

Secretariat Report

IndustriALL Global Union 2nd Congress
Rio de Janeiro, October 2016


**fighting
forward**


industri
global union

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INDUSTRIALL GLOBAL UNION SECRETARIAT REPORT

1. INTRODUCTION

This Secretariat Report, put together by our global team, summarizes the first four years of IndustriALL Global Union, which was founded in Copenhagen on 20 June 2012 through the merger of the International Metalworkers' Federation (IMF), the International Federation of Chemical, Energy, Mine and General Workers' Unions (ICEM) and the International Textile, Garment and Leather Workers' Federation (ITGLWF).

With this unification, we wanted to launch a new era of global solidarity to ensure that every worker has the right to freely join a union and get the protection of a collective agreement with living wages, reasonable working hours, and a safe and healthy workplace.

In a globalized world plagued by increasing inequality, greed, poverty, unemployment and social injustice, now, more than ever, we need to work together across national borders to build power.

As only 7 per cent of the world's workforce is organized in free and independent unions, our absolute priority has been organizing and union growth to strengthen our legitimacy as the voice of working people. IndustriALL's union building projects have helped our affiliates organize hundreds of thousands of workers into unions, and create an organizing culture.

We wanted IndustriALL to be an organizing and campaigning union. Every week we have taken action against companies and governments that want to deny workers their fundamental rights. We have run a corporate campaign against the mining giant Rio Tinto, which is leading to change. We have built trade union networks as a counter-power to multinational corporations. And with the ground-breaking Bangladesh Accord, we have raised the expectations on multinational corporations' responsibility for their supply chains to a new level.

Our mission is not to explain the world, but to change it. Trade unions build a better future for workers and their families. That is why we have campaigned against precarious work and for sustainable industrial policy to create good quality jobs. After the Paris agreement on climate change, we have started the work on ensuring a Just Transition for workers in the upcoming energy transformation.

The IndustriALL Global Union family continues to push for societies based on democracy and economic and social justice in the spirit of our Congress slogan *Fighting Forward – A Luta Continua*.

Jyrki Raina
General Secretary

2. INDUSTRIAL SECTORS AND CROSS-SECTORAL ACTIVITIES

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Co-chairs:

Tom Buffenbarger from IAMAW, USA, and **Maria Perez** from FO, France

Automotive

Co-Chairs:

Dennis Williams from UAW, USA and **Gabriela Andrea Pignanelli** from SMATA, Argentina

Vice-chair:

Sergio Butka from Força Sindical, Brazil

Base Metals

Co-chairs:

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Chemical Industry

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Energy

Co-chairs:

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ICT, Electrical & Electronics

Co-chairs:

Shoji Arino from JEIU/JCM, Japan, and **Prihanani Boenadi** from FSPMI, Indonesia

Materials

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Mechanical Engineering

Co-chairs:

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Non-manual

Co-chairs:

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Pulp and paper

Co-chairs:

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Rubber

Chair:

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Vice-chair:

Linda McCulloch from Workers Uniting Europe, United Kingdom

Shipbuilding-Shipbreaking

Co-chairs:

Satoshi Kudoh from JBU/JCM, Japan and **Eileen Yeo Chor Gek** from SMEEU, Singapore,

Vice-chair:

V.V. Rane from SMEFI, India

Textile, Garment, Leather and Shoes

Co-chairs:

Akiko Gono from UA ZENSEN, Japan and **Athit Kong** from CCAWDU, Cambodia

Women

Co-chairs:

Christine Olivier from NUMSA, South Africa and **Gwenne Farrell** from COPE, Canada

Introduction

Activities have been carried out in line with IndustriALL's five strategic goals and the three-year strategic plans, endorsed by the Executive Committee and prepared with sector leaders and affiliates.

Building union power

All the sectoral activities, particularly trade union networks, have contributed to organizing and growth. Priority has been given to organizing unorganized plants.

Confronting global capital

IndustriALL has run several corporate campaigns, while sectoral activities were also aimed at increasing affiliates' ability to fight global capital.

Trade union networks have been strengthened and expanded, with particular attention given to sectors where networks are less strong than others.

Global level interaction with multinational companies and global framework agreements (GFAs) have played an important part in sectoral activities. IndustriALL has made improvements in both the implementation and enforcement of existing global framework agreements, while negotiating new and stronger accords in inclusive and transparent processes.

The GFA working group, established by the Executive Committee, has further improved the standard setting, implementation and monitoring of activities. Special emphasis was given to dormant and non-functioning GFAs. IndustriALL has conducted a survey among affiliates to see how GFAs are operating in practice.

The [new GFA guidelines](#) adopted by the Executive Committee outline the principal content and procedure for GFAs. The GFA working group has developed a common understanding on neutrality, binding dispute resolution and access to the workplace, with particular attention paid to developing major principles for supply chain-focused GFAs. Two checklists, one for affiliates and one for the Secretariat, provide guidance on what should be done when a GFA is signed.

Defending workers' rights

Defending and advancing workers' rights played an important role in sectoral activities. IndustriALL made it a priority to respond rapidly and vigorously to union rights violations through [solidarity action and corporate campaigns](#).

Health and safety together with women's participation were critical pillars in every activity. Non-manual workers also received attention.

IndustriALL adhered to the [Charter of Solidarity in Confronting Corporate Violations of Fundamental Rights](#), adopted by the Executive Committee, in union struggles in different parts of the world.

Fighting precarious work

Every sector has worked to limit the use of precarious work, and trade union networks and global framework agreements have been important instruments in the struggle.

Sustainable industrial employment

IndustriALL's objective has been to ensure a meaningful presence at intergovernmental and multi-stakeholder platforms on industrial policies and corporate social responsibility initiatives. Global level actions have been developed in sectors like energy, mining and chemicals.

In the mining industry, IndustriALL is a founding member of the [Initiative for Responsible Mining Assurance](#) (IRMA), a coalition of nongovernmental organizations, businesses purchasing minerals and metals, affected communities, mining companies, and trade unions. IRMA aims for a respect for human rights; to provide safe, healthy and respectful workplaces; to avoid or minimize harm to the environment; and to leave positive legacies.

In the chemical industry, IndustriALL is part of the governing body of the Strategic Approach to International Chemicals Management (SAICM), which develops a policy framework to foster the sound management of chemicals. [SAICM](#) supports the achievement of the goal agreed at the 2002 Johannesburg World Summit on Sustainable Development of ensuring that, by the year 2020, chemicals are produced and used in ways that minimize significant adverse impacts on the environment and human health.

The climate change agreement signed at [COP21](#) in Paris in December 2015 has brought a new momentum to sustainability and industrial policy, and the Secretariat has made a [detailed analysis](#) on how it will affect all IndustriALL sectors. IndustriALL is committed to fighting for a Just Transition so that workers, their families, their communities and their unions are respected and protected, while creating decent work in sustainable industries.

In May 2016, the Executive Committee endorsed comprehensive action to promote a Just Transition and to make specific sustainability proposals for each industry sector.

Aerospace

IndustriALL's aerospace sector encompasses civilian and military aircraft, space, and defence, as well their associated value chains from research and development, parts and components, and maintenance and overhaul operations.

World conference

IndustriALL's [World Conference for the Aerospace Sector](#) gathered together a global alliance of aerospace unions in Berlin in July 2015. The affiliates represented at the conference constitute the most powerful aerospace unions in the world including participants from North America, Europe, South America, Africa, Asia and Australia.

Despite the overall health of the global aerospace industry, participants noted that aerospace workers continue to confront many challenges including national austerity programmes, increasing anti-union and anti-worker extremism, outsourcing of unionized work, and unfair competition from countries like China that do not abide by international trade rules.

Outcomes

In order to meet these and other challenges, conference participants adopted an ambitious [action plan](#) that has since been the framework for IndustriALL's work. It has led to:

- strong action at the global level to support the so-called [Airbus Eight](#), arrested during industrial action in Spain;
- the establishment and first-ever meeting of the [global Finmeccanica network](#)
- collaboration with global General Electric workers in a cross-sectoral effort
- establishment of an annual social dialogue meeting with Rolls-Royce and recognition of a global Rolls-Royce network
- support for affiliates' organizing efforts in the sector
- support for aerospace sector affiliates in the rapidly-growing aerospace industry in the [MENA region](#).



Over 5,000 people took to the streets of Madrid to protest against the trial of eight trade unionists facing prison for going on strike. All eight were acquitted. PHOTO: CCOO

Global framework agreements

At present the sector has two GFAs with Airbus Group and Saab. IndustriALL is also in discussions with Safran for a future agreement, and there is potential for dialogue on a GFA with Finmeccanica and Rolls-Royce.

Automotive and rubber

IndustriALL's strength in the automotive and rubber sector is based on extensive global trade union networks that have succeeded in empowering local unions, organizing workers and using the collective power of trade unions around the world to get a better deal from multinational companies.



Mercedes-Benz Sindelfingen plant, Germany. PHOTO: Daimler AG

Building networks, organizing and strengthening unions

IndustriALL has global union network agreements with nine companies, namely Ford, General Motors, AB Volvo, Volkswagen, BMW, Daimler, Bosch, PSA and Renault. Company management participate in the union networks and report on global company strategies, giving local unions more information about the companies' plans. The networks also provide an opportunity to discuss issues directly with top management, and if necessary, get support from other unions in the network, giving them much more power than they would have standing alone.

IndustriALL also has global union networks with Fiat/Chrysler, Bridgestone, Goodyear and Pirelli but they are not yet negotiated and agreed with management.

IndustriALL affiliates organizing internationally in the major auto companies:

COMPANY	NETWORK	GFA	EMPLOYMENT
BMW	Extension of EWC, including delegates from South Africa and China	Yes	100,000
Bosch	Global meeting every third year recognized by the company	Yes	281,000
Daimler	Global network recognized by company	Yes	275,000
Fiat/Chrysler	Global network not recognized by company	-	215,000
Ford	Global network recognized by company	Yes	181,000
GM/Opel	Global network recognized by company	-	212,000
Honda	Asian trade union network	-	190,300
Hyundai/KIA	Global network not recognized by companies	-	86,100/over 40,000
Nissan	Global trade union network	-	160,500
PSA Peugeot Citroën	Global network recognized by company	Yes	194,600
Renault	Global network recognized by company	Yes	121,800
Toyota	Asian trade union network	-	333,400
Volkswagen	Global network recognized by company	Yes	572,800
Volvo AB	Global Forum recognized by company	-	110,000

Every year, the [IndustriALL automotive working group](#) brings together trade unions from at least 18 countries representing workers at all the world's auto companies. The working group discusses and sets common strategies and concrete actions for the sector in line with IndustriALL's action plan. The aim is to reinforce relationships between unions, companies and countries to support organizing everywhere, and to help strengthen existing and new unions in the sector.

Asia

Japanese affiliate JAW, together with IndustriALL, organizes an [Asian Autoworkers' Union Conference](#) every two years to deepen relations among autoworkers' unions in the region and establish more multinational company union networks.

IndustriALL has successfully supported local unions' organizing campaigns in Asia and with the help of networks and unions at company headquarters, has been able to organize workers in India at Ford, BMW and Daimler.

In the Indian automotive sector, all plants are organized and the unions are part of the relevant global union networks. Next steps are focused on increasing cooperation between the Indian unions at sector level; improving social dialogue by involving local management in IndustriALL activities; and maintaining links with unions at company headquarters.

IndustriALL has a workers' committee at AB Volvo in Thailand as a starting point to unionize the Volvo's plant in the country. The next step will be at General Motors. IndustriALL also has different unions in tyre companies in the Thailand. IndustriALL is working on developing better cooperation between these unions and is currently supporting efforts to structure union work in the tyre sector.

Mexico

IndustriALL has informed all the headquarter unions of automotive companies operating in Mexico about the punitive protection contracts in the country, negotiated by yellow unions without the consent of workers. IndustriALL and its affiliates in the auto sector are [determined to fight the rotten system in Mexico](#). IndustriALL has been able to secure a commitment with management from Volkswagen, Daimler, Mahle, Bosch and AB Volvo to cooperate in developing democratic union structures at their plants in Mexico. IndustriALL also has an agreement with management at Ford and General Motors to conduct a joint mission to Mexico to investigate the issue of protection contracts and discuss what action might be needed.



Union leaders dismissed five years earlier finally walk back into the Honda plant in Mexico to vote. PHOTO: IndustriALL

Despite support from IndustriALL, JAW and the Honda union in Japan, the independent Honda workers union of Mexico (STUHM) narrowly lost a [hard fought election](#) in an election process marred by irregularities.

MENA

The auto sector is booming in the Middle East and North Africa (MENA) with Algeria, Egypt, Morocco and Tunisia being the key auto and supplier countries. In 2015, IndustriALL launched a [project to build union structures](#) in the MENA region, with strong support from French affiliates.

China

In November 2015, IndustriALL held its [first ever workshops in China](#), and over the past three years has organized an exchange of experiences and cooperation with Chinese union representatives at plant level. The Chinese union also has guest status in the networks of Daimler, Volkswagen, BMW, Bosch and AB Volvo.



Union leaders in the auto sector meet their Chinese counterparts at IndustriALL workshops in China. PHOTO: IndustriALL

Base metals

Workers and trade unions in the base metals sector have been facing two major challenges - the overcapacity of steel caused by China, and major restructuring by companies in the United States and Europe. Steel is the world's second largest industry with a turnover of US\$900 billion, projected to increase 50 per cent by 2050. Yet the industry is in crisis as the market has become flooded by cheap steel dumped by China. In the face of these challenges, IndustriALL has supported base metals unions around the world through campaigning, networks and organizing.

Steering committee

Sixteen steel producing unions from ten countries met in Pittsburgh, USA, in November 2014 for IndustriALL's [base metals steering committee](#). As well as devising an action plan and strategic goals for the sector, participants also adopted a declaration calling on governments to take action against the destruction of the base metal sector. The steering committee also agreed to hold the Base Metal World Conference in Germany in November 2016.



IndustriALL base metals steering committee in Pittsburg, USA. PHOTO: IndustriALL

Networks

IndustriALL has trade union networks at three multinational companies in the sector. The networks at steel multinationals [Gerdau](#) and Tenaris/Ternium have met every year, developing and monitoring their action plans.

IndustriALL's trade union network at Alcoa, the world's largest producer of primary aluminum, has met twice to increase workers' influence at the US-based multinational. Affiliates were able to put their concerns directly to Alcoa's CEO, Klaus Kleinfeld, when he addressed the network meeting at the USW head offices in May 2016.

The [global health and safety agreement](#) with ArcelorMittal is functioning regularly with four meetings a year. In the steel industry, IndustriALL's union networks also include Tata, Aperan and Valorec.

Campaigning and supporting struggles

IndustriALL affiliates took part in a [global week of action against Alcoa](#) in 2013 to demand fair wages, better health and safety standards and respect for workers' right to organize. Gerdau, the biggest producer of long steel in the Americas, has a policy of discouraging democratic trade union organization in an attempt to reduce wages and benefits. At the [Gerdau world works council meeting](#) in Uruguay in May 2016, IndustriALL joined participants in forming an action plan to defend workers at the company. IndustriALL affiliates from across the globe at steel producers Tenaris and Ternium also took [solidarity action](#) for workers in Colombia and Guatemala.



The Tenaris workers' world council and the Ternium trade union network in Vespasiano,

OECD

IndustriALL has been active in defending steel workers at the OECD. In December 2015, IndustriALL submitted a [five-point recovery plan](#) to the OECD's high level steel committee demanding that the organization takes stronger measures to end steel dumping. In May 2016, IndustriALL participated in an OECD meeting held in Brussels and called on governments to [urgently address the steel crisis](#) or risk losing hundreds of thousands of jobs forever.

IndustriALL has supported affiliates in their campaign to save the steel industry and in Stockholm in May 2015, the Executive Committee unanimously gave its [backing to British workers at Tata Steel](#) fighting to keep their pensions.

