

Resolution No. 1

Strategic Planning Framework for UNI Europa Finance (2019-2023)

The resolution on the strategic planning framework for UNI Europa Finance (2019-2023) was adopted by the 5th UNI Europa Finance Conference on 22 October 2019 in Torremolinos (Spain).

This strategic planning framework is based on the work priorities set at the 4th UNI Finance Conference (Antalya, 2015), the 4th UNI Europa Conference (Rome, 2016), the 5th UNI Global Union World Congress (Liverpool, 2018), and the decisions of the global and regional UNI Finance steering groups with regards to the annual work plans. UNI Europa Finance also supports the final resolutions adopted at the 5th UNI Finance Conference on 23-24 October 2019 in Torremolinos.

This Framework for 2019-2023 provides UNI Europa Finance with a long-term orientation in terms of overall purpose, areas of focus and objectives as well as a short- and medium-term orientation in terms of strategies and campaigns. These can be adapted as and when necessary in terms of concrete tactics, roles, resources and timelines as well as priority given to each strategy and campaign. This is conditional on a continuous assessment of the potential to achieve the purposes and objectives outlined below in terms of the degree of:

- Relevance/ importance;
- Relevance for UNI and UNI Europa generally;
- Specificity to UNI Europa Finance as a European trade union federation and to UNI Europa affiliates and workers from the finance sector;
- Expenditure in resources needed to succeed;
- Commitment by affiliates, including in terms of resources;
- Achievable impact in terms of improving the rights and conditions of workers.

An overarching aspect is deciding the ratio of resources spent on vigorous and focused campaigning, those spent on activities steadily advancing objectives and those spent on maintaining structures; and more particularly, how many of the available resources should be spent on each strategy and campaign.

Strategic Planning Framework for UNI Europa Finance

1. Under the slogan '*Changing Europe Together*', the 4th UNI Europa Conference (Rome, 2016) launched our work to change Europe's direction from austerity and anti-trade union policies towards a fairer and more social Europe. Guided by the belief that the European services industry and services workers are the backbone of economic and social progress in Europe, our mission is to lead the fight for their interests at the European level. From 2016 until the next UNI Europa Conference (Brussels, October 2020), our work is defined by three strategic priorities: Growing quality jobs; Growing bargaining power; and Growing unions. UNI Europa Finance is actively contributing towards achieving these goals.
2. UNI Europa Finance remains committed to promoting a sustainable finance industry that defends workers' rights, improves workers' lives and operates for the benefit of workers, society and the real economy.
3. Europe has seen important regulatory and political changes since the 2008 financial and economic crisis, which has left a lot of scars and whose effects continue to be felt today. European austerity measures have had severe consequences on people and workers in terms of cuts in welfare, jobs, labour rights – including collective bargaining – and salaries. Restructuring and performance pressure have hit the finance sector hard. The daily threat of losing their job or falling ill due to a high level of stress continues to be a reality for many workers in banks and insurance companies. Europe needs to invest in people and jobs.
4. Based on the strategic objectives of UNI Global Union, UNI Finance and UNI Europa, the following priorities and goals – which are all closely linked to one another – have been identified for UNI Europa Finance's different areas of work.
5. Our overall purpose is to continue to build a strong European trade union movement that can have a comprehensive, sustainable and structured impact on European policy in order to help improve the situation for workers on issues like:
 - Working conditions,
 - Working time,
 - Salaries and rights,besides cross-national matters affecting finance workers, foremost by pooling the strengths of our affiliates to organise joint actions from the European level to the shop floor.

Organising to build bargaining power for workers

6. UNI Europa Finance supports our affiliates in their organising work (in terms of both membership and collective bargaining), including through field support for specific campaigns, capacity development and the sharing of best practice.
7. UNI Europa Finance continues to establish and develop Trade Union Alliances (TUAs) in finance sector multinational companies, and to ensure the support of our TUAs in facilitating and negotiating ever stronger, more binding and properly implemented Global Framework Agreements (GFAs) in the multinational, which can then be used as a key tool to boost trade union organising and bargaining power within the company, in all the countries where it operates.
8. In particular, we continue to work with our affiliates in Central and Eastern Europe (CEE) to defend and strengthen collective bargaining in the area. One example is our involvement in the UNI Europa/COZZ project to strengthen CEE workers' representation in multinational companies, including in the finance sector.

