

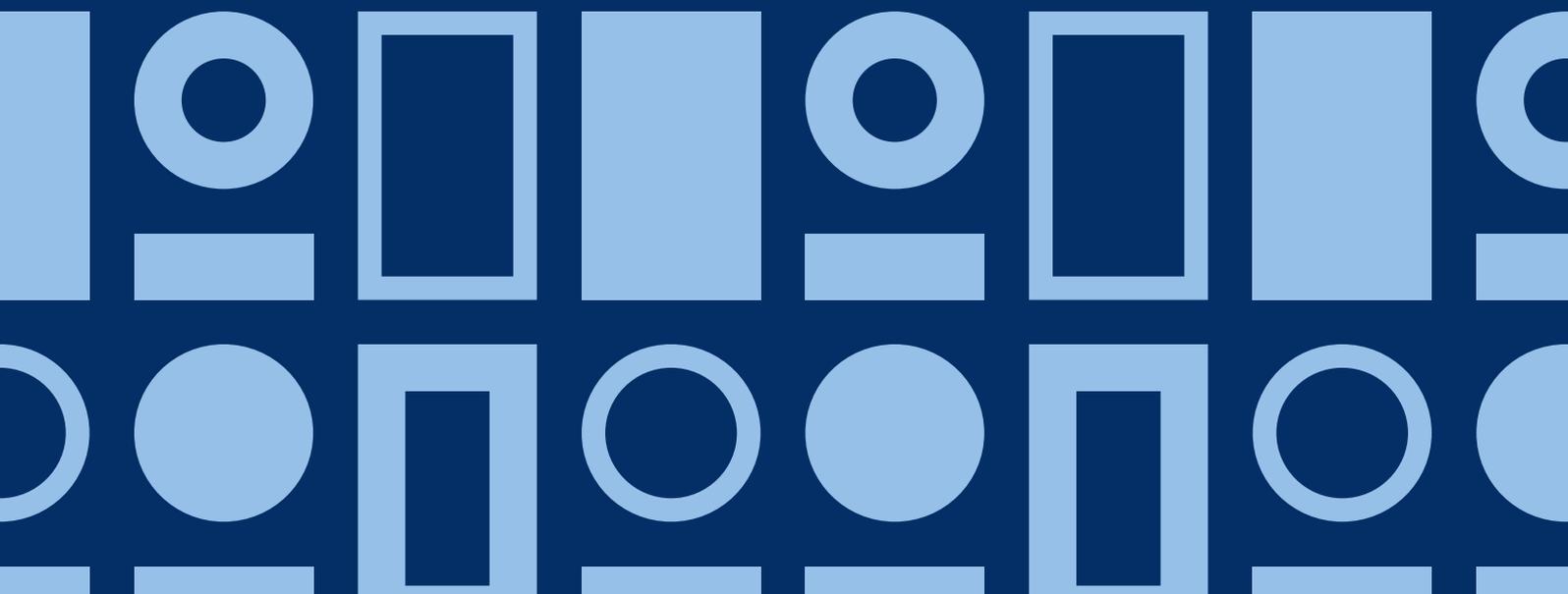
**Sign
me up!**

**Industrial
union**

Ahead of the curve

Strategy of the Industrial Union 2023–2028

Approved at the Industrial Union Congress in Tampere on 24 May 2023





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Introduction

The strategy has been created through cooperation and discussion

In spring 2021, the Council of the Industrial Union approved the four strategic themes of labour market activity, organisational strength, influencing society and enablers. These cornerstones are the tools we use to implement the Union's strategy. The Union's activities will be managed and planned in the years 2023–2028 with the help of these themes.

Work on the new strategy started on the basis of the strategic themes at the Tulevaisuusseminaari forum in Helsinki in February 2022. During the spring, members of the Board of the Industrial Union, the Union's management and supervisors participated in the strategy work.

Based on this work, we prepared a discussion paper for local branches to serve as a basis for the preparation of proposals to the Union Congress. In autumn 2022, the themes of the document paper and preparations of the proposals were reviewed at events hosted for local branches across Finland. At the Union's personnel days, we discussed the Union's strategic vision for the future.

Local branches submitted a total of 987 proposals to the Union Congress. All of the proposals were reviewed during the preparation of the strategy. Proposals supporting the strategy will also be taken into account in the planning of the Union's activities during the next Union Congress term.

