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GOOD PRACTICES

Youth-inclusive social dialogue and collective bargaining

Fourteen trade union initiatives to inspire action across Europe

Social Dialogue Empowering Youth for a Better Future of Work

Youth4Future · EU project 101197628 · Work Package 4 · Deliverable D4.3

Prepared by the Programme for Workers' Activities (ACTRAV–ITCILO)

Funded by the European Union. Views and opinions expressed are those of the contributing trade unions only and do not reflect those of the European Union or the European Commission.

INTRODUCTION

From youth voices to collective change

Young people are entering and navigating a world of work shaped by insecure employment, growing living costs and rapid green and digital transitions. Their priorities need to be heard not only in public debate, but also where working conditions are decided: in workplaces, trade unions, social dialogue institutions and collective bargaining.

Youth4Future – Social Dialogue Empowering Youth for a Better Future of Work – is an EU-funded project developed by the Programme for Workers' Activities of the International Training Centre of the ILO (ACTRAV–ITCILO) in collaboration and partnership with the European Trade Union Confederation (ETUC). It strengthens young trade unionists' capacity to represent workers, shape policy and contribute to more inclusive social dialogue.

What this collection offers

This collection, prepared as Youth4Future deliverable D4.3, is designed around fourteen practical experiences submitted by trade unions involved in the project. It shows how young workers and their unions can build influence through organising, campaigns, communication, social dialogue and bargaining. The aim is to make their methods, achievements and lessons useful to others.

One format, fourteen experiences

Each good practice receives one page with the same elements: the challenge; the union response and youth participation; reported changes and evidence; and lessons that other trade unions may adapt. The collection draws on contributors' answers to a common assignment: What challenge was addressed? What action was taken? Who was involved? What changed? What can others learn?

Reading the evidence responsibly

A successful communications campaign, a mobilisation to defend rights and a negotiated collective agreement produce different kinds of results. The profiles therefore distinguish reported engagement or mobilisation from concrete negotiated outcomes. Figures and accounts come from contributors' materials and have not been independently verified unless a source explicitly states otherwise. Future readers should consider the context before transferring any approach.

Young workers fight for their rights

















GOOD PRACTICE 01 / 14

Fighting for tomorrow

Connecting youth-led mobilisation with national trade union advocacy

COUNTRY	ORGANISATION	FOCUS
NETHERLANDS	FNV Young & United	Youth organising & social protection

CORE APPROACH

A youth-owned organising model linking social media, member action groups and street mobilisation.

The challenge

According to the union's presentation, proposals affecting pensions, unemployment protection and disability benefits threatened the economic security of working people, including young adults and future retirees. FNV also raised concerns about the absence of meaningful trade union consultation. The challenge for the youth movement was to turn a complex social protection debate into an issue young workers could influence.

The union response

FNV joined CNV and VCP in issuing a formal ultimatum asking the government to withdraw the proposed social security cuts. When this did not lead to dialogue, unions moved to collective mobilisation. Within FNV, Young & United acted as an autonomous youth wing, organising around the issues that resonate with young people: wages, student debt, housing and long-term security. Its strategy combined TikTok and Instagram outreach, activist-led action groups where young people debate and decide, and a strong presence in public demonstrations.

Reported results and evidence

The contributors describe sector-wide mobilisation following the ultimatum, including action involving public transport and harbours, with Young & United taking part. Their presentation documents the organising strategy and collective response. This example is therefore presented as a practice in youth mobilisation and advocacy for dialogue.

What other unions can learn

Make young workers decision-makers, not only an audience. Connect clear, youth-relevant demands with the wider union's strategy; blend online visibility with real collective action; and define what a return to meaningful social dialogue should achieve.

SOURCE & EVIDENCE NOTE FNV Young & United, "Fighting for Our Tomorrow" presentation

GOOD PRACTICE 02 / 14

Speak their language

Youth-centred social media that amplifies real-world trade union action

COUNTRY	ORGANISATION	FOCUS
SPAIN	CC.OO Youth / Jóvenes CC.OO	Digital outreach & youth engagement

REPORTED REACH

331,155 accounts reached in a one-month reporting window, according to CC.OO's presentation.