Chemical, pharmaceutical and bio-science

There has been structural change in the sectors with numerous mergers and acquisitions, such as Dupont-Dow Chemicals and ChemChina-Syngenta. The sector is fragmented into oil and gas, petrochemicals, basic chemicals, speciality chemicals, consumer chemicals and pharmaceuticals, and characterized by strong capital investment. Despite increased sales, employment has continued to decline. Union density is low, particularly in pharmaceuticals.

The [World Conference for the Chemical and Pharmaceutical Industries](#) held in May 2015 in Hanover, Germany, adopted an action plan based on IndustriALL's five strategic goals.

Building union power

IndustriALL and affiliates are working to consolidate and develop union power and solidarity by focusing on union organizing, gaining union density, improving collective bargaining rights and social dialogue. The sector has focused on unorganized, precarious, non-manual, young workers and women, as well as workers who are not protected by collective agreements.

Confronting global capital

Affiliates have strengthened solidarity through trade union networks at the global, regional and national levels. Part of the action plans adopted at the world conferences in 2010 and 2015 include the creation of new networks by targeting leading and emerging multinationals and sub-sectors. Special attention was given to the global pharmaceutical unions' network, and targeting pharmaceutical companies like [Sanofi Aventis](#) and Takeda.



IndustriALL's global pharmaceutical unions' network meeting in Tokyo, Japan. PHOTO: IndustriALL

In the chemical industry, IndustriALL has global framework agreements with Solvay covering 31,000 employees, Umicore with 15,000, and Evonik with over 33,500 workers. The GFA with [Solvay](#) sets important standards in trade union rights, implementation and monitoring mechanisms, while the Umicore GFA shows continuity with regular joint actions.

The recently established Solvay global forum is the only example in the chemical industry where workers' representatives are recognized by the company at the global level. There are global and regional networks at BASF, Akzo Nobel, Unilever and Linde. As for pharmaceuticals, global and regional company networks have been developed at Sanofi Aventis and Takeda.

Defending workers' rights

IndustriALL has made it a priority to ensure that global standards and international expectations are adhered to by chemical and pharmaceutical employers, making full use of intergovernmental and international bodies such as the UN, the International Labour Organization (ILO) and the OECD. ILO sectoral activities in the chemical industry have been used to protect and enhance workers' rights and develop social dialogue.

The global social dialogue with the International Chemical Employers' Labour Relations Committee has continued with regular communication and cooperation on ILO activities and sustainability.

Fighting precarious work

Surveys at sectoral and company level have been carried out to determine the extent of precarious work in the sectors.

Sustainable industrial employment

Raising awareness and encouraging affiliates' engagement to ensure a sustainable chemical and pharmaceutical sector has been a target during the Congress period, as well as developing a shared view among the affiliates.

Activities in the sector have sought stronger international, national, and regional legislative and regulatory frameworks for improved occupational health and safety and the environment.

Energy

The fall in the oil price over the past year has put tremendous pressure on workers in the sector. The price drop is causing a wave of job cuts throughout the industry in companies such as Shell, Chevron, Halliburton, Baker Hughes and Centrica. There is a tendency towards consolidation with a handful of powerful companies controlling much of the energy market.

These companies subcontract their operations, creating a challenge for organizing, and making it more difficult to monitor health and safety. The response from IndustriALL has been to negotiate and review global framework agreements (GFAs), emphasizing the need to cover subcontracted workers, and to work with other global unions to ensure supply chains are covered.

A further challenge is rapidly changing national energy policies and structures, due partly to the need to move away from fossil fuels.



A North Sea oil platform. PHOTO: Erik Christensen on Wikimedia Commons

Responding to a challenging environment

The [Energy World Conference](#) was held in Madrid in April 2014. 250 union leaders from 45 countries adopted an action plan reinforcing the need for unity. The conference sought to analyse and develop progressive energy policies that take into account the interests of workers facing a rapidly changing environment. The challenge is to ensure that change is managed through a process of Just Transition that sees workers' needs for sustainable, quality jobs taken care of. The energy industry plays a key role in IndustriALL's worldwide initiative of sustainable industrial policy, particularly with its close connection with the manufacturing sector and its central role in environmental sustainability.

IndustriALL works with other global unions in the energy sector, for example with Public Services International on multinational companies EDF, ENEL, and ENGIE, and the International Transport Federation on the [Hubs Project](#) regarding the oil service, subsea and maritime supply companies situated on the North Sea continental shelf.

Accords have been signed with multinational companies, such as the agreement on health and safety with GDF Suez (now ENGIE), an extension of the GFA signed in 2010. The agreement sets

out a plan to eradicate fatal accidents, to continuously reduce the number of accidents at work, and to improve health by phasing out products containing substitutable toxic substances.

Two global framework agreements have been signed during this period, with Gamesa and Total, covering 100,000 workers in more than 130 countries. The Total agreement includes important clauses like upholding the rights of workers to form trade unions, acting with complete neutrality in dealing with unions, ensuring that maternity absences have no negative impact on employees' pay or career progression and providing life insurance for all employees. Furthermore, Total agrees to promote the agreement among the many suppliers and contractors in its supply chain, even going so far as to terminate contracts with those who do not comply.

The [Shell global union network](#) was established in Singapore in September 2015, with 60 union leaders from 22 countries in each continent of the world representing Shell employees. The meeting came just after Shell announced its plans to cut around 10,000 jobs because of falling oil prices.



Formation of IndustriALL Shell global union network in Singapore. PHOTO: IndustriALL

A regional sectoral meeting for Latin America took place in Buenos Aires, Argentina, in 2016. Union leaders emphasized the need to build union solidarity between different countries. All the participants agreed that increasing union affiliation is necessary at the global level.

The International Nuclear Workers' Unions' Network met in [Chernobyl, Ukraine](#), in April 2016, coinciding with the 30th anniversary of the Chernobyl nuclear catastrophe. Delegates from Canada, Great Britain, France, Japan, South Africa, South Korea, Spain, Switzerland and the Ukraine participated in the meeting on the global nuclear industry.



Participants at the Nuclear Workers' Unions' Network meeting in Chernobyl, Ukraine. PHOTO: IndustriALL

An oil and gas workers' network was launched in the Middle East and North Africa region in 2015. Participants discussed the challenges and difficulties for oil and gas unions in the region and how to successfully ensure union building and organizing against a background of political and economic problems.

Participants agreed to establish a small steering group to take the work forward, including oil unions from Kuwait, Iraq, Jordan, Egypt, Tunisia and Morocco.

ICT electrical and electronics

The highly competitive, fast-changing ICT electrical and electronics sector is expanding rapidly, often in companies where freedom of association and collective bargaining are not respected. ICT and electronics intertwine with most if not all IndustriALL sectors and production depends on some of the biggest and most complex supply chains. The sector's 'just-in-time' model is fuelling a rise in precarious work and union density is low. Nonetheless, IndustriALL's work in the past four years has succeeded in boosting union membership and growing trade union networks in the sector.



In Asia, women make up 30 per cent of workers in the electronics Industry. PHOTO: SOMO

Action plan

In June 2015, the World conference on ICT, Electrical & Electronics adopted the sector's [action plan](#) based on IndustriALL's goals and key strategies. The plan affirms affiliates' commitment to: build union power to confront global capital; defend trade union rights; fight against precarious work; and promote industrial policy and sustainability. The work in this sector is guided by the steering committee, which meets once a year to review the action plan and to prioritize activities.

Organizing

IndustriALL launched a five-year organizing project supported by the European Commission in 2014. It focuses on organizing electronics workers in the ASEAN region, of which 30 per cent are women, and includes precarious workers and migrants.

As a result, over 1,200 trade unionists were trained in organizing by IndustriALL affiliates in Indonesia (FSPMI and Lomenik), Malaysia (EIWU and EIEU coalition), the Philippines (PMA, MWAP, ALU, ILO-PHILS, and CFW), Taiwan (ROCMU), Thailand (TEAM), and Vietnam (VUIT) in 2014-2015. This has led to increased union membership in Indonesia, Malaysia, Thailand and the Philippines.

Many unions in the sector have succeeded in reaching out to unorganized workers, precarious workers (agency workers, contract workers, migrant workers, etc.), women and young workers, and non-manual employees, and have been able to include them in the protection of a collective agreement.

Affiliates in the sector have [increased participation in IndustriALL's STOP Precarious Work campaign](#). IndustriALL has carried out surveys on precarious work at the sectoral and company level, and has increased awareness of the issue across the sector, including supply chains.

Project session photos - Organizing workers to fight against precarious work!



ROCMU, Taiwan



FSPMI, Indonesia



EIWU and EIEU coalition in Malaysia



VUIT, Vietnam

Union networks

Trade union networks have been created and developed at major multinational companies such as Siemens, NXP, [Ericsson](#), STMicroelectronics and SchneiderElectric to build union power and engage with the company at the global level.

IndustriALL has developed relationships with non-governmental organizations such as the [GoodElectronics](#) network, with a view to form an alliance against common challenges like workers' rights and occupational health and safety.

Increased cooperation between affiliates has led to unions working together to develop a sustainable industrial policy. Unions have strengthened their demands on governments, alongside national centres and other industrial unions in their respective countries.

Recent meetings in Malaysia and Japan have highlighted the challenges posed by environmental policy and [Industry 4.0 to the sector](#). Unions continue to pursue a strong industrial policy for a sustainable future with decent work.

Materials industries (glass, cement, ceramics)

The materials industries have been impacted by huge change in recent years. Mergers, take-overs and restructuring among the world's biggest producers in cement and glass have posed a significant challenge to the industry's sectors. Nonetheless, IndustriALL has responded robustly, succeeding in making gains for workers, resolving conflicts and building networks. At the [Materials Industries World Conference](#) in Thailand in 2013 participants adopted an ambitious action plan and decided to focus activities on cement and glass.



Union delegates representing glass, cement and ceramics workers attended IndustriALL's World Conference for the Materials Industries in Bangkok, Thailand. PHOTO: IndustriALL

Cement

However, priorities shifted when Lafarge (France) and Holcim (Switzerland), the world's number one and number two cement producers, announced their merger in 2014. This also led to the extreme growth of Irish building materials group, CRH, which bought all the divested assets of both companies. Later, in 2015, German multinational, HeidelbergCement announced it would takeover Italian-based Italcementi.

In an unprecedented response, IndustriALL cooperated with sister organization, Building and Woodworkers' International, as well as the European Federation of Building and Woodworkers, to protect workers' rights throughout these mergers and beyond.

They launched a joint campaign in two major phases: [No merger without workers' health and safety rights!](#) and later, [LafargeHolcim, respect workers rights!](#) The campaign contained a full set of instruments, from joint leaflets and banners, to global days of action, while appealing to LafargeHolcim to enter into social dialogue.



Demonstration at Holcim AGM in Zurich, Switzerland PHOTO: IndustriALL

These activities earned respect from employers and IndustriALL was able to set up a world union committee and achieve regular discussions with global management at LafargeHolcim. While campaigning, IndustriALL also managed to solve many conflicts around the world, including a [victory for cement workers in India](#). The success of the campaign in turn made way for the initiation of social dialogue with HeidelbergCement.

Much was achieved but the struggle will continue until stable channels for global dialogue are established at both LafargeHolcim and the new HeidelbergCement.

Glass

There have also been major changes in the glass sector. Competition from Chinese producers is growing, now having more than 50 per cent of worldwide glass market share. French-based multinational, Saint-Gobain's takeover of Swiss-based Sika is not yet completed, but the company has already transformed dramatically having turned from a mere glass producer to a multi-professional service in the construction business. IndustriALL has set up a [global network](#) in the company, aiming to establish a social dialogue at the international level if possible. Meanwhile, the network at Owens-Illinois, which is also changing its footprint, is operating virtually with regular telephone conferences and direct contact with the European Works Council.



First global network formed at Saint-Gobain, Paris, October 2015. PHOTO: IndustriALL

Consolidations, mergers and restructurings have changed the face of the materials industries and multinational corporations no longer respect old sectoral borders. New developments, such as Industry 4.0 will impact further. IndustriALL Global Union is ready to face these challenges. The LafargeHolcim campaign shows clearly that flexible tactics are needed to make a difference for the global workforce.

Mechanical engineering

Included in the mechanical engineering sector are a wide range of sub-sectors such as wind energies, power generation, mining machinery and lifts and escalators. All of these segments are undergoing rapid change due to technological advances, robotics and the computerization of manufacturing through Industry 4.0. Another major issue is shifting production as a result of change in demand and cheaper labour. In the past four years IndustriALL has focused on lifts and escalators, agricultural and construction machinery, and strengthening trade union networks.

SKF

Swedish-based SKF operates in 32 countries and has strong trade union representation in Europe, particularly in Sweden and Germany. IndustriALL has an active [World Union Committee](#), which operates as a trade union network and also takes over the duties of the European works council.



SKF workers' representatives from all around the world gathered in Frankfurt, Germany, to discuss how to intensify their cooperation in challenging times of the weak world economy. PHOTO: IndustriALL

ThyssenKrupp

In March 2015, IndustriALL signed a [global framework agreement](#) with ThyssenKrupp, protecting and advancing the rights of approximately 160,000 workers in nearly 80 countries. The German-based multinational is one of the biggest producers of lifts and operators but the agreement applies across the entire business. Even during negotiations, the draft agreement was used to help solve conflicts in different countries, for example in Spain. Presently, there is no global union network in place at ThyssenKrupp, but a strong European works council operates under German legislation. The international committee started its activities in 2015.

Agricultural and construction machinery

The construction and mining equipment and agricultural machinery [meeting in November 2012](#), set the agenda for IndustriALL action in the sector during the Congress period.

IndustriALL worked with Caterpillar to strengthen the global trade union network that covers almost every continent where Caterpillar operates. The network meets annually and regularly exchanges information on pertinent issues. At the last meeting in Brussels in June 2015, participants [adopted a work plan](#) and committed to deliver outputs on specific dates. When Caterpillar announced plans for restructuring in September 2015, the network took joint action.

IndustriALL set up a global network at John Deere, which also meets regularly. In June 2015, it adopted the IndustriALL [John Deere Network guidelines and principles](#), which define the objectives of the network. It has led to closer cooperation, broader discussion on different trade union representation systems, and the integration of Brazil into the network.

Lifts and escalators

Trade union representatives from 13 countries at the big four companies in the lifts and escalators sector - Otis, Kone, Schindler and ThyssenKrupp – came together in Austria in November 2015 to strengthen network activities. In a key outcome, participants signed the [Vienna Declaration](#) to improve working conditions in the lifts and escalators industry.

Mechanical Engineering Conference, November 2015, Switzerland

Participants at IndustriALL's [World Conference for the Mechanical Engineering Sector](#), in Bern, Switzerland adopted an action plan aligned to IndustriALL's five strategic goals. It includes policies to develop and strengthen trade union networks; fight precarious work; support organizing in multinational companies; integrate more women and young people into union networks and leading positions; work on new sub-sectors such as energy producing technologies and greener mechanical engineering; and to foster new industrial policy strategies for Industry 4.0 and the digitalization of mechanical engineering.



Participants at Mechanical Engineering World Conference in Bern, Switzerland. PHOTO: IndustriALL

Mining and diamond, gems, ornament and jewellery production

The last years have seen a crash in commodities prices, undermining profitability and leaving companies with an unsustainable debt burden. The pursuit of short-term profit over long-term sustainability is typical of the sector and workers are paying the price. There have been job losses, a massive expansion of outsourcing, attacks on terms and conditions, environmental catastrophe, and cost-cutting on health and safety. There has been a wave of avoidable fatal mine accidents in the wake of the crisis, including the horror of workers trapped underground with no hope of rescue.

Build union power

The different global networks have focused on organizing and trade union building using research-based collective bargaining studies to develop common collective bargaining strategies. The strategies were put into practice through the implementation of campaigns like the Rio Tinto global corporate campaign, and low-level global corporate campaigns like the one against [Glencore](#). Organizing and unity efforts of national organizing projects in Indonesia, Zambia, Mozambique, Madagascar, Democratic Republic of the Congo and the Philippines, as well as the regional Latin America network, have been supported, with significant results achieved.



