

# REPORT

## STEERING COMMITTEE MEETING - STRASBOURG 22<sup>ND</sup> SEPTEMBER 2017

**'Work-Life Management and CSR in the finance sector: a training path to incentivize the social dialogue at company and European level. Focus on Professionals and Managers' - VS/2016/0394**



**Sabine Gies**, General Secretary, Uri Alsace CFDT, after welcoming the participants to the meeting and her union's headquarter in Strasbourg, briefly illustrates the economic and social context in France, going deeper in the bank system status quo and on the role of trade unions in her region.

After this general country overview, **Luciano Malvolti**, Head of FIRST CISL International Office and moderator of the steering meeting, opens the discussion and gives the floor to **Pierluigi Ledda**, Project manager and FIRST CISL national secretary.

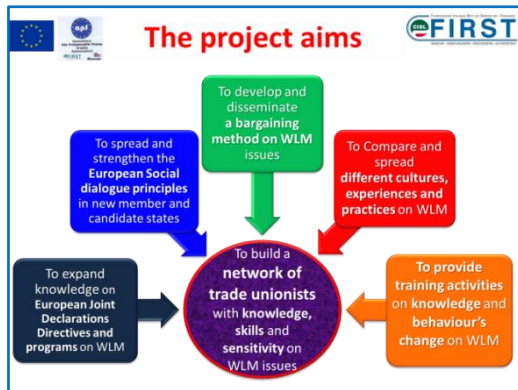
**Ledda**, explains the main objectives and contents of the project and the task of the meeting.

*“Two the main issues we want to tackle with our project: (1)the re-balancing of responsibilities within families able to promote the development of women's participation in the labor market, both quantitatively and qualitatively. According to the latest estimates by Eurofound (2015), the gender employment gap costs 325,000,000,000 € per year for the EU (2,5% of EU GDP) with an individual exclusion cost throughout the working life of women, estimated at over 1 million euros; (2)Protecting the safety and health of workers against psychosocial risks and stress on the workplace. In the recent EU funded project by Matrix (2013) for the European Agency for Safety and Health at Work EU-OSHA, the cost of labor-related depression in Europe was estimated at € 617,000,000,000 'year. This total consists of employers' costs resulting from absenteeism and presentism (€ 272 billion), loss of productivity (€ 242 billion), health costs (€ 63 billion) and social welfare costs represented from disability benefits payments (39 billion euros).*



*Taking into consideration the scenario above, the general aim of the project is to build a group of well-trained trade unionists with knowledge, skills and sensitivity on WLM and H&S protection against psychological risks. Specific attention will be given to the category of P&Ms, which has now reached almost 50% of employment in the European banking sector and is particularly bothered by psychosocial risks and work related stress.*

Nine the countries/organizations, including Italy, involved in the project: 2 north countries (UK and Finland), 3 more traditional western countries (France, Spain and Greece), 2 new members from East Europe (Romania and Bulgaria), 1 candidate country (Turkey). Two European Federation (UNI Europa and Eurocadres) and one employers representative organization: Federmanagement are also actively engaged. The project structure is very ambitious. After the kick off meeting in Athens last January, we went through a 6 months of at distance research with 3 working groups that, after their first step of study, met separately in May (focus meetings).



The heart of the project are the training activities. We will have two courses, one on knowledge, next November, and one on changing behavior, next year. The expected outcomes are: to expand participants' knowledge on European Directives/Joint Declarations on the issues; to spread social dialogue principles especially among EU new members and candidate countries; to develop new bargaining methods and tools; to share good practices; to learn from each other."

**Luciano Malvolti**, in charge of the activities of the **Virtual Agora** - the electronic platform and "virtual square" where the participants attach their materials and contribute to the discussion bring their own contribution and points of view on the subject - illustrate the results reached so far.

"The Virtual Agora has been an outstanding success. Just to give some figures: there have been 81 documents uploaded, concerning laws (national and European), collective agreements and good practices. 40 people joined the platform. Most of them were participants of the project, but we had also the contribution of 6 "external" ones in WG3. The components of the 3 WGs sent their contributions also to the other groups' area and this enriches the collection of documents. A huge amount of interesting materials and good practices to study and analyze. Maybe too much..."