The challenge

Young people do not always encounter trade unions through traditional communications. Complex labour issues compete with entertainment, misinformation and rapid news cycles online. Jóvenes CC.OO set out to make union messages accessible and relevant to a broader audience, including young people who were not already following a trade union account.

The union response

The @jovenesccoo strategy combines pop culture with labour and political developments, uses humour and memes to explain social issues, and produces quick responses to hate speech or disinformation. Campaigns highlighted concerns such as housing costs, workplace harassment and the collective dimensions of mental health. The youth communications team works with the confederal youth leadership, regional organisations and sectoral federations. Crucially, the presentation treats social content as a support for street mobilisation, organising and negotiations – not a substitute for them.

Reported results and evidence

For the period 17 February–17 March, the presentation reports 15,883 followers, 28,591 interactions and 669,325 post views. It states that 77.5% of views came from non-followers and that 331,155 accounts were reached. These are indicators of online visibility that may lead to positive outcomes in terms of new membership, negotiated agreements or policy change. CC.OO also identified accessibility of language and a fast, flexible editorial response as ongoing priorities.

What other unions can learn

Use a recognisable tone, translate difficult rights issues into clear messages and listen to the debates young people are already having. Measure reach beyond followers, but connect digital campaigns to in-person organising and concrete union objectives.

SOURCE & EVIDENCE NOTE CC.OO Youth, "@jovenesccoo social media strategy" presentation.

GOOD PRACTICE 03 / 14

Young workers change the deal

From precarious jobs to improved pay and shorter working time

COUNTRY	ORGANISATION	FOCUS
ITALY	FIOM–CGIL Bologna	Company-level collective bargaining

NEGOTIATED CHANGE

A company agreement provides for 32–35 hours per week instead of 40, without wage loss.

The challenge

At Schnellecke Logistics, an automotive-sector logistics company contracted for Lamborghini, the FIOM Bologna presentation describes a workforce of 302 people, including 125 under the age of 35. Precarious employment and unequal treatment between workers under different contractual arrangements created a strong organising challenge, with young workers particularly exposed to insecurity.

The union response

FIOM Bologna organised assemblies open to workers regardless of contract type, supported by digital surveys, WhatsApp communication and workplace referendums before and after negotiations. Strikes and bargaining were used to seek common collective agreement coverage, wage improvements, the stabilisation of precarious employment, a shorter working week and stronger training rights. Young people on short-term contracts helped drive the campaign against precariousness, linking their direct experience to the union's bargaining priorities.

Reported results and evidence

The contributor reports more than 100 precarious workers receiving an additional €90 per month and over 150 agreements for back pay. Annual agreements stabilised 15 workers in 2023 and 53 in 2024; negotiations for a further 44 were described as ongoing in 2026. Reported pay rises for 2021–25 included at least €126 under the company agreement and approximately €311 under the national agreement. From January 2026, the working-time agreement provided for a reduction from 40 to 32–35 hours weekly at unchanged pay. Ten precarious contracts were reportedly protected during a production slowdown.

What other unions can learn

Include contracted and temporary workers in assemblies and consultations; give younger workers a real role in setting bargaining demands; and seek enforceable provisions that link job stability, pay and working time to a shared workplace strategy.

SOURCE & EVIDENCE NOTE FIOM–CGIL Bologna, "Involving Youth in a Company: The Case of FIOM Bologna in Schnellecke Logistics" presentation.

GOOD PRACTICE 04 / 14

Digital activists, real voices

Training and supporting volunteers to bring workers' perspectives online

COUNTRY	ORGANISATION	FOCUS
NORWAY	LO Norway	Digital organising & public debate

REPORTED PARTICIPATION

35 volunteers joined the digital academy; 50% continued making content, according to LO.

The challenge

LO's presentation situates its Digital Activists project in Norway's 2025 election campaign, when the union identified a strong right-wing presence in online debate. It sought to make workers' perspectives more visible through individual content creators. The challenge was to help volunteers communicate confidently and accessibly, while overcoming personal barriers to speaking publicly online.