Trade unionists from Glencore operations around the world met in Cape Town, South Africa. PHOTO: IndustriALL

Confronting global capital

Global networks have been established in the following companies: Rio Tinto, Glencore, Anglo American, AngloGold Ashanti and BHP Billiton. There are also thematic coal and diamond global networks.

Defending workers' rights

The terrible [mine disaster in Soma](#), Turkey, highlighted the ongoing crisis of mine safety and the failure of governments to take effective action by ratifying and implementing ILO Convention 176 on safety and health in mines.



Mock coffins and helmets placed by protesters are pictured during demonstration in Istanbul, blaming the ruling AK Party (AKP) for the mining disaster that happened in western Turkey. PHOTO: Reuters/Can Erok

In line with IndustriALL's [global campaign for the ratification of ILO C176](#), tripartite regional meetings were held under the auspices of the ILO in Indonesia and Tanzania. National tripartite meetings were held in Mongolia and Myanmar. Through the campaign, and coupled with the Rio Tinto global campaign's focus on health and safety in the country, Mongolia has now ratified ILO C176. The Soma disaster led to an intensified campaign which resulted in Turkey also ratifying the Convention.



Solidarity actions for a wide range of union struggles were conducted through the global networks. Mining companies have responded to their profitability crisis by increasing their use of outsourcing, shifting their responsibility for workers onto subcontractors. IndustriALL is using global networks, global campaigns, collective bargaining strategies and regional and national projects to fight this growing trend.

Sustainability

Realizing the contribution coal makes to climate change, and the need to move to a cleaner fuel source, is a challenge for the sector. The consequence has been the shutting of coalmines, particularly in Spain, with potentially devastating effects on workers and their communities. The [global coal conference](#) in Hanover, Germany, in November 2015, addressed these issues in depth. IndustriALL strongly believes in the need to create a sustainable mining industry – an industry with secure, safe jobs, with long term investment strategies from mining companies, and without creating environmental damage. Where it is necessary to move away from harmful industries, a Just Transition is demanded.

World Conference

The [World Conference held in Leipzig in May 2016](#) adopted a comprehensive action plan for IndustriALL's goals and key strategies. The action plan builds on the success of creating global company networks and strengthening them. There will also be a renewed push for the ratification of ILO C176 and a strong emphasis on Just Transition.



Delegates at the mining World Conference in Leipzig call for the ratification of ILO Convention 176. PHOTO: IndustriALL



Steve Hunt from the United Steelworkers (USW) at the conference in Leipzig: "Stop the killing. Enforce the law. Ratify and implement ILO C176". PHOTO: IndustriALL

Pulp, paper and packaging

IndustriALL has trade union affiliates in the pulp and paper sector from every continent. The industry is undergoing significant change as production areas shift and more and more communication is conducted electronically. IndustriALL is working with its regional offices and affiliates on mapping union power in the sector, particularly in major multinational companies.



USW paperworkers. PHOTO: Facebook

Pulp and paper work group

The sector is steered by the pulp and paper work group elected by the 2012 World Conference. At the [annual work group meeting](#) in April 2016, leading unions from the sector set an action plan in line with IndustriALL's strategic goals.



Leeann Foster, IndustriALL co-chair of the pulp and paper sector fires up the USW conference: "Stand up. Speak out. For Safety". PHOTO: USW

Trade union networks

International trade union networks are operating in Sappi, International Paper, Huhtamaki, Smurfit Kappa, Mondi, and in the Latin American region.

Capital strategies campaign action will be conducted in parallel to the next USW organizing drive at Huhtamaki in the USA. At International Paper, the network is conducting research on health and safety to prepare common demands from the company.

Global framework agreements

IndustriALL currently has two GFAs in this sector, with Norske Skog from Norway and SCA in Sweden. A third GFA with Stora Enso from Finland should be signed before the 2nd IndustriALL Congress. Further probable GFA partners include Sappi from South Africa and Mondi from Austria.

Action

IndustriALL is focussing on supporting pulp and paper unions to organize in Colombia and Turkey, against a backdrop of anti-union aggression in both countries. Another area of attention is South East Asia, where IndustriALL will continue to support unity building and solidarity action to help organizing.

A large subsector of the pulp and paper industry is shrinking as people increasingly communicate electronically, but tissue and packaging subsectors are predicted to keep on growing. Meanwhile, production is shifting geographically across the sector, from the global North to South, and from West to East.

As China's domestic growth slows, the country has massive overcapacity in pulp and paper, causing oversaturation of the market and yet more threat to jobs elsewhere.

IndustriALL coordinates with two other global unions, the Building and Woodworkers' International (BWI), which represents forestry workers, and UNI Global Union that represents graphical workers.

Shipbuilding and shipbreaking

IndustriALL has focused on building union power in emerging shipbuilding-shipbreaking countries, as well as reaching out to precarious workers and improving health and safety in the industry. Pressure from competition in China and the global drop in steel prices are having a major impact on the shipbreaking industry.



Workers at the Chittagong shipbreaking yard in Bangladesh. PHOTO: IndustriALL

Building union power

The [World Conference on Shipbuilding and Shipbreaking](#) in November 2014 adopted the sector's [Action plan](#) based on IndustriALL's five strategic goals. IndustriALL's organizing drive has been targeting unions in South Asia, South East Asia and Latin America. Bilateral or multilateral activities, such as the FNV-IndustriALL shipbreaking project, have been supporting the development of strong, democratic, independent and sustainable trade unions in the shipbreaking industry in India (SMEFI), Bangladesh (BMF and BML) and Pakistan (NTUF). In India, SMEFI's two shipbreaking unions have gained 10,000 members over the last four years and total membership is approximately 20,000.



Participants at the IndustriALL World Conference on Shipbuilding and Shipbreaking in Nagasaki, Japan. PHOTO: IndustriALL

Campaigns

The [campaign to clean up shipbreaking](#) was launched in May 2015. It promotes ratification of the Hong Kong Convention for the Safe and Environmentally Sound Recycling of Ships, which would help make the shipbreaking industry safer for workers. Unions in both the shipbuilding and shipbreaking sector from Australia, Bangladesh, Denmark, Germany, India, Japan and the UK have taken concrete action as part of the campaign and governments have reacted positively towards ratification. The campaign continues to target key countries of ship owners and ship registration to fulfill the Convention's requirement for entry into force.

IndustriALL has motivated joint actions by affiliated unions in the campaign to STOP Precarious Work. Through sharing good practices of affiliates, unions have been able to use collective bargaining agreements to limit the use of precarious workers in a number of cases.



Sector work

IndustriALL has developed trade union networks on many levels, including multinational companies (MNCs), commercial and naval sectors, and in regions and countries. The BAE Systems trade union network was the first to be launched in November 2014. IndustriALL continues to work on establishing more networks within MNCs in the shipbuilding industry.

Through the world conference and action group meetings, IndustriALL has enabled affiliates to develop and implement their own vision of sustainable industrial development. Affiliates have been exchanging their views and practices on shifting to value-added shipbuilding, such as offshore and eco-friendly vessels, and how to promote sustainable industrial policy in their own countries.

IndustriALL is involved in the process of creating the ILO's proposed new code of practice on Safety and Health in Shipbuilding and Repair, which will be concluded in 2017. The sector has also been working with industriAll European Trade Union on policies and solidarity action against attacks on workers' rights wherever they occur.

Textile, garment, leather and shoe

Since IndustriALL Global Union was founded in 2012, the textile, garment, leather and shoe (TGSL) sector has made major achievements in securing workers' rights, developing health and safety provisions, and safeguarding workers' right to join a union.



A garment factory worker in Bangladesh. PHOTO: Abir Abdullah

Bangladesh Accord and ACT

The textile and garment industry is characterized by geographically widespread production, rapid market-driven changes and low profit margins. The last four years have seen the worst industrial accidents in the sector since the 1911 Triangle Shirtwaist Fire in New York. The catastrophes at the garment factories of Rana Plaza, Tazreen and Ali Enterprises highlight the failure of voluntary corporate social responsibility and traditional forms of governmental regulation to protect workers' rights and working conditions.

IndustriALL's policy is to engage with global brands and retailers in enforceable agreements. The TGSL sector's major policy initiatives, the [Accord on Fire and Building Safety in Bangladesh](#) and [ACT](#), provide a real opportunity to shape supply chain industrial relations.



The ground-breaking Accord, negotiated in the aftermath of the collapse of Rana Plaza in 2013, is a legally-binding agreement between global unions and more than 200 multinational fashion brands to make 1,600 Bangladeshi garment factories safe. The agreement is seen as an important development in supply chain industrial relations by tackling systemic problems through collective action.



IndustriALL, with its sister organization UNI Global Union, has actively enforced the Accord and remediation is progressing. However, remediation and the establishment of the health and safety committees will not be completed by 2018. For this reason, IndustriALL's Executive Committee has approved the sector's renegotiation of the Accord.

The ACT process is seen as a model of how problems in global supply chains can be addressed through agreements between companies and trade unions to drive industry-wide reform. IndustriALL has signed a Memorandum of Agreement with currently 18 global brands with the aim to introduce industry-wide collective bargaining linked to the garment brands' purchasing power, in order to deliver living wages.

Global framework agreements

The sector has three global framework agreements with Inditex, H&M and Mizuno. These agreements cover over three million workers in the supply chain and are a tool for settling disputes, boosting global union solidarity and proactively building union density.



The TGSL sector's first [world conference](#) saw 135 representatives from over 60 textile and garment unions in 35 countries came together in Frankfurt, Germany in May, 2016. Organizing workers, living wages, and industry-wide collective bargaining topped the agenda. Participants adopted an action plan focusing on IndustriALL's key strategic goals as they relate to the industry.

Non-manual workers

Workers in the non-manual sector are facing a rapidly changing workplace, a rise in precarious work, and excessive working hours. As digitalization takes hold of industry, the need to be flexible in the face of frequent job changes poses a challenge to both workers and the unions organizing them. IndustriALL is committed to reaching out and protecting non-manual workers in its sectors.

Office in Your Pocket

The first meeting of the non-manual working group took place in Sweden in October 2012, with affiliates from Belgium, Denmark, Finland, France, Germany, Ghana, Norway, Spain and Sweden. Participants approved an action plan calling for non-manual workers to be made more visible in IndustriALL sectors, particularly ICT. It also launched [Office in Your Pocket](#) – an annual IndustriALL workshop covering issues affecting non-manual workers such as digitalization, organizing and campaigning through social media, stress and connectivity, mobile working, and self-employment.

Organizing non-manuals

Organizing non-manual workers, improving work-life balance, and including women were the focus for the [second non-manual working group](#) meeting in São Paulo in December 2014. Swedish union, Unionen, which organizes self-employed workers, shared its experience in successfully organizing 100,000 new members in four years. Likewise, the Ghana Mineworkers Union revealed how rebranding helped it to organize professional and managerial staff in addition to blue-collar workers. Affiliates at the meeting agreed to prioritize organizing non-manual workers and exchange information on key issues such as stress, working time, work-life balance, and evaluation and pay systems.

Digitalization

The impact of Industry 4.0 or the fourth industrial revolution on industry was a key theme at the [non-manual workshop in Barcelona](#), Spain in November 2015. Proposals drawn up by participants were later endorsed by the Executive Committee in May 2016. They include actions to:

- Reach a corporate policy on digitization and Industry 4.0 and integrate it into the existing sustainable industrial policy action plan.
- Carry out sector-specific research on strengths, weaknesses, opportunities and threats (socially, physically and mentally) to the workers, their families and communities resulting from the transformations following digitization and Industry 4.0.
- Demand a seat at the table with governments and companies when the fates of millions of workers are decided.
- Engage in social dialogue with companies wishing to transform their industrial manufacturing processes.
- Campaign for a Just Transition for all workers affected by the transformation of digitization, while paying special attention to the already existing inequalities and injustices towards women, precarious workers and the developing world as a whole.

Women

The past four years have seen important milestones in improving women's participation in IndustriALL's structures. As well as the formation of global, regional and national women's committees, each IndustriALL sector should now have two co-chairs, which must include one man and one woman. Increasing women's representation in IndustriALL's structures with a 40 per cent quota has been a key demand from women.

Activities

IndustriALL's global women's committee was created in June 2012, and meetings have since taken place twice a year at the Executive Committee. Regional women's committees have also been set up in Africa, Asia-Pacific, Latin America and Caribbean, and the MENA region (Lebanon, Egypt, Morocco and Tunisia). On the national level, IndustriALL affiliates have formed women's committees in India, Indonesia, Malaysia, Cambodia, Philippines, Zimbabwe and Cameroon.

IndustriALL activities have supported women's progression in trade unions through [training in leadership skills and collective bargaining](#). Women from IndustriALL affiliates around the world have taken up the fight against violence, sexual harassment and precarious work, while also campaigning for better maternity protection, equal pay and health and safety, among other issues.

Sexual harassment

IndustriALL, together with sister global union, the IUF, signed a landmark commitment with Unilever [to prevent sexual harassment in the workplace](#). The agreement provides a clear and comprehensive definition of sexual harassment to ensure that everyone at the company, including employees provided by third party labour suppliers, are fully aware of what constitutes sexual harassment. It also sets out procedures for employees to report, in confidence, a potential issue or any abuse.

Maternity protection

Campaigning for more countries to ratify the ILO Convention 183 on maternity protection has been a key focus for IndustriALL, particularly in South-East Asia. Fourteen IndustriALL affiliates in the Philippines marked International Women's Day with a unified call for [improved maternity protection](#).

Through the IndustriALL Philippines women's committee, 95 women leaders across IndustriALL sectors validated the 2016 work plan and vowed to push for the passage of the maternity protection bill through parliament as well as the ratification of ILO Convention 183.



In the Philippines women across IndustriALL sectors put maternity protection at the top of the agenda for 2016. PHOTO: IndustriALL

Women in leadership positions

Changing the male-dominated face of trade unions has been a recurring theme for women. Regional women's conferences in Bogota, Bangkok and Pretoria sent a clear message – more women in leadership positions and at least a 40 per cent quota for women at all levels of IndustriALL.

World conference

More than 300 women from 60 countries gathered for [IndustriALL's first Women World Conference](#) in Vienna, Austria, from 14-16 September 2015. Women debated issues ranging from maternity protection to violence against women and women's representation. These and other concerns were included in the [Equality Charter](#) and a [paper on sustainability](#), which was adopted by the conference.



IndustriALL Women World Conference in Vienna, Austria, 2015. PHOTO: IndustriALL

In a key outcome, the conference unanimously passed a [resolution](#) for a proposal to increase the percentage of women in IndustriALL leadership structures from 30 to 40 per cent.

3. REGIONAL WORK

Commonwealth of Independent States (CIS)

The general situation with trade union rights in the Commonwealth of Independent States (CIS) region is worsening due to new neoliberal legislative initiatives. There is also a high degree of political tension between some countries in the region, undermining solidarity. Despite this, unions in the CIS are resilient and have achieved some significant victories. The IndustriALL regional office runs activities with 51 affiliates from 11 countries.

Attacks on trade unions

There have been a number of [attempts to use legislation to limit the power of unions](#). This includes the law on trade unions in Kazakhstan, and an attempt by political forces in Kyrgyzstan to lobby for a law allowing the imprisonment of workers for up to 15 years for a production stoppage in the country's leading gold extraction company.

In Russia, amendments to the law have reduced legal capacities to protect workers' rights and allowed law enforcement agencies to expand anti-extremist laws to trade union activity. In Ukraine, state authorities have refused to establish a social dialogue with trade unions, and there have been numerous violations of union rights in Belarus.

After years of attacks on trade union rights in Georgia, trade unions succeeded in reaching the first improvements in labour legislation in 2013. State authorities stopped intervening in collective labour conflicts on the side of employers, improving conditions for trade union activity.