**Paola Vinciguerra**, the coordinator of the project training activities, illustrates the on line working groups' task so far and explains the following group activity. "After the kick off in Athens last January, the 3 transnational working groups had the task to gather national and European laws, company and collective agreements and social dialogue good practices on 2 fields of investigation: Work Life Management, to incentivize women participation in the work market, and Health and Safety protection. In particular, The **WG1** - composed by trade union representatives coming from Unite The Union, **UK** (host organization x focus), Bss Basisen, **Turkey**, Sindacatul Upa, **Romania** and First Cisl, **Italy** - has the task to research and analyze laws, national and company agreements and social dialogue good practices on family responsibilities' rebalance to boost women's participation in the labor market. The **WG2** - composed by trade union representatives coming from Itueb, **Bulgaria**; Otoe, **Greece**; Pro, **Finland** and First Cisl, **Italy** - has the task to research and analyze laws, national and company agreements and social dialogue good practices on workers' health and safety protection against psychosocial risks and stress at work due especially to the invasiveness of new technology. The **WG3**, composed by representatives of European federations and of P&Ms department of national TUs have the task to search materials concerning the two field of investigation but with special attention on **P&Ms**. In the focus meetings in May, the working groups

Steering Committee – Strasbourg

**GROUP ACTIVITY**

- Exchange, discuss and select the **most innovative and effective good practices** on your group issue. They will be presented to the next training course on Knowledge. (60')
- Choose a spokesperson and **present the group activity results** explaining the reason **why** you made that choice (10')

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*separately exchanged and compared their findings and observations with each other. In the following step, with the help of the SWOT analysis, the groups' member analyzed the collected documents (national law, European, national collective agreement, good practices of bargaining, etc.) and evaluate them critically, highlighting the innovative and positive aspects and the opportunities but also the improvement areas, the weaknesses and threats for the future. Now we ask the groups to take a step forward and to work together to select the most innovative and effective practices to be presented in the next training course in November."*

Three groups are set out: each one will analyze the WG1, WG2 and WG3 collected materials and choose the 3-4 experiences that are innovative and can be successfully replicated in other countries or companies.

After one hour of group activity, each group's spokesperson presents the results and the reason why they made that choice.

**Antonio Masciale, the WG1 coordinator**, before giving the floor to **Markos Tsatsoulis**, from OTOE, **Greece**, briefly illustrated the work done and the documents gathered by his group.



**Tsatsoulis** presents the choices of the group on family needs and WLM.

*"We selected 2 national collective agreements in the banking sector (**Greece and Turkey**), 2 national laws (**Romania, UK**) and a series of company agreements on part-time.*

*The collective agreement in Greek banking sector is very interesting in the part where it defines the percentage of the salary to be paid by the employer to supply health and social protection. The Turkish collective agreement is worth mentioning, too. The most advanced part is the one on leaves of absence and the possibility for parents to take a part time job till the children go to the primary school.*

*Talking about national laws, we found that Romanian and British regulations on paternity and maternity are the best but we also believe that we have to research more also on other countries. Finally we analyze and find many interesting regulations on part-time and smart working that could be presented as good practices to next training course on knowledge".*

**Mika Makela**, from PRO, **Finland**, presents the group activity on psychosocial risks and work related stress.

*"The first good practice we chose is the **French** law and some company collective agreements on the right to disconnect. It is interesting to notice that the law (January 2017) comes after some collective company agreements like the one of Thales, the aerospace company, signed in 2014 and the one of Societ  Generale, that regulates the right of disconnection and the responsible use of e-mails signed in March 2016.*

