

**ORGANIZE,  
FIGHT AND WIN!**



**THE 2013-2017  
MANDATE**

**ORGANIZE, FIGHT AND WIN!**  
**Combating Precarious Work: 2013-2017**

**ORGANIZE:**

- Strengthen coordination within companies in the IUF sectors to systematically attack the growth of precarious employment
- Make strategic use of the ILO machinery and the OECD Guidelines, where appropriate, to strengthen the rights framework for combating precarious employment
- Link up more closely with other internationals and allies fighting the spread of precarious/insecure/temporary work

**FIGHT:**

- To bring precarious workers into union membership and coverage under collective bargaining agreements
- Together with affiliates, national and international union organizations, in support of all struggles to rebuff legislative efforts to promote precarious work by removing existing protections and facilitating the expansion of agency and other forms of precarious work

**WIN:**

- The systematic reduction of all forms of precarious employment through collective bargaining agreements
- The conversion of precarious to direct, permanent jobs
- Negotiated commitments to systematically monitor and assess the use of all forms of precarious employment contracts
- Strong legislation, at national and supranational level, to restrict the growth of precarious work and guarantee full respect for equal treatment and the effective exercise of trade union rights

**ORGANIZE, FIGHT AND WIN!**  
**Organizing and winning our fight for food rights**  
**and a sustainable food system: 2013-2017**

**ORGANIZE:**

- For living wages for all food workers to ensure that they and their families have food security, with special attention to raising the living and working conditions of agricultural workers
- Develop strategic organizing campaigns for agricultural unions to assist them to increase union density in rural workplaces;
- Increase the capacity of unions to negotiate for sustainable food systems;
- Develop a network of unions committed to work on the right to food who will support IUF's work in particular in the FAO's Committee on World Food security;
- To support and promote systems of food production and processing closer to the point of consumption and organize for greater union membership in the potentially significant growth in jobs this would create;
- Alliances with civil society organizations, including family farmers' organizations, sharing our views on how to ensure the world's food resources are used for the common good.

**FIGHT:**

- For enforceable pesticides policies based on reduced use and banning of the most toxic pesticides in the transition to organic farming,
- For governments to fulfill their international treaty obligations to ensure their citizens have adequate, affordable and safe food and potable water, e.g. by establishing national bodies to monitor and enforce food rights and by including the right to food in national constitutions;
- For universal acceptance that decent work and living wages are key to policies for achieving the right to food at national and international level;
- For a sustainable food system based on decent work and living wages for workers throughout the food system.
- For restored government power to build/rebuild and use strategic food reserves to limit price volatility and ensure an adequate return to small producers and a living wage for workers.
- To limit investment in commodities and future indexes, and for real investment in agriculture which can benefit workers and support a transition to socially and environmentally sustainable food production.

**WIN:**

- Inclusion of unions in developing national policy on pesticide use and food security;
- Universal access to potable water for agricultural workers;
- International agreements with agro food TNCs which facilitate organizing throughout the supply chain to advance the right to food, including a living wage for agricultural workers.
- The establishment of strategic food reserves at national and international level in the interest of workers and small food producers.
- Meaningful limitations on and regulation of financial speculation in food commodity markets.

## **ORGANIZE, FIGHT AND WIN!**

### **Building a Stronger IUF: 2013-2017**

#### ***ORGANIZE:***

- Build concrete and functional international union organization within transnational companies and across key IUF sectors
- Support strengthening of an international progressive political network/platform within the broader labour movement
- Enhance links and coordination with political, industrial and economic allies
- Work with others to raise the level and intensity of political debate in the labour movement and IUF affiliates
- Continue gender positive policies and gender activism including support for women-only activities
- Strengthen the IUF's capacity to remain independent, viable and growing
- Strengthen regional integration in core IUF objectives and work

#### ***FIGHT:***

- For as long as is needed with and in support of members when faced with abuses by transnational companies or governments
- For recognition and international engagement with more major transnational companies using the organized strength built inside those companies and sectors
- For our political principles and a politically mobilized and effective international labour movement
- For an alternative political vision to the one that dominates most aspects of today's international politics – a vision of politics that can impose economic models that benefit societies and fight against economic models that oppress the many and benefit only the few
- For a “woman's place in her union” through equality action and activities
- To grow our means and our capacity to better defend members in unity and internationally

