



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**

**DISSEMINATION  
TOOL**



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# Premise: the general context

The right balance between work and personal/family life is the foundation of a civil society as a whole and not only at the workplace.

Today the work, due to the spread of new technologies and digitalization, has invaded the privacy of people putting into risk family and social stability.

**The challenge** that the **social partners** have to face is to achieve a **quality work environment** and the **growth of workers' well-being**.

On this basis, there are **2 MAJOR ISSUES** related to the balance between family and professional life:

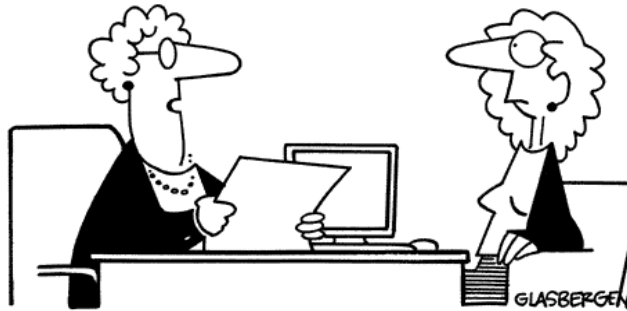
- 1. The promotion of workers' balance b/w work, life and family**
- 2. Workers' safety and health protection against psychosocial risks and stress at work**



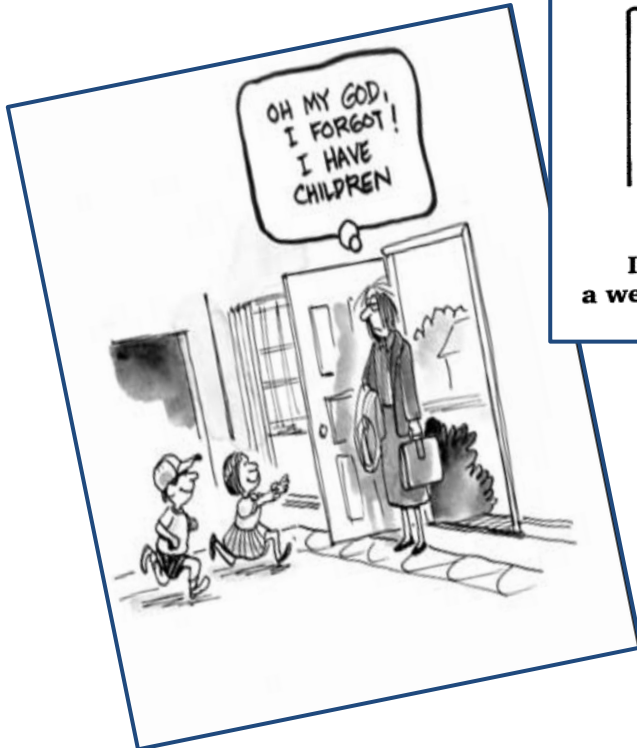
# 1- WORK LIFE MANAGEMENT

The promotion of workers' balance b/w work, life and family

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**"We're a family-friendly company.  
If you're required to work more than 90 hours  
a week, we'll contribute \$1500 toward your divorce."**



**"You've been working awfully hard lately. If you need a little  
fresh air and sunshine, go to [www.fresh-air-and-sunshine.com](http://www.fresh-air-and-sunshine.com)!"**



# 1- WORK LIFE MANAGEMENT

## The promotion of workers' balance b/w work, life and family

The expression "Work-life Management" explains better than Work Life Balance the **active pursuit for reconciliation between paid work and private life**.

It involves men and women, young and old people and concerns more fields: political, social, organizational and business, and also familiar.

- Speaking of WLM means also **balancing family working life through a fairer distribution of parental responsibility** which would enhance gender equality in the labor market.
- **In Europe, women**, despite higher qualifications in terms of levels of education than men (42.3% of women between 30 and 34 years with a bachelor's degree or specialist degree versus 33.6% of men) **continue to be underrepresented in the labor market** (75% the employment rate of men vs. 63.5% of women) and having children play negatively on the female employment rate.