Organizing

The regional office has run numerous workshops on organizing and building union power in Armenia, Moldova, Russia and other countries of the region.

Because of the improved situation in Georgia, IndustriALL chose the country as an organizing priority. Norwegian affiliate Industri Energi, together with IndustriALL, started an organizing project for the Trade Union of Metallurgy, Mining and Chemical Industry Workers of Georgia. This project resulted in an increase in trade union membership at the RMG Gold and RMG Cooper enterprises from 3,000 to 5,000. Membership then fell to about 4,000 in 2015 as a result of a counter attack by the employer. The trade unions of Georgia organized numerous strikes to protect their rights and interests. The unions won the majority of these strikes with the support of the global trade union movement.

A successful organizing campaign in Kyrgyzstan led to impressive growth in the membership of the Mining and Metallurgy Trade Union of Kyrgyzstan (MMTUK) from 16,000 to 20,000 members from 2012 to 2016. One of the main union victories in Kyrgyzstan was successful resistance to government plans to create an [anti-worker and anti-union labour code](#). IndustriALL initiated an international solidarity campaign and involved the ITUC and the ILO to strengthen its efforts. Thanks to international pressure and the courageous struggle of the MMTUK and other sectoral unions, approval of the labour code was blocked, and trade union representatives were invited to join the parliamentary commission on labour legislation.



MMTUK members stage a protest against proposed amendments to Kyrgyzstan's labour code. PHOTO: MMTUK

Building solidarity despite political tension

There is a high degree of political tension in the region, including the conflict between the governments of Armenia and Azerbaijan, and extremely high tension between Ukraine and Russia. IndustriALL plays an important role in keeping regular relations between the trade unions of the respective countries. The annual sub-regional meeting, where the leaders of all CIS unions gather together, and sub-regional sectoral meetings help trade unions to keep positive communication and maintain solidarity values.

Stop precarious work

As part of IndustriALL's campaign against precarious work, a [Planet for Decent Work global flashmob](#) was organized, with the participation of the CIS trade unions as well as the unions from Germany and France.

In Belarus, unions are fighting a short-term labour contract system of one-year contracts that cover the overwhelming majority of Belarusian workers. This put unions that are not part of the state-aligned Federation of Trade Unions of Belarus in extremely vulnerable conditions. IndustriALL runs a permanent campaign to protect worker activists whose contracts have not been extended due to their union activity.



Participants from Armenia, Belarus, Germany, France, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Russia and Ukraine form the letters of "Planet for Decent Work". PHOTO: IndustriALL

Workshops, conferences and training

A conference on global framework agreements in the automotive sector was organized by the IndustriALL CIS office, together with Friedrich Ebert Stiftung (FES) in Russia in 2015. The outcome of the conference is a FES-supported project on developing cooperation between Renault trade unions (FO Metaux, CFDT and CGT) and the AFW union at AvtoVAZ (a Russian company 49 per cent owned by Renault).

Together with its affiliates, IndustriALL is exploring new forms of union training and education, and has developed the concept of a trade union tour. This enabled IndustriALL trainers to visit several cities and hold a number of one-day workshops for local unions. As a result, more unionists participated, contributing to team building within the local union.

As part of organizing activities, the IndustriALL CIS office helped some affiliates to start using [trade union karaoke](#) as a new tool for attracting young workers to the union. Unions in Russia and Kyrgyzstan concluded agreements on a trade union plan with a mobile service provider, providing many benefits and almost free calls for union members.

New affiliates

The IndustriALL CIS office works with potential IndustriALL affiliates. As a result of this long-term cooperation, the Branch Union of Trade Union Organizations of Miners, Metallurgists and Jewellers of Republic of Armenia, and the Trade Union Metal Workers of Azerbaijan affiliated to IndustriALL in 2014 and 2015 respectively.

For the first time in the region, a textile workers' union of Kyrgyzstan was affiliated to IndustriALL in May 2016, and the regional office organized a meeting for the leadership of all CIS textile unions with participation of IndustriALL's textile and garment director.

Fighting forward

IndustriALL ran a global solidarity campaign against the Bashneft Russian Oil Company and the China Petrol Company Zhongda in Kyrgyzstan. IndustriALL also backed numerous campaigns against rights violations in Belarus, and supported striking workers at MINA and Chiatura in Georgia.

Latin America and the Caribbean

Despite the many political challenges in the region, unions remain a vital force. The regional office has made important progress in bringing unions together to focus on common goals, and particularly to enhance the position of women.



Regional youth meeting in Sao Paolo, Brazil. PHOTO:IndustriALL

Building union power

The creation of national councils has helped to increase membership at national and regional level. After establishing a national council in Uruguay more unions have requested to affiliate to IndustriALL and the regional office is working together with affiliate PIT-CNT to create a single union. The regional office is working together with affiliates in the PIT-CNT confederation to create a single industrial confederation for the country.

IndustriALL has run [workshops on trade union organizing for young workers and women](#), communications, negotiating, collective agreements and [building union strength](#).

A first Caribbean English-speakers sub-regional meeting was held in Trinidad and Tobago in 2015. With the assistance of unions from Argentina, Brazil and Los Mineros from Mexico, two sub-regional meetings were held in Argentina 2013 and Mexico in 2015. In addition two women's meetings and two regional youth meetings were held. A new political framework was created for youth organization within the regional structure of IndustriALL.



Youth seminar Nicaragua



Youth seminar Colombia



Youth seminar Mexico

There have been new affiliations, for instance in the energy sector, and IndustriALL has visited unions and begun discussions where there are no affiliates, as in [Bolivia](#).

Gender and equality

At the regional conference in Colombia in 2014, participants adopted a proposal for 40 per cent women's representation in IndustriALL. At the same conference, the youth representatives defined a need for educational opportunities and qualifications for working youth, and said unions need to build space for young people within their structures.

Confronting global capital

Affiliates have created union networks at [Gerdau](#), Enel, Tenaris, Akzo Nobel, BASF, BAYER, PETROBRAS, Anglo American and Glencore. Representatives have also participated in company networks at global level. There are annual meetings to coordinate union work in the textile, chemical, mining, base metals, energy, paper, [automotive](#) and rubber sectors.



Gerdau union network meeting, Montevideo, Uruguay, 2016. PHOTO: IndustriALL

Defending workers' rights

There are regional planning meetings to develop targeted campaigns, actions and regional solidarity. The regional office strongly denounces anti-union practices and notifies affiliates of ongoing campaigns.

IndustriALL works together with other global unions and the regional structure of the ITUC, the Confederación Sindical de Trabajadores/as de las Américas (CSA-TUCA), to combat anti-union policies at both regional and global level.

Fighting precarious work

There are a number of joint projects with other organizations to achieve a living wage in Central America, as well as against precarious work and outsourcing in Argentina, Brazil, Chile and Colombia.

Several affiliates in the region have changed their membership categories to include all kinds of workers, thus gaining membership, winning better collective agreements, and reducing the outsourced work force.

Ensuring sustainable industrial employment

IndustriALL has held two regional workshops on [sustainable industrial policy](#). In addition, sectoral meetings have raised the issue and developed specific strategies for their sector.

In Brazil, the CUT worked with the previous government on building macro sectoral policies for the metal, chemical, textile, civil construction and alimentary industries. Força Sindical has done the same for metal, chemical and textile sectors.

In Chile and Colombia, IndustriALL affiliates are discussing a policy on sustainable industry, mainly in the energy sector.

IndustriALL was involved in the development of the CSA-TUCA trade union strategic plan for the region, the Development Platform for the Americas (PLADA).

Middle East and North Africa (MENA)

The wake of the Arab Spring in 2011 presented a significant opportunity to workers in the MENA region to build and consolidate their independent, free and democratic unions. In some countries, workers' uprisings preceded popular uprisings as workers fought for their rights, for improved working conditions, and to create representative unions. IndustriALL responded to their aspirations and made the MENA a priority region.

IndustriALL has prioritized defending workers rights and freedom of association, network building, confronting global capital, increasing union density and organizing, increasing women and youth participation in union work, fostering and building sectoral union work, and furthering MENA unions' engagement in global union work. In a relatively short period the affiliations to IndustriALL from the region have significantly increased, reaching 45 affiliates from 11 countries. IndustriALL also works with potential affiliates from Bahrain, Iran and Libya.

In addition to their ongoing struggle for better working and living conditions, unions in the region play a key role in the transition to democracy. The Union Générale Tunisienne du Travail (UGTT) of Tunisia was [one of the winners of the Nobel Peace Prize in 2015](#). IndustriALL has four affiliates in UGTT, and held its Executive Committee meeting in Tunisia in 2014 as a show of support for the country's democratic development, in which trade unions have played an important part.



Houcine Abassi, General Secretary of the Nobel-prize winning UGTT, at IndustriALL's Executive Committee meeting in Tunis, Tunisia. PHOTO: IndustriALL

Freedom of association

Unions in several MENA countries, including Algeria, Egypt, Morocco and Iraq, regularly face attacks on freedom of association. IndustriALL has actively campaigned on many cases in the region. In Iraq, IndustriALL has been a key lead for several years in the campaign for fair labour and trade union laws. This included visits to Iraqi embassies, parliament and government. In 2015 the national and international campaign resulted in enacting [a modern labour law](#). The campaign is ongoing for the adoption of a trade union law, as well as building the capacity of the affiliates to use the new labour law to its full potential. IndustriALL led the global campaign to dismiss the charges against the Iraqi IFOU leader Hassan Juma, who was charged with undermining the Iraqi economy by organizing strikes. Hassan was later acquitted.



Hassan Juma reports his situation to the IndustriALL Executive in 2013. PHOTO: IndustriALL

Building union power through organizing

Organizing is a major priority in the region. In 2015, IndustriALL held its first MENA regional conference on "[Building union power through organizing](#)". The conference saw unprecedented participation, with more than 80 delegates. The four-day event launched a number of sectoral and cross sector networks and meetings.

There were delegates from Algeria, Bahrain, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Mauritania, Morocco, Palestine, Tunisia and Yemen, as well as representatives from European affiliates. The conference was followed by training sessions on building the unions' capacity to organize, and led to ongoing organizing and campaigning in a number of countries.

Sectoral networks

Oil and gas is a major industry in the region. Because of the global fall of the oil price, privatization and the expansion of global capital into the region, workers and unions are facing new challenges, leading to [a strike by IndustriALL's affiliate in Kuwait](#), and the closing of [the SAMIR refinery in Morocco](#). IndustriALL established its oil and gas unions' regional network. Similarly, with the expansion of textile and garment industry supply chains in the region, IndustriALL established a textile, garment and leather sector unions' regional network. Both networks meet annually and develop national and regional programmes of action aimed at organizing, enhancing sectoral work, networking, strengthening unions in the supply chain, and using global framework agreements to defend workers' rights.



IndustriALL joined a march in Morocco demanding that the SAMIR oil refinery restart production. PHOTO: IndustriALL

[Auto](#) and [aerospace](#) are booming sectors in North Africa. In 2016, IndustriALL conducted a series of national and regional activities in these sectors, with the participation of a number of European affiliates. An action plan was developed to enhance unions' positions in supply chains and improve company networking to strengthen workers' voices at the industry level, with the objective of reaching industry collective bargaining.

For more effective cooperation at national level, affiliates in Iraq, Lebanon, Morocco and Tunisia have created their IndustriALL national councils.

Women and youth

Women and youth in the region have always been at the forefront of social struggle, but with little representation at decision-making and institutional bodies. By establishing national and regional union networks for youth and women, IndustriALL works with its affiliates to build their capacity and advance their interests. The national coordinators of women and youth are members of IndustriALL national councils

IndustriALL programmes

IndustriALL conducted a Morocco and Tunisia workshop on introducing sustainable industrial policy to the affiliates in both countries. The IndustriALL council of Moroccan affiliates is developing the discussion at national level.

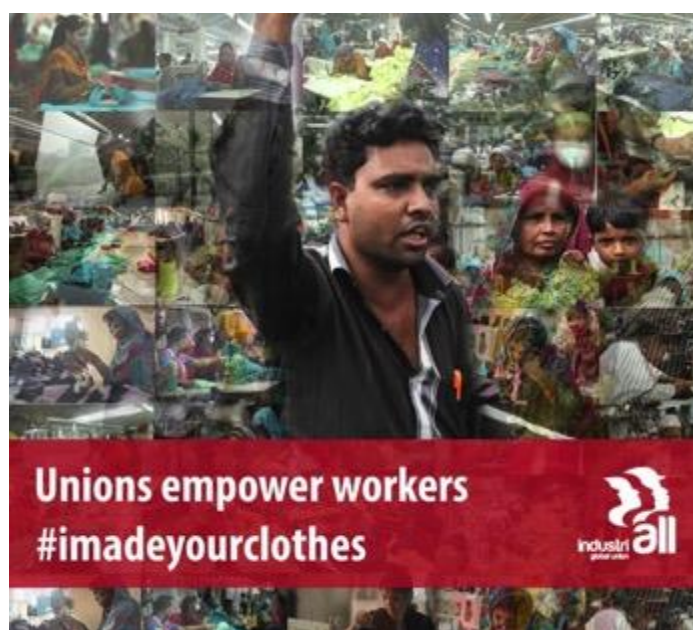
Several affiliates have been struggling for minimum and living wages. A number of regional and national workshops have been conducted in Jordan and Egypt. Jordanian affiliate, the General Trade Union of Workers in the Textile, Garment and Clothing Industries recently achieved remarkable success by securing an industry wide agreement.

South Asia

The region has more than 60 affiliates in five countries. The national councils established in all the countries have helped unity and co-operation among affiliates. Joint action, like the general strikes in India, has helped to achieve this.

Organizing

In the immediate aftermath of the Rana Plaza disaster in 2013, new unions in the ready made garment sector were registered. However, union registration has become increasingly difficult in the last two years, with about 70 per cent of registrations filed being rejected, particularly those filed by independent unions. Aggressive union busting by management has led to a reduced number of active unions in the sector, leaving workers with little or no protection against employers. The same difficulties apply to the shipbreaking industry.



Obstacles to organizing new unions are not particular to Bangladesh; Indian unions face many of the same difficulties, with labour department officials sending lists of union members to the employers, which in many cases has led to union busting and dismissal of union activists.

Through the organizing projects in the steel, mining and energy, shipbreaking, and the textile, garment, shoe and leathers sectors in India; the ready made garments and shipbreaking projects in Bangladesh; the shipbreaking project in Pakistan; and the export processing zone project in Sri Lanka; affiliates have been able to add a total of more than 80,000 members in the last four years. In the precarious work project, affiliates have been able to add around 10,000 members.

Shipbreaking

To combat unsafe working conditions, affiliates in Bangladesh, India and Pakistan have been organizing workers, and working towards improving safety standards.

Women

Women's committees have been set up to increase women's participation, in addition to ensuring that women constitute about 40 per cent of participants in project workshops, as well as having women only workshops.

Company networks and global framework agreements

Unions in South Asia are active in several company networks and are also in the process of establishing national networks in multinational corporations such as BASF and St. Gobain in India. As part of the work in LafargeHolcim, affiliated unions in India, INCWF and PCSS, are implementing a joint action plan to organize an increased number of precarious workers. The automotive sector is a key target for building sectoral union networks. A mapping of the unions in the sector is underway.

Progress has been made with the establishment of the national monitoring committee in Bangladesh to implement the GFA with H&M, and monitoring the GFA with Inditex along with the global coordinators. The GFA with H&M was used to [reinstate sacked workers and union officials](#) in Pakistan in December 2015.

Sustainability

The struggle for better wages continues, with the IndustriALL Bangladesh Council having decided to campaign for a living wage in the country.

IndustriALL has organized workshops to introduce sustainable industrial policy, supporting affiliates' efforts to engage with national governments and intervene in the policy making process.