In connection with the preparation of the strategy, we also produced four possible scenarios for the future. These scenarios help structure the constant changes in our operating environment that challenge the Union's operations. The scenarios are not included in the strategy as such. The strategy is formulated so that it is possible to respond very quickly to changes in the operating environment. However, the most important thing to is to anticipate and act ahead of changes.

Values and principles

The Industrial Union's work is founded on values. In all situations, our actions are based on the traditional values of the international trade union movement: fraternity, solidarity, equality and defending the weak. Our values are also based on the principles of the Industrial Union, which are collective strength, negotiation and astuteness.



Collective power

We do things together. In the Industrial Union, members can influence their personal and common affairs and change the world. Our activities are communal by nature, and the power of the Union is based on our collective strength. The Union is strong and its opinions are listened to as long as the degree of unionisation is high and our members are active.

All our members are equally valuable. Collective power is only effective if each member is treated equally. We are strengthened by the fact that we are part of an international family of trade unions.



Negotiation

We cooperate honestly and actively. The Industrial Union is a negotiator and partner in workplaces, the labour market and society. A large part of the Union's influence is based on the ability to agree on even difficult matters and on respect for agreements.

We support good working life and sustainable development. We defend and improve the interests and position of our members and strengthen mutual trust. We participate in creating a society that is socially, economically and environmentally sustainable.



Astuteness

We have the courage to reform and renew ourselves. The competence and creativity of the members of the Industrial Union, persons in positions of trust and our personnel are our strengths. With their help, we develop our operations and improve our negotiation and influencing abilities.

We develop and share expertise. The development of jobs, industry and society requires initiative and courage on the part of members and personnel of the Industrial Union.

Vision: Industrial Union in 2028

Our vision of the future describes what the Industrial Union should be from our members' point of view in 2028. The purpose of the strategy is to make this vision a reality.

In 2028, the Industrial Union will be the most influential and attractive trade union in Finland. The Industrial Union is the first choice for workers. We are known for our strong, community-based advocacy work. In addition, our member services and benefits are modern and first-rate. For its members, the Union also means the opportunity to influence issues in their own workplace and society. Most students in the Union's sectors become members already during their studies. Our degree of unionisation is the highest compared to other industrial unions.

In 2028, the backbone of our advocacy work are resourceful and healthy union representatives who possess the best level of competence in Finland and effective digital service channels. Nearly all members have a shop steward at their own workplace. All workplaces with more than 50 employees have a functioning union representative organisation. Union representatives are experts in local negotiation. Personalised training paths have been created for union representatives, and the training is easily accessible. Most issues and questions related to members' employment can be resolved already at workplaces.

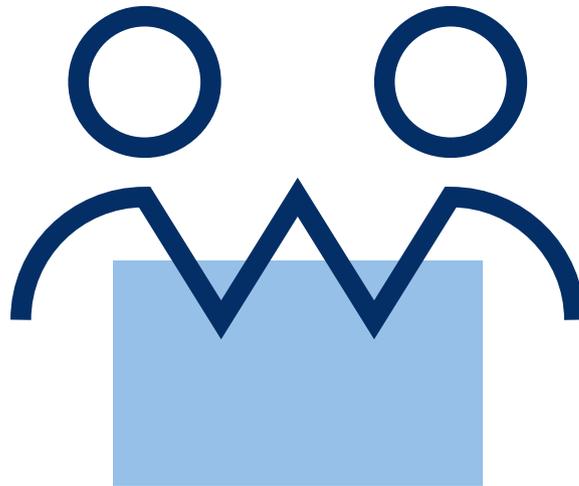
In 2028, the union's members have access to modern digital service channels where they can independently check their terms of employment and get answers

to questions related to their employment relationship. When a member contacts the Union's experts, they can get their matter resolved on a one-stop-shop basis. The Industrial Union lives with its members, especially during difficult times such as layoffs and downsizing. In advocacy work, we operate in several languages and based on the principles of equality.

In 2028, the terms and conditions of employment of the Industrial Union's members are safeguarded by universally binding collective agreements. Working conditions are developed in cooperation with members by listening to their needs and wishes. Industrial jobs are attractive, and more people are finding work in the union's sectors. A new bargaining system is beginning to take shape on the Finnish labour market, which better supports organisation and equal negotiations.

In 2028, the Industrial Union's advocacy work will be ensured by a strong commitment to common goals and, if necessary, industrial action at workplaces. The share of members who are actively involved in the Union's activities is growing. Every member has better opportunities to participate in the activities of their local branch and the Union. All of the union's local branches are strong links in the common advocacy work.