Multinationals, Trade Union Alliances and European Work Councils

9. UNI Europa Finance pursues our ambition to establish and strengthen Trade Union Alliances (TUAs) in multinational companies across the sector. TUAs are key in helping to develop constructive and successful labour relations with management, push for collective bargaining and other labour rights within the company, promote UNI Europa Finance's position and priorities, and boost organising efforts. They can also help to intervene on decisions by group management that have implications on workers in more than one country, working towards an overarching transnational framework for industrial relations for each multinational company that does not replace but links national level industrial relations.
10. UNI Europa Finance encourages our affiliates in TUAs and, where established, in European Work Councils, to encourage management to enter into negotiations with UNI Finance towards a Global Framework Agreement (GFA) in the company and to support UNI Finance in the negotiations. Where there is a TUA, it must be fully involved in the monitoring process of the signed GFA.
11. UNI Europa Finance, in cooperation with UNI Finance, continues to engage new multinational companies from the banking and insurance sectors to negotiate GFAs, with the aim, among other things, of strengthening worker / trade union rights, human rights and harassment and non-discrimination policies in the companies.
12. UNI Europa Finance also continues to work with the multinational companies across the sector to develop plans on due diligence and duty of care. These plans, which must apply to the parent company, companies under its control and direct sub-contractors and suppliers, should identify, prevent, mitigate and remedy risks of serious violations of human rights, of fundamental freedoms of the ILO core labour standards and of health and safety of people and the environment wherever these might occur in the chain of activities of the company and/or its chain of suppliers.
13. UNI Europa Finance helps and supports:
 - established European Works Councils (EWCs) in the sector,
 - negotiations to establish new EWCs,
 - negotiations to transform EWCs established as voluntary agreements before EU Directive 94/45/EC into EWCs under the provision of Directive 2009/38/EC.

UEF will push EU Institutions to make workers' information and consultation rights mandatory. UEF will support and reinforce the role of UNI experts, coordinators and affiliates within them, including through access to specific training, dedicated conferences and networking tools.
14. With the situation around Brexit still uncertain, UNI Europa Finance wants to ensure the protection of our UK EWC members and of EWCs based under UK law, notably through the take up of the Joint Recommendations of the European Trade Union Federations on 'Anticipating the Impact of Brexit on Multinational Companies'.
15. The UNI Europa Finance EWC Working Group is now well established and continues to grow. The platform, which meets regularly, gives our affiliates who are members of EWCs the opportunity to establish contact with one another, share best practice and strengthen coordination between themselves and with UNI Europa Finance. The overall objective is to protect and further the interests of employees within multinational finance companies.
16. The work priorities of the Working Group fall under three main categories: Coordination, Information and Training:

a) Coordination:

- Coordinate the nominations of UNI Europa Finance EWC/SNB coordinators and experts in every transnational finance company in Europe (for final appointment by the UNI Europa Finance Steering Group);
- Coordinate the collection – via our EWC coordinators – of annual briefings on each of the key multinational companies;
- Enforce the UNI Finance European Works Councils & Multinationals Guidelines;
- Support and monitor the (re)negotiations of EWC and other agreements and make agreements available for affiliates;
- Maintain a database of new / renewed EWC agreements and other documents of a transnational character, as well as information on Special Negotiation Bodies and other ongoing negotiations;
- Publish and keep updated the list of UNI experts, coordinators and active members in finance sector EWCs;
- Strengthen coordination and information-sharing between our affiliates in EWCs and TUAs;
- Liaise with UNI Finance on global coordination for finance sector multinationals.

