

INDUSTRIAL RELATIONS FOR A GREEN ECONOMY



Innovative bargaining processes for a
sustainable growth and a quality employment

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PRESENTATION USR TOSCANA
ECOLOGIA E LAVORO

INTRODUCTION

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CONTEXT OF ACTIVITIES AND POLITICAL DIMENSION

CASE SELECTION AND ACTIVITIES

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WIDE RANGE OF
CASES OUTSIDE
TRADITIONAL
NEGOTIATION
EXAMPLES

INTERVIEW FORM AS.

FLEXIBLE / SUPPORT TO
INTERVIEW

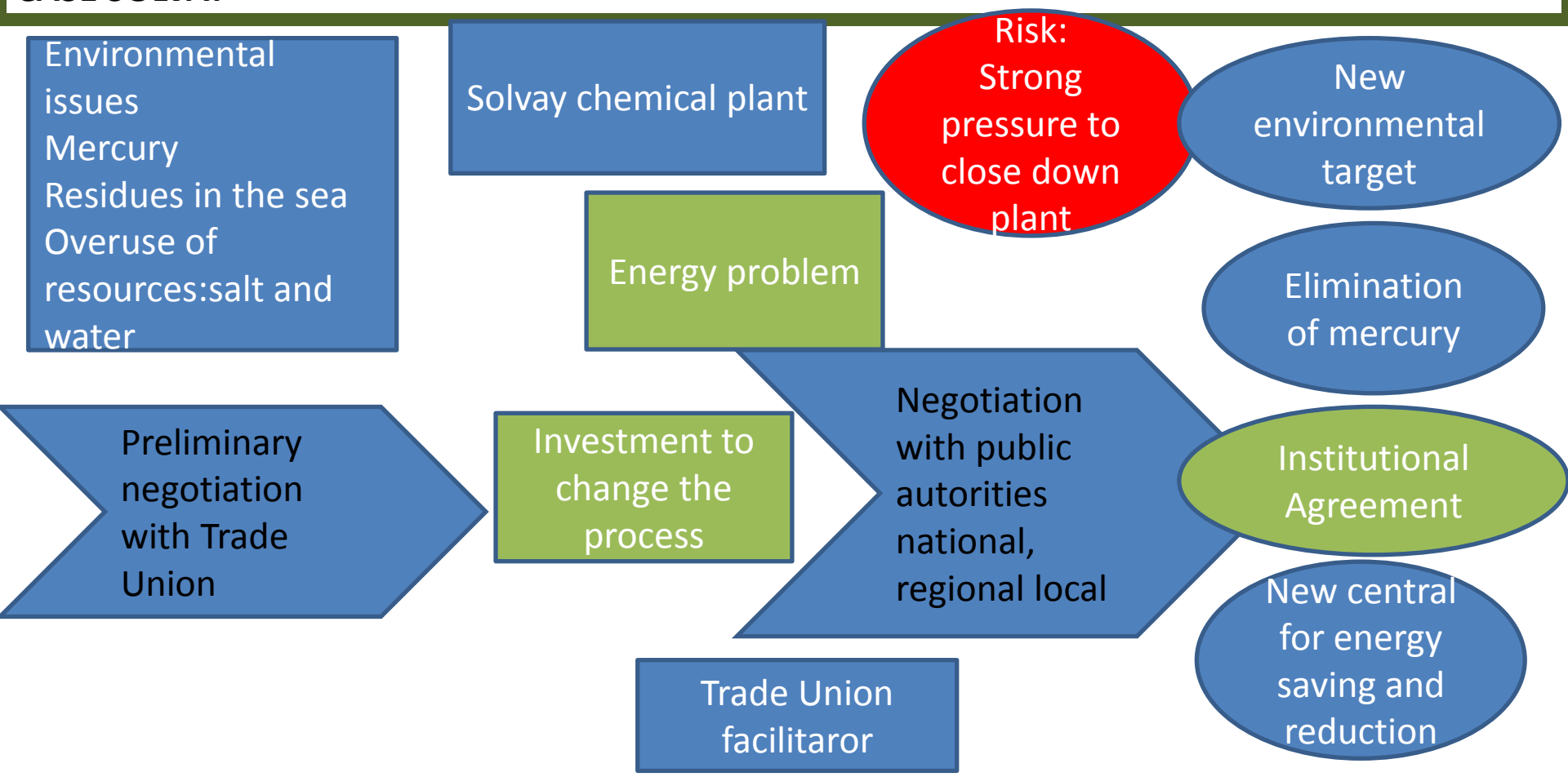
**GOAL: TO LET OUR COUNTERPART
TO BUILD HIS/HER NARRATIVE
THROUGH HIS/HER OWN
PERSPECTIVE**