In 2028, the Industrial Union is a respected social influencer whose words are listened to. We increase knowledge and understanding of working life and justify the importance of trade unions. The Union is recognised as a pioneer in working life, with a cooperative and professional personnel. Personnel, union representatives and other activists work seamlessly together to form the most skilled bargaining organisation in Finland.



1 Labour market activity in 2023–2028

The primary task of labour market activity is to ensure the good development of the working conditions of union members, fairness in working life and the health and well-being. We negotiate sector-specific and company-specific collective agreements for our members and monitor the enforcement of agreed terms of employment. At workplaces, union representatives play a key role in labour market activity. The Industrial Union is a reliable and strong negotiating partner in collective bargaining.

In 2023–2028, we will emphasise safeguarding and improving universally binding collective agreements and the position of chief shop stewards and other elected officials in labour market activities. We will strengthen our bargaining position nationwide and at workplaces. We will increase the participation of members in the development of terms of employment.

1.1 Status of collective agreements

For a long time, bargaining activities have been based on national and universally binding collective agreements that have safeguarded workers' rights. However, the traditional bargaining system has been under pressure, as collective bargaining has devolved to the level of individual companies and the employer field has become fragmented. Some employers have wanted to switch entirely to company-specific agreements, which has weakened the universally binding nature of bargaining.

The protective effect of universality must be strengthened to ensure that working conditions do not deteriorate. It must also be possible to establish comprehensive company-specific collective agreements as universally binding in the sector. The organisation of employees must be taken into account when determining the

universality of agreements. Possible gaps in protection left by the weakening of universality must be addressed by reforming legislation.

One way of safeguarding key terms of employment is to create and implement a template for industry-wide framework agreements. This would safeguard key terms of employment and serve as a basis for sector-wide collective agreements.

Goals of the Union Congress term 2023–2028:

- We promote the redefinition of the universality and status of collective agreements
- We aim to increase the willingness of employers to enter into universally binding agreements
- We will explore the possibility of creating a framework agreement for industrial sectors

1.2 Terms of employment and workers' rights

In 2023, the Industrial Union is a contracting party in 36 national collective agreements and more than a hundred company-specific agreements. Through our actions, we can influence both the number and content of collective agreements.

We negotiate the most favourable wage growth for employees through collective agreements, taking into account differences in the pay systems of sectors covered by the agreements. We ensure that employees' needs and coping at work in different life situations and stages of their careers are taken into account better in collective agreements. In addition, we speak out on and discuss issues related to the transformation of work, varying working hours, shift systems and different forms of employment. The disadvantages of work and stress factors are also taken into account when developing terms of employment. We also promote these aims in labour legislation.

Changes in the bargaining system affect practical advocacy work. Every effort must be made to ensure that terms of employment do not become fragmented within or between sectors. The number of collective agreements must be reviewed if this is appropriate for the development of terms of employment. In addition, agreements increasingly need elements that strengthen shop stewards' bargaining position and support genuine and equal local agreements at workplaces. Local and company-specific agreements must always take into account the specific needs of the sector.

Immigration of skilled workers will also increase in the future in the sectors of the Industrial Union. The use of foreign labour involves the deterioration of terms of employment and human rights. During the strategy period, special attention will be given to combatting this phenomenon. We will add services in other languages. We will increase cooperation with the authorities in monitoring the terms of employment and working conditions of foreign workers.

Goals of the Union Congress term 2023–2028:

- We promote equality and non-discrimination in working life and acknowledge different life situations in workers' terms of employment and legislation
- We will look into the number of collective agreements
- In our collective agreements, we negotiate elements that support company-specific and local agreements
- We address issues related to the use of foreign labour

1.3 Bargaining, advocacy work and industrial action

The Industrial Union strives to settle contractual issues primarily through negotiations. Cooperation with employers is an important part of the development of terms of employment. We support employers' efforts to use their employees' expertise and views in the development of companies in accordance with the spirit of the new Act on Co-operation within Undertakings (YT-laki in Finnish).

We live in a world of constantly preparing for or engaging in negotiations. Collective agreements and the realisation of members' rights must be constantly monitored. Strong negotiation and advocacy activities require the support of a competent and modern union organisation. This requires a strong union representative organisation and an increased knowledge of members' terms of employment.

