



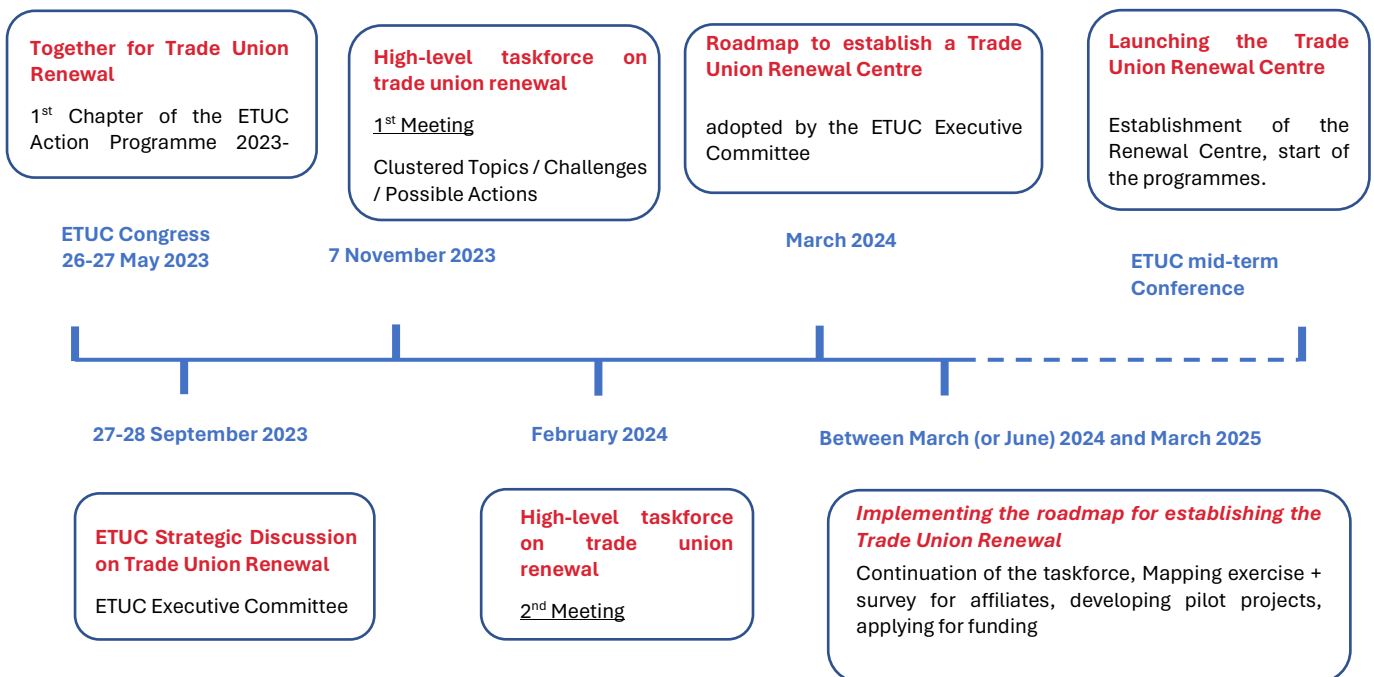
Roadmap to establish a Trade Union Renewal Centre

Adopted at the Executive Committee Meeting of 26-27 March 2024

Trade Union Renewal was highlighted as a key priority by affiliates throughout the Berlin Congress. The ETUC Action Programme committed the ETUC to “*assert a European agenda for trade union renewal [...] and increased membership density, supporting affiliates as they strengthen workers’ rights, improve working conditions, and amplify the voice of workers through collective bargaining and collective action, with special attention to new forms of work*” and “*support affiliates as they develop renewal strategies, including through digital trade unionism and the coordination of national and sectoral strategies*”. Furthermore, at point 1.1.12), the ETUC committed to “*Set up a Trade Union Renewal Centre to coordinate the ETUC strategy on trade union renewal [...]*”.

Timeline

With this document/roadmap, the ETUC identifies the steps for establishing the Trade Union Renewal Centre, to be launched at the ETUC mid-term conference in 2025. In the meantime, discussions and activities within the High-level Trade Union Renewal Taskforce will continue, as well as the cooperation with the ETUI's research and educational departments. Furthermore, a mapping exercise of different European practices and experiences will be conducted, together with a survey directed at member organisations.



Trade Union Renewal

While strategies for trade union renewal could encompass various approaches, one priority is clear: (re)building trade union power to face current and future challenges can only be done with a strong membership base.

This is why renewal is strongly linked with organising and trade union internal structures (how unions need to change - internal democracy and identity) in order to grow and retain membership. Since we are facing a record low trade union density in Europe, the focus should be on activities directly aimed at recruiting and organising new members, the importance of the shop stewards, and increasing membership retention.

Trained organisers in the field are necessary to build structures for organising at the affiliate level. When this happens, it strengthens collective bargaining and increases collective bargaining coverage. Meeting the challenge of a changing society with increased digitalisation in all aspects of our lives, digital trade unionism must be strengthened, covering issues of recruiting, organising, building digital databases of members, using digital tools in trade union work and especially in communication strategies, also considering GDPR regulation.

Trade Union Renewal Centre

Without replicating policy work or actions undertaken by ETUC affiliates, the centre will be **a platform** to share new and existing strategies, tools, and innovative tactics, as well as create coalitions to better navigate a complex and interconnected environment where trade unions face constant and evolving realities at national, sectoral, and European level.