The union response

LO recruited volunteers for professional training in content creation, backed by a dedicated contact person and a shared Discord channel. The team monitored TikTok trends and supplied ideas and factual material. Activists produced short, informal videos on workplace rights and wider social issues. LO contributed staff time, while an external agency provided training, trend-monitoring and individual support. Activists participated without pay. Rather than purchasing sponsored Instagram or TikTok content, the project relied on organic reach and the credibility of people speaking in their own voices.

Reported results and evidence

The presentation reports that 35 people volunteered and 50% continued producing content. Its results table records account-level engagement, including 1.2 million views for one creator's most-watched video. These figures demonstrate reported online reach and continued participation that may lead to new union membership and negotiated improvements.

What other unions can learn

Combine initial training with ongoing personal support, a peer community and reliable facts. LO's experience favoured simple, authentic content over highly polished production. Helping volunteers overcome practical and personal barriers matters as much as technical skills; online visibility should remain connected to clear trade union objectives.

SOURCE & EVIDENCE NOTE LO Norway, "Project: Digital Activists" presentation.

GOOD PRACTICE 05 / 14

Riders organising riders

Community support and collective action in Austria's platform economy

COUNTRY	ORGANISATION	FOCUS
AUSTRIA	RidersCollective / ÖGB–vida	Platform work & organising

CORE APPROACH

Support across platforms and contract types, including riders who are not yet union members.

The challenge

The presentation describes Austria's food-delivery sector as fragmented across employment, free-service contracts and self-employment. It estimates 5,000–6,000 workers, around 85% of them migrants. High turnover, dispersed workplaces and differences in collective agreement coverage make organising difficult. RidersCollective sought to rebuild a shared community and reach workers beyond established company representation.

The union response

Established in late 2020/early 2021 within ÖGB/vida, RidersCollective brings together former riders and works-council representatives across platforms. The Chamber of Labour has funded it as a digitalisation project since 2022. Regular "Spill it!" meetings, street outreach, free tax webinars, a website and social media connect practical support with organising. Support is available before union membership, including in Arabic. Demonstrations during bargaining, media work, cultural collaborations and international exchanges bring riders' experiences into public debate and advocacy for stronger platform-work protections.

Reported results and evidence

The presentation reports a 220% increase in union density, while noting high turnover and giving no baseline or measurement period. Recurring meetings, support services and collective action illustrate the organising model. The presentation also describes a bicycle-messenger agreement in place since 2020, limited to employees, with no new settlement since 2023. The reported 2025 shift at Lieferando towards free-service contracts highlights why community organising must continue to defend representation and bargaining coverage.

What other unions can learn

Start with workers' immediate needs and people who know the job. Consistent, accessible support can build trust across platforms, languages and contract types. Link practical services with collective demands and public advocacy, while recognising that employment status and sustained resources affect what the approach can achieve.

SOURCE & EVIDENCE NOTE RidersCollective, "Platformwork & Trade Union" presentation.

GOOD PRACTICE 06 / 14

A lasting voice for young workers

Linking workplace representatives, union education and national advocacy

COUNTRY	ORGANISATION	FOCUS
AUSTRIA	ÖGJ / ÖGB	Youth representation & advocacy

REPORTED REPRESENTATION

Around 3,000 young people are active in Youth Works Councils across Austria, according to ÖGJ.

The challenge

ÖGJ identifies inflation, fewer apprenticeship opportunities, unpaid internships, working-time concerns and transport costs as challenges for young people. Addressing these issues requires more than occasional consultation. Its approach connects a continuing workplace voice with democratic union structures, education and policy advocacy, enabling young workers' experiences to inform wider trade union priorities.