#### ***WIN:***

- Conflicts that arise when members resist companies wherever and whenever that happens
- International union organization throughout targeted transnational companies including strengthened gender and equality platforms
- Formal recognition from an increasing number of those companies
- Increased women's representation in unions and the IUF
- Increasing support for an alternative political vision to the one that dominates most aspects of today's international politics – a vision of politics that embraces economic models that benefit societies and resists economic models that oppress the many and benefit only the few

**Organize, Fight and Win!**  
**Winning Politically: 2013 – 2017**

**ORGANIZE:**

- Build stronger links with movements sharing our objectives
- Join with others in an alliance of progressive forces built on local and national level political struggle to advance a common agenda
- Encourage political education for members amongst affiliates and the broader labour movement
- Play our role in promoting and encouraging debate about political strategy in the international labour movement

**FIGHT:**

- To recapture for politics meaningful democratic control over the economic forces which shape our lives.
- To restore to national politics the capacity to influence and control the global rules and institutions which have straightjacketed national politics
- The ongoing privatization of politics by recapturing and empowering the public sphere and labour's role within it
- To reverse the flow of wealth from the vast majority to the wealthy
- For quality public services and support for and solidarity with public sector workers
- Shoulder to shoulder with those still seeking to establish core political and democratic rights in their countries

**WIN:**

- Democratic rights in countries still governed by dictatorships and authoritarian regimes
- Broader support for progressive political ideals and the reinvigoration of progressive labour politics as a real force for change
- Stronger enforceable labour standards at the global level
- A reversal of the privatization of public goods and services

## **ORGANIZE, FIGHT AND WIN!**

### **Women Workers' Issues: 2013-2017**

#### **ORGANIZE:**

- develop national and international strategies to unionize more women in our sectors
- support affiliates' efforts to increase the number of women in union structures and leadership
- reinforce and expand the training of women as leaders, educators, organizers, leaders
- make health and safety a powerful organizing and bargaining tool
- establish IUF women activists network within sectors and major TNCs

#### **FIGHT:**

- for more inclusive union structures and activities which favour the recruitment and empowerment of women in unions
- for the ratification and implementation of the domestic workers' convention 189
- for a global recognition and respect of maternity and parental rights
- for a common collective bargaining platform in the IUF sectors based on international labour standards of special concern for women workers (C100, 111, 156, 183, 97, 143)
- bullying and sexual harassment at work and in unions
- for prevention of and protection against work related health and safety hazards
- for the reduction of the wages gap between men and women in IUF sectors
- for workers experiencing domestic violence to maintain ongoing employment and financial independence.

#### **WIN:**

- Greater numbers of women in the unions and in union structures and leadership
- Bargaining for gender equality and rights, including maternity and parental rights, in TNCs and sectors
- Safe and healthy workplaces free from bullying and sexual harassment
- Better protection and conditions for migrant workers
- Pay equity

**ORGANIZE, FIGHT AND WIN!**  
**AGRICULTURAL AND PLANTATIONS SECTOR:**  
**2013-2017**

**ORGANIZE:**

- Continue the focus on crops which are produced mainly with hired labour i.e. bananas, cut flowers, palm oil, sugar and tea;
- Develop specific strategies for these crops to assist agricultural workers' unions to increase their organizing capacity;
- Renew efforts to organize migrant workers in agriculture;
- Forge new links in the food chain by linking up tea plantation and tea processing workers in major tea TNCs;
- Improve global coordination around palm oil and cut flowers;
- As sugarcane is playing an increasingly important role as a bio fuel crop, increase global coordination around the cane-sugar-bio-ethanol nexus. Map links and build strength and organizing strategy in ABF/British Sugar/Illovo Sugar; American Sugar Refining, Complant (outside of China), COSAN and Tereos.

**FIGHT:**

- Develop and advocate for a comprehensive approach to land grabs, bio-fuels and the right to food based on rights for workers in the food chain;
- Fight for trade union rights and recognition with TNCs (other than Chiquita) in the banana sector;
- Fight for trade union rights and recognition with TNCs in the sugar sector.

**WIN:**

- Expansion of the regional framework agreement with Chiquita to a global agreement;
- For the sugar sector - coordinated bargaining between unions representing sugar workers in Southern Africa and recognition of trade unions in Jamaica by Complant;
- Progress in the elimination of child labor in agriculture focusing first on the global conference in Brazil, 2013.

