom of association, collective bargaining and the right to strike, calling out union-busting;
- d) Review, evaluate and strengthen practices in cross-border cooperation and networking of member trade unions by promoting the industriAll Europe Solidarity Pact;
- e) Rebalance the focus of structural reforms by moving away from deregulating labour markets, by promoting areas of social importance, such as skills, collective bargaining systems, secure employment contracts; by creating a positive and predictable investment climate for companies; and by good public governance and effective public institutions;
- f) Promote -, introduced by the campaign “My Union. My Rights” - collective responses to attempts to individualise rights at work, demanding more political support for collective bargaining, both from EU-institutions and national governments (e.g. through a strengthening of social criteria in public procurement). Campaign for a right to sectoral bargaining in European countries where there are restrictions and proactively defend sectoral collective agreements under threat;
- g) Foster regional collective bargaining networks in the manufacturing industries;
- h) Develop and promote pro-active trade union strategic industrial visions at sectoral level and within company-level trade union representatives and EWCs;
- i) Improve the promotion and support the setting up of EWCs and of workers’ involvement in SEs, as well as in companies which merge across borders, and push for the negotiation of far-reaching and quality agreements based on industriAll Europe’s binding guidelines and industriAll Europe’s toolbox for negotiation, to manage and anticipate changes underway;
- j) Further develop tools to better equip trade union representatives in multinational companies, EWC and SE-WC members, with tips and advice on how to proactively handle topical issues (e.g. through the update of the binding guidelines for EWC/SE

negotiations, or the release of practical recommendations on restructuring, Brexit, digitalisation, decarbonisation, equal opportunities, etc.);

- k) Continue calling for a substantial legal improvement of the Recast EWC Directive, including establishment of effective, dissuasive and proportionate sanctions;
- l) Create, whenever possible and relevant, the conditions to conclude European company agreements, establishing fair solutions for all, based on the internal mandate procedure for negotiations at the company level, which provides clear and democratic rules for negotiations in multinational companies;
- m) Defend a European model of corporate governance based on a joint architecture of transnational rights to information, consultation and representation on corporate boards and which promotes companies acting in the common interest of workers and society and addressing the wider responsibilities of companies beyond the interests of their shareholders (including the introduction of mandatory due diligence on human rights, environmental protection and health and safety, and the strengthening of legal frameworks for corporate social responsibility, with the main aim to strengthen workers' involvement and trade union rights).

## **2. A strong voice for workers to deliver good jobs in strong and sustainable European industries**

Developing smart, clean and innovative industrial activities inside Europe is key for promoting economic growth, creating added value for society, and supporting productivity growth. Moreover, an ambitious industrial policy is essential for any good jobs strategy, as it contributes to maintaining and creating quality jobs for industrial workers, able to attract and retain young workers.

The pandemic has exposed the inherent weaknesses of extended global value chains and the importance of domestic industrial production. In so doing, the case for reshoring manufacturing and ensuring industrial sovereignty with regional, shorter supply chains has been strengthened. Furthermore, this crisis has created a rupture demanding state intervention to avoid economic collapse – the need to build back better has accelerated investment in clean technologies and supported the shift foreseen in the EU Green Deal.

Digitalisation has the potential to significantly improve the comparative advantages of European manufacturing and to develop activities in new industrial sectors, and thereby protect or even create industrial jobs, if properly regulated and negotiated. On the other hand, implementation of digital technologies is dramatically changing the world of work with huge impact on the quantity and quality of jobs.

The invisible hand of the market has been exposed as a myth and the need for strong industrial strategies has become a common policy objective. In particular, the EU's Green Deal is a deliberate political intervention into market forces, and therefore, politicians have a direct responsibility for delivering a Just Transition and decarbonisation without deindustrialisation. Workers have a vital role in steering these policies to ensure that good industrial jobs are created, transformed and maintained. IndustriAll Europe must not fall into a defensive position on industrial policy – unions must be involved and grasp the opportunities created by the crisis to change the economic and social model of production and consumption.

