

Project 101051759

***Initiating activities to implement the
European Social Partners Framework
Agreement on Digitalisation (EFAD)***

1



Italian Cases

Florence, Cisl Study Center

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Francesco Lauria, Marcello Poli, Ettore Innocenti

Cisl – Fondazione Tarantelli

The Italian context



The implementation of European framework agreements is traditionally very complex in Italy

Very often Confindustria, the main organization of Italian employers, refuses to agree with the trade unions on even a joint official translation

This happened also in the case of the Autonomous Agreement on digitalisation

The Italian Cases

Not directly connected with the Autonomous Agreement on digitalisation...

BUT

... they refer to the topics covered by the Agreement.



The italian cases

- 1) **INDUSTRIAL RELATIONS PROTOCOL – AMAZON**
- 2) **EXPANSION CONTRACT – ENI**
- 3) **EXPANSION CONTRACT – OLIVETTI**
- 4) **REMOTE WORK – MICHELIN**
- 5) **HYBRID MODEL OF WORK ORGANIZATION – AUTOSTRADE PER L'ITALIA**
- 6) **SMART LEARNING – UNICREDIT**

Amazon Protocol

Negotiation process that led to the signing of an industrial relations protocol in September 2021 between **Amazon Italia** and the main three **trade unions in the transport sector in Italy**.



The protocol declares that **industrial relations 'are a value in themselves'**.

An important statement for a company that has always struggled to recognise the **value of the relationship with the trade unions**.

Amazon Protocol Possible Perspectives



*“The path of the protocol's application could contribute to an **updating of the national collective agreement** with respect to the issues of logistics and **e-commerce**, incorporating the **transformations of digitalisation** into an innovative regulation through industrial relations and collective bargaining”.*

M. Diamante Fit Cisl

Expansion contract



As part of **reindustrialization and reorganization processes aimed at technological progress**, companies employing more than 1,000 workers in Italy can stipulate an “**expansion contract**” with Government and trade unions.

The contract concern some permanent hirings, a reduction in working hours, the right for workers close to retirement to terminate their employment relationship in advance and a training project for the workforce involved **in the technological development of the work activities.**

Expansion contract ENI



The case refers to expansion contract signed on **April 1, 2021**, at the Ministry of Labour and Social Policies between **Eni S.p.A. and chemical and energy sectoral trade unions.**

The use of the expansion contract stems from the need to **govern the ecological and digital transitions** that cross the sectors in which ENI operates, placing the role of human capital at the center.

It allows to encourage **generational turnover** through the finding of **adequate professional skills** and, on the other, to retrain the workers who already work within the company.

Expansion contract Tim-Olivetti



On 10 March 2022 OLIVETTI S.p.A. and sectoral unions of , together with the Trade Union Representatives in the **telecommunication sector**, signed an agreement for the stipulation of the TIM Group Expansion Contract.

The agreement involves the adhesion of OLIVETTI S.p.A. to the TIM Group Expansion Contract to manage redundancy without traumatic effects as well as to acquire **new skills through generational turnover** and retraining.

Remote work - Italy

Remote working was introduced into the Italian legal system by the collective bargaining of the food, energy and banking-insurance sectors and subsequently implemented in articles 18 - 23 of the **law. no. 81/2017**.

In the private sector, the **National Protocol on working in agile mode** signed by the social partners at the Ministry of Labor and Social Policies on 7 December 2021 establishes the guidelines for collective bargaining at any level.



Remote work agreement - Michelin

- Agreement signed on January 7th, 2022
- Inalienable right to a lunch break 6 hours after the start of work; normal working hours apply during activities outside the company premises, beyond which → R2D
- Costs for recreating working environment are borne by the employer
- Right to receive the same training
- At least 40% of time in presence
- From 6 to 1 daily clocking
- Agreement monitored by Executive Committee (which includes TU)
- Positive impact of 40% in presence minimum → achievable goals
- Appreciated by the workers → probably included into company collective agreement
- Difficult to replicate in SMEs



Agreement on «Hybrid model of work organization» - Autostrade per l'Italia

- Agreement signed on December 14th, 2022
- Remote work and R2D already included in collective agreement but not implemented
- Confirms a previous agreement (March 2022) on hybrid model for the year 2023
- Based on: sustainability goals, work-life balance needs, “trust, collaboration, transparency, digitalization, management by objectives, accountability, inclusion of diversity, operational excellence, feedback culture, life-long learning”
- Facilitating factors: transposition of inter-confederal agreements, pandemic, reputational gap.
- Innovative points: working from everywhere, 4-hour flexibility at the entrance, no precise time constraints, R2D 4h/day.
- Around 100% implementation rate.
- 2 parallel agreements: new skills fund agreement and expansion agreement
- Confirmed after 2023?
- Difficult to replicate into logistics

Agreement on Smart learning - UniCredit

- Agreement signed on June 10th, 2022
- Training time vs. business time: attempts to conciliate (2015, 2017, 2020)
- Smart learning: learning from home
- Facilitating factor: pandemic, Inter-professional Funds agreement
- 28% adherence
- Commercial results vs. skills and peoples' development
- Weak awareness
- Low commitment from the company side
- Ongoing adjustments



Conclusions

- Technological/digital tools are required to increase competitiveness and flexibility of companies
- Algorithms are impacting on decision-making and monitoring systems, therefore on employment relationships
- New needs (disconnection, digital skills, work organization model...) require new solutions
- Social dialogue and good industrial relations can lead to adequate responses
- Digitalization should open new spaces and opportunities for collective bargaining at every level (company, sectoral, cross-sectoral)
- Digital competences and bargaining skills are crucial for TUs