The union response

Youth Works Councils (Jugendvertrauensrat, JVR) represent apprentices and young employees within companies. The presentation describes two-year mandates, protection against dismissal and access to union training. ÖGJ supports representatives through seminars, conferences and educational visits. Its Youth Congress elects leaders and decides motions, while a gender-balanced Federal Youth Presidium addresses current issues. The biennial Lehrlingsmonitor survey gathers apprentices' experiences. Participation in employment and training advisory bodies, cooperation with the Chamber of Labour and comments on draft legislation provide channels for bringing those priorities into policy discussions.

Reported results and evidence

The presentation reports around 41,000 young members across Austria's seven trade unions, approximately 3,000 active JVR representatives and more than 5,500 participants in the apprentice survey. These figures describe the reach of established representation and consultation structures, not the impact of a single campaign. The model provides recurring opportunities to identify concerns, develop representatives and formulate demands.

What other unions can learn

Combine a protected workplace voice with representative training, democratic decision-making and regular evidence-gathering. Link local concerns to national advocacy rather than treating youth participation as a stand-alone event. Other unions can adapt these connections, while accounting for their own representation systems, resources and opportunities for social dialogue.

SOURCE & EVIDENCE NOTE ÖGJ, "Modernisation of the labour market and youth structures in Austria" presentation.

GOOD PRACTICE 07 / 14

Learning, voice and visibility

Connecting youth training with participation and action against precarious work

COUNTRY	ORGANISATION	FOCUS
ITALY	UIL	Youth empowerment & campaigning

COMPLEMENTARY INITIATIVES

Go Beyond, UIL Camp and "No to Ghost Workers" link learning, participation and public outreach.

The challenge

UIL describes precarious employment as undermining young people's financial independence and ability to plan their future, while leaving their concerns insufficiently visible in public debate. Its response addresses two connected needs: developing young trade unionists' confidence and skills, and creating opportunities for young workers to express their experiences and influence the union's priorities.

The union response

Go Beyond offers unionists under 35 a cycle of seminars in different Italian cities and an international study visit, usually to Brussels. An annual theme connects learning and discussion; the contribution identifies fair wages and tax justice for the edition described. UIL Camp combines interactive workshops with dialogue involving union leaders, academics and institutions. Alongside training, the "No to Ghost Workers" campaign, launched in October 2024, used a travelling caravan across all Italian regions to host debates and provide union services. Social media and UIL's Terzo Millennio youth blog supported outreach.

Reported results and evidence

The contribution records UIL Camp in Calabria on 28–30 September 2026, addressing representation, collective bargaining, wages and labour exploitation. Young participants worked together and presented their discussion outcomes directly to UIL's General Secretary. The caravan brought workers, students, union representatives, citizens and institutions into discussions about precariousness. These are reported opportunities for learning, participation and visibility that may lead to improvements in employment conditions or bargaining agreements.

What other unions can learn

Connect training to opportunities for young people to present ideas to decision-makers. Combine local experiences with national and European perspectives, and link online communication to face-to-face outreach and services. Follow-up can help establish whether participants' proposals influence union priorities and translate into further action.

SOURCE & EVIDENCE NOTE UIL, "UIL activities in engaging and empowering young workers".

GOOD PRACTICE 08 / 14

From listening to policy proposals

Young people's experiences shape advocacy for paid, protected traineeships

COUNTRY	ORGANISATION	FOCUS
SERBIA	CATUS	Outreach & traineeship rights

DRAFT POLICY OUTCOME

CATUS reports contributing to a draft law proposing traineeship pay of at least 80% of the minimum wage.

The challenge

CATUS identified limited knowledge of trade unions and workers' rights, alongside a lack of interest in collective organisation among many young people. Outreach also revealed experiences of unpaid internships and work placements. The union sought to make itself relevant by listening to these concerns and pursuing protections that would support young people's transition into employment.

The union response

CATUS visited secondary schools and universities to discuss rights at work, the role of unions and the benefits of collective action. A mobile application, "Labour Rights for You", complemented these encounters with a basic glossary, an interactive quiz and contact information. Young people's experiences then informed an initiative calling for a ban on unpaid work placements. CATUS brought this demand into social dialogue with the Government and the Union of Employers of Serbia, connecting direct outreach with a concrete policy objective.