Therefore, industriAll Europe will:

- a) Campaign for a strong and sustainable European industrial strategy at the heart of EU and national recovery plans and programmes, with sectoral/value-chain roadmaps and

- concrete actions, and avoiding mass deindustrialisation in Europe and the loss of industrial assets and capacity;
- b) Advocate to enshrine the Green Deal, including the Fit for 55 package into a European industrial policy that will develop low-carbon industrial value chains and avoid disruptive change in regions and sectors where emissions are hard to abate;
  - c) Public funds must have enforceable social justice strings attached to public support for private companies, through guarantees on future investments, the number and quality of jobs, fair taxation, the prohibition of share buybacks or extraordinary dividends for shareholders, and monitoring through social dialogue;
  - d) Ensure that the dual transitions are "just transitions": meaning the timely anticipation and assessment of the impact of structural change and guaranteeing adequate support to employees, businesses and regions affected by structural change. This requires an integrated approach and a strong and coherent social dialogue through the involvement of all stakeholders at all levels: companies (training, internal mobility, anticipating restructuring in order to avoid forced redundancies), public employment services (organising a smooth transition from one job to another), other public authorities (sectoral/value chain mapping and planning with regional reconversion plans), trade unions (devising alternatives to restructuring plans, finding a solution for each worker affected by restructuring and building trade union power in new industries). Full involvement of workers and their trade unions must be a mandatory pre-requisite in all of these actions;
  - e) Set up ad hoc trade union coordination groups to support jointly agreed trade union actions in the event of transnational restructuring and massive job cut plans, and develop tools for worker representatives in multinational companies to be better equipped to anticipate and shape change (e.g. handbook on restructuring and practical recommendations to EWC/SE members);
  - f) Monitor and influence EU Just Transition territorial and sectoral plans and resources, as well develop long-term roadmaps to anticipate and manage the deep decarbonisation of the energy and energy-intensive industries and the shift towards electrification and alternative fuels in transport equipment manufacturing value chains, together with employers and government; ensure that the national and sectoral trade unions are involved in the development, monitoring and evaluation of Territorial Just Transition Plans in line with the partnership principle in cohesion funding; campaign for an increase in the resources of the Just Transition Fund to mitigate the social impact of the green transition;
  - g) Engage in EU proposals to assert a leading industrial position in electronic components/systems and invest in the development of new sectors such as Big Data, Cloud Computing, Artificial Intelligence, Advanced Manufacturing;
  - h) Elaborate an integrated All Europe view on sustainable and inclusive mobility addressing modal shifts, the electrification of fleets and alternative fuels and propulsion technologies, and the EU and national sectoral roadmaps and policies to guarantee a Just Transition for workers in the automotive, aerospace, shipbuilding and maritime equipment, and rail equipment sectors and their supply chains;

- i) Develop an industrial All Europe approach on the role that working time measures can play to guarantee and deliver good jobs, in response to digitalisation and the economic crisis;
- j) Industrial Strategy promoting industrial collaboration along future-oriented value chains, taking into account the challenges of globalisation (including the rise of unfair trading practices), and the need to relax state aid rules to ensure full support for the twin green and digital transitions;
- k) Invest in the regional dimension of industrial policy to address rising inequalities by investigating the opportunities for reshoring production and tackling regional imbalances
- l) Promote strategic planning of adequate public finance for the modernisation of (European) network for transport (rail, (air)ports and harbours), (smart) electricity grids, infrastructure for Carbon Capture and Storage/Use (CCS/CCU) and hydrogen, communications, industrial infrastructures (business parks, research and innovation, logistics) including through participation in EU initiatives such as the European Clean Hydrogen Alliance and European Battery Alliance (EBA)
- m) Promote an Energy Union 2.0, which invests in a strong increase of the supply of carbon energy, organises demand response, creates a Europe-wide electricity grid to address the intermittent character of wind and solar energy, develops technologies for energy storage, and boosts research and development to maintain and develop a fully-fledged energy industry inside the EU recognising the importance of energy sovereignty and all low carbon energy sources to the future energy mix, while guaranteeing affordable energy for industrial users and households;
- n) Develop roadmaps for the deep decarbonisation of the energy-intensive industries (e.g. steel, non-ferrous, chemicals, paper), aiming to guarantee a sustainable future for these sectors in Europe through the upscaling of new breakthrough technologies, massive public and private investment, and a supportive regulatory framework to ensure a Just Transition, while safeguarding that European production is not exposed to unfair and aggressive trade dumping and asymmetric competition
- o) Promote an industrialised circular economy that goes beyond recycling waste and instead focuses on reusing and remanufacturing, notably through active participation in EU initiatives on raw materials and circularity;
- p) Warrant sustainable activities and fairness in global value chains through engagement in taxonomy initiatives and the advocacy of improved financial reporting and sustainable corporate governance measures (e.g. mandatory human rights due diligence frameworks);
- q) Militate for the multilateral regulation of international trade to ensure the standards, and trade and investment policies providing a global level playing field for our industries through the portfolio of trade and investment policy instruments and negotiations, whether in relation to carbon leakage, the respect of environmental and labour protection standards, or in addressing overcapacities and unfair practices, including active participation in domestic advisory groups. Transparency is crucial for social acceptance of trade policy, and trade union

involvement is a key demand to achieve this. Furthermore, strong coordination is vital between EU and non-EU European countries' trade policies within the trade union movement.

