



With EU Contribution



'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

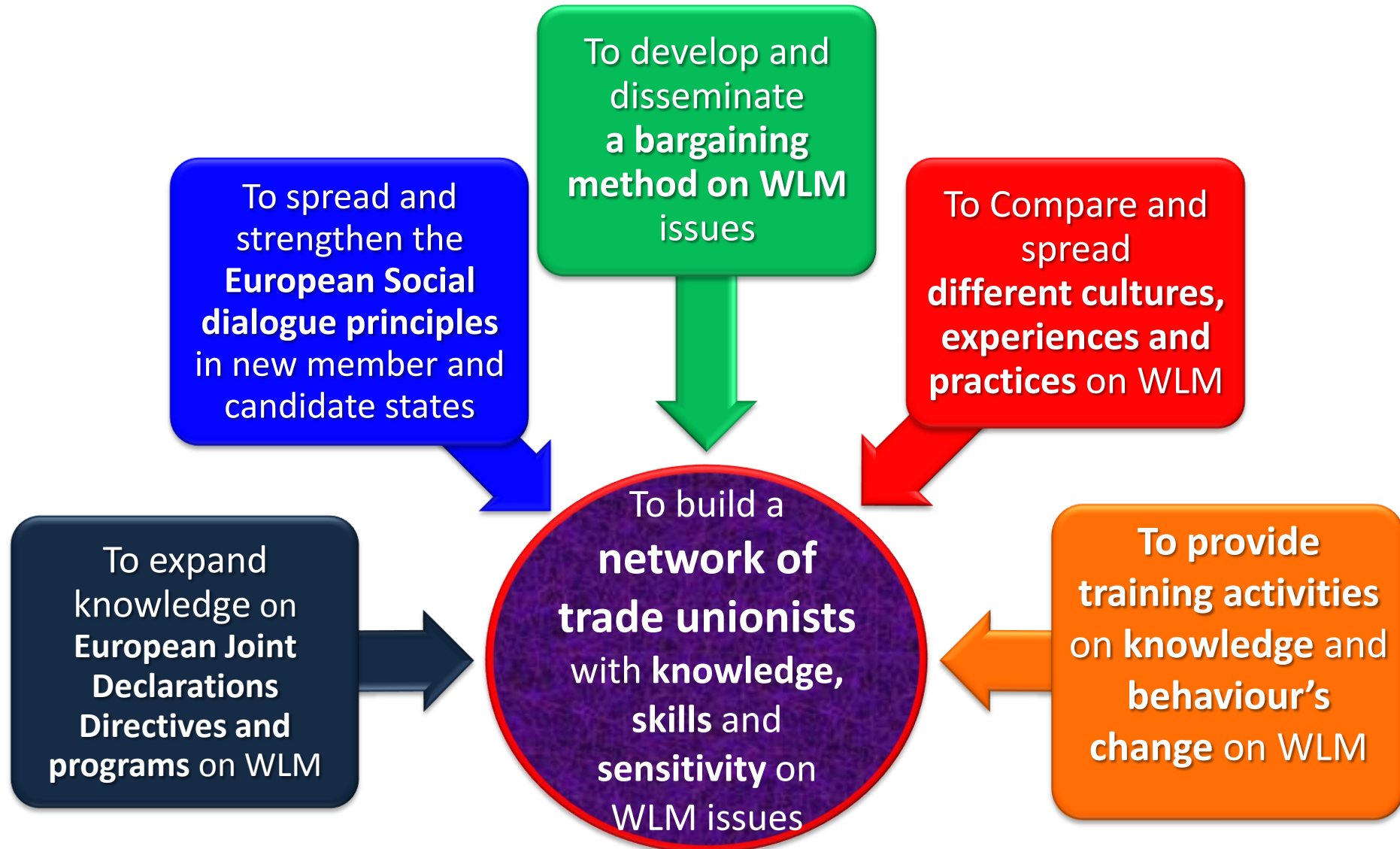
The Working Groups' Activity

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The project aims





The project structure





Working groups



The partners will be divided into **three working groups**:

WG1

Area of investigation:

family responsibilities' rebalance to boost women's participation in the labor market

WG2

Area of investigation:

workers' health and safety protection against psychosocial risks and stress at work

WG3

Area of investigation:

WG1 and WG2 topics from the P&Ms' point of view

The groups **will work separately** and - in the follow up meeting (autumn 2017) - a common synthesis will be carried out and discussed