## **ORGANIZE, FIGHT AND WIN!**

### **SOFT DRINKS: 2013-2017**

#### ***ORGANIZE:***

- Analyze/map union strength in Coca-Cola and PepsiCo
- Expand, improve and consolidate the future work of the Coca-Cola Workers' Alliance driven by proposals and resources from amongst its members
- Build the PepsiCo Unions Network driven by proposals and resources from amongst its members
- Support and develop local and national organizing strategies to raise union density in both companies
- Strengthen organizing expertise (exchange visits of organizing experts, invitation of organizers to training courses, providing training materials, "twinning" of affiliates experiences etc.)

#### ***FIGHT:***

- Fight for international union recognition from PepsiCo
- Intensify the fight against precarious work in Coca-Cola and PepsiCo
- Fight against all unfair practices in employment in the soft drinks sector including in companies outside the two major global players

#### ***WIN:***

- Secure an international agreement guaranteeing recognition of and access to organizing rights initially in Coca-Cola and subsequently in PepsiCo
- Secure decent labour standards against precarious employment conditions in soft drinks sector and particularly in Coca-Cola system and PepsiCo

## **ORGANIZE, FIGHT AND WIN! BREWERIES SECTOR: 2013-2017**

### ***ORGANIZE:***

- Develop a database and mapping of operations and union strength at brewery companies
- Improve active communication, including use of beerworkers.org web-site and trade union coordination and support among brewery unions.
- Re-activate the coordination within Carlsberg Breweries and the Baltic Beverages Holding Company (BBH)
- Strengthen commitment from brewery unions to communicate concrete facts about negative company behavior in their countries.
- Organize workshops for each “big beer” company for all the above targets.

### ***FIGHT:***

- Stop replacement of permanent workers with workers on temporary contracts particularly at Carlsberg and Heineken operations
- Organize resistance around production transfers
- Fight for wider union recognition at all four big beer companies.

### ***WIN:***

- Enhanced union organization throughout Carlsberg and Heineken
- Increased union density globally specifically at SABMiller and AB-Inbev
- Recognition of the IUF and meaningful negotiations about access to international trade union rights in all four major brewery companies

## **ORGANIZE, FIGHT AND WIN!**

### **DAIRY SECTOR: 2013-2017**

#### **ORGANIZE:**

- Improve the research on India and EU countries' dairy sector
- Focus corporate research on Lactalis, Parmalat, Arla, Dairy Farmers of America, Deans Suiza and multinational companies operating in Asia
- Complete the mapping of locations and union strength in Nestle, Danone, Lactalis, Friesland Campina, Fonterra, Deans Suiza, Arla Foods, Dairy Farmers of America, Kraft and Unilever through exchanging information with affiliates.
- Initiate a mapping on manufacturing and supply chain location
- Develop a strategy for "100% organizing push in Danone and Fonterra
- Develop a strategy within Dairy Division for greater union recognition at Lactalis
- Enhance the communication within the Dairy Division through the commitments of affiliates to nominate a contact person and posting news stories to the division website.
- Strengthen the coordination between the IUF Secretariat, regional secretariats and national affiliates for Danone

#### **FIGHT:**

- Fight against precarious work, defend and advance secure and decent work and food safety in dairy companies
- Support affiliates in their fights to increase union density in all targeted companies
- Fight for international union recognition from Arla Foods and Kraft

#### **WIN:**

- Secure an international agreement regulating precarious employment at Danone
- Enhance recognition of the IUF in dairy companies and thus its leverage to help affiliates access organizing rights
- Increase union density globally in dairy-related companies

## **ORGANIZE, FIGHT AND WIN!**

### **FISHERIES SECTOR: 2013-2017**

#### **ORGANIZE:**

- Improve concretely IUF-ITF coordination and joint work
- Strengthen links between IUF and ITF affiliates
- Establish an active IUF Fisheries Division
- Map membership in principal ANFACO companies (notably PESCANOVA and CALVO) and increase it by 2017
- Increase union membership through existing affiliates for Austevoll and Frabelle
- Build international union organization in major fisheries companies
- Map links across the chain (including supermarkets and frozen fish manufacturers) and build strength and strategy to impact that chain
- Increase membership in the South Sea Tuna Corporation Limited