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CASE SOLVAY



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CASE: Case Passerini waste-to-energy plant Q.tHermo

Environmental issues:
Waste management cycle
Energy production

> waste-to-energy plant of new generation
> Public private partnership

Risk:
Strong opposition from committees/activists

Trade union intervention in a «roundtable» on energy rules

Complex process to be authorized

Significant risk of downgrading the project due to bureaucratic problems

Environmental impact evaluation

Integrated environmental authorization

Not acceptance from a public authorities of «Carico termico» «continuous thermal load»

Tuscan Rules were updated following Eu Bref

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CASE GENERAL BEVERAGE

General Beverage
new products:
plastic free soft
drinks without
plastic / free water

Piaggio and general
beverage

Opportunity
: introducing
green
products

Canteen
surveillance
committee
(Trade union)
supported
adoption of GB

Sperimentation
of a green
product

Sustainable
business
model

Critical
factor:
health
concerns for
sugary drink

New green
jobs

Opportunity:
r&S

Linked to E/L
project to increasing
Zero KM, local
products, increasing
demands for greent
product

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HIGHLIGHTS
Potential of Trade
Union on
• Other
procurement
• National round
table GPP

CASE ONE: LUCART

Environmental issues:
recycling paper is
environmental sound activity
Technological innovation
(tetrapark recycling)
Negative impact:
Overuse of water and
impact
Energivore activity
Mobility / wheel transport
Residue from production

Lucart

Risk:
Environmental
conflict

Critical point:
new waste
to energy
plant was
abandoned
-
Lucart moved
it to France

WATER SAVING LINKED TO
MONETARY COMPENSATION

Water saving
innovation and
behaviour change

Critical Point
Public bodies:
conflict between
national and local
rules and
different local
rules (province vs
municipalities)

Trade
Union
Negotiation

Investment to
improve the
process

Other
intervention
• Energy
efficiency
• Mobility

Critical point for Trade
Union
how reconcile job
preservation (role of
TU of categories) /
protection of the
community (territorial
TU)

Critical point
How to deal with new
form of participation

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Two interview: HR head of Solvay and collective interview with trade unionist

Negotiating process at Solvay plant in Rosignano, Tuscany at the beginning of 2000s and resulted in an “**accordo di programma**”
Programmatic agreement between the company and public institutions.

Issues

- use of mercury cell in the catalysis process,
- solid residues discharging into the sea
- excess exploitation of resources such as salt and groundwater.

Pressure from NGO and committees to close down
New sector as tourism

Proactive roles of Trade Union to avoid closure and push the change of the process

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FIRST STEP: INTERNAL AGREEMENT

trade union/ company agreement



the willingness of the **company** to transform the productive process in order to improve its environmental performance and assure a future for the plant



The agreement was the stepping point for the institutional negotiation

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NEGOTIATING WITH INSTITUTION

negotiation with national, regional, local institutions.

Very complex , multiplayer, multilevel negotiation

Need to **modify rules** about residues (they didn't consider the specific issues of soda production)

The agreement was reached and included the following provisions

- Eliminating mercury from the process
- Reductions of discharging into the sea
- Reduction of use of natural resources salt and groundwater

In a successive phase it was granted the permission to build a new electric plant recycling vapor to save energy and selling it in the grid **IMPORTANT**

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Most of the targets were reached
with an important exception

residues in the sea

but

- the targets set were unrealistic
- there were excellent result (from 200 ton to 120 ton)
- European brief successive to the agreement set target far

CRITICAL POINT

A NEW **PLAN TO build a** regasification plant was not **AUTORIZED** DUE TO LACK OF POLITICAL WILL , IT WAS CHOSEN TO ALLOW ONLY ONE PLANT IN TUSCANY (PISA)

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ROLE OF THE TRADE UNION

We need to deepen our understanding about the role with further interview

FACILITATION Facilitator role is very important even when the Trade Union is not directly part of negotiating table

TIMING The action has to be on the right time

COMMUNICATION with communities is very important and often it is difficult and not so effective allowing room for fear mongering

CREDIBILITY Where the Trade Union is strong in its primary role even environmental issues can be faced with success

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CONCLUSIONS

IT IS A WORK IN PROGRESS!!

- FURTHER INTERVIEWS
- IN DEPTH ANALYS OF OUR CASES
- COORDINATION WITH PARTNER CASES

WE LOOK FORWARD TO LEARN FROM OTHER CASES

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