As company-specific agreements become more common, the coordination of bargaining activities must be improved both within the Industrial Union and between unions. The Union must have as up-to-date understanding as possible of the organisation's situation at the workplaces of the Union's members.

Disputes related to terms and conditions of employment and their legal interpretation increase as bargaining activities are fragmented. We must also be able to meet this challenge.

The importance of organisational readiness in providing support for bargaining activities has increased significantly. The initiative and activity of members support the Union's bargaining, advocacy work and industrial action. For this reason, information on the content of collective agreements, the objectives of contract negotiations and the negotiations themselves must be shared as openly as possible. This promotes the spontaneous advocacy work and organisation of employees at workplaces. Means of organizing can be used to support collective bargaining and negotiations, especially when an employer seeks to weaken working conditions.

Industrial action is always an extreme measure and one which the Union never initiates lightly. However, any attempt to undermine working conditions must be addressed. That is why competence related to industrial actions must be kept at a high level in the Union and the right to strike must be safeguarded.

The transition to company-specific agreements has already transferred the obligation to industrial peace to the local level in some companies. If the workplace does not have trust between the employer and the employees, there is a risk that activities become conflict-oriented. The Union must be able to support members of such workplaces in various ways. There is no obligation of industrial peace under the Collective Agreements Act in unorganised companies that have opted out of the bargaining system and are within the scope of universality.

Goals of the Union Congress term 2023–2028:

- We will improve the coordination of collective bargaining
- We increase our members' awareness of terms of employment and labour rights
- We ensure that the Industrial Union has an effective union organisation at workplaces and organised sectors
- We will increase the participation of members in the development of terms of employment

1.4 Union representative organisation

A strong and professional shop steward supports employees at the workplace and negotiates with the employer from an equal position. The shop steward also has a key role in unionisation at the workplace.

The Industrial Union must increase the number of shop stewards and strengthen their position through collective agreements and legislation. Shop stewards' rights and position as the primary representative of employees must be confirmed in legislation.

The job security and working conditions of union representatives must be improved so that we can meet future challenges, particularly those related to company-specific and local agreements. We must design a clear training path and effective digital services for union representatives.

A strong and effective network of shop stewards is at the core of bargaining and organisational activities. In addition to shop stewards, occupational safety representatives serve as the Union's backbone at workplaces. The aim of the Industrial Union is to improve the quality of working life, working conditions and occupational safety and promote equality and non-discrimination.

During the Union Congress term, we will pay special attention to the mental wellbeing of union representatives.

Goals of the Union Congress term 2023–2028:

- We will expand the reach of the shop steward organisation
- We promote the rights and bargaining position of shop stewards in relation to employers
- We increase the competence level of union representatives and develop support methods
- We promote the coping of union representatives in their duties
- We develop occupational safety and health organisations at workplaces, raise the level of occupational safety and health and increase cooperation with authorities

**Sopii
mulle.**

Liittokokous 2023

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Liittokokous 2023



Strategy 2023–2028

The principles of the union



Collective power

We do things together.



Negotiation

We cooperate honestly and actively.



Astuteness

We have the courage to reform and renew ourselves.

Implementation in whole union

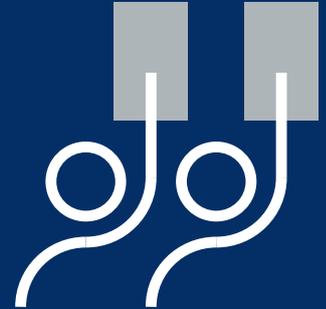


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Our goals



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LABOUR MARKET ACTIVITY

Status of collective agreements

- We promote the redefinition of the universality and status of collective agreements
- We aim to increase the willingness of employers to enter into universally binding agreements
- We will explore the possibility of creating a framework agreement for industrial sectors

Terms of employment and workers' rights

- We promote equality and non-discrimination in working life and acknowledge different life situations in workers' terms of employment and legislation
- We will look into the number of collective agreements
- In our collective agreements, we negotiate elements that support company-specific and local agreements
- We address issues related to the use of foreign labour

Bargaining, advocacy work and industrial action

- We will improve the coordination of collective bargaining
- We increase our members' awareness of terms of employment and labour rights
- We ensure that the Industrial Union has an effective union organisation at workplaces and organised sectors
- We will increase the participation of members in the development of terms of employment

Employee representatives organization

- We will expand the reach of the shop steward organisation and promote the rights and bargaining position of shop stewards in relation to employers
- We increase the competence level of shop stewards and develop support methods
- We promote the coping of shop stewards in their duties
- We develop occupational safety and health organisations at workplaces, raise the level of occupational safety and health and increase cooperation with authorities