Building solidarity

In February 2016, 12 workers at Donglian Fashion in Bangladesh were [reinstated through effective mobilization to defend workers' rights](#) by Sommilito Garments Sramik Federation, and support from IndustriALL Japanese affiliate UA Zensen.



Sommilito Garments union president, Nazma Akhter, leads a demonstration against Donglian before the agreement was made. PHOTO: IndustriALL

South East Asia

South East Asia has seen remarkable changes over the past few years, including the right to form unions in Myanmar, the formation of a regional electronics union in Malaysia and the rise of the minimum wage in Indonesia, Cambodia and Vietnam. Global framework agreements with major textile companies provide new organizing opportunities for workers in global supply chains in the region. IndustriALL continues to support the formation of independent and democratic trade unions in Vietnam and Laos.

The regional priorities are based on the [Bangkok Declaration](#), approved at the Asia Pacific Regional Conference in 2014.

Building union power

The region has affiliates in 11 countries: the Philippines, Cambodia, Indonesia, Myanmar, Malaysia, Fiji, Papua New Guinea, Thailand, Vietnam and Mongolia, with three regional projects and six national projects supporting organizing, capacity building and leadership formation. Country councils, where affiliates meet to discuss national issues and plan joint work, have been established to build unity.

Living wage

There are ongoing national campaigns in the Philippines, Indonesia, Vietnam, Cambodia and Myanmar. The living wage campaign has contributed to the increase of minimum wages in different countries in Asia.

STOP Precarious Work

The campaigns and project activities in the Philippines, Malaysia, Myanmar, Indonesia and Cambodia aim to organize contract and agency workers, reform legislation to curb the hiring of precarious workers, and improve the capacity of our affiliates to bargain for better working conditions and secure employment.

In Myanmar, IndustriALL supports affiliates negotiating improved employment contracts through awareness raising and tripartite negotiation. Affiliates in the Philippines are supporting the Security of Tenure Bill, which bans labour contracting. In Indonesia, affiliates are fighting to get national legislation limiting the use of precarious work implemented. Regulation No. 14 in Indonesia limits manpower outsourcing to support services that are separate from the main work of the company, and they may not directly affect the production process of the user. Support services comprise of cleaning services, catering for employees, security personnel, support services in the mining and old sectors and employee transport services.

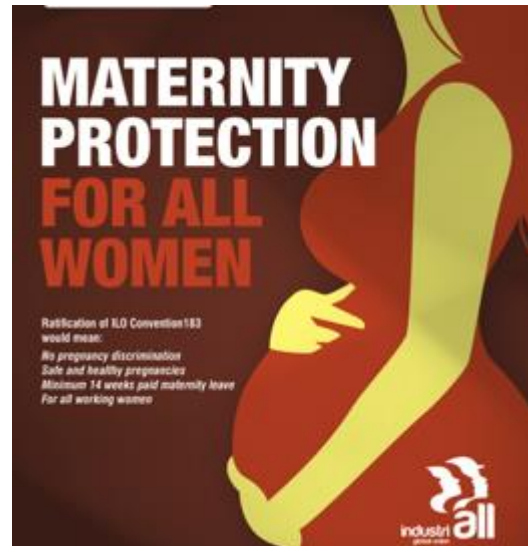
Building trade union networks and implementing GFAs

The regional office supports trade union sector and company network meetings in the auto, energy, electronics and chemical sectors, as well as monitoring the implementation of the GFA with H&M in Myanmar, Cambodia, Indonesia and Vietnam through the formation of a national monitoring committee and industrial relations training.

Empowering women

To implement the resolution on women adopted by the regional conference in 2014, a campaign for women in union leadership and activities, women-friendly policies, safe and healthy workplaces for women and improved maternity protection has been developed, with a project directly involving the Philippines, Malaysia, Cambodia, Myanmar and Thailand on gender equality and [maternity](#)

[protection](#). This project also involved affiliates in Japan, Australia and Malaysia through regional campaigns. Leadership development courses are conducted at the national level.



Collaboration with union structures in the region

On a regional level, the South East Asia office works with the International Labour Organization, the International Trade Union Confederation in Asia Pacific, the Solidarity Center, the Australian international union organization APHEDA and other global unions, as well as participating in the annual Trade Union International Solidarity Support Organization and Global Union Federation (TUSSO/GUF) meetings in Cambodia, Myanmar and Vietnam, and the annual TUSSO/GUF/ITUC meeting in Singapore.

New countries and affiliates

The Electrical Industries Workers Union in Malaysia was re-affiliated in 2013, bringing 5,000 members to IndustriALL. The Electronics Industry Employees' Union Coalition, which unites the four regional electronics union in Malaysia with a combined membership of 9,000, was also affiliated. Unions were banned from the electronics industry in Malaysia until 2010. The Papua New Guinea Energy Workers' Association with 3,000 members is IndustriALL's only affiliate in that country.

In 2014, [the Industrial Workers Federation of Myanmar and the Mining Workers Federation of Myanmar](#), with a combined membership of 15,000, were affiliated to IndustriALL. Trade unions were banned in Myanmar until 2011, now the country's first ever minimum wage of 3,600 Myanmar Kyatts (US\$3.2) per day has been achieved through strong campaigns by the unions.

As the result of a mission in April 2016, the aim is to collaborate with APHEDA and the Lao Federation of Trade Unions to initiate an industry study in the mining, textile and garment industry to identify potential work in Laos.

Sub-Saharan Africa

The region has substantial growth potential. For some time mining was the key growth sector but new sectors are opening up, with oil and gas growing in importance. The textile and garment sector is expanding, particularly in East Africa, with Ethiopia as the main growth area.



Workers at garment factory in Ethiopia. PHOTO: IndustriALL

Southern Africa

IndustriALL is working closely with affiliated unions in South Africa in the chemicals, energy, mining, metal, textile and garment sectors. In the metal sector, components and parts companies are moving out of the country to neighbouring countries such as Lesotho and Swaziland, making it imperative for IndustriALL to follow suit and build unions in these countries to ensure that workers are organized and protected against exploitation. Affiliates in the chemical sector play an important role to anchor networks in pulp and paper, and have challenged multinational companies such as Unilever to gain the right to organize and bargain collectively. Through work done by our chemical sector affiliate SACWU, Aspen pharmaceuticals was pushed to reverse the dismissal of 226 workers who were on short-term contracts.

In 2013, a merger of nine unions formed the [Amalgamated Trade Union Of Swaziland](#) (ATUSWA). Initially, ATUSWA was not recognized by the Swazi government and did not enjoy organizational rights like collective bargaining, the right to represent workers in disciplinary hearings, to hold elections, and general service to members. After a protracted struggle and solidarity work by IndustriALL and other global trade unions, the government of Swaziland finally registered the union in May 2016.

In Zambia, IndustriALL affiliates cooperated in the Zambia national council. Organizing drives recruited 10,000 new members in the country. One of the achievements of the Zambian affiliates was the push for a national law to stop precarious work in 2015, ensuring that temporary work will be limited to a period of six months.

In Mozambique, affiliates' membership increased by 15 per cent through an organizing project.

Despite divisions in the national labour movement, IndustriALL affiliates in Zimbabwe are working together. Two unions merged to form the National Union of Metal and Allied Industries of Zimbabwe (NUMAIZ) in the metal sector.

In Madagascar, IndustriALL's efforts are focused on building affiliates' capacity to campaign, organize and bargain collectively. [Affiliates in Madagascar have challenged](#) multinational

corporations such as Rio Tinto and Sherritt Ambatovy on their policies on precarious workers and the unfair dismissal of workers.

Through the Southern Africa Energy Network, IndustriALL affiliates in the sub-region share information on collective bargaining, organizing in utility companies, wage levels and social benefits. The network is commissioning research on energy policy, which will assist workers to have input on energy mix and job creation policies. The network also assists unions to organize, with the result that 800 members have been recruited to NESAWU in Zambia, 200 to BPCWU in Botswana, and 10,000 to TUMEC in the Democratic Republic of the Congo.

East Africa

Affiliates in Uganda are organizing and building structure by improving financial management and dealing with precarious work. Since 2012, three out of five unions have grown by 10 per cent per year.

In Kenya, affiliates increased membership by over 7,000 members.

IndustriALL focused its efforts on building unions in Ethiopia by working with affiliates on a living wage, with an emphasis on recruitment and organizing. Despite these efforts, signs of growth have yet to come.

West Africa

In Burkina Faso, IndustriALL intervened during the massive layoffs of contract workers who went on strike at the [Bissa Nord Gold](#). Efforts were made to have the workers reinstated, however the final court decision is still pending.

Until the recent oil crisis there was a steady growth of membership in the oil sector in Ivory Coast. When the state-owned oil company Petroci dismissed 50 workers in January 2016, IndustriALL intervened and two [workers were reinstated](#) and the remaining 48 received settlements.



Striking workers at Nord Gold Bissa in Burkina Faso. PHOTO: industriALL



SYNTEPCI held several 72-hour strikes in support of the laid-off workers. PHOTO: SYNTEPCI

In Nigeria, membership has increased by more than 30,000. Working together through the national council, affiliates in Nigeria are running a strong campaign against precarious work and using it as an organizing tool. Nigerian affiliates are leading the [industrial policy](#) work by campaigning together to encourage the government to implement industrial policy to develop the manufacturing industry and revive the Nigerian economy for job creation.



Nigerian unions mobilize for Africa Industrialization Day PHOTO: IndustriALL

In the aftermath of the Ebola virus, which devastated Liberia, IndustriALL is assisting Liberian affiliates to organize members and rebuild capacity to respond to workplace challenges. A new union with a membership of 5,000 was affiliated to IndustriALL. Further work with affiliates in Liberia is being done to organize or integrate the informal sector into the unions.

In Senegal, 3,000 workers who were working in informal conditions were granted permanent employment contracts through support from IndustriALL affiliates.

The overall membership of Togo affiliates has grown by an average of 10 per cent. Work has been done in building capacity among workers in the free trade zone.

4. ORGANIZING, UNION RIGHTS AND CAMPAIGNS

Defending workers' rights

Organizing and campaigning are key priorities for IndustriALL and present in nearly all aspects of work. This includes project work, sector work, global union networks, outreach and campaigns, global framework agreements and relationships with brands. Building union power through organizing helps to achieve IndustriALL's key goals, while supporting organizing by affiliates.

Building membership

IndustriALL affiliates participating in organizing projects in Africa, Asia and Latin America recruited more than a quarter of a million new members during 2014-2015. The projects are helping to develop an organizing culture, which continues to lead to membership growth.

IndustriALL conducted major organizing workshops for affiliates in [Asia-Pacific](#), Latin America, Turkey and Sub-Saharan Africa during the Congress period, as well as for IndustriALL staff in 2013 and 2016.



Unions from the Asia Pacific region met in Singapore to discuss their organizing and campaigning experiences and challenges. PHOTO: IndustriALL

IndustriALL sent select organizing project coordinators and organizers of affiliates to regional ITUC lead organizer trainings during 2015 and 2016. Each of the last three years, select IndustriALL staff have participated in the Cornell University strategic corporate research course in order to build campaign research capacity. The aim is to have at least one person trained in strategic corporate research in the head office and all of the regional offices.

The organizing brochure “Workers stronger together – organizing with IndustriALL” was released in 2015 and is being used in the organizing work and is available in a dozen languages. It provides information about the different ways IndustriALL supports organizing, some key principles IndustriALL promotes in union building and organizing work, and basic information about getting prepared to organize effectively.

Defending unions

IndustriALL committed to defend unions under attack when the Executive Committee adopted the [Charter of Solidarity in Confronting Corporate Violations of Fundamental Rights](#) in 2013. IndustriALL receives on a daily basis requests of support from affiliates under attack. Numerous parties are involved in the response: key affiliates at the employer, the relevant IndustriALL regional office, the IndustriALL communications team, the IndustriALL trade union rights and campaigns department, and the IndustriALL director for that sector.

Once informed about a rights violation, IndustriALL informs other unions at the employer. The employer is contacted in order to seek a solution through dialogue, and a letter of solidarity is sent to the affected union. If that is not successful, a next response is often to run an e-petition through LabourStart or IndustriALL's website, generating thousands of letters of protest. Reports and updates about the dispute are posted on the website, as well as Facebook and Twitter accounts. To get broader coverage of the case outreach is sometimes made to the company's customers and to media, always in close coordination with the affected union.

Affiliates say even small amounts of IndustriALL support during a campaign have a positive impact. A few such cases include when Lastik-Is organized and obtained a [collective bargaining agreement at George Fischer](#) in Turkey, health insurance benefits were reinstated at Gerdau in Colombia, a new collective bargaining agreement was reached at [Cerrejón in Colombia](#), Workers United had strike victories at [NGF in Canada](#) and at Juno Lighting Group in USA, and Unite won a strike at [Tyneside Safety Glass](#) in the UK.



Lastik-Is demonstrate at Georg Fisher in Turkey. PHOTO: Lastik-Is

NXP and Ansell

In more challenging situations sometimes more extensive IndustriALL campaign support helps to achieve victory. IndustriALL worked with Philippine affiliate MWAP to run a broad-based global campaign that [defeated a union busting attack](#) by NXP Semiconductors.

NXP sacked all 24 elected union officials at its plant in the Philippines in 2014 in an attempt to destroy the union. Campaign responses included large pickets and national mobilizations; national support from all 15 IndustriALL affiliates in the Philippines; customer action focused on Apple, which received over 150,000 petitions and 14,000 official complaints through SumOfUs; a wide-reaching social media campaign flagging the [labour rights flaw in the iPhone 6](#); demonstrations at Apple Stores; outreach and collaboration with the human rights community; a LabourStart campaign targeting NXP management; and solidarity support from unions representing workers of NXP and NXP customers around the world. Numerous IndustriALL affiliates offered critical support

in the campaign. The resulting settlement was supported by an overwhelming majority of MWAP members.



IndustriALL also provided extensive campaign support to Sri Lankan affiliate FTZGSEU in its dispute with Australian glove manufacturer Ansell, where nearly 300 workers were fired in 2013 for striking in support of eleven sacked colleagues. The campaign “[No to dirty Ansell gloves](#)” included an e-petition and publicity campaign, outreach to many of the company’s key customers, and organizing a coalition of unions at Ansell. IndustriALL General Secretary Jyrki Raina participated in a [support mission to Sri Lanka](#) in 2014, which generated much media coverage and included a meeting with the President of Sri Lanka. The campaign was coordinated closely with supportive Australian affiliates. They organized protest actions at Ansell headquarters in 2014 and at Ansell’s AGM in 2014. This was followed in 2015 by protests at Ansell headquarters and at Ansell’s AGM. The protests received extensive media coverage.

Following broad-based campaigning and an [OECD complaint](#), Ansell’s CEO participated in a series of negotiations with FTZGSEU and IndustriALL. An agreement on a plan to re-hire the workers fired for striking was reached in 2016.

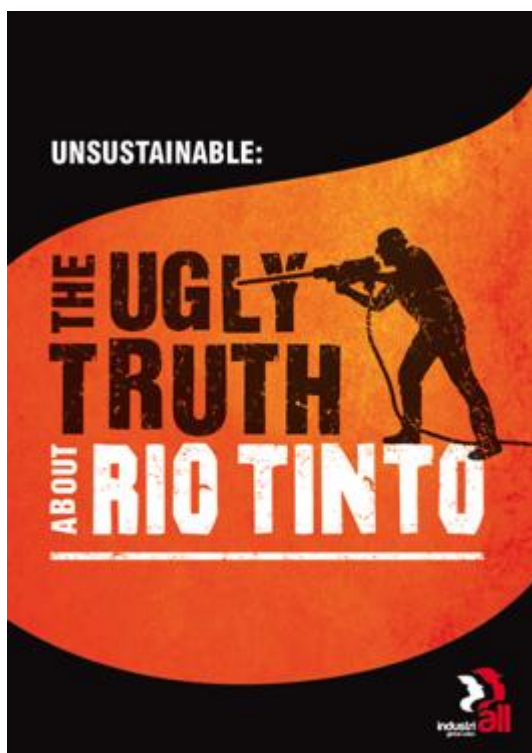
Rio Tinto campaign

The Rio Tinto campaign was launched in February 2014 and is IndustriALL’s most significant campaign. None of IndustriALL’s predecessors ever ran a corporate campaign as comprehensive and sustained as this one.