Reported results and evidence

According to CATUS, the initiative contributed to a draft Law on Traineeships proposing remuneration of at least 80% of the minimum wage. The draft recognises mentors, provides safeguards against abuse and envisages substantial fines for employers breaching the rules. At the time of the contribution, adoption was still awaited and CATUS intended to seek stronger protection. This case shows progress towards a regulatory framework.

What other unions can learn

Treat young people as participants whose experiences shape priorities, not simply as an audience. Combining school and university outreach, accessible digital tools and social dialogue creates a route from listening to policy advocacy. Keep explaining which improvements are proposed, which are secured and what further action is needed.

SOURCE & EVIDENCE NOTE CATUS Serbia.

GOOD PRACTICE 09 / 14

A youth voice that delivers

Board representation turns work–study needs into negotiated academic leave

COUNTRY	ORGANISATION	FOCUS
LITHUANIA	Ministry-level trade union	Youth governance & study leave

REPORTED BARGAINING OUTCOME

Academic leave: up to 10 working days at full pay, or up to 20 working days at half pay.

The challenge

The contribution focuses on early-career public servants combining full-time work with university or postgraduate study. It identifies a need for young employees to have a direct voice in union governance and a way to raise practical workplace concerns. The approach connects dedicated representation with a tangible response to the pressures of balancing work and study.

The union response

A trade union within a Lithuanian ministry established a dedicated Youth Officer position on its executive board. The officer maintains contact with young employees, offers guidance on workplace challenges and encourages participation in international union education, including ITCILO seminars in Helsinki and Barcelona. The contribution also describes LPSK's confederation-level youth workshops and networking across sectors. Within the ministry-level union, collective bargaining translated a priority identified for early-career professionals into an academic leave provision, connecting youth representation with a specific workplace benefit.

Reported results and evidence

The contributor reports securing a collective agreement clause granting up to 10 working days of academic leave at 100% remuneration, or up to 20 working days at 50%. These are alternative arrangements, not cumulative entitlements. Although initiated to support younger professionals, the provision is described as accessible to all colleagues pursuing lifelong learning.

What other unions can learn

Give youth representatives a place in decision-making and a sustained connection with colleagues. Translate their priorities into clear, measurable bargaining demands, while seeking benefits that support workers across generations. Document the agreed conditions and monitor uptake so that young workers can see how representation leads to practical improvements.

SOURCE & EVIDENCE NOTE "Strengthening Youth Engagement Through Dedicated Board Representation and Collective Bargaining", Lithuania.

GOOD PRACTICE 10 / 14

Know your rights from day one

Koll på jobbet: summer outreach and digital myth-busting for young workers

COUNTRY	ORGANISATION	FOCUS
SWEDEN	LO Sweden	Rights awareness & youth outreach

REPORTED OUTREACH

55,422 people met in two weeks; almost one million young workers reached online, according to LO's slide.

The challenge

Starting a first or summer job can leave young workers unsure about pay, employment terms, working time and where to seek help. LO's campaign addresses these everyday questions and misconceptions, explaining both rights and responsibilities. It aims to ensure that young people do not feel alone in their first job and know that trade unions can support them.

The union response

Each summer, LO's Koll på jobbet campaign brings union activists to workplaces, public squares and summer events. LO's website describes a two-week outreach period focused on wages, working conditions, forms of employment and holiday compensation. The participant's slide highlights a digital theme of challenging job myths. Online resources complement direct conversations with short myth-busting videos, frequently asked questions and a practical checklist covering employment documentation, collective agreements and other essentials. A free, year-round helpline and email contact provide follow-up advice; young people do not need to be union members to ask for help.

Reported results and evidence

The LO Sweden reports meeting 55,422 people during two weeks of campaigning and reaching almost one million young workers online. It also describes positive public appreciation of the campaign's educational role. The evidence demonstrates reported outreach that may lead to improvements in rights awareness, membership recruitment or better employment conditions. This is a rights-awareness and outreach practice.