ORGANISATIONAL STRENGTH

Organisation and membership recruitment

- We increase the number of members available for the labour market
- We target member recruitment in locations with the greatest growth potential
- We reach all students in the union's organised sectors already during their studies

Active membership and organizing

- We support self-motivated trade union activities at workplaces
- We invest in organising activities in order to secure and increase our negotiating and organisational power
- We strengthen the organizing activities carried out in educational institutions and local branches
- We develop and communicate about different ways to participate in the Union's activities

Local branches

- We will prepare a programme to reform the activities of local branches
- We will improve the systematic, goal-oriented and impactful activities in local branches
- We will improve cooperation between local branches and shop stewards at workplaces and strengthen regional cooperation between local branches



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INFLUENCING SOCIETY

Labour legislation and income distribution in society

- We will increase our legislative advocacy work to promote workers' rights and the operating conditions of trade unions
- We will support improvements to unemployment and social security and to occupational healthcare and the mental well-being of employees
- We involve our members in international activities and develop new forms of participation together with our partners

Industrial and economic policy

- We will promote sustainable industrial growth
- We safeguard the employment and wage growth of our members in connection with the industrial transformation
- We will combat the shadow economy and the exploitation of workers
- We will influence the development of vocational education and training and opportunities for industrial workers to increase their expertise

Participation in public discourse

- We will encourage public discourse on themes that are important to our members nationally and regionally
- We will increase the voter turnout of our members
- We will intensify cooperation between trade unions to strengthen our public message

ENABLERS

Resources of the union

- We will continuously evaluate and renew our operating methods
- We will use the Union's resources in accordance with the strategy and respond to changes in our operating environment
- We will adopt digitalisation in all our operations

Service channels for members

- We will increase the accessibility, usability and interactivity of member services and the availability of services in languages other than Finnish
- We constantly update and develop the quality and consistency of member services both at the union's head office and regional centres
- We will increase our digital expertise

Training services

- We will evaluate and improve the effectiveness of union's training
- We will improve the accessibility and attractiveness of the Union's training and the marketing of training services

Member communications

- We ensure that our activists have quick access to accurate information
- We will invest in diverse and targeted communication

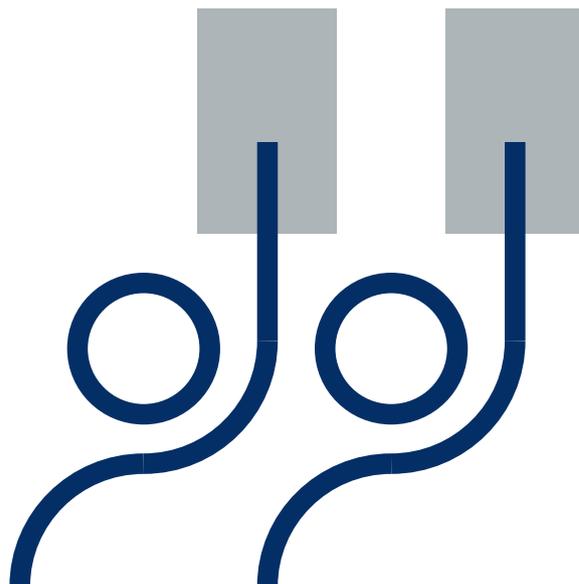
Vision 2028



- ✓ **The Industrial Union will be the most influential and attractive trade union in Finland, and the first choice for workers.**
- ✓ **The backbone of our advocacy work are resourceful and healthy shop stewards who possess the best level of competence in Finland and effective digital service channels.**
- ✓ **The union members have access to modern digital service channels where they can independently check their terms of employment and get answers to questions related to their employment relationship.**
- ✓ **The terms and conditions of employment of the members are safeguarded by universally binding collective agreements.**
- ✓ **The advocacy work will be ensured by a strong commitment to common goals and, if necessary, industrial action at workplaces.**
- ✓ **The Industrial Union is a respected social influencer whose words are listened to.**

Industrial union





2 Organisational strength 2023–2028

Organisational strength is the backbone of the Industrial Union's labour market activity and influencing society. The Industrial Union is, in principle, a union of its members. Our advocacy work is based on the voluntary work of thousands of union representatives and the combined strength of members in workplaces and local branches. We have a local, regional and national presence.