The mining and metals giant Rio Tinto has a long history of fighting organizing drives, conflictual labour relations and de-unionization. IndustriALL’s Executive Committee decided that rather than waiting for Rio Tinto to attack again, there should be a proactive campaign aiming to improve the company’s approach to labour relations. The campaign has been driven by the global network of unions at Rio Tinto, which has been greatly strengthened during the campaign and includes unions from a dozen countries. IndustriALL has collaborated with civil society organizations during the campaign to increase pressure on Rio Tinto.

Some of the major campaign initiatives include actions at Rio Tinto’s 2014 and 2015 annual general meetings (AGM), the launch of the reports [Unsustainable: The Ugly Truth about Rio Tinto](#) and [Rio Tinto: the way it really works](#), sustained investment community outreach including a “pre-AGM” public event the day before Rio Tinto’s 2015 AGM, global days of action in 2014 and 2015

with participation at Rio Tinto worksites around the world, online and storefront actions in a campaign targeting a major customer of Rio Tinto diamonds, organizing workshops in Madagascar and Mongolia, fact finding missions to India and Papua New Guinea, support for unions on strike at Rio Tinto in Iceland, and a complaint against Rio Tinto with the UN Global Compact.



As the campaign progressed, IndustriALL received multiple reports from unions at Rio Tinto of at least somewhat improved labour relations and an improved environment for organizing. Following global negotiations with Rio Tinto breaking off in February 2015 and a period of escalated campaign activity, Rio Tinto's Executive Committee hired a new global head of employee relations reportedly with the mandate to seek improved relations with unions. The company then reached out and undertook discussions with key unions in the network to develop a set of principles and structures to govern global industrial relations. As those talks continued, unions at Rio Tinto [struggled against the increasing use of precarious work](#) by the company.

Global networks

IndustriALL's organizing and campaign activity is often backed by global networks of unions and GFAs. Examples of global union networks in action include [Alcoa](#), [Gerdau](#), [Glencore](#), [LafargeHolcim](#), [OI](#), [Rio Tinto](#), [Tenaris](#) and [Unilever](#). Use of the global framework agreements at customers of Fontana Pietro [helped Birlesik Metal achieve recognition](#) at the company in Turkey.

Although GFAs are often achieved through existing relations of social dialogue, IndustriALL has campaigned for global social dialogue including a GFA. Lafarge and Holcim began their merger process in 2014 without involving unions despite the fact that IndustriALL had a GFA with Lafarge. A global network of unions at LafargeHolcim was rapidly established following the announcement of the merger forming the world's largest cement maker. IndustriALL working with this network organized three global days of action in 2015, promoting these on [the network's Facebook page](#). IndustriALL participated in a protest and made a statement at Holcim's annual meeting in 2015. The campaign has also included a LabourStart petition and a petition on IndustriALL's online platform. IndustriALL organized network building sessions in India, Indonesia and the Philippines in

2016 focused on organizing at LafargeHolcim and strengthening the global campaign. While Holcim, the dominant company in the merger between Lafarge and Holcim, previously rejected global social dialogue, LafargeHolcim has now expressed an intention to sign a GFA.

USA

IndustriALL has campaigned in places where organizing rights are severely restricted. This includes in the U.S. South, where IndustriALL has offered extensive support for UAW organizing drives. IndustriALL supported UAW protests against Nissan union busting in Mississippi, U.S. at the Geneva Motor Show in 2013. IndustriALL General Secretary Jyrki Raina led a six-country trade union solidarity delegation to Mississippi in 2014 to demand that Nissan allow the 4,000 workers in Canton to form a union local of UAW. An IndustriALL solidarity road trip led by Raina also visited workers organizing with UAW at Volkswagen in Tennessee and Daimler in Alabama. IndustriALL and UAW also jointly filed an [OECD complaint](#) against Nissan for its union-busting in Mississippi. IndustriALL met with the Renault European Works Council in 2015 to raise awareness about union busting by Renault partner Nissan. In 2016 IndustriALL held a picket at the International Olympic Committee (IOC) in Lausanne, Switzerland, to protest against Nissan's sponsorship of the Rio 2016 Games. The solidarity action followed a [demonstration of around 200 trade unionists](#) in Brazil on 18 February demanding that the Rio 2016 Olympic Committee force Nissan to respect workers' rights. In April IndustriALL, UAW and Brazilian affiliates participated in a public hearing at the Brazilian Senate.

Turkey

IndustriALL has also campaigned extensively in Turkey where organizing rights are severely restricted. One example is Turkish affiliate Teksif's organizing drive at a Hugo Boss facility in Izmir that employs around 4,000 workers. Key union members have been dismissed and their sackings have been ruled illegal by the Turkish High Court of Appeals. IndustriALL launched the Hugo Boss: Luxury brand, garbage employer campaign in 2015. IndustriALL teamed with the campaigning organization SumOfUs to run an online petition [signed by over 110,000 people](#), held a mission to Izmir in 2015 and took action at the company's annual meeting of shareholders in 2016. A highly critical FLA report helped gain media coverage of the company's violations. Although the company initially rejected dialogue, these campaign actions moved Hugo Boss to hold numerous meetings with IndustriALL, Teksif and IG Metall, which represents Hugo Boss employees in Germany. As the dialogue continues, a detailed organizing plan and research on how best to increase pressure on Hugo Boss has been completed.

Mexico

Mexico is a third country where organizing rights are severely restricted and where IndustriALL has campaigned extensively. In 2013, IndustriALL coordinated a week of action calling on Mexico to respect workers' fundamental rights. Affiliates in over 30 countries took actions including visits to Mexican embassies and consulates as well as actions targeting companies guilty of rights violations in Mexico. 2013 was the third year for such a week of action.

Following evaluation, the campaign shifted from weeks of action to more sustained activity in cooperation with the ITUC and other global unions. Focus areas include dialogue with the Mexican government, leveraging the ILO to defend Mexican workers' rights, company specific cases and organizing-project work.

ITUC General Secretary Sharan Burrow and Jyrki Raina led a delegation that met with Mexico's President in 2013 calling for labour law reform and an end to protection contracts. Following a

subsequent meeting of IndustriALL and government of Mexico leadership, [Mexico committed to ratify ILO Convention 98](#) on the right to organize and collective bargaining.

Lobbying the ILO paid off in 2015 when the ILO said that Mexico should change legislation to stop the registration of 'protection' unions that do not represent the majority of workers. Extensive efforts have also been made to use affiliates' relationships to ensure that the organizing rights of Mexican auto workers are respected.

Getting justice

Following industrial disasters at textile and garment factories, IndustriALL has campaigned for compensation for victims and their families. Successes include getting agreements from customer brands to compensate victims and victims' families of the Tazreen Fashions fire in Bangladesh which killed 112 workers and injured about 120 in 2012, and the Smart Fashions fire in Bangladesh which killed seven workers in 2013. IndustriALL also helped to ensure the [Rana Plaza victims' compensation fund](#) reached its US\$30 million target.



To achieve these victories, IndustriALL has worked in close cooperation with civil society organizations and UNI Global Union, hosted meetings bringing brands together with unions and civil society organisations, negotiated with brands, lobbied governments and the OECD to pressure brands, worked through the ILO, run online petitions and done extensive media work.

IndustriALL continues to campaign in support of Pakistani affiliates pushing for proper compensation for victims of the country's worst-ever industrial disaster at [Ali Enterprises](#), where 254 workers burnt to death trapped behind locked exits in 2012.

Health and safety campaigns

IndustriALL is campaigning for workers' rights to healthy and safe workplaces. In 2015, a campaign to clean up shipbreaking, the world's most dangerous job, was launched. The campaign promotes ratification of the Hong Kong Convention for the Safe and Environmentally Sound Recycling of Ships, which would help make the shipbreaking industry safer for workers. We produced a campaign poster and a model letter for affiliates to use to urge their governments to ratify the Hong Kong Convention. We also created a [special section on the IndustriALL website](#) for the campaign and a feature piece in Global Worker. Unions in the shipbuilding and shipbreaking sector in numerous countries have taken concrete action in the campaign, and multiple governments have positively reacted towards ratification. Action in this long-term campaign is being strengthened to

target key countries of ship owners and ship registrations to fulfil the Convention's requirement for entry into force.

The campaign for ratification of ILO Convention 176 on safety and health in mines continues. A major win was achieved in 2014 when Turkey's parliament finally [approved ILO Convention 176](#). This followed years of campaigning and a strong push after the industrial homicide of 301 mineworkers at Soma in 2014. IndustriALL wrote to all members of the Turkish Parliament and conducted a solidarity mission to Soma to help promote the ratification. The global campaign for C176 ratification was recently reinvigorated by producing new campaign artwork and a [special section on the IndustriALL website](#). To promote awareness about the importance of ILO Convention 176 ratification, there was a Thunderclap campaign in English and Spanish in 2016. The campaign posted messages about the issue in the social media feeds of hundreds of thousands of campaign participants and their social networks.

Defending workers' rights

IndustriALL campaigns in defence of workers' rights at the ILO. Each year IndustriALL participates in the International Labour Conference (ILC) to put pressure on countries not respecting workers' fundamental rights. During the 2015 ILC, the anti-union violence in Bangladesh and Mexico [was denounced](#). Together with affiliates, IndustriALL files ILO complaints, such as the [ILO complaint IndustriALL filed against the Government of Thailand](#) for failing to respect workers' rights of freedom of association and collective bargaining. IndustriALL worked with ITUC to promote a global day of action in defence of the right to strike. Unions in over 60 countries took action. Employers had brought the ILO supervisory system to a standstill for two years in an attempt to undermine the right to strike. A week after the global day of action, unions and employer representatives reached an understanding to end the impasse at a special ILO meeting, based on recognition of the right to take industrial action.

IndustriALL action to STOP Precarious Work

Since its founding in 2012, action against precarious work has been at the top of IndustriALL's policy and campaign agenda. After four years of organizing, bargaining, campaigning and fighting legislation by IndustriALL affiliates across the globe, the occasion of IndustriALL's 2nd Congress is an opportunity to reflect on the achievements and refocus on the struggles still to come.

IndustriALL affiliates have been at the forefront of the fight to protect job security, wages and working conditions in the face of a widespread increase in precarious work all over the world.



Peru



Indonesia



Mauritius

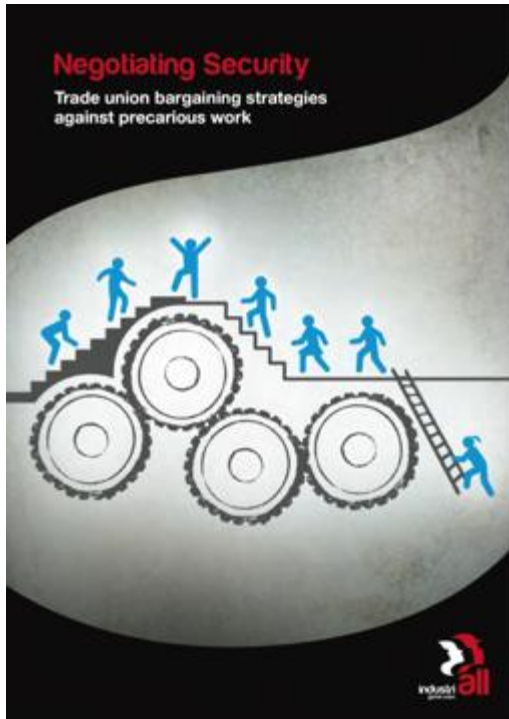
Project work

Trade union projects funded by a range of solidarity support organizations have provided concrete support to affiliates in building their capacity to develop and implement action plans on organizing, collective bargaining and campaigning against precarious work. This has played an important role in promoting unity of action among affiliates, including through the creation of national campaign teams.

Affiliates participating in precarious work project activities have reported organizing tens of thousands of precarious workers since 2012. In 2015 alone, affiliates reported that 34,000 precarious workers were organized and 10,000 precarious workers became permanent through project activities.

Publications

During the Congress period, IndustriALL has produced two publications that focus on specific aspects of the fight against precarious work. [‘The Triangular Trap: Unions take action against agency labour’](#) exposes how the massive growth of agency work and other forms of triangular employment are undermining international labour standards. [‘Negotiating Security: Trade union bargaining strategies against precarious work’](#) gives examples of the many creative and progressive agreements unions are pursuing to protect workers, from negotiating improved conditions for precarious workers to extending collective bargaining coverage to precarious workers.



Industrial sectors

At each of IndustriALL's industry world conferences, affiliates have shared information on precarious work in their sectors. In all the sectors, precarious workers do not receive the same treatment as permanent workers: their salaries are lower; they do not benefit from the same social protection, if they have any at all; they receive less training; they are exposed to higher health and safety risks; and often have the most physically demanding jobs with longer working hours. As a result, precarious work has become a central feature of the sectoral action plans and is a key issue for company networks including LafargeHolcim and Rio Tinto.

Action towards the ILO

IndustriALL has been pushing for the ILO to recognize more clearly how precarious work is undermining respect for international labour standards. After years of advocacy towards the ILO, supported by the workers' group, an advance was made in February 2015 when IndustriALL took part in a tripartite Meeting of Experts on Non-Standard Forms of Employment. The conclusions of the meeting have the potential to significantly strengthen the ILO's responses to precarious work.

Global action

Each year, IndustriALL affiliates have taken joint [global action to STOP Precarious Work](#) on 7 October, the World Day for Decent Work. The number of affiliates participating in the global day of action increases every year, which is both a testament to the determination of affiliates to mobilize their members in the fight against precarious work, and an endorsement of the priority that IndustriALL puts on this key strategic goal.

Living wage

IndustriALL's [living wage](#) strategy is aimed primarily at improving wages in global supply chains, particularly in the garment sector. In many countries, workers receive wages that are not enough to live on. This also impacts on working hours with excessive overtime used to supplement poverty wages. The problem is most critical in the garment industry but is also present in electronics and other industries. Women predominate in labour intensive global supply chains and their work is chronically undervalued.

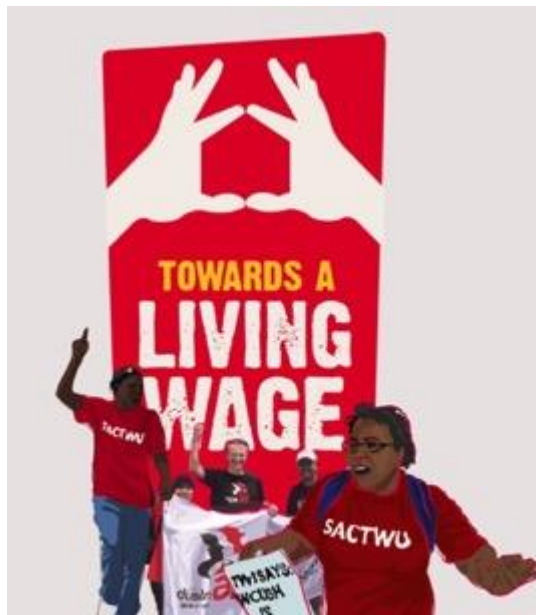


Women are undervalued in global supply chains. PHOTO: Abir Abdullah

Living wage project

IndustriALL's project with FES aims to enhance the ability of affiliates to achieve living wages. Many workshops have been conducted at regional and national level to develop national plans of action to achieve a living wage and to build union membership through campaigning on wages.

Unions in each of the countries have now developed action plans targeting a living wage through organizing, union building and increasing unity, many of them towards the goal of industry-level collective bargaining.



Support for minimum wage campaigns

Workers in garment supply chains are largely reliant on inadequate minimum wage mechanisms for any wage increases. Because wages tend to be lowest in sectors where union bargaining power is weakest, IndustriALL works through country councils to involve all affiliates in targeted countries in order to increase the strength of the campaigns.