# 1- WORK LIFE MANAGEMENT

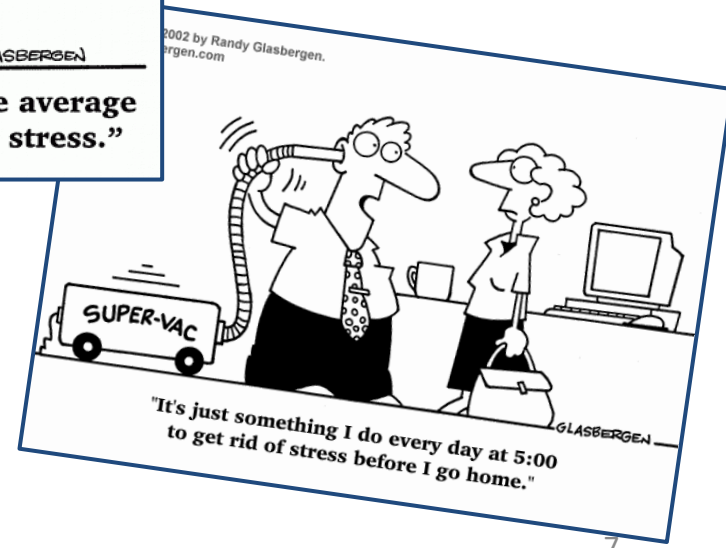
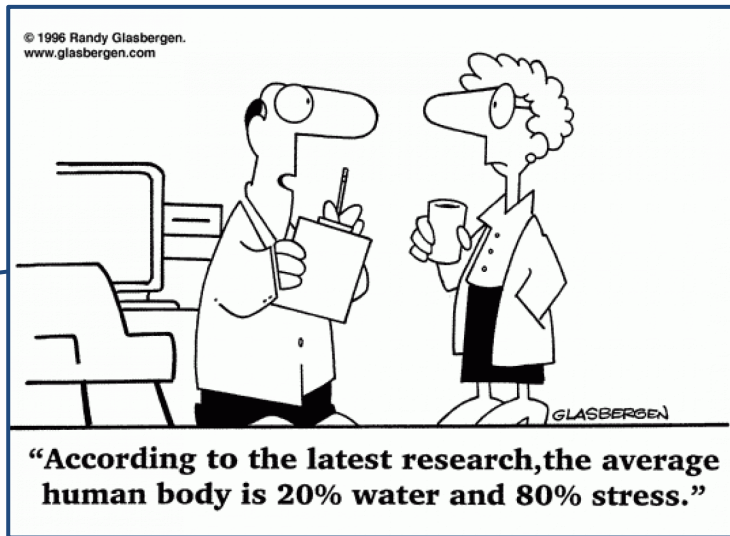
## The promotion of workers' balance b/w work, life and family

- According to the latest estimates by Eurofound (2016), **the employment gender gap costs 370.000.000.000 € a year to the EU (2.8% of EU GDP)**; at an **individual level**, the cost of a woman's exclusion from employment throughout her working life is estimated at between **€1.2 million and €2 million**, depending on her educational level.
- The **gender gap** in employment rates is **highest in Greece, Italy and Malta**, while it remains low in northern countries such as Finland, Latvia, Lithuania and Sweden.
- The **European Commission document of August 2015**, defining a road map for a revision of the Maternity Directive, says : "In most countries, women's participation in the labour market remains below their potential because of **the lack of opportunities to reconcile work and family responsibilities**, including lack of affordable child care, **rigid working arrangements**, or **lack of incentives for men to take more care responsibilities in their families.** "





# 2- Workers' protection against psychosocial risks and stress at work





## 2- Workers' protection against psychosocial risks and stress at work

The health and safety of workers in Europe are today threatened primarily by psychosocial risks and stress at work.

Technological progress, characterized by **increasing digitization**, is fuelling a **'24 hours a day' work culture** and is leading to a blurring of boundaries between work and private life.

Among the psychosocial risks we find **anxiety to achieve the objectives** and exhaustion (**burnout**) caused by **overwork**.

These phenomena are particularly present in the **banking sector** where workers are facing also heavy **financial products' sales pressure**







## 2- Workers' protection against psychosocial risks and stress at work

In the recent EU-funded project made by Matrix for the **European Agency for Safety and Health at Work** EU-OSHA

the **cost to Europe of the work-related depression** was estimated

**€ 617.000.000.000 per year**

This total is made up of costs for employers arising from **absenteeism** and **presentism** (272 billion euro), from **lost productivity** (242 billion euro), the **health care costs** (63 billion euro) and **social care costs** represented from payments for disability benefits (39 billion euro).





# 3- The European legislative framework



<http://apf.fiba.it/2016/home.nsf>

[www.europarl.europa.eu/charter/pdf/text\\_en.pdf](http://www.europarl.europa.eu/charter/pdf/text_en.pdf)

<https://osha.europa.eu/en/legislation/directives/the-osha-framework-directive/1>

<https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX:52002DC0341>

<https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex:12012E/TXT>



## 3- The European legislative framework

Every worker has the **right** to  
**working conditions** which respect  
his or her **health, safety and  
dignity**

(Article 31, the Charter of Fundamental Rights of the European Union)





## 3- The European legislative framework

The employer is responsible for **ensuring the workers' safety and health** in all aspects of their work , **adapting work to man**, as regards the choice of working and production methods, in particular to mitigate monotonous and repetitive work...