#### **FIGHT:**

- Fight for union rights and recognition for SEATECH Colombia workers
- Consolidate union rights in Calvo, El Salvador
- Fight with members for rights in the Filipino fisheries sector

#### **WIN:**

- Union recognition and concrete and meaningful union rights agreements from ANFACO's principal companies (notably PESCANOVA and CALVO) at local, regional and international level
- Secure full union recognition at the South Sea Tuna Corporation Limited

## **ORGANIZE, FIGHT AND WIN!**

### **FOOD PROCESSING: 2013-2017**

#### **ORGANIZE:**

- Strengthen international union organization within Nestlé and Unilever, where we have secured international recognition, to build strength and advance affiliates' organizing and bargaining agendas
- Build functioning union networks in Kraft and other key companies identified by our food processing membership to support affiliates' organizing and bargaining agenda and build pressure for global recognition
- Establish systematic research cooperation with affiliates to identify corporate targets, map union density and build international union organization within those companies
- Identify and map backward and forward linkages in key companies to strengthen organizing, defend rights and build membership along supply chains

#### **FIGHT:**

- Campaign with members in specific companies where abuses continue - notably at present Nestlé and Unilever despite progress on international recognition of the IUF
- Use success in building international union organization in major companies to concretely enhance support for fights that specific affiliates might have with them
- Use success in building international union organization in major companies to enhance our capacity to fight shoulder to shoulder with unions and workers along company supply chains and in contract manufacturers for union rights and recognition
- Campaign with affiliates to resist and reverse the growth of precarious employment in all its forms

#### **WIN:**

- Increased union density and recognition in major food processing companies
- Win and enhance international recognition of the IUF at TNCs concretely benefitting affiliates in their struggles to expand their organizing and bargaining strength
- The conversion of precarious to direct, permanent jobs

## **ORGANIZE, FIGHT AND WIN!**

### **HRCT SECTOR: 2013-2017**

#### **ORGANIZE:**

- Build a network of unions in key companies which could include amongst others:
  - Accor, Rezidor, Sol Melia, Hilton, Hyatt
- Use the IFA and recognition with Accor to increase union membership particularly in Indonesia, India and North Africa
- Build on the Sodexo IFA and national organizing agreements to increase union density in some key Sodexo markets including North America, United Kingdom, India and Turkey
- Organize a functioning international union organization within Sodexo
- Bring new HRCT unions into affiliation within the IUF in all regions
- Organize around some key regional chains (e.g. South African Hotel Chains in Southern Africa)
- Strengthen the hotel chains, tourism and catering steering groups
- Organize exchanges of good organizing practices and training experiences among IUF affiliates.

#### **FIGHT:**

- For broader concrete access to fundamental rights for hotel workers - strategic plans and reactive struggles
- For international union recognition from key hotel chains amongst which would be Rezidor, Sol Melia, Hilton and Hyatt.
- For concrete access and organizing rights in all these major chains
- For wider union recognition from Compass following the agreement in Algeria
- Resist the corporate withdrawal of responsibility for employees resulting from various forms of management vs. ownership structures and take this fight into relevant international bodies, notably the ILO and UNWTO
- Resist the outsourcing of core hotel employees
- Fight for more space for unions in global tourism policy bodies, notably the UNWTO and enhance the role of the ILO in relation to such bodies
- Support and encourage affiliates' participation and work with their governments on tourism issues

#### **WIN:**

- More concrete positive impact from the current IFA's at Accor and Sodexo (translating into new union membership)
- Recognition from additional key hotel and catering transnational companies
- Increased union membership in countries targeted for their strategic market importance (e.g. Indonesia, India, North America and UK) and expand those country targets after discussions with affiliates
- More concrete and permanent alliances with like-minded civil society bodies around sustainable tourism

## **ORGANIZE, FIGHT AND WIN!**

### **MEAT SECTOR: 2013-2017**

#### ***ORGANIZE:***

- Build a functioning international solidarity organization of meat workers unions through the establishment of a Meat Division as a special group under Article 13 of the IUF Rules
- Improve cooperation and coordination amongst IUF affiliates in the sector all regions.
- Map membership and build international union organization in major meat companies