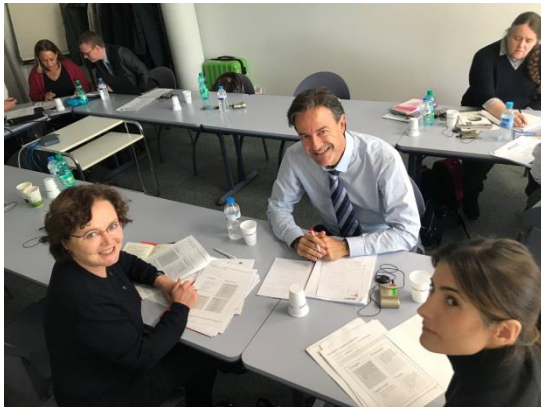


*The second set of practices we found effective and innovative are the ones from **Sweden and Finland** on the psychosocial risks' assessment, a systematic work to disclose and tackle work related stress in four steps:*

*work environment investigation; risks assessment; risk measures and action plan; check that the measures have worked.*

The third good practice is the **Italian ‘UniCredit Bank Protocol on well-being at workplaces and trade policies’, (2016)**, that promotes a positive business climate where all the employees’ expertise and skills are fostered and life and family time respected.

Finally we believe we should study and present at the training course 2 extremely interesting pamphlets on the impact of digitalization in the workplace: **‘Artificial Intelligence And Robotics And Their Impact On The Workplace’ (April, 2017)** by IBA Global Employment Institute and **‘Psychosocial risks, stress and violence in the world of work’(2016)** by ILO”.



Introducing the third group activity, **Luciano Malvolti** points out that unfortunately in the collected materials there are very few provisions on P&M. Due to that the group decides to presents a couple of experiences that are interesting but with no direct reference to P&M. “*UNI Europa implements every October a specific campaign on WLM, **WORKLIFE Management Fortnight** that we believe should be presented as a good practice*” he adds before leaving the floor to the other members of the group. “*I think we should focus also on the good practices on how to TUs communicate these issues to our colleagues and*

*members.”*

**Ute Meyemberg** , Cfdt Cadres, **France** focuses her speech on the invasiveness of Information technology (IT) in the banking sector and its impact on the workers’ health. She confirms that at least 2 banks in France, Societè Generale and BNP Paribas, have in their collective company agreements a provision to regulate the use of IT which is more than just the right of disconnection.

**Paula Ruiz Torres** , Utc Ugt, **Spain**, declares that since 99% of banks’ workers are professionals it is normal not to have specific provisions on P&M. “*In Spain we have a general collective agreement for the banking sector and company agreement for each bank. What I think we all should focus on, in order to improve our colleagues’ wellness in work and life, are three main areas: flexibility at work, gender issue and skilling and training.”*

**Domenico Iodice, Head of APF Research Department**, takes the floor commenting the groups’ reports.

*“the topic we are asked to tackle in this project is bigger than parental leaves or the right of disconnection. When we talk about professionals we must more correctly talk about the need and the right of our colleagues to have their proficiency appreciated and developed in the workplace.*

*We must start to change the perspective and focus more on workers’ “total quality”, inside and outside the office. The real topic here is people’s wellness and development in all their social environments. People need to gain personal accomplishment in the workplace, they need to express their personality, their creativity, to have meaningful and rich relations in their family life but also to spend quality time in their work life. Most of the tools we negotiate are for the workers to defend themselves from the work, to obtain more time outside the office. Are we sure this is the right path? The bankers’ axiom all over Europe is: digitalization, sales pressures and jobs cut. Are we capable to contrast it? To offer a different paradigm?*



It is not enough to sign good collective agreements, we must find new tools to make employees more involved in the company strategy, to shift from the claim model to the participatory one.

I'll tell you a happy ending story. An Italian company in bad shape decides to close up a branch moving all the employees from Pisa to Florence (2 hours driving in pick time). After months of strikes and meetings, the Pisa's employees find the solution: they remain in Pisa and rent at their own expenses a factory to work together with others workers from different companies. Results: the coworking experience has created a positive work environment, happier and more motivated people, networking and creativity, innovation and productivity. An excellent example of how to transform difficulties into opportunities just changing the problem solving approach! **We must defend our life into the work not from the work!"**

**Luciano Malvolti** takes the floor to ask a question to **Iodice**: "We sign good agreements. How can we make them really mandatory for the companies?"