In 2023–2028, in the development of organisational strength, we will emphasise increasing the degree of unionisation and strengthening the Union's organization. We are expanding the part of our membership that participates in the Union's activities.

2.1 Organisation and membership recruitment

A high number of members and the degree of unionisation are essential for the Union's operations. The higher the degree of unionisation, the more say our members have in Finnish society. We will act in such a way that at the end of the next Union Congress term, the degree of unionisation of the Industrial Union and the number of members available for the labour market are higher than in 2022.

The Industrial Union could have many more members than presently, as there are potential members in all age groups. Being active and visible at workplaces and in the labour market is one of our best ways of attracting new members. In addition, membership must be constantly marketed, and membership recruitment skills must be improved. In recruiting members, we place particular focus on jobs with a low degree of unionisation, young employees and students. The younger the membership in the union begins, the stronger the foundation of the unionisation.

The Union also has potential new members among workers who have moved from abroad and have an immigrant background. We must therefore ensure that we

reach workers with a foreign background in the workplaces of our organised sectors and offer ways to easily participate in the Union's activities. Potential members can also be found among platform workers and independent contractors.

Goals of the Union Congress term 2023–2028:

- We increase the number of members available for the labour market
- We target member recruitment in locations with the greatest growth potential
- We reach all students in the union's organised sectors already during their studies

2.2 Active membership and organizing

Individuality challenges the sense of community. However, the Union's activities are based on working together as a collective. All activities of the Union must take into account how we can strengthen and utilise the activism of our members. Participation and working together also commit members to their Union membership.

The Union offers several ways of getting involved. Members can participate in activities at different levels: workplaces, local branches, positions of trust in the Union, training and education or society.

Organizing has become an established part of the Union's activities and one of the tools for activating members. Organizing gives union members an avenue for participating in membership recruitment, workplace advocacy, labour market activity and influencing society. During the Union Congress term, we will strengthen our organizing activities at educational institutions and the organizing work of local branches.

In addition to traditional organisational activities, we also need to develop less intense ways of participating to lower the threshold for young members and members with an immigrant background in particular to participate in activities. It is important to get new members acquainted with the activities of the Union as soon as possible.

Goals of the Union Congress term 2023–2028:

- We support self-motivated trade union activities at workplaces
- We invest in organising activities in order to secure and increase our negotiating and organisational power
- We strengthen the organizing activities carried out in educational institutions and local branches
- We develop and communicate about different ways to participate in the Union's activities

2.3 Local branches

Local branches are an important part of the Union's organisation. The Union supports measures to ensure that local branches have a sufficiently broad membership base and ability to effectively meet future needs. Renewing the functions and role of local branches will help them to better meet the needs of members and the Union organisation.

There is no single model for the activities of local branches. They differ greatly in terms of size and activity. The number of local branches has steadily decreased during the first years of the Industrial Union's operations. Some local branches have

ceased their activities and the members have joined another branch. Larger branches often have more resources for local advocacy and organisational work.

During the Union Congress term, we will focus on the organisation and membership recruitment of local branches, local interest representation and social advocacy work, regional cooperation between local branches, and cooperation between local branches and union representatives at workplaces.

Goals of the Union Congress term 2023–2028:

- We will prepare a programme to reform the activities of local branches
- We will improve the systematic, goal-oriented and impactful activities in local branches
- We will improve cooperation between local branches and union representatives at workplaces
- We will strengthen regional cooperation between local branches

3 Influencing society in 2023–2028



In our advocacy work, we are a powerful and visible initiator of discussions and a reformer of working life. By participating in public discourse, we want to influence decisions in society and promote the interests of our members. Our influence is based on strong knowledge of working life and our ability to cooperate. Our principle is equality between different demographic groups and genders. The Industrial Union has a historical link with the political labour movement, and we cooperate with all parliamentary and democratic parties. We are active in international advocacy work.

In 2023–2028, our advocacy work will emphasise increasing the rights of employees and trade unions in legislation. Advocacy supports the goals of labour market activity. We raise issues that are important to our members as well as the opinions of members in public discourse. We increase the participation of our members in society.

3.1 Labour legislation and income distribution in society

The importance of the Union's advocacy work has grown in recent years as the operating environment in the labour market has changed and the actions of employers and political decision-makers have been arbitrary. If company-specific agreements increase and, in the worst case, the Union no longer negotiates collective agreements, the pressure to change labour legislation will increase.