### 3. **A strong voice for workers for inclusive, healthy and safe workplaces**

The pandemic and its aftermath have radically altered the world of work, both for those who have become accustomed to working from home and those workers deemed 'essential' to maintain industrial production, energy production and systems and providing solutions to keep the world moving and working.

Health and safety at work has moved from being a Cinderella topic in Europe, to being rightfully recognised as vital. While the pandemic is a tipping point for technology dissemination and for the digital transformation of our working environment, it is vital to avoid an assumption that everyone is able to take advantage of these technologies. Good health and safety culture – from 'slips and trips' to psychosocial risks at work – must be strengthened throughout our industries.

The COVID-19 pandemic has unfortunately highlighted that today, more than ever, deep inequalities persist in regard to occupational health, accidents and in particular, concerning occupational illnesses. The digital divide, highlighted by the COVID-19 crisis, must, without delay, be the subject of a discussion and concrete measures to resolve this. The digital divide has split the entire population in two. There is, on the one hand, those who can use digital tools and, on the other hand, those who do not have the means, the knowledge or quite simply do not have the possibility, due to their professional activity. This digital gap has also had a significant impact on the levels and type of exposures to risks of occupational accidents and diseases.

In the industry, the pace of digital transformation has accelerated as the new situation called for the introduction and the use of new technologies, with automation being one way of keeping social distance. Many workers in industries have been forced to adapt to an increasingly higher and unpredictable work pace caused by intensification of work due to automation and advanced technologies. The introduction of new technologies and the increase in productivity must not be translated into a regressive model that puts greater pressure on the workers. It could represent instead the opportunity to lighten their load by rethinking - with their participation – work organisation and working time policies. The pressure to be flexible and adaptable, to have the right skills and to stay on top of the job affects the workers who need to keep up with the rapid digital transformation.

Europe must avoid the mistakes and unintended consequences of previous crises. Research and literature from past decades indicate that women were disproportionately impacted up to seven years later than their male counterparts in previous crises (in employment, in education, in political representation). The COVID-19 pandemic has affected women throughout Europe in a disproportionate way, as employees in essential occupations, through unemployment, or due to an increased workload linked to telework and home schooling because of the closure of childcare facilities (schools, kindergartens). There is a risk of a regression regarding the pay gap between men and women and career opportunities for women. The EU recovery programmes must ensure that this crisis does not become entrenched. Our duty, as an industrial trade union, is to shape digitalisation for the welfare of all members of society, and of all industrial workers. The twin transitions towards a more digital and decarbonised



economy are well documented, but this crisis is also the opportunity to raise the need for a societal transition towards a more inclusive and diverse labour market.

Increasing the diversity of our industrial workforce is vital to guaranteeing the future of sustainable production in Europe, ensuring long-term healthy workplaces. To build on this and shape a recovery that works for everyone, new ideas and inspiration are needed, a new leadership culture, creative collaboration and deeper reflection on how these changes have impacted on different groups in society.

Therefore, industriAll Europe will:

- a) Fight for decent employment for all and combat precarious work in line with industriAll Europe's second common demand, ensuring that full-time, open-ended, direct employment contracts remain as standard employment;
- b) Work for European policies to support a digitalisation of industry that favours a broad and fair distribution of its benefits, addresses the digital gap (especially for SMEs) and that leverages its opportunities for the common good;
- c) Work for a **strengthening of the legal framework**, guaranteeing a better working environment;
- d) **Promote comprehensive frameworks on telework**, including the right to disconnect;
- e) Promote working time policies that safeguard, create and redistribute jobs, improve health and safety at work, and allow flexibility throughout working lives, especially for older workers, and continue to facilitate an open discussion on the issue of work-life balance and shorter working time throughout our structures;
- f) Work against violence and harassment in the world of work in line with the ILO Violence and Harassment Convention 2019 (No. 190) and its accompanying Recommendation (No. 206);
- g) **Work to ensure that national recovery plans**, and the European Semester, include schemes for identifying skills-needs and -gaps, especially with a forward-looking view towards the green and smart industry of the near future. The plans also need to include apprenticeship and training programmes with job retention possibilities to prepare the next generation of industrial workers. Trade unions need to be fully involved in this process and to proactively support young people at the start of their careers, especially also as part of a trade union renewal strategy;
- h) Permanently assess the impact on the quantity and quality of jobs in our industries, promoting greater labour market diversity and working to reduce the digital divide through digital skills and training for all workers;
- i) Evaluate, revisit and possibly revise industriAll Europe's common demands for an individual right to training and against precarious work;
- j) Develop a training and mentoring programme of union diversity champions in industrial workplaces, in cooperation with the ETUC and other ETUFs;
- k) **Develop a comprehensive occupational health and safety strategy, to strengthen the role of trade unions and/or workers' safety representatives** – particular attention will be paid to the long-term health impacts of this crisis, especially on organisational, social and psychological work environment aspects of the crisis, and new risks in emerging technologies and sectors, while also promoting the recognition of COVID-19 as an occupational disease (with the consequent legitimate compensation for those infected at work);