The WG3 composition

WG3

The working group 3 consists of:

- **MARTIN JEFFLEN**, EUROCADRES (*host organization x focus*)
- **PAV AKHTAR**, UNI EUROPA P&M
- **UTE MEYEMBERG**, *CFDT CADRES*, FRANCE
- **PAULA RUIZ TORRES**, *UTC UGT*, SPAIN
- **TAMARA DE SANTIS**, *FIRST CISL*, ITALY

1 facilitator (*the rapporteur*)

ANDREA PATERLINI, *FIRST CISL*, ITALY

The Project Manager supervision will ensure the compliance with the working standards



The WG3 field of investigation

WG3

Taking into account the European framework (EU Directives, European Parliament resolutions, European Framework Agreements, etc.)

the group, composed by **members of P&Ms Organizations**, will have the task of **deepening the WG1 and WG2 topics from the P&Ms' point of view**



The WGs' task

The work at distance

Methodology

The facilitator of each group will coordinate the research and the group debate on the web through out the **Virtual Agora**, a virtual square where the group :

- will **share information** and the **gathered material** about the subject.
- will **debate** and exchange opinions about the work outputs.



Working tools

The **Analysis Form**

A **questionnaire**, prepared by the facilitator of each group, to guide the research and extract the **key features** of the analyzed issues and materials, with a **special focus** on **good practices** on **social dialogue** and **company agreements** in the **financial sector**

The **SWOT Analysis**

through which the groups will evaluate:

- **strengths and weaknesses** of the **trade unions activity** and **social dialogue** in their field of investigation
- **opportunities and threats** with respect to the existing **European and national laws, agreements and social dialogue good practices**



The WGs' task

The focus meetings

Each group will separately meet in May to have a **mid-term evaluation** of the work done at distance and to **plan** the following research steps.

- The WG1 will meet in UK
- The WG2 will meet in Bulgaria
- The WG3 will meet in Brussels





The follow up meeting

During the next autumn meeting the **Steering Committee** will:

- **analyze** the works done by the three groups
- **evaluate** their outcomes
- **prepare a complete synthesis** bringing them to unity
- **select** the most interesting **good practices**
- **pick** the most remarkable **suggestions from the opinion poll**

Taking into consideration all that, **choose the topics to be tackled** and design the next **training course**



WG3 outcome #1

TYPE OF DOCUMENT : collective agreement : **Accord national interprofessionnel du 19 juin 2013 – Vers une politique d’amélioration de la qualité de vie au travail et de l’égalité professionnelle (Aiming at a better quality of working life and professional equality)**

COMPANY/COUNTRY : France DATE **19 June 2013**

Strengths

- Intentional agreement
- The way is the means
- Large interpretation
- Multiple elements are mentioned
- Methodology agreement
- Concerted social action

Opportunities

- Possibility to adapt action to specific circumstances
- New systemic approach
- Multiple factors, possibility to include multiple elements
- Include elements which have been neglected by other agreements
-

Weaknesses

- Intention only
- No definition of QWL
- In principle agreement
- Vague, difficult to interpretate
- No specific action
- No sanction

Threats

- Intentions only, no action
- Too many subjects
- Applicability
- Subjective action
- Too many indicators/subjectivity
-



WG3 outcome #2

TYPE OF DOCUMENT (collective agreement) **Thales, Quality of working life agreement.**

COMPANY/COUNTRY France. DATE **4 february 2014**

Strengths

- Many actors, **creation of a commission**
- Health at work
- Definition of actors
- **Right to disconnect**
- Measure of workload
- Physical environment
- Adequacy between professional and private life.

Opportunities

- **Comprehensive list of indicators**
- Very comprehensive agreement
- Variety of actors, very detailed missions

Weaknesses

Threats



WG3 outcome #3

TYPE OF DOCUMENT (collective agreement) **Orange, Accord de méthodologie pour évaluer la charge de travail**
COMPANY/COUNTRY France... DATE **21 June 2016**

Strengths

- Measures workload, not working time
- Takes into account changes in environment
- Takes into account necessity for own initiative
- Takes into account work intensification

Opportunities

- Methodology agreement
- Acknowledgement of problem of workload
- Use existing agreements in case they have not worked up to now

Weaknesses

- Vague description
- Subjective approach
- A mountain of similar measures in some areas (discussion groups)
- Based on existing agreements. So why having a new one