During the term of the Union Congress, we will strengthen and increase our influence on decision-makers and legislators at the national level as well as regionally if necessary. Through advocacy work, we want to secure our members' livelihood and status in the labour market. Permanent, full-time employment based on a contract is a significant part of employees' basic security, and employment relationships must not be artificially changed into self-employment. Many industrial sectors are sensitive to economic cycles, which is why the level of unemployment and social security must be good.

We promote the employee's right of interpretation and the right of action of trade unions, and call for tougher sanctions on employers for violations of occupational

health and safety and terms of employment. This way, we improve the representation of our members' interests. Similarly, greater transparency of wages and salaries would provide opportunities for detecting injustices and abuses.

The competitiveness agreement made in 2016 shifted employer contributions to employees to the tune of several billion euros, which has weakened workers' purchasing power. The Industrial Union wants to withdraw from the agreement and rejects efforts to weaken terms of employment with similar agreements.

It is important that employees are able to cope at work until they retire on an old-age pension. Although employers are responsible for activities that maintain work ability and occupational safety, the Industrial Union is also working on improving these areas for employees. The aim of our advocacy work is to develop occupational healthcare and its coverage and safe working environments and to offer employees opportunities to recover from work. As productivity improves, it is possible to increase free time without lowering pay. Industrial professions must continue to be attractive to young people in the future. Also for this reason, measures that improve the quality of working life are important.

We also promote the realisation of labour rights at the EU level and worldwide through solidarity activities. We encourage the Union's members to participate in international activities through their local branch, for example.

Goals of the Union Congress term 2023–2028:

- We will increase our legislative advocacy work to promote workers' rights and the operating conditions of trade unions
- We will support improvements to unemployment and social security
- We will support improvements to occupational healthcare and the mental well-being of employees
- We involve our members in international activities and develop new forms of participation together with our partners

3.2 Industrial and economic policy

Industry is the cornerstone of the Finnish welfare state. Industrial workplaces generate a large part of the economic value that is used to finance public services. Securing the operating conditions of industry and an appreciation of industrial professions is a priority for the Union's members. At the Industrial Union, we take pride in our work.

The Industrial Union only supports industrial and economic policy that does not create underpaid jobs. In Finland, the rules of Finnish working life, the terms of employment in accordance with agreements and laws and occupational safety must be observed for every employee. Business activities must be socially, economically and ecologically fair and sustainable.

Global industrial phenomena, such as climate change and automation, also affect the jobs of the Industrial Union's members. The Union is actively involved in the industrial transformation. The Union secures the employment and positive wage growth of its members by promoting the creation of new jobs.

The green transition is an opportunity for Finnish industry and its employees. The Industrial Union is active in national and international decisions and measures related to the green transition of industry and the fight against climate change. The availability of domestic and emission-free energy for industry must be ensured. Finland must not become simply an exporter of raw materials and low-value products. The degree of added value of domestic industrial production must be systematically

increased. The guiding principle of our EU advocacy work is that Finnish industry and jobs must not be in an unequal position in relation to competitor countries.

Developments in industrial production and technology is constantly raising the skill requirements of employees. For this reason, opportunities for vocational training and lifelong learning must also be safeguarded and improved.

Goals of the Union Congress term 2023–2028:

- We will promote sustainable industrial growth
- We safeguard the employment and wage growth of our members in connection with the industrial transformation
- We will combat the shadow economy and the exploitation of workers
- We will influence the development of vocational education and training and opportunities for industrial workers to increase their expertise

3.3 Participation in public discourse

There is room and demand in public discourse for views on the working life and the defence of workers. By participating in this debate, we can promote consensus in working life and social peace in the long term. The Industrial Union is well positioned to become a strong and confident participant in public discourse. Our members and local branches have an important role in participating in public discourse, particularly at the local and regional level.

We raise issues that are important to our members in public discourse and propose solutions. Our message must be easy to understand, fact-based and impactful. Our values are strong and our achievements are historic, which gives us a good basis for participating in public discourse.

Elections are also an important channel for influencing working conditions. We set our own goals for the elections and place our support for candidates who share the same goals and values as us. The best way to make a difference in elections is by using our collective strength. Especially when the status and interests of workers are threatened by decision-makers, it is up to us to activate our members and other workers to participate and bring out the vote.

By bringing attention to real-world problems at workplaces, we also strengthen our members' knowledge and interest in influencing and voting. A particular challenge is to make younger generations aware of the rules of working life, workers' rights and the importance of unionisation.