- l) Promote access to education and training for all workers on a lifelong basis, with high-quality teaching, without discrimination and in every EU country, to increase job opportunities, especially for young people. Ensure proper transfer of know-how;
- m) Work to ensure that the action plan on the European Pillar of Social Rights (EPSR) includes ambitious tools to organise job-to-job transitions;
- n) Call for various possibilities for retirement from work in good health (for instance, early retirement, part-time retirement) and prevent poverty among the elderly and secure surviving dependents, while opposing the automatic increase of retirement age in line with life expectancy, unless agreed by social partners, and promoting an Inter-Generational Approach;
- o) Promote the adaptation of the working environment and conditions to different age groups in order to keep workers in good health and make sure that they remain employable.

#### **4. A strong voice for workers for fair pay and stable purchasing power**

Besides the public health challenges posed by the pandemic, the economic situation has accentuated economic inequalities. It must be recognised that the part of the wealth created that goes to the workers continues to fall. Inequalities are growing both within and between countries. There are inequalities between men and women, workers in the East and the West and the North and the South. An investment-led recovery is the only way out of this crisis, and recent experience shows the long-term damage that austerity programmes inflict. Workers should not become victims of the outbreak and must be protected from income loss. It is vital that workers affected by lockdowns have enough income to make ends meet. For a swift recovery it is important that purchasing power is maintained. It would be unacceptable if recession would be accompanied by price rises that could lead to further widespread impoverishment. Collective bargaining systems have a central role to play in ensuring social cohesion and equality, and the promotion of stable and strong industrial relations is central to delivering the European Pillar of Social Rights.

Therefore, industriAll Europe will:

- a) Promote a wage-led recovery to boost the economy, ensuring that real wages catch up with productivity gains, and that the productivity gains made during the pandemic as a result of working from home and accelerated digitalisation are fairly shared in improved wages- and working conditions (e.g. training, working time arrangements...), ensuring that the cost of working from home is not shouldered by workers;
- b) Fight and negotiate for equal pay for equal work and work of equal value throughout Europe: including clear obligations for employers and a strong European legal framework on pay transparency and equal pay and treatment everywhere;
- c) Ensure that social partners are closely involved in minimum wage-setting, where applicable and relevant;
- d) Work for upward wage convergence between Eastern and Western Europe;
- e) Fight against the exploitation of migrant workers in the labour market through ensuring that they are offered trade union membership, fair integration in the labour market, training rights and social security;
- f) Pursue an ambitious action plan to encourage the member states to follow through on their promises regarding the proclamation of the European Pillar of Social Rights;

- g) Strengthen internal debate and coordination on collective bargaining and improve the exchange of information on collective bargaining between manufacturing unions by using Eucob@n, industriAll Europe's own network.

## **5. A strong voice for workers needs a social and democratic Europe built on solidarity between peoples in crisis and recovery**

In July 2020, the European Council set out a stimulus package recognising that investment, not austerity, is the only means of rebuilding our economies and meeting the challenges of climate change and digitalisation. This is a significant victory for those advocating a more social Europe over the last decade. But in the recovery from this major crisis, we cannot ignore the fact that the deterioration in citizens' living standards and rising unemployment can lead to the fuelling of nationalist solutions and the rise of the Far Right. European recovery must, on the contrary, engender solidarity among countries and peoples, as well as trade based on universal rules that protect the people and the planet. Furthermore, that solidarity must extend to and across our continental borders, with a new compassionate common approach on asylum and migration that is grounded in human rights and respect for international law and ensuring access to basic public services. This demands concerted action and coordination between unions and governments.