What other unions can learn

Meet young workers where they work and spend time, address concrete questions and make it easy to seek further support. Pair a concentrated seasonal campaign with accessible advice throughout the year. A useful lesson is to connect engaging digital content with personal conversations and an explanation of how unions and collective agreements protect workers.

SOURCE & EVIDENCE NOTE LO Sweden, "LO Sweden summer campaign".

GOOD PRACTICE 11 / 14

Making equality binding

Women in Rail: European social dialogue delivers gender-equality commitments

SCOPE	ORGANISATION	FOCUS
EUROPEAN LEVEL	ETF / CER social partners	Sectoral dialogue & gender equality

NEGOTIATED FRAMEWORK

An autonomous agreement with binding measures in eight policy areas, signed on 5 November 2021.

The challenge

ETF sought to turn non-binding joint recommendations on women in rail into stronger commitments. Its June 2019 negotiating mandate required an agreement that would preserve existing standards, add value for women railway workers and secure at least one binding measure in each of eight policy areas. The objective was gender equality, greater diversity across professions and a better workplace culture.

The union response

Following preparatory work by the Women in Rail Task Force, ETF and CER entered negotiations in October 2019. After repeated blockages, they adopted a new method, including smaller “2+2” meetings and seven virtual rounds in May–June 2021. The resulting autonomous agreement covers overall equality policy, gender-balanced representation, recruitment, work–life balance, career development, equal pay, occupational health and safety, and prevention of sexual harassment and sexism. The presentation describes a requirement for companies to define and implement a gender equality and diversity policy within 24 months, supported by compulsory measures, additional recommendations and shared definitions.

Reported results and evidence

The timeline records signature on 5 November 2021. ETF reports that the agreement met its mandate, with at least one binding measure in every policy area and a commitment to reassess and renegotiate sensitive issues two years after signature, particularly targets, work–life balance and equal pay. The documented achievement is a negotiated European framework.

What other unions can learn

Set clear minimum standards before negotiations, protect earlier achievements and adapt negotiating methods when discussions stall. Combine binding commitments with implementation deadlines and agreed review provisions. For this collection, recruitment, career development, equal pay and safe workplaces are very relevant learning areas for young workers.

SOURCE & EVIDENCE NOTE ETF, “Women in Rail: WIR Autonomous Agreement”.

GOOD PRACTICE 12 / 14

Youth voice with voting power

Linking workplace representation, elected youth councils and trade union education

COUNTRY	ORGANISATION	FOCUS
GERMANY	IGBCE Jugend	Youth structures & union democracy

DECISION-MAKING RIGHTS

Youth representatives have voting rights on union boards at regional, federal and national levels.

The challenge

The practice addresses how apprentices and young workers can connect workplace representation with a continuing voice in union decisions. IGBCE's presentation distinguishes the JAV (youth works council), elected by apprentices and young workers for two years and protected under the BetrVG, from trade union structures. It describes these workplace bodies as connected to, but not part of, unions.

The union response

IGBCE Jugend organises elected youth councils at regional (Bezirk), federal (Landesbezirk) and national (Bund) levels, using the terminology of the presentation. Regional councils are elected by union members; higher-level councils bring together representatives from the preceding level. The councils elect youth representatives to the corresponding union boards with voting rights. Youth secretaries support regional and federal work, while a dedicated youth department supports national activity. Peer-to-peer education covers JAV rights and obligations, political education, rhetoric and personal development at union training centres. Conferences and national events, including the annual Zukunftstagung future think tank, complement representative structures with exchange and networking.

Reported results and evidence

The presentation documents standing representation arrangements. Regional and federal youth conferences take place every four years; the national youth conference follows these conferences and is described as the highest youth decision-making body. Voting rights provide a formal route into union governance, backed by education and staff support.

What other unions can learn

Give youth representatives decision-making rights as well as opportunities to speak. Connect elected structures across organisational levels, provide dedicated staff support and equip representatives through peer learning. Social and cultural activities can complement formal participation. When adapting the model, distinguish statutory workplace representation from union membership structures and identify how young people's proposals reach decision-makers.

SOURCE & EVIDENCE NOTE IGBCE Jugend, "Youth Structures".