IndustriALL UK affiliates among 90,000 people marching for the TUC campaign to increase the minimum wage. PHOTO: Unite

IndustriALL has supported minimum wage campaigns by affiliates in a number of countries including [Cambodia](#), [Indonesia](#), Bangladesh, Lesotho, Namibia and the [Dominican Republic](#). In countries such as Myanmar and [Ethiopia](#), where wage-setting institutions are weak or non-existent, IndustriALL is working with its affiliates on combining a minimum wage strategy with collective bargaining to secure the best outcome for workers.



IndustriALL affiliates in the Dominican Republic demand a better wage-setting mechanism. PHOTO: IndustriALL



IndustriALL Swiss affiliate UNIA campaigning for a national minimum wage. PHOTO: IndustriALL

ACT

Working with multinational companies is a key element of IndustriALL's living wage strategy as buyers at the top of the supply chain have the greatest power to influence where value is distributed along the chain, and how much of it ends up in the hands of workers.

The development of [ACT](#) is a major achievement by IndustriALL and has enormous potential to transform garment industry supply chains in order to improve pay and conditions for garment workers. Its basis is a Memorandum of Understanding (MoU) signed between IndustriALL and currently 18 major garment brands.



Building on the experience of the [Bangladesh Accord](#), the MoU commits brands to working with IndustriALL towards enforceable, industry wide collective agreements in garment producing countries, and to the effective recognition of workers' rights to freedom of association and collective bargaining in order for this to be realized. It requires the resulting industry-wide agreements to be linked to brand purchasing practices, to ensure that factories pay the agreed rate to their workers.



Global governance and trade

IndustriALL joins with the other global unions in engaging with the key institutions of global governance. This includes participating in the annual meetings between the ITUC and the global unions with the International Monetary Fund (IMF) and World Bank, which the trade union movement uses to engage constructively while critically analysing their policies. The Trade Union Advisory Committee to the OECD (TUAC) coordinates union inputs to and dialogue with the OECD as well as towards the G20. Unions are recognized as key social actors at the G20 through the [L20 labour summit](#), comprising union leaders from the G20 countries and the global unions.

This access has enabled the global unions to put forward a clear and consistent message towards these global institutions emphasizing the importance of job creation, labour rights, reducing inequality, collective bargaining, and action against tax havens.

IndustriALL has also contributed to OECD initiatives specific to its sectors. This has included advising on due diligence guides for the textile and garment sector and for 'meaningful stakeholder engagement' in the extractive sector.

IndustriALL General Secretary Jyrki Raina has been a board member of the UN Global Compact (UNGC), a United Nations initiative to encourage businesses worldwide to adopt sustainable and socially responsible policies and to report on their implementation. 4 out of 10 UNGC principles are labour norms including freedom of association, but weak enforcement mechanisms (integrity measures) have called into question the credibility of the Global Compact.

Work on trade agreements has been conducted in coordination with the ITUC. In December 2015, IndustriALL's Executive Committee [agreed a set of principles](#) for the negotiations on trade agreements such as the Trans-Pacific Partnership (TPP), the EU-US Transatlantic Trade and Investment Partnership (TTIP) and the Comprehensive Economic and Trade Agreement (CETA) between the EU and Canada. These include demands for transparency and recognition of ILO Conventions. IndustriALL has put a particular emphasis on the rejection of investor-state dispute settlement (ISDS) mechanisms, which give MNCs the possibility to seek billion-dollar damages from member states in private legal panels. IndustriALL affiliates have [mobilized against such trade deals](#) in a number of countries.



Indigenous groups in New Zealand rally against trans-pacific trade deal. PHOTO: IndustriALL

5. UNION BUILDING

The union building work focuses on

- Integrating affiliates into one common national or regional goal
- increasing membership and representation targeting youth, women, non-manual and precarious work
- building capacity to: be active in the global union networks, monitor and use global framework agreements, fight for trade union rights
- empowering affiliates to develop strategic planning and mapping to build strong national unions
- supporting affiliates to develop financial and administrative capacity

Organizing to grow

Building national councils to encourage a unity process among affiliates includes joint training, planning and organizing activities. This brings together affiliates in, for example, Indonesia, India, Colombia, Mexico, Uruguay, Ghana, Ivory Coast, Kenya, Mozambique, Uganda, Zimbabwe, Malaysia, Sri Lanka, Thailand, Pakistan, Philippines and Zambia to increase bargaining capacity and create strong national unions. Unity is also encouraged at regional sectoral level, as in the case of the mining sector in Latin America.

Constramet, a confederation of unions in Chile, is completing the process of [becoming one national industrial union, Industrial Chile](#), organizing workers from the mining, metal, steel, electronics, shipbuilding and forestry sectors. In Thailand, the CILT (Confederation of Industrial Labour of Thailand) representing workers from the metal, textile, chemical and glass sectors has resolved to affiliate as one organization to IndustriALL at the 2016 Congress. In Cambodia, unions have signed a memorandum of agreement on non-competition, particularly on organizing in the unorganized factories. This has resulted in growing membership at unorganized factories, prevention of conflicts among unions, more collective bargaining agreements signed, and progress made in increasing the national minimum wage.



Creation of single industrial union in Chile PHOTO: IndustriALL

In Uganda, as in many other countries, and often for the first time ever, IndustriALL affiliates jointly campaigned and demonstrated, including on 7 October. The union building projects also encourage mergers in a number of countries, as in Botswana and Zimbabwe, or have successfully done so, as in [Lesotho in 2015](#).

In 2014 to 2015, the total gains in membership as a result of IndustriALL's union building projects came to over quarter of a million new members (261,000). Thirty-four thousand precarious workers were organized in 2015 alone and more than 10,000 workers moved from temporary contracts to permanent ones.

In the Democratic Republic of Congo, affiliated union TUMEC went from zero to 10,000 members in four years. Between 2012 and 2015, more than 74,000 workers were organized as part of the India steel, mining and energy project.

Gender workshops, maternity protection campaigns to ratify ILO C183 and quota requirements for women in leadership positions were successfully implemented to increase women membership, such as in the case of Indonesian affiliate FSPMI, which elected a [40 per cent women leadership](#) at their congress.

In Ethiopia, the biggest factory with 7,000 workers launched a programme to combat sexual harassment. A women's committee is working with the gender department and a decrease in sexual harassment has been reported. Collective bargaining training has also led to the structuring of wages.

[The Latin American youth project](#) has built awareness of the needs of young workers and how to organize them.



IndustriALL youth exchange in Brazil. PHOTO: IndustriALL

Various union building projects have put special emphasis on transparency and improved management of union funds by having decent financial policy guidelines. Many of the unions participating in these projects receive training on financial management.

The organizing brochure “Workers stronger together – organizing with IndustriALL” is used in the work and will soon be available in a dozen languages.

6. COMMUNICATIONS

IndustriALL's communications are crucial in strengthening the power of the organization. Getting the message across and being the international voice of the members is an integrated part of the communication strategy.

Multiple channels

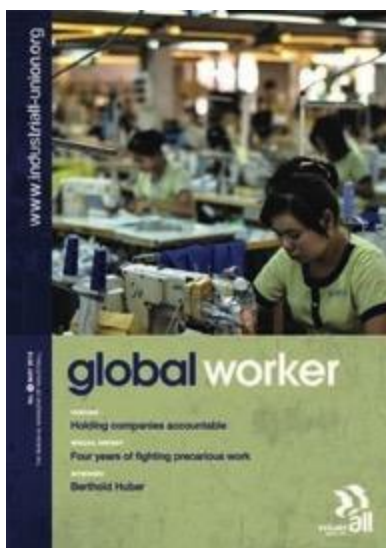
IndustriALL is continuously building a relevant presence in print, digital and social media with news on actions, organizing, rights abuses, as well as disputes and wins with companies and governments.

The [website](#) is the main platform for reporting and distributing news, taking online action and promoting campaigns in English, French, Spanish and Russian. The aim is to tell the stories of affiliates' wins and struggles, while maintaining a balance between sectors and countries, and to use visual content as much as possible.

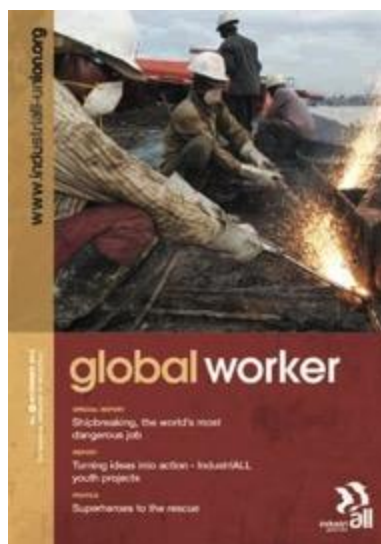
A regular feed of news and features is published in the weekly and monthly newsletters, [Headlines@IndustriALL](#) and [IndustriALL@Work](#), in English, French, Spanish and Russian. The weekly newsletter includes the top five news stories of the week. The monthly newsletter contains a mix of news stories, including news on precarious work, women and a quote from the General Secretary.

[Facebook](#), [Twitter](#) and Instagram are important tools to tell IndustriALL's stories and to call for action. Also present in other social media channels like Snapchat and [YouTube](#), the three mentioned above have seen a sharp increase in the number of followers and are currently generating the highest levels of interaction. They also provide an outlet for content provided by affiliates, perhaps most importantly photos of events and actions from around world.

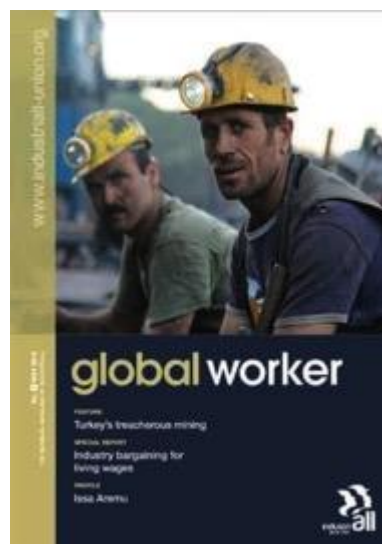
[Global Worker](#) is IndustriALL's biannual publication produced in English, French, Spanish and Russian, with a broader and more in-depth labour perspective.



2016: Issue #1



2015: Issue #2



2015: Issue #1

Media exposure

Actions taken have been translated into significant exposure in worldwide media outlets with interviews on CNN, AL Jazeera and in major publications. Through proactive media outreach there

is a greater awareness of what IndustriALL is and there are regular enquiries from news agencies for comment.

Supporting campaigns

The team strives to bring a strategic communications element to IndustriALL's operations. An integral part of long-running campaigns like STOP Precarious Work and Rio Tinto, communications also plays a role in actions against the [union busting at NXP](#) in the Philippines, pushing for [compensation for the victims of Rana Plaza](#), as well as reporting on [network meetings](#) and [world conferences](#).

Involving the affiliates in IndustriALL's communications and helping to promote their stories is the basis for the work. To that end, the team regularly undertakes communication trainings for all staff, as well as for affiliates and project coordinators.

Building communication networks

In June 2014, a [communicators' forum](#) was organized in Turin, open to communicators from IndustriALL's affiliates. One of the main purposes was to give the 40 participants an opportunity to build contacts and exchange experiences. A network in the form of a Facebook group was established, open to all affiliates' communications staff.



Participants of IndustriALL communicators forum in Turin. PHOTO: IndustriALL

Collaboration with other activist groups and online resources such as LabourStart and Radio Labour has proven effective. A network also exists among communicators at the other global trade union federations, with the next meeting planned for September 2016, hosted by IndustriALL.

7. EXECUTIVE COMMITTEE AND FINANCE COMMITTEE

IndustriALL's Executive Committee consists of 60 titular and 60 substitute members, elected by the Founding Congress in Copenhagen, 2012. 18 titular members are women, in line with the minimum 30 per cent requirement in the Statutes.

The Executive Committee has met ten times during the Congress period

20 June 2012 in Copenhagen, Denmark
12-13 December 2013 in Geneva, Switzerland
28-29 May 2013 in Frankfurt, Germany
4-5 December 2013 in Geneva, Switzerland
25-26 June 2014 in Geneva, Switzerland
4-5 December 2014 in Tunis, Tunisia
19-20 May 2015 in Stockholm, Sweden
9-10 December 2015 in Phnom Penh, Cambodia
25-26 May 2016 in Frankfurt, Germany
3 October 2016 in Rio de Janeiro, Brazil

In addition to titular and substitute members, 70-90 observers have attended the meetings with the right to speak. Another element of the inclusive and transparent approach is that Executive Committee documents have been distributed to all affiliates in order to enable interaction with the Committee members from different regions.

Executive Committee agendas have focused on action in priority countries and on the follow-up to the strategic review approved by the Committee in December 2013. Comprehensive discussions have taken place on organizing, ongoing struggles, corporate and thematic campaigns, climate change and Industry 4.0. The Committee has also handled administrative and finance matters, and the preparations for the 2nd Congress in Rio de Janeiro.

The Finance Committee consists of the President, three Vice-Presidents, the General Secretary and six members chosen by the Executive Committee from the different regions.

The Finance Committee has met eight times during the Congress period

12 December 2013 in Geneva, Switzerland
28 May 2013 in Frankfurt, Germany
4 December 2013 in Geneva, Switzerland
25 June 2014 in Geneva, Switzerland
4 December 2014 in Tunis, Tunisia
19 May 2015 in Stockholm, Sweden
9 December 2015 in Phnom Penh, Cambodia
25 May 2016 in Frankfurt, Germany

In line with the Statutes, the Finance Committee has discussed and made recommendations to the Executive Committee on long-term financial planning, analysis of income needs and investment policy, annual budgets, externally funded projects, and the terms of reference for collective bargaining negotiations with staff.