Threats

- “marketing agreement”, no real action
- Vague



WG3 outcome #4

TYPE OF DOCUMENT collective agreement **Société Générale, Accord sur les conditions de vie au travail**

COMPANY/COUNTRY France. DATE **30 March 2015**

Strengths

- Creation of an observatory on conditions of work
- Development of expression groups
- Develop conditions to engage/motivate employees
- Right to disconnect

Weaknesses

- Top down method (RH and management develop methods)
- Geared essentially towards management
- Vagueness, restates existing agreements

Opportunities

- Explore existing agreements and charts
- Use rights to expression

Threats

- Nothing new
- Top down approach only
- "marketing agreement"
- Low implication of employees



WG3 outcome #5

TYPE OF DOCUMENT collective agreement/European agreement **BNP Paribas Agreement on the prevention of work-relate stress**

COMPANY/COUNTRY France. DATE **17 January 2017**

Strengths

- **Description of Work-Related Stress** and Factors in Work-Related Stress
- Assessing Work-Related Stress : internal data
- Preventing Work-Related Stress Factors
- Addressing Work-Related Stress
- Confidentiality

Weaknesses

- **No collective measures** (i.e. expression groups)

Opportunities

- Acknowledges regulatory issues in preamble
- **Internal questionnaire**
- Use of ICT
- **Individual assistance**

Threats

- No collective measures (expression groups, ...)



WG3 outcome #6

TYPE OF DOCUMENT collective agreement **BPCE- accord relatif aux conditions de vie au travail**

COMPANY/COUNTRY France. DATE **6 July 2016**

Strengths

- Puts accent on digital transformation
- **Training**
- Use of ICT
- **Exchange groups**

Weaknesses

Opportunities

- **Accompanies the digital revolution**
- **Training**
- **Right to disconnect**

Threats



WG3 outcome #7

TYPE OF DOCUMENT collective agreement **Natixis- accord relatif à la qualité de vie au travail**

COMPANY/COUNTRY France. DATE

Strengths

- Takes into account changes in environment
- Puts accent on digital transformation
- Use of ICT
- Working time aspect, including meetings after 18:00 (professional equality)
- Expression groups
- Observatory on QWL

Opportunities

- Addresses psychosocial risks
- Working life/private life
- Encourages associative implication

Weaknesses

- Top down approach

Threats

- Training on PSR?
- Paternalistic attitude
- Social dialogue?



WG3 outcome #8

TYPE OF DOCUMENT (collective agreement/law/good practice) ...COLLECTIVE AGREEMENT.....

COMPANY/COUNTRYBANCO POPULAR (SPAIN) DATE: 1/01/2009-31/12/2010

Strengths

•WLB SPECIFIC:

- 1.-Leave time: family leave, ONG leave, training leave
- 2.-Kindergarden check

•WORKING TIME AND SCHEDULE:

- Continuous schedule for parents with children -3 year old. Possibility to widern it to those with 49% disabled children.
- Flexibility in schedule for parents with children -5year old and in “adaptation week”
- Conference call
- Gender violence protocol and sexual harrasment protocol

Opportunities

- It helps opening the path for balance a little more men/women responsibilities in home care

Weaknesses

- Training leave is unpaid
- Substitution of breast feeding hour for a pay slip
- 2 free Saturdays a year

Threats

- Mothers in need of money might refuse their lawful breast feeding hour
- If leave time is unpaid people might not ever ask for it



WG3 outcome #9

TYPE OF DOCUMENT (collective agreement/law/good practice)LAW.....

COMPANY/COUNTRYEQUALITY LAW/ARTEMISA GUIDE.....

DATE.....2007.....

Strengths

- Promotes equality for paternity leave (4 paid and untransferable weeks)
- Widens right to breast feeding hour and decision made by worker, not by company as for schedule

Opportunities

- It opens the debate and as for January, 2017, paternity leave extended to 1 month

Weaknesses

- It is too wide and leaves it to a further legislation development
- It makes a distinction for civil servants, it should be equal for all workers

Threats

- Right wing governments are not developing it



WG3 outcome #10

TYPE OF DOCUMENT (collective agreement/law/good practice) ...COLLECTIVE AGREEMENT.....

COMPANY/COUNTRY**BANKIA** (SPAIN) DATE.....**2015-2018**.....