b) Information

- Follow relevant topics and facilitate the exchange of information with a view to ensuring an integrated way of working in the field of transnational information, consultation and participation of workers in the finance sector;
- Distribute information, including via the UEF EWC members' mailing list, and ensure that relevant EWCs and their members can access EWC information (in particular through the ETUI database), and are updated on developments, meetings, the development of due diligence plans, etc;
- Encourage similar information sharing with the UEF secretariat from affiliates and EWC members;
- Identify common issues most relevant for discussion in finance sector EWCs, such as sales pressure, the impact of financial regulation on workers, work-related stress and relocation;
- Follow and inform affiliates about any new EU legislative initiatives regarding information, consultation and participation of workers in transnational companies and evaluate the consequences for finance sector employees.

c) Training

- Identify and promote participation in training opportunities for EWC members in the finance sector, in particular those in cooperation with the ETUC/ETUI and/or within the framework of European projects carried out with the financial support of the European Commission.

European Social Dialogue

17. UNI Europa Finance aims to use our role as social partner in the relevant European Social Dialogues as a meaningful tool to engage finance sector employers and support activities to build bargaining power for affiliates;
18. Through our participation in the social dialogues for banking, insurance and central banks, UNI Europa Finance has a comprehensive, sustainable and structured impact on cross-national matters affecting finance workers and, by carrying out due diligence, other workers;

19. Key topics for the social dialogues going forward include:

a) Digitalisation and Artificial Intelligence

- Building on the joint declarations of both the banking and the insurance social dialogues to limit the negative consequences of digitalisation on workers in the finance sector, monitoring developments and follow-up and ensuring workers can benefit from the opportunities of digitalisation, with the right skills, qualifications, training and work-life balance;
- Monitoring developments on the use of Artificial Intelligence (AI) in the sector and its impact on workers, jobs and the industry;
- Exchanging and learning from good practice examples at national, sectoral, multinational and company level.

b) Regulation, responsible sales and workplace stress

- Analysing the impact on workers, working conditions and workplace stress of increasing finance-sector regulation, including the exchange of European, national, sectoral, multinational and company level good practice and striving for a European-level memorandum on responsible sales;
- Actively contributing to and then using and promoting the results of the EU-funded social dialogue projects to develop a joint European Social Partner approach on how to commonly benefit from regulation whilst mitigating any negative impacts, in order to ensure a sustainable banking sector for the future;
- Building on the joint declaration of the insurance social partners on the effects of regulatory requirements and compliance on employees, monitoring developments and ensuring appropriate follow-up at the national, sectoral, multinational and company level.

c) A sustainable finance sector

- Monitoring the situation and exchanging good practice examples from the national, sectoral, multinational and company level, on how to achieve and maintain a sustainable finance sector, in particular as regards employees' full participation rights, active ageing, closing the gender gap (the financial sector should recruit, develop and keep men and women on equal terms in companies to enhance competitiveness and the ability to adapt), reducing the pay gap between top management and the rest of the workforce, preventing workplace stress, promoting a motivated and healthy workforce, and ensuring the inclusion of young workers, the LGBTQ+ community, persons with disabilities etc.

d) Single Supervisory Mechanism (Central Banks):

- Ensuring sufficient information and consultation for employees in the European System of Central Banks and National Supervisory Authorities;
- Ensuring fair and equal working conditions within the Joint Supervisory Teams;
- Ensuring sufficient exchange between UNI Europa Finance affiliates across the Eurozone and SSM participating countries on national practices and working conditions.

20. UNI Europa Finance and our affiliates invest a lot of resources in the European social dialogue. In order to make this investment even more fruitful and efficient, there is always room for more improvement:

a) Improve European social dialogue

- Increase UNI affiliates' awareness and interest in the role, functioning, activities and objectives of the European social dialogue and the related role and activities of the European social partners;
- Encourage relevant affiliates to gain knowledge on the European social dialogue process, including via training schemes and best practice exchanges;
- Ensure an active participation and involvement of affiliates in the European social dialogue, help them to create networks within it, develop due diligence action plans and encourage them to use the European social dialogue results as a tool in their national, sectoral, multinational and/or company collective bargaining;
- Develop and improve dialogue between employee and employer representatives in the banking, insurance and central banks (including via training schemes and best practice exchanges), and help CEE members in particular to develop and improve their social dialogue participation;
- Monitor if the European social dialogue results are respected by both employee and employer representatives within social dialogue and relationships at all relevant levels;
- Encourage fruitful sectoral social dialogues, which are based on strong social partners and relationships at all levels, including European.