IndustriALL Global Union Executive Committee 2012-2016

Asia-Pacific					
Titular Member	Country	Years	Substitute	Country	Years
Paul Howes	Australia	2012-2014	Anne Donnellan (Ms)	Australia	2012-2014
Anne Donnellan (Ms)	Australia	2014-2016	Scott McDine	Australia	2014-2016
Anthony Maher	Australia	2012-2016	Robert Reid	New Zealand	2012-2016
Michele O'Neil (Ms)	Australia	2012-2016	Akiko Gono (Ms)	Japan	2012-2016
Sanjeeva Reddy	India	2012-2014	S. Q. Zama	India	2012-2014
Rajendra Prasad Singh	India	2014-2016	Sanjay Vadhavkar	India	2014-2016
Nikasi Ginting (Ms)	Indonesia	2012-2016	Benoyendra Kumar Das	India	2012-2016
Wati Anwar (Darmawati Natakusumah)(Ms)	Indonesia	2012-2016	Prihanani Boenadi (Ms)	Indonesia	2012-2016
Koichiro Nishihara	Japan	2012-2014	Hideyuki Wakamatsu	Japan	2012-2014
Yasunobu Aihara	Japan	2014-2016	Koichi Asanuma	Japan	2014-2016
Kaoru Kishimoto	Japan	2013-2016	Prakob Parimon	Thailand	2013
Sung –chul Park	Korea	2012-2013	Man Jae Kim	Korea	2013-2016
Kyuseok JUN	Korea	2013-2015			
Sangku Kim	Korea	2015-2016			
Concepcion Dodd (Ms)	Philippines	2012-2016	Noorlaila Aslah (Ms)	Malaysia	2012-2016
Govindarajoo Rajendran	Singapore	2012-2014	Chueh-An Chuang	Taiwan(ROC)	2012-2014
Chueh-An Chuang	Taiwan(ROC)	2014-2016	Govindarajoo Rajendran	Singapore	2014-2016
Anton Marcus (Warahena Liyanagé Don)	Sri Lanka	2012-2016	U.R. Jaganathan	India	2012-2016

Latin America and Caribbean					
Titular Member	Country	Years	Substitute	Country	Years
Francisco Gutierrez	Argentina	2012-2016	Héctor Laplace	Argentina	2012-2016
Alberto Roberti	Argentina	2012-2016	Pedro Wasiejko	Argentina	2012-2016
Eunice Cabral (Ms)	Brazil	2012-2016	Romildo Ranu	Argentina	2012-2016
Monica De Oliveira Lourenco Veloso (Ms)	Brazil	2012-2016	Edson Dias Bicalho	Brazil	2012-2016
João Vicente Silva Cayres	Brazil	2012-2016	Raimundo Espinosa	Chile	2012-2016
Napoleón Gómez Urrutia	Mexico	2012-2016	Igor Díaz López	Colombia	2012-2016

Middle East and North Africa					
Titular Member	Country	Years	Substitute	Country	Years
Hashmeyia Muhsin Alsaadawi (Ms)	Iraq	2012-2016	Ahlam Alterawi (Ms)	Jordan	2012-2016
Abdelmajid Matoual (Rotation)	Morocco	2012-2016	Tahar Berberi (Rotation)	Tunisia	2012-2016
Tahar Berberi (Rotation)	Tunisia	2012-2016	Abdelmajid Matoual (Rotation)	Morocco	2012-2016

North America					
Titular Member	Country	Years	Substitute	Country	Years
Dave Coles	Canada	2012-2016	Peter Kennedy	Canada	2012-2016
Gwenne Farrell (Ms)	Canada	2012-2016	Lauren Asplen	USA	2012-2013
			Laura Hagan(Ms)	USA	2013-2016
R. Thomas Buffenbarger	USA	2012-2016	Janet Woodward(Ms)	USA	2012-2016
Cinthyra Estrada (Ms)	USA	2012-2016	Kristyne Peter(Ms)	USA	2012-2016
Leo W. Gerard	USA	2012-2016	Ken Neumann	Canada	2012-2016

Owen Herrnstadt	USA	2012-2016	Diane Babineaux(Ms)	USA	2012-2016
Newton Jones (Rotation)	USA	2012-2016	Daniel Kane (Rotation)	USA	2012-2016
Daniel Kane (Rotation)	USA	2012-2016	Newton Jones (Rotation)	USA	2012-2016
Bob King	USA	2012-2015	Dennis Williams	USA	2012-2015
Dennis Williams	USA	2015-2016	Garry Bernarth	USA	2015-2016
Carol Landry (Ms)	USA	2012-2016	Ben Davis	USA	2012-2016

Sub-Saharan Africa

Titular Member	Country	Years	Substitute	Country	Years
Prince William Ankrah	Ghana	2012-2016	Beauty Zibula (Ms)	South Africa	2012-2016
Issa Aremu	Nigeria	2012-2016	Simão Quibeta	Angola	2012-2016
Frans Baleni	South Africa	2012-2014	Margaret Ndagile (Ms)	Tanzania	2012-2016
Piet Matosa	South Africa	2014-2016			
Irvin Jim	South Africa	2012-2016	Jane Ragoo (Ms)	Mauritius	2012-2016
Christina Olivier (Ms)	South Africa	2012-2016	Theodor Kubuya Mulumba	DRC	2012-2016
Angeline Chitambo (Ms)	Zimbabwe	2012-2016	Yuyi Sikananu (Ms)	Zambia	2012-2016

Europe

Titular Member	Country	Years	Substitute	Country	Years
Paul Lootens	Belgium	2012-2014	Jean-Claude Bernardini	France	2012-2016
Herwig Jorissen	Belgium	2014-2016			
Alfons de Potter	Belgium	2012-2014	Erik Van Den Heede	Belgium	2012-2014
Mads Andersen	Denmark	2012-2016	Leif Sande	Norway	2012-2016
Christian Pilichowski	France	2012-2013	Philippe Martinez	France	2013-2013

Francis Orosco	France	2014	Christian Billebault	France	2014
Blondine Landas	France	2012-2014	Jean-François Renucci	France	2012-2014
Joel Charteaux	France	2014-2016	Brigitte Capelle (Ms)	France	2014 –2016
Rainer Wimmer	Austria	2012-2016	Renzo Ambrosetti	Switzerland	2012-2016
Heli Puura (Ms)	Finland	2015-2016	Jorma Malinen	Finland	2014-2015
Christiane Benner (Ms)	Germany	2012-2016	Helga Schwitzer	Germany	2012-2015
			Wolfgang Lemb	Germany	2015-2016
Edeltraut Glaenzer (Ms)	Germany	2012-2016	Maike Niggemann (Ms)	Germany	2012-2016
Berthold Huber	Germany	2012-2016	Jürgen Kerner	Germany	2012-2016
Michael Vassiliadis	Germany	2012-2016	Michael Mersmann	Germany	2012-2016
Alberto Morselli	Italy	2012			
Maurizio Landini	Italy	2012-2014	Emilio Miceli	Italy	2012-2015
Paolo Pirani	Italy	2014-2015	Patrizia Pitronaci	Italy	2014-2015
Marco Bentivogli	Italy	2015-2016	Gianni Alioti	Italy	2015-2016
Ben Roodhuizen	Netherlands	2012-2016	Henk van der Kolk	Netherlands	2012-2015
			Jacob Plat	Netherlands	2015-2016
Monika Theodorsson	Sweden	2012-2015	Antti Rinne	Finland	2012-2014
			Jorma Malinen	Finland	2014-2016
Heli Puura	Finland	2015-2016			
Arve Bakke	Sweden	2012-2015	Jens Bundvad	Sweden	2012-2016
Anders Ferbe	Sweden	2015-2016			
Felipe López	Spain	2012-2013	Jesús Ribeira	Spain	2012-2013
Antonio Deusa Pedraso	Spain	2012-2016	Javier Urbina	Spain	2015 – 2016

Agustín Martín Martínez	Spain	2013-2016	Juan Blanco Blanco	Spain	2013 – 2016
Allan Black	UK	2012-2016	David Hulse	UK	2012-2013
			Rob Johnston	UK	2013-2015
			Roy Rickhuss	UK	2016
Len Mcluskey	UK	2012-2016	Tony Burke	UK	2012-2016
Mustafa Kumlu	Turkey	2012-2015	Nurettin Akcul	Turkey	2012-2013
			Abdullah Karacan	Turkey	2013-2014
			Ferudun Tankut	Turkey	2014-2015
			Nurettin Akcul	Turkey	2015-2016
Mustafa Şahin	Turkey	2015	Ferudun Tankut	Turkey	2014-2015
			Nurettin Akcul	Turkey	2015-2016
Josef Stredula	Czech Republic	2012-2015	Lucie Studnicna	Czech Republic	2012-2015
Jaroslav Soucek	Czech Republic	2015-2016	Dana Sakařová	Czech Republic	2015-2016
Mare Ancheva (Ms)	Macedonia	2012-2016	Reneta Petrova (Ms)	Bulgaria	2012-2016
Elena Petrovici (Ms)	Romania	2012-2016	Tamas Szekely	Hungary	2012-2016
Alexey Bezymyannykh	Russia	2012-2016	Miktail Tarasenko	Russia	2012-2016
Ivan Mokhnachuk	Russia	2012-2016	Valery Matov	Ukraine	2012-2013
			Jahangir Aliyev	Azerbaijan	2013-2014
			Mavjuda Khalilova (Ms)	Uzbekistan	2014-2015
			Lev Mironov	Russia	2015-2016
Anton Rozman	Slovenia	2012-2016	Emil Machyna (Ms)	Slovakia	2012-2016
Vasyl Dudnik	Ukraine	2012-2016	Gennadi Fedynich	Belarus	2012-2016

8. ADMINISTRATION AND STAFF

IndustriALL Global Union has around 600 [affiliated unions](#), which represent 50 million workers in 140 countries. Europe continues to be the biggest region, with more than 40 per cent of the paid-up membership, followed by Asia-Pacific, North America, Latin America and the Caribbean, Sub-Saharan Africa, and Middle East and North Africa.

IndustriALL staff consist of 40 colleagues at the head office in Geneva and in the Brussels project office, and of 27 full-time positions at five regional offices in Montevideo (Uruguay), Johannesburg (South Africa), Moscow (Russia), New Delhi (India) and Singapore. The staff represent 32 nationalities from all five continents. The staff members and their areas of responsibility are listed in the annex.

At the head office, the staff have been grouped into leadership, industrial, union rights, union building, communications, administrative and finance teams. The organization operates flexibly, combining the expertise of members of various teams for the most effective action, for example in cases of worker rights violations, or thematic and corporate campaigns.

After the Founding Congress in 2012, an extensive team-building process took place with the help of an outside consultant Michael van Eck, in order to weld together staff members from the three founding organizations into a coherent and dynamic team, with a shared mission and values.

A strategic review was carried out in 2013 with the facilitation of Paul Goulter. All of IndustriALL's industrial sectors and regions now have a three-year rolling strategic plan, which form a basis for the annual programme of activities and personal work programmes for the staff.

IndustriALL staff have had access to extensive training on organizing, media and communications, writing skills, languages, anti-harassment, stress management and other issues.

A three-year collective bargaining agreement (CBA) covering years 2014-2016 was negotiated between the leadership, the trade union committee and UNIA, to which the head office staff are affiliated. The CBA process resulted in the harmonization of wages and benefits for all staff from the three founding organizations.

In May 2016, the leadership and the regional secretaries signed a Framework Agreement, which harmonizes the benefits, insurances and pensions for staff in the five regional offices. A purchasing power analysis is underway.

Head office staff members list

Jyrki Raina	General Secretary
Monika Kemperle	Assistant General Secretary
Fernando Lopes	Assistant General Secretary
Kemal Özkan	Assistant General Secretary
Jenny Holdcroft	Policy Director
Héctor Mareque	Assistant to General Secretary
Helmut Lense	Director, Automotive and Rubber
Kan Matsuzaki	Director, ICT, Electrical and Electronics, Shipbuilding and Shipbreaking
Glen Mpufane	Director, Mining and DGOJP
Matthias Hartwich	Director, Mechanical Engineering and Materials Industries
Brian Kohler	Director, Health, Safety and Sustainability, Aerospace
Christina Hajagos-Clausen	Director, Textile and Garment Industry
Diana Junquera Curiel	Director, Energy Industries
Jim Catterson	Director
Tom Grinter	Research and Industry Officer
Adam Lee	Organizing and Campaigns Director
Fanja Rasolomanana	Programmes Officer
Suzanna Miller	Projects and Rights Officer
Armelle Seby	Programmes Coordinator
Sarah Flores	Projects and Rights Assistant
Kurt (Fons) Vannieuwenhuyse	Head of Brussels Project Office
Veerle Planckaert	Administrative Assistant
Ben Vanpeperstraete	Supply Chain Coordinator (November 2015-October 2016)
Sébastien Cirillo	IT Coordinator
Marie-France Sarfati	Finance Director (until September 2016)
Steeve Latte	Finance Officer
Victor Martinez	Finance and Administrative Officer
Andrea Kay	Finance and Administrative Assistant
Daniela Truchot	Finance Assistant
Estibaliz Castineiras	Finance and Administrative Assistant
Dominique Kemperle	Finance Assistant (April-December 2016)
Amandine Iwachow	Administrative coordinator
Antonio Barea	Administrative Assistant
Maria-Paula Davidson	Administrative Assistant
Janire Escubi	Administrative Assistant
Maïta Wyss	Administrative Assistant
Rubén Ortiz	Administrative Assistant
Alexandre Binz	Administrative Assistant (January-October 2016)
Petra Brännmark	Communications Director
Alexander Ivanou	Communications Officer
Cherisse Fredricks Gasana	Communications Officer
Léonie Guguen	Communications Officer
Walton Pantland	Communications Officer
Maria-Luisa Martins	Cleaner
Anne-Marie Mureau	Director (until May 2013)
Anita Gardner	Director (until May 2013)

Ashling Seely	Communication Assistant (July-October 2012)
Rob Johnston	Director (until October 2013)
Phee Jungsun	Director (until May 2014)
Carol Bruce	Director (until March 2016)
Anatoly Surin	Director (until September 2016)
Josée Malentacchi	IT Coordinator (until February 2015)
Teresita Emonet	Finance Assistant (September 2011-January 2013)
Tarik Aboudahab	Finance Assistant (September 2012-May 2013)
Daniel Godel	Finance Officer (until October 2013)
Jesus Zabala	Finance Assistant (January-July 2014)
Mariangel Cardona	Finance Officer (until March 2015)
Margrit Reichlin	Administrative Coordinator (until Sept 2013)
Delphine Möeckli	Administrative Assistant (until May 2014)
Irène Fernandez	Administrative Assistant (until June 2015)
Maryam Boutefah	Administrative Assistant (September 2015-August 2016)
Annie Yuson	Project and Rights Assistant (January-August 2016)

Sub-Saharan Africa Regional office, Johannesburg

Fabian Nkomo	Regional Secretary
Paule Ndessomin	Regional Officer
Kenny Mogane	Regional Officer
Kamla Naidoo	Admin and Finance Assistant
Charles Kumbi Ngoma	Regional Program Assistant
Jack Malatji Ngwako	Project cost accountant
Diamond Bongiwe	Cleaner
Herman Ntlatleng	(Until 30.04.2014)
Thabo Tshabalala	(Until 30.06.2015)

Latin American and the Caribbean Regional office, Montevideo

Jorge Almeida	Regional Secretary
Marino Vani	Regional Officer
Laura Carter	Regional Officer
Fernanda Gastellu	Administrative Assistant
Alvaro Espino	Administrative Assistant
Kimber Meyer	Communication Officer
Lorena Gallegos	Finance Officer
Bettina Martinez	Cleaner

South Asia Regional office, New Delhi

Apoorva Kaiwar	Regional Secretary
S.M. Fahimuddin Pasha	Education and Program officer
Gopalakrishnan Manicandan	Research and Communication Officer
M. Balasubramaniyan	Administrative Officer
Kuldeep Singh Dhanai	Finance Officer
Arvind Kumar Pandey	Administrative Assistant
Sanjay Kumar Pandey	Administrative Assistant
Sudhershnan Rao Sarde	Regional Secretary (until 30.06.2015)

CIS Regional office, Moscow

Vadim Borisov	Regional Secretary
Natalia Afonina	Administrative and Finance Assistant
Olga Kolos	Communication Officer
Ilya Matveev	Communication Officer (until 31.10.2013)
Maksim Belousov	Communication Officer (until 31.10.2014)

South East Asia Regional office, Singapore

Annie Adviento	Regional Secretary
Vonny Diananto	Regional Officer
Marina Bte Abdul Rahman	Regional Training Officer
Lim Keow Seah	Administrative Assistant

MENA region

Ahmed Kamel	Regional Contact Person
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International trade union project office, Zagreb

Teuta Krilic	Regional Contact Person
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Head office

IndustriALL Global Union

54 bis, route des Acacias
Case Postale 1516
1227 Geneva Switzerland
Tel: +41 22 308 5050
Email: info@industriall-union.org

Regional offices

Africa office

North City House
Office S0808 (8th Floor)
28 Melle Street, Braamfontein
Johannesburg 2001 South Africa
Tel: +27 11 242 8680
Email: africa@industriall-union.org

Postal address:
P O Box 31016
Braamfontein 2017 South Africa

South Asia office

16D, Atmaram House,
1, Tolstoy Marg,
New Dehli - 110001
Tel: +91 11 4156 2566
Email: sao@industriall-union.org

South East Asia office

473A Joo Chiat Road
Singapore 427681
Tel: +65 63 46 4303
Email: seao@industriall-union.org

CIS office

Str. 2, d.13, Grokholsky per., Room 203
12090 Moscow Russia
Tel: + 7 495 974 6111
Email: cis@industriall-union.org

Latin America & the Caribbean office

Avenida 18 de Julio No 1528
Piso 12 unidad 1202
Montevideo Uruguay
Tel: +59 82 408 0813
Email: alc@industriall-union.org