**Iodice**: "We cannot make miracles! But there are good news. Since last January, in implementation of the [European Directive 2014/95](#), it is compulsory for large undertakings and groups to attach to the annual report not financial and diversity information such as industrial relations, health and safety, business climate, gender and diversity management. This will help investors, consumers, policy makers and other stakeholders to evaluate the non-financial performance of large companies and encourages these companies to develop a responsible approach to business. Besides, trade unions are now entitled by the law to monitor and evaluate the banks on these issues. We are going to be stronger!"

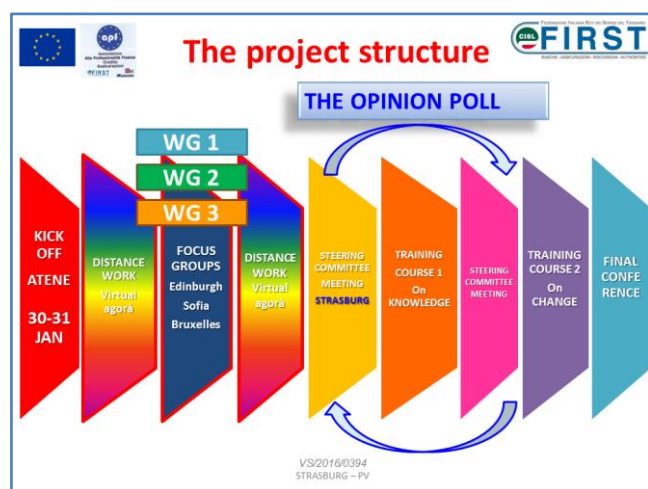
The meeting goes on with an interesting and lively debate on the most common consequences of the lack in re-balancing of responsibilities within families and on the most innovative practices to promote the development of women's participation in the labor market emerged from the participants' presentation.

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After the debate, **Paola Vinciguerra** presents to the Steering Committee the proposal text of an survey on WLM, an **open opinin poll via web** to collect the experiences and the points of view of bank and insurance workers throughout Europe.

"We prepared a survey to be disseminate in each partners' country to collect our colleagues' points of view and sentiment on WLM and the use of mobile devises outside the workplace. It is a simple questionnaire (6 multiple choice questions) on an electronic format, easy and quick to fill in, but, we hope, it will allow us to gather a lot of valuable information distributed by countries, age, gender, role and family situation. Each member of the WGs will be in charge of **promoting** and **smooth the opinion**

**pool progress** in their own company/organization, while the WGs' facilitators will coordinate and address the work. The opinion poll will be translated into each partners' language and spread in every partner's



country of the project and also, with the engagement of Uni Europa and Eurocadres, across the whole Europe. The outcomes will be elaborated and next February in Seville, during the next Steering Committee meeting, the final results will be presented. The results will also be presented and used in the following training course on "the Change".

The survey's presentation opens to a large discussion on the questions, the meaning of family and on the 'sensitive words' in the different countries. At the end of a very interesting and multicultural debate the assembly agree on a final text.

**Pier Luigi Ledda**, close the meeting reminding the participants the project's next steps.

*"The project was funded by the European Commission in the call on TU training, so the project central goal*



*is the development of the unionists involved. There will be two courses: one devoted to knowledge and one dedicated to change. A thorough knowledge of the issues is in fact an essential prerequisite to trigger the change that we desire and activate a virtuous process: knowing to decide, decide to change.*

*The first training next November will be dedicated to "knowledge". The aims of the 3 days course are to share knowledge on: a) issues related to in work life balance and work related stress within the wider context of CSR principles; m(b) the most significant experiences under CSR policies; c) CSR*

*policies of European companies and European framework agreements on these subjects; and to make the participants aware of their role as "agents of change and knowledge". The course will adopt an active learning approach to encourage participation and to share experience and will involve 30 trade unionist coming from the project partners' countries, in charge of collective agreements' bargaining in their company".*

**Malvolti**, after thanking everybody for their excellent job at distance and contribution in the meeting, ends the assembly reminding the participants to keep on exchanging comments and considerations on the Virtual Agora.