b) Link European social dialogue to trade union work at national, multinational and company level

- Better link the work of EWCs and TUAs to the European Social Dialogue and reinforce coordination between UNI Europa Finance and our affiliates in these various structures;
- Reinforce trade union work in CEE countries through social dialogue projects;
- Emphasise CEE participation and topics of relevance in the European social dialogue;
- Ensure continuous UNI Europa Finance/affiliate communication between official social dialogue meetings and help to develop affiliate networks through our social dialogue working groups;
- Disseminate social dialogue results to all affiliates.

c) European System of Central Banks social dialogue

- Improve coordination with the other trade union federations representing European central banks workers (EPSU and SCECBU);
- Improve the work and output of the social dialogue, which now also includes a standalone social dialogue for banknotes as well as for SSM;
- Lower the confidentiality requirements and give the discussions a stronger political dimension;
- Ensure respect and full application of the April 2019 updated social dialogue agreement which strengthens the role of trade unions in the social dialogue process;
- Ensure better information sharing and coordination within our UNI Europa Finance Central Banks Working Group, including twice-yearly meetings;
- Ensure sufficient possibilities for UNI Europa Finance affiliates in central banks to prepare for the social dialogue meetings and also exchange on relevant topics outside of the official agenda;
- Disseminate social dialogue results to all affiliates.

Regulation

21. It is crucial for UNI Europa Finance to ensure that employees are at the core of the financial system and that their voice is heard from the very beginning of the legislative process (e.g. composition of expert groups). While influencing upcoming EU legislative proposals continues to remain a top-priority, recent years have proved the need to also ensure consistent and appropriate development and implementation at the technical implementation stage (Level II, European Supervisory Authorities) and at the national transposition stage.

a) Regulatory priorities

Adopted financial reforms

With affiliates, UNI Europa Finance will monitor the implementation process of recently adopted directives and regulations, with particular focus on the provisions on Non-Financial Reporting, MiFID II, whistleblowing, remuneration, competence development, digital innovation, sales and advice and the inclusion of social considerations in the sustainable finance agenda. This work will primarily revolve around:

- Influencing the political process of transposition of the new European directives into national legislation (level III);
- Monitoring the implementation of the new financial regulation at national, multinational and company level;
- Providing feedback reports to be used in lobbying efforts with particular reference to the impact of the new legislation on employee rights and customer protection.

Further thematic priorities

With an eye to ensuring good conditions for finance employees and helping to develop a financial sector that can benefit all parties involved, UEF will focus on the following regulatory priorities:

- Corporate governance for sound and inclusive management structures, recognising employees' full participation rights as key stakeholders and thereby departing from the current culture of ever-increasing pressure on employees, who are seen as disposable resources. This should especially be the case in relation to anti money-laundering activities and should include training and guidance schemes.
- Digital finance with the aim of ensuring a level playing field for all actors in the finance sector and that employee concerns are considered when new digital solutions are implemented in companies. This also applies to the companies and entities trading and using crypto-currencies in their daily business.
- Continued educational development as the skills required for finance employees change at an increased rate and jobs requiring previously developed skills are phased out. It is therefore important for employees to have access, both in terms of time and financing, to continued education, both to prepare them for new positions in the finance sector or, in a worst-case scenario, for having to obtain jobs in other sectors.
- Long-term financing for a more sustainable sector that prioritises good customer service and responsible long-term planning, rather than only maximising shareholder returns.
- Harmonisation of law provisions regulating financial products and finance institutions to ensure a level playing field at the same time as taking proportionality into account.