Goals of the Union Congress term 2023–2028:

- We will encourage public discourse on themes that are important to our members nationally and regionally
- We will increase the voter turnout of our members
- We will intensify cooperation between trade unions to strengthen our public message



4 Enablers 2023–2028

Enablers are support functions of the Industrial Union that strengthen the union's core activities. Enablers include training activities and the Murikka Institute, member communication using various tools, member services, staff of the Union's head office and regional offices, and the Union's information systems and financial resources.

In 2023–2028, we will invest in updating the services of our members and activists and in developing communication and access to information. We will increase the competence of union representatives and our personnel. We will ensure that the Union's operations are up-to-date and its finances are sound.

4.1 Resources of the Union

The Union's resources will increase during the next term of the Union Congress if income from membership dues increases as the result of new members. If necessary, it must be possible to reallocate resources in order to maintain and improve essential functions. It must also be possible to improve the efficiency of operations. For example, if labour market activities are increasingly transferred to the level of individual companies, there will be increased pressure to re-evaluate the use of resources of the overall union organisation. Youth activities should also be taken into account in the allocation of resources.

We get the best use of the Union's resources when our operations are based on researched data and we measure the effectiveness of our work systematically. In all operations, the opportunities offered by digitalisation must be used significantly more than before.

Implementation of the strategy requires the capacity for renewal. We will take a critical look at our old ways of working and discard them if necessary. We try new things fearlessly and acknowledge the opportunities offered by artificial intelligence, among other technologies. It's wise to recognise and anticipate changes. The Union's members and representatives must be kept involved in the changes.

Goals of the Union Congress term 2023–2028:

- We will continuously evaluate and renew our operating methods
- We will use the Union's resources in accordance with the strategy and respond to changes in our operating environment
- We will adopt digitalisation in all our operations

4.2 Service channels for members

The Industrial Union offers several service channels for its members, union representatives and local branches, such as telephone and digital services. We plan the services based on strategic goals and take into account different target groups. During the Union Congress term, we aim to make the Industrial Union a pioneer in the development of member services.

A significant part of our organisational and advocacy work is done close to our members, in local branches and at workplaces. The regional centres of the Union are involved in these activities in an advisory and supporting role.

We will continue to digitalise and automate our services. We need easy-to-use communication channels, through which both union representatives and ordinary members can easily take care of needs and interact with the union's personnel. Traditional in-person membership services may become secondary at some point in the future. The younger generation is used to digital services. Digital tools require continuous development and training.

Goals of the Union Congress term 2023–2028:

- We will increase the accessibility, usability and interactivity of member services and the availability of services in languages other than Finnish
- We constantly update and develop the quality and consistency of member services both at the Union's head office and regional centres
- We will increase our digital expertise

4.3 Training services

Changes in the labour market and the Union's membership are reflected in training services. By developing our competence, we ensure that the expertise of both union representatives and members is maintained and improved. We ensure that the Union's training services remain effective. The contents of training and education must support the Union's strategy and core activities. One key task of our training services is to offer opportunities for networking, which is best achieved through face-to-face training.

As the importance of training grows, we must increase our range of training services offered. The content of training must keep up with current issues, for example in matters related to climate change. When evaluating the usefulness of training, members must choose between attending and their free time. Murikka Institute is

the primary provider of training for our members. In addition, we offer local training and online courses. The Union's training services must be of high quality, accessible and attractive.

Goals of the Union Congress term 2023–2028:

- We will evaluate and improve the effectiveness of Union's training
- We will improve the accessibility and attractiveness of the Union's training and the marketing of training services

4.4 Member communications

Members expect the Union's communications to be easy to understand, up-to-date and open and for our marketing to be visible. A major goal and task for the Union is to learn to communicate as an organisation. Communication is always part of a service chain related to some form of advocacy work or organisational or regional activity, for example. Interaction is also communication.

We must meet modern communication needs with multichannel communication. The potential of social media must be comprehensive utilised. The Union must also look after and maintain the tools and channels under its control. Commercial means and channels can become unavailable and their usefulness, reach and popularity can change rapidly.

The diversity of our members and the need to produce content and services in several languages and using different tools pose a challenge for the Union's communications. The share of employees with a foreign background is constantly increasing in Finland. This must also be taken into account when planning the Union's communications and activities.

Goals of the Union Congress term 2023–2028:

- We ensure that our activists have quick access to accurate information
- We will invest in diverse and targeted communication

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