#### ***FIGHT:***

- Union hostility at meat companies, notably at Danish Crown's international subsidiaries
- Fight for safe working conditions and decent wages throughout the highly hazardous meat packing industry
- Campaign against dangerous working conditions in the meat industry world-wide and notably in priority countries such as Brazil and Thailand
- The abusive use of precarious employment and the abusive treatment of workers on precarious contracts in slaughterhouses and packing plants

#### ***WIN:***

- Union rights and recognition at companies identified by the Meat Division at local, national and international level
- Safer workplaces for all meat workers through organized workforces and strong unions

## **ORGANIZE, FIGHT AND WIN!**

### **TOBACCO SECTOR: 2013-2017**

#### ***ORGANIZE:***

- Strengthen links between unions and workers in tobacco growing, processing and the manufacturing of smoking products
- Build consensus amongst affiliates for a campaign aimed at tobacco companies, some of the wealthiest companies in the world, calling for massive financial investment and a global fund to assist manufacturing workers and those working in the supply chain faced with the challenges specific to the tobacco industry
- Organize to bring tobacco companies to a global bargaining table to establish and implement such a scheme

#### ***FIGHT:***

- Abusive hiring practices on tobacco farms in the United States
- The complicity of tobacco manufacturing companies in abusive hiring practices and the abusive treatment of workers on farms supplying their tobacco
- The ongoing destruction of jobs with little or no consequences for corporate interests
- The specific denial of union rights to workers at Reynolds America in the USA and tobacco companies' operations more widely, notably in emerging markets

#### ***WIN:***

- The right to union membership at Reynolds America and at other companies particularly in emerging markets
- Rights to union membership and a decent contract for agricultural workers in the US tobacco-producing states
- Decent working and living conditions for tobacco farm workers globally and the elimination of child labour in the tobacco chain

**ORGANIZE, FIGHT AND WIN!**  
**Health, Safety and Environment: 2013-2017**

***ORGANIZE:***

- Encourage affiliates to use HSE more effectively as an organising tool;
- Ensure gender concerns on OSH are addressed;
- Organise to ensure OSH protection is provided to all workers whatever their status.

***FIGHT:***

- Further erosions of workers' rights to safe and healthy workplaces;
- For the right of trade unions to have access to workplaces to represent workers on OSH issues;
- Privatization of labour inspection and the further encroachment of private certification into HSE;
- Ongoing efforts by employers and some governments to shift blame and responsibility increasingly from employers to workers.

***WIN:***

- Increased awareness and mobilization amongst affiliates around OSH;
- More ratifications of all ILO Conventions on OSH;
- More commitments from companies/TNCs to work with IUF on OSH

## **ORGANIZE, FIGHT AND WIN!**

### **Trade Union Development Projects: 2013-2017**

#### ***ORGANIZE:***

- Reinforce internal capacities of affiliates to organize and carry out trade union education
- Make sure that more women workers are trained as organizers, negotiators, leaders
- Include vulnerable workers such as (undocumented) migrant workers, domestic workers, workers with precarious forms of employment, in trade union training activities
- Promote coordinated and targeted organizing and recruitment campaigns in companies and sectors
- Make better use of HSE as an organizing and negotiating tool throughout the food chain
- Consolidate and reinforce unions through national coordinating committees or by the merger of company-based unions into national federations
- Strengthen cooperation among IUF affiliates across sectors and borders
- Improve exchanges between projects on national, regional and international levels
- Include ILO core conventions and ILO conventions of special concern for IUF members (such as C172 on Working conditions in Hotels, restaurants and similar establishments, C 183 on Maternity Protection, C184 on health and safety in agriculture, C189 on Decent work for Domestic workers) in IUF training modules

#### ***FIGHT:***

- For resources to sustain organizing and training activities
- Against the continued discrimination against women workers by giving them access to the negotiating table and to leadership positions at all levels
- For safe and healthy workplaces for all IUF members
- For trade union rights for migrant workers, domestic workers and workers with precarious forms of employment
- The ratification and implementation of ILO core conventions and ILO conventions of special concern for IUF members

#### ***WIN:***

- Recognition by development agencies and international institutions of trade unions as one of the most important and representative engines of sustainable development
- Substantial membership increase among non unionized workers
- Recognition of fundamental rights for all workers in line with ILO core conventions and ILO conventions of special concern for IUF members
- Strong national, regional and international links and networks among IUF affiliates in companies and sectors
- Improved bargaining power at national and international levels