- Shadow banking, which continues to prove a significant risk for the financial system and which has not been adequately regulated since the last financial crisis.
- Sales and advice, continuing to push for more countries to implement these principles into national sectoral bargaining and ensuring that proper customer advice remains a valued service provided by the sector.
- Taxation of financial employees, opposing any special taxation of workers in the sector and asking companies to pay their fair share.
- Tax evasion and tax fraud, which continue to cost European taxpayers billions of welfare euros every year. Therefore, efforts against tax evasion and tax fraud should be strengthened by lifting the role of the finance sector as watchdog. Employees must be protected in this role, including through whistleblowing procedures.
- Pension funds for the benefit and security of our members' pensions.
- Whistleblower protection, which can save lives, money and the environment. It should be EU-wide and cover all fields of horizontal competence as well as unlawful acts and wrongdoings. Any reports on wrongdoings should be treated anonymously and efficiently. The social partners must have a central role in developing EU whistleblower protection legislation, which must make clear that the protection and representation of whistleblowers falls under trade union competence only.
- Payment Services Directive II, ensuring that regulation is followed in which customers must knowingly give consent for their financial information to be shared, thus requiring third party providers seeking to acquire this information to be fully transparent with the customer that they would like to access this information.

b) Lobbying strategies

In conjunction with monitoring the development of new legislative proposals, lobbying strategies and appropriate communication tools for focus files should be developed, with the aim of gaining maximum visibility (including participation in public events) and impacts on key points of the legislative proposal as well as ensuring appropriate national transposition.

European institutions

- Further develop the relationship with:
 - European Commission competent directorates, namely DG FISMA and DG JUST;
 - Individual members of the European Parliament; and
 - Encourage national affiliates to do the same with the national representatives present at different levels of the Council of the European Union.

European system of financial supervision

- European Supervisory Authorities: Ensure that UNI Europa Finance is given a fair number of representatives in the stakeholder groups according to the ESA statutes and that closer cooperation is sought between the ESA secretariats and the regulation working group when relevant.
- European Central Bank: ensure effective information, consultation and social dialogue especially in the context of the Banking Union.

- European Systemic Risk Board: develop the relationship with the aim to be included in the process of information and consultation.
- National supervisory authorities: encourage affiliates to establish structural frameworks for information and consultation of employees' representatives.

Cooperation with like-minded actors

- Consumers: further develop cooperation and joint action with consumers' associations as the protection of clients' interests is a major part of long-term sustainability of the finance sector and is one of the main points of focus for most EU legislators.
- Finance Watch: maximise cooperation for effective lobbying action, information intake and encourage affiliates to engage both in the Brussels-based organisation and in the national chapters where present.
- Sustainable finance and environmental focus organisations: develop relations with organisations engaged in the sustainable finance debate, in order to develop joint lobby positions and leverage their current influence on legislators.
- Identify and develop cooperation and strategic alliances with further stakeholders (e.g. investors) and non-governmental organisations with a view to exchanging ideas and experiences as well as strengthening the voice of UNI Europa Finance.

c) UNI Europa Finance structure

Internal organisation of regulatory affairs

- Identify upcoming European legislative proposals and develop strategic and proactive actions to influence the legislative agenda at as early a stage as possible.
- Ensure a strong link between the regulation working group and the representatives in the ESAs' stakeholder groups, as well as continuous information sharing from the ESA representatives.
- Continuously develop ways and tools to maximise the contribution and cooperation of the regulation working group to the general work of UNI Europa Finance.
- Continue to foster a spirit of cooperation and develop cross-initiatives with the other working groups (e.g. social dialogue and EWCs) in line with the UNI Europa priorities.
- Develop tools and actions to maximise support for affiliates' activities on:
 - Collection and exchange of information;
 - Contributing to public consultations by EU institutions;
 - National implementation of European legislation;
 - Training opportunities.

Outside the EU, activities reflect that decisions are ultimately within the powers of national governments. Regarding the EU (including other countries covered by EU legislation), the role of UNI Finance is similar to that of affiliates *vis-à-vis* national politics.