It will be a **forum to raise renewal-related issues at a European level**, provide space for exchange and develop new initiatives.



The centre aims to serve as a **catalyst for change**. It will rely on **existing** good practices and experiences from national and sectoral levels to provide a place for amplifying the work of affiliates, especially the ETUFs, creating synergies among initiatives, and, at the same time, **designing new ways** of working and increasing the capacities of affiliates.

Target groups:

The centre will offer support for ETUC affiliates and their members. A multi-level approach will support:

- trade union leaders in building their political willingness, commitment, structures and processes for trade union renewal;
- shop-stewards, “organisers”, to recruit, retain, and motivate members;
- other identified groups and profiles of trade unionists according to the specific needs of the trade unions.

Main content areas:

- **Trade union membership growth:** organising, retaining members, recruiting new members and shop stewards, supporting them in their work and ensuring inclusive trade union membership.
- **Bargaining power:** strengthening collective bargaining, increasing collective bargaining coverage, and identifying emerging potential sectors.
- **Trade union vitality:** internal structures and democracy, identity, digital trade unionism and communication strategies.

Objectives and Deliverables of the Centre:

- **Designing new tailor-made capacity-building activities for affiliates:** In cooperation with ETUI, through pilot projects, Strategic Foresight, and by supporting the development and implementation of trade union renewal strategies.
- **Establishing an Online platform:** A dedicated and interactive website, which will be the focal point for gathering various outputs and would also serve as an e-learning space, will include:
 - **TU Renewal knowledge zone:**
 - compiling and publishing ETUI research,
 - gathering examples, projects and practices from national, sectoral, and European level,
 - access to developed (digital) materials, manuals, and strategies.
 - **Forum for exchange:** useful sources, information on possible financial opportunities, linking initiatives and facilitating partnerships among affiliates.
- **Linking and mainstreaming TU Renewal with various ETUC committees** by promoting synergies among the topics, encouraging innovative approaches, and using different tools. In this framework, the activities of ETUC standing committees and statutory committees will feed into the work of the Trade Unions Renewal Centre and vice-versa.



Annex I Roadmap

Activity	Period
Trade Union Taskforce meetings	<i>October 2023 – March 2025</i>
Adopting a roadmap and a concept paper for the TU renewal centre to be established at the ETUC Mid-term Conference	<i>ExCo, March 2024</i>
Identifying financial opportunities for the TU renewal centre	<i>February 2024 - ongoing</i>
Applying for EU funding under the EACEA programme	<i>March 2024</i>
Research/Mapping practices/Surveys for affiliates identifying existing practices as well as the needs and interest	<i>April- September 2024</i>
Thematic Seminars and Workshops supporting the mapping and survey (Project “UnionPower”)	<i>July 2024 – March 2025</i>
Applying for EU funding under the Support for Social Dialogue of DG EMPL	<i>July 2024</i>
Trade Union Renewal Platform - dedicated website	<i>October 2024 - March 2025</i>
Designing a pilot project on trade union renewal	<i>October 2024 - March 2025</i>
Possible start of the EACEA project– capacity building actions	<i>December 2024 / January 2025</i>
Possible start of the project under the Integrated Projects of the EU Social Dialogue – DG EMPL	<i>February 2025</i>
Draft Paper on the Trade Union Renewal Centre- to be adopted at the Mid-term conference	<i>March 2025</i>
Launching a call for pilot projects with selected unions	<i>March-May 2025</i>
Presenting and launching the Trade Union Renewal Centre	<i>ETUC mid-term conference – summer 2025</i>
Start of the Pilot projects on trade union renewal	<i>Summer 2025</i>



Annex II Financing and resources

1) “UnionPower” project

In 2023, ETUC applied for a new project that addresses the topic of the TU renewal. The project was accepted for funding, it will start on 1st April 2024 and will last for 24 months. The project can support the roadmap and actions foreseen for the preparation of the establishment of the TU Renewal Centre.

The project is organised around four activities:

- a. Trade Union Renewal
- b. Digital Trade Unionism
- c. Building the Mobilisation Capacity of the European Trade Union Movement
- d. Reinforcing Democracy by Countering Anti-Democratic Narratives

2) EACEA EU-funded programme

In March, the ETUC is submitting a proposal for funding under the programme managed by the European Education and Culture Executive Agency (EACEA). The agency has published a “Call for proposals for civil society organisations active in protecting and promoting Union values”.

Eventually, activities will be carried out over a period of 4 years, starting at the end of 2024 / beginning of 2025 until the end of 2028 / beginning of 2029. The project budget is meant to be used for 1) capacity-building actions managed by ETUC and 2) cascading grants for national capacity-building actions.

3) The EU-funded programme “Integrated Projects of the EU Social Dialogue.”

In July, the ETUC is applying for a project funded under the Support for Social Dialogue (SOCPL Budget Heading) of DG EMPL. It includes a capacity-building strand that will provide some support to national-level organisations (and specifically allow for the participation of organisations from Candidate countries in the activities of the TU renewal centre). Activities will eventually start in February 2025.

4) Cooperation with Friedrich-Ebert-Stiftung (FES)

In 2024, FES will contribute 20.000€ to support establishing the Trade Union Renewal Centre. The funding will be used to carry out research and administer a survey on existing practices and challenges among affiliates.