IndustriAll Europe condemns and unites in opposing structural inequality, discrimination and entrenched disadvantage faced by women, ethnic minority workers, disabled and LGBT+ workers which have meant unequal exposure, disproportionate impact and deaths from COVID-19. Our efforts must be focused on properly implementing our long-standing demands to promote and strengthen democracy at work and equality in society. As unions, we need to also shoulder our responsibility and act in international solidarity, especially in cases of restructuring in multinational companies. We cannot allow employers to divide us in fights over jobs, reshoring and in any race to the bottom. We need to stick together and use all possible channels and instruments to coordinate, keep each other informed, and act in unity. A number of companies are taking advantage of the situation and using COVID-19 as cover to carry out huge restructuring programmes and to play workers against each other within and between countries. We need to act against this and build transnational solidarity between our members from different countries. Furthermore, in some countries, employers have started announcing job cuts instead of resorting to hard-fought for national job protection schemes, which have been extended. IndustriAll Europe calls on employers to act in the long-term interests of all and avoid increasing insecurity and uncertainty. Ensuring inclusiveness and solidarity must be the top objectives of the EU recovery.

Therefore, industriAll Europe will:

- a) Closely monitor and engage in the European Semester to ensure that austerity does not return through the backdoor, by collating and presenting the experiences of our sectors and the investment priorities, ensuring that the European Semester becomes an effective and efficient tool for macro-economic policy coordination to support quality jobs and economic growth by integrating the objectives of the Green Deal and the European Pillar of Social Rights, and that the European Semester must not undermine any collective bargaining systems, social security and pension systems;

- b) Job protection measures must be guaranteed until the recovery can be assured;
- c) Speak out firmly on attacks on collective bargaining, on rights to information, consultation and participation, and on social dialogue at all levels, networking in solidarity with affiliates to defend industrial relations systems;
- d) Campaign for “More Democracy at Work”, together with the ETUC, the European trade union federations and national unions, to call for EU binding initiatives to secure the enforcement and strengthening of workers’ rights to information, consultation and participation at national and European level, and the end of loopholes in EU law that multinational companies use to circumvent workers’ rights;
- e) Defend the strengthening of democracy in companies by campaigning so that workers’ representatives are given greater representation in the executive and supervisory boards of companies and that they have the same rights as the other board members;
- f) Look for urgent solutions and strengthening policies to substantially improve our trade union coordination in multinational companies and assistance to EWC/SE members; to strengthen the connection between EWC/SE coordinators, national trade unions and industriAll Europe’s work; and to lead in unity from the ‘headquarter’ union to the end of the supply chain;
- g) Develop new common collective bargaining strategies to promote diversity and equality and tackle homophobia, racism and xenophobia at work;
- h) Respond to Black Lives Matter and rising xenophobia, in particular, by engaging in developing training for trade unionists on unconscious bias and tackling racism at work and in society at large, in conjunction with the ETUI and union training providers;
- i) Use the European sectoral social dialogue as an important forum to demonstrate our common aims in all our sectors towards the employers;
- j) Work in solidarity with workers globally through initiatives on global value chains and strengthening workers’ rights and involvement in supply chains, including campaigning for mandatory human rights, environmental protection and health and safety due diligence, in conjunction with IndustriALL Global Union.

To deliver these priorities, industriAll Europe will build alliances and joint actions within and beyond the trade union movement, working with employers, NGOs and social movements, policymakers and national and European politicians, with whom we share objectives. These coming years will pose major challenges for industrial workers, but also offer opportunities. We must create and grasp the opportunities to increase industrial workers’ voices in steering the recovery.

## **6. Implementation & Evaluation**

The implementation of the actions and activities related to this Strategic Plan is a responsibility of both industriAll Europe and the national affiliated organisations. To increase the political influence of the work of industriAll Europe, all political resolutions should include an implementation plan. This should have two levels: the union’s efforts made at national level and the efforts made at European level. This implementation plan should be developed in close cooperation with the respective committee or working group and the Secretariat and, if possible, be part of the resolution when presented to the Executive Committee for decision. This will also be combined with a fully-fledged internal and external communication strategy.

Special attention must be given to methods how industriAll Europe and the national affiliates can communicate on the priorities, work and activities, to all members they represent.

Both during and at the end of the Congress period, we need to assess the impact of the work of all committees and working groups on the European institutions and other relevant players on the European scene, and equally assess how the affiliated organisations are working with these policies and implementing them in their own fields of action. Hence, evaluation is part of a long process geared towards greater efficiency for our resolutions and all our recommendations.

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