Strengths

- If a male worker decides to take unpaid time leave, he will be entitled to whatever **beneficial working condition** might have been granted to the rest of colleagues in his absence
- Up to two years unpaid leave to look after dependent relatives with a right to **recognition of seniority**

Opportunities

- **Training facilities for those on leave**

Weaknesses

- **Unpaid leave for male** workers on paternity leave
- If several workers apply for it, **the company shall decide who can leave.**

Threats

- The company provides with a parent rights and then it **is the company that decides on the actual execution**



WG3 outcome #11

TYPE OF DOCUMENT (collective agreement/law/good practice)COLLECTIVE AGREEMENT.....

COMPANY/COUNTRYADIF (SPAIN)..... DATE.....2016.....

Strengths

- Common law partners protocol
- Transport allowance
- Salary advance
- Economic allowance for disabled workers

Weaknesses

- It is to be improved after 2016 and haws not been improved

Opportunities

- It is one of the widest range collective bargaining agreements

Threats

- It has been very ambitious in its scope and might not develop it further on afterwards



WG3 outcome #12

TYPE OF DOCUMENT (collective agreement/law/good practice)COLLECTIVE AGREEMENT.....
 COMPANY/COUNTRYCECABANK..... DATE.....2015.....

Strengths

- Only applicable in Madrid: if the parent needs to leave the city for birth, adoption reasons, they will be granted 2 extra working days

Weaknesses

- It is based on the common agreement for banks and saving banks and it doesn't foresee any extra procedure for its workers

Opportunities

- It foresees developing a protocol for common law partners

Threats

- It is dependant on ulterior development and when left to companies it might reach anywhere



WG3 outcome #13

TYPE OF DOCUMENT (collective agreement/law/good practice) ...**LAW**.....

COMPANY/COUNTRY**BOLETÍN OBSERVATORIO RIESGOS PSICOSOCIALES**.....

DATE.....**2016**.....

Strengths

- Acknowledgment of suicide at work as a stress related consequence at work by law
- Women are at lot risk of suffering psychosocial health related risks at work. It is regulated and analysed why

Weaknesses

- It does not foresee cases in which the worker has previous cases of depression or psychological health issues

Opportunities

- New model of social relations including gender exclusion protocol

Threats

- Need to include further development and it depends on the companies



WG3 outcome #14

TYPE OF DOCUMENT (collective agreement/law/good practice)**GOOD PRACTICE**.....

COMPANY/COUNTRY ...**FILES ON PSYCHOSOCIAL RISKS AND TECHNOSTRESS**.....

DATE.....

Strengths

- **Report** from the national institute for health and security at work listing all the technostress related issues It includes strategies to face them

Weaknesses

Opportunities

- It includes **technostress** as a psychosocial risk

Threats



WG3 outcome #15

TYPE OF DOCUMENT (collective agreement/law/good practice) Company agreement protocol on the welfare of the workplace and trade policies
COMPANY/COUNTRY ITALYUnicredit..... DATE 22/04/2016.....

Strengths

- DIGNITY.....
- TRANSPARENCY.....
- RECIPROCITY.....
- CONFIDENCE.....
- RESPONSIBILITY.....
- RESPECT...

Opportunities

- Bilateral CommissionLocal
- Observatory on Commercial Pressures
- Monitoring
- Sharing
- Work organization ...
- Service quality offered

Weaknesses

- Uncollectable ...
- NON-SANIZABLE BEHAVIORIMPUNITY.....
- Indisputable
- CULTURAL ARRETRACY
- Incommensurability

Threats

- Stress.....
- Commercial Pressures
- Uncertainty of the Role
- Bad management
- Increasing workloads
- Irresponsible sales



WG3 outcome #16

TYPE OF DOCUMENT (collective agreement/law/good practice) **National agreement on trade policies and work organization** COMPANY/COUNTRY
Italy..... DATE **08/02/2017**

Strengths

- *DIGNITY \ RESPECT ...*
- *TRANSPARENCY \ WARRANTY RECIPROCIITY.....*
- *EXIGIBILITY*
- *RESPONSIBILITY*
- *OBLIGATORY IN THE APPLICATION TO THE WHOLE SECTOR*

Opportunities

- *BILATERAL COMMISSION UNION*
- *UNION COMPANY*
- *OBSERVATORY ON COMMERCIAL PRESSURES*
- *MONITORING*
- *RESPONSIBLE SALES*
- *ORGANIZATION \ EFFICIENCY OF WORK BETTER QUALITY OF THE OFFERED SERVICE*