GOOD PRACTICE 13 / 14

Organising young workers from day one

Connecting young education workers' concerns with collective action

COUNTRY	ORGANISATION	FOCUS
SPAIN	CC.OO Education Federation	Youth organising & education

CORE APPROACH

A Youth Committee meeting every 15 days links local workplace concerns with wider union priorities.

The challenge

CC.OO's Education Federation describes young people entering work through probation, temporary cover, internships and nursery jobs near the minimum wage. Its presentation highlights a fragmented early-years sector, high ratios and a workforce reported as 97% women. The challenge is to organise young workers from their first job, recognise their professional contribution and connect their concerns to union decision-making.

The union response

CC.OO links local proximity with national coordination through a Youth Committee meeting every 15 days: tools and agendas are shared, while workers' needs feed into priorities. Provincial training days and regional and national schools help young activists develop their voice and build alliances. In early-years education, the presentation connects assemblies and strikes with engagement with institutions. Its follow-up agenda includes a precarity map, shop-steward training, a health campaign, monthly action days, youth communication and preparation of a 2028 bargaining platform. Young workers are encouraged to speak and tell their own stories, rather than wait to be invited.

Reported results and evidence

The presentation reports an indefinite strike in Madrid through the PLEI platform lasting over 90 days, approximately 75% participation in a nationwide strike on 7 May, and a national demonstration in Madrid on 23 May. It identifies a working group on maximum ratios, to be addressed through a Royal Decree, as a result. It documents mobilisation and an institutional response leading to improvements in pay, working time and youth membership.

What other unions can learn

Start from concrete workplace problems and give young people a voice in deciding priorities. Combine regular coordination and representative training with collective action, evidence on working conditions and engagement with institutions. Prepare bargaining demands before negotiations begin, and maintain organising after a strike so that mobilisation develops into sustained representation.

SOURCE & EVIDENCE NOTE CC.OO Education Federation, "Organising Young Workers from Day One".

GOOD PRACTICE 14 / 14

A union people want to belong to

Rebranding through human connection, member visibility and digital storytelling

COUNTRY	ORGANISATION	FOCUS
ROMANIA	FSLI Petrol & Energie / UNI.ON	Youth engagement & union renewal

CORE APPROACH

Regular meetings, practical support and visible member stories connect union identity with everyday experience.

The challenge

FSLI Petrol & Energie and UNI.ON Romania identify a need to attract and retain young union members, challenge outdated stereotypes and improve visibility, transparency and dialogue. Their starting point is that people need to experience the union as relevant to daily life, not only as an institution defending rights. Rebranding is therefore about trust, human connection and belonging, rather than a commercial image.

The union response

The approach combines regular face-to-face meetings and courses with support for concerns raised by members. Online, the team posts consistently about events, celebrates members' achievements and uses photographs, tagging and QR codes to encourage sharing and following. Thematic campaigns connect this activity with issues such as just transition and social dialogue. The message "You are the 'I' in UNION" places members at the centre and links participation to developing future leaders by example. Accessible information, transparent leadership and recognition are presented as parts of a positive member experience, connecting digital visibility with relationships built offline.

Reported results and evidence

The training overview reports 77 events and 1,106 participants, including six Gen Z events with 86 participants. A UNI.ON Romania social-media dashboard shows approximately 19,000 content interactions, 22,000 visits, 535 follows and 55 link clicks. Contributors observe that tagging, event photographs and QR codes encourage engagement and sharing. These are reported activity and digital-engagement figures that will contribute to youth recruitment, retention and bargaining outcomes.

What other unions can learn

Make belonging tangible through regular contact, responsive support and recognition of members' contributions. Show what the union does, not only what it stands for, and use online stories to extend face-to-face connections. The practice suggests that consistent communication and a welcoming member experience should reinforce each other, rather than treating rebranding as a logo change.

SOURCE & EVIDENCE NOTE FSLI Petrol & Energie / UNI.ON Romania, "Rebranding your UNION: Retention and Attraction of New Young Union Members".