Weaknesses

- *NON-SANIZABLE BEHAVIOR*
- *IMPUNITY*
- *Indisputable*
- *CULTURAL ARRETRACY*
- *Incommensurability*

Threats

- *STRESS*
- *COMMERCIAL PRESSURES*
- *UNCERTAINTY OF THE ROLE BAD MANAGEMENT*
- *INCREASE OF WORK LOADS*
- *IRRESPONSIBLE SALES*



WG3 outcome #17

TYPE OF DOCUMENT (collective agreement/law/good practice) **Agreement on the process of downsizing the management bodies**
COMPANY/COUNTRY ITALY.....Unicredit..... DATE 8\3\2016

Strengths

- VOLUNTARY
- ACCESS TO SECTOR
- SOCIAL SHOCK ABSORBERS
- RETRAINING
- WORKING RELOCATION
- COLLECTIVE CONTRACTUAL SOLUTION
- SUPPORT FUNDED PARTIALLY FROM THE CATEGORY FUNDAGREEMENT OF NEWS ABSOLUTE ON COLLECTIVE DISMISSALS OF THE MANAGERS

Opportunities

- WORK RELOCATION ...
- TRAINING
- PERSONAL REQUALIFICATION
- UPDATE

Weaknesses

- DISMISSAL
- Demotioninactivity
- LOSS OF PROFESSIONALITY
- LOSS OF THE HISTORICAL KNOWLEDGE OF A COMPANY

Threats

- STRESS
- UNCERTAINTY OF THE ROLE
- BAD MANAGEMENT
- EXCLUSION FROM WORKLOSS OF THE ROLE
- POVERTY



WG3 outcome #18

TYPE OF DOCUMENT (collective agreement/law/good practice) COMPANY AGREEMENT CONCILIATION OF LIFE TIMES AND WORK **BANCA INTESA SAN PAOLO**
COMPANY/COUNTRY ITALY..... DATE **7/10/2015 E 01/02/2017**

Strengths

- VOLUNTARY SUSPENSION FROM WORK UP TO 15GG \ YEARS
- PERMITS FOR CHILDREN AND DISABLED
- PERMITS MATERNITY AND PATERNITY
- PART TIME
- INCLUSION POLICIES FOR DISABLED
- TIME FLEXIBILITY TO OVER 60

Opportunities

- CONCILIATION OF WORKING LIFE TIMES
- BENEFIT OF THE PSYCHICAL PHYSICS OF THE WORKER
- ATTENTION TO GENITORIALITY
- DEVELOPMENT OF THE POTENTIAL OF PEOPLE (COUNSELING)

Weaknesses

- LOW INCIDENCE \ ADESION
- ADVANTAGE \ BENEFITSPATIAL
- FLEXIBILITY \ TEMPORAL
- INEFFICIENT FOR THE TYPE OF WORKING PERFORMANCE

Threats

- STRESS.....
- LOW CONCILIATION
- TIME OF LIFE \ WORK ...
- DISCONNECTION



ETUC position on WLB

Areas:

- 1) Maternity leave
- 2) Paternity leave
- 3) Parental leave
- 4) Carers' leave
- 5) Flexible working arrangements

Challenges:

- 1) Payment
- 2) Length
- 3) Age of the child
- 4) Flexible working time arrangements for parents returning from parental leave
- 5) ...



Work-related Stress

The work environment influences stress

CHANGES:

- 1) Work organization
- 2) Dissemination of information technology
- 3) New types of contact
- 4) Demographic composition of the workforce

THEY PRODUCED:

- Increased psychosocial risks
- Increased work-related stress

and the economic crisis has worsened with ...

- Increased pressures
- Increasing workloads



Stress lavoro-correlato

Alcuni dati interessanti

- **28%** European employees report to be exposed to psychosocial risks at workplaces
- The most frequently reported risk factors are time constraint and excessive workloads (**23%**) (*Eurostat, 2007*)
- **14%** employees report that the main work related health problems are **stress, depression, anxiety** (*European Commission, 2010*)
- **45%** employees has experienced a change in work organization in the last three years
- **62%** employees work with short deadlines (*Eurofound, 2012*)



Whisch specificities of P & Ms?

- **79% of European managers are concerned about the problem of stress in their workplaces**
- **Less than 30% of companies in Europe have implemented actions to manage stress, harassment and violence at work**
- **Over 40% of European managers believe that psychosocial risks are more difficult to manage than other risks in the workplace (*EU-OSHA, 2010*)**



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THANKS !