[\(Framework Directive 89/391\)](#)





## 3- The European legislative framework

### Social dialogue

is the **key instrument** for promoting **progress**, as it enables existing legislation to be applied effectively and issues of **promoting well-being in the workplace** to be addressed

*(The European social dialogue, a force for innovation and change, EU Commission, 2002)*





## 3- The European legislative framework

**The European Union** has the competence to adopt directives in the field of health and safety at work.

The **EU Directives** set minimum safety and health requirements.

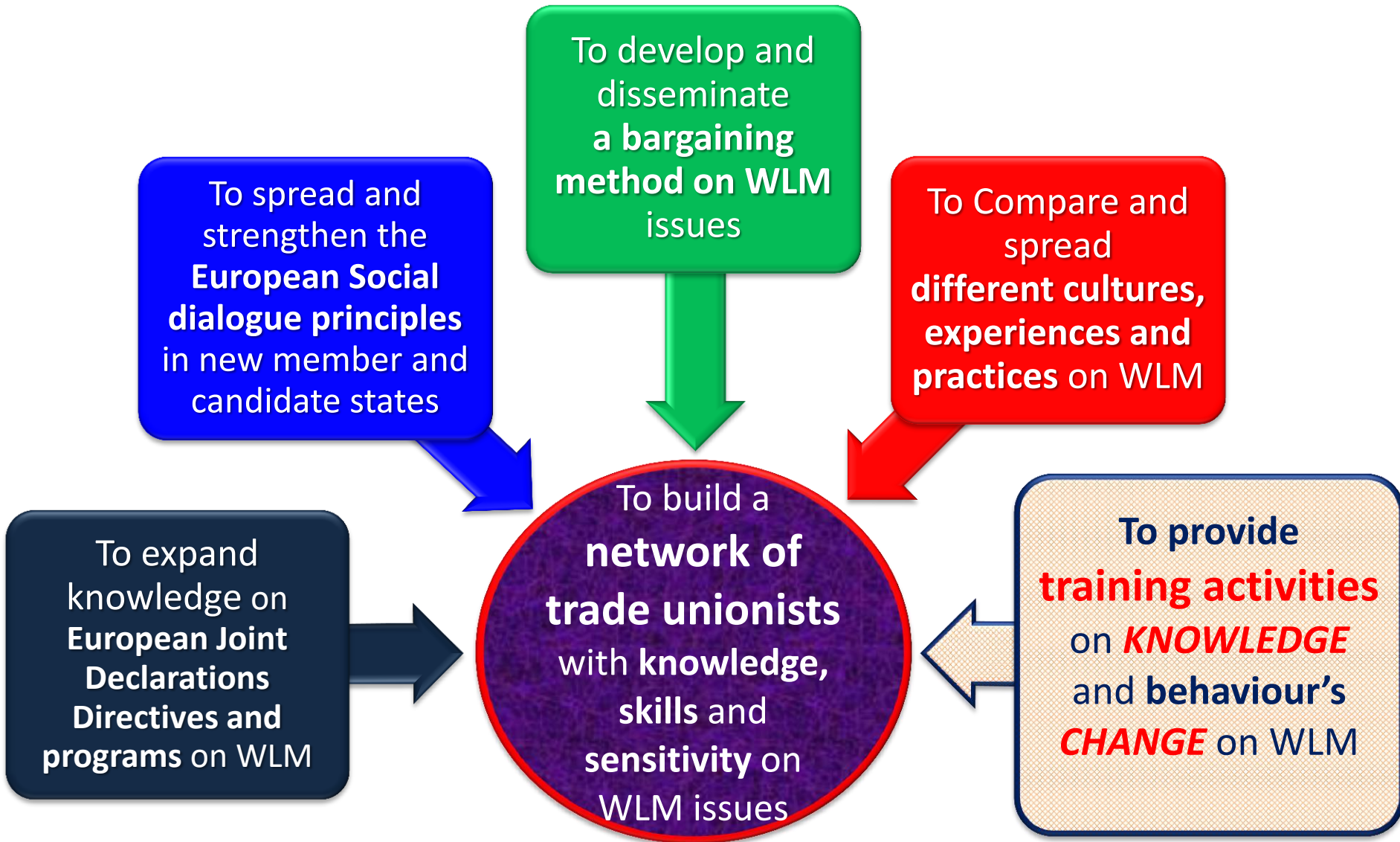
**Member States** are free to adopt stricter rules for the protection of workers when transposing EU directives into national law.

*(Article 153 of the Treaty on the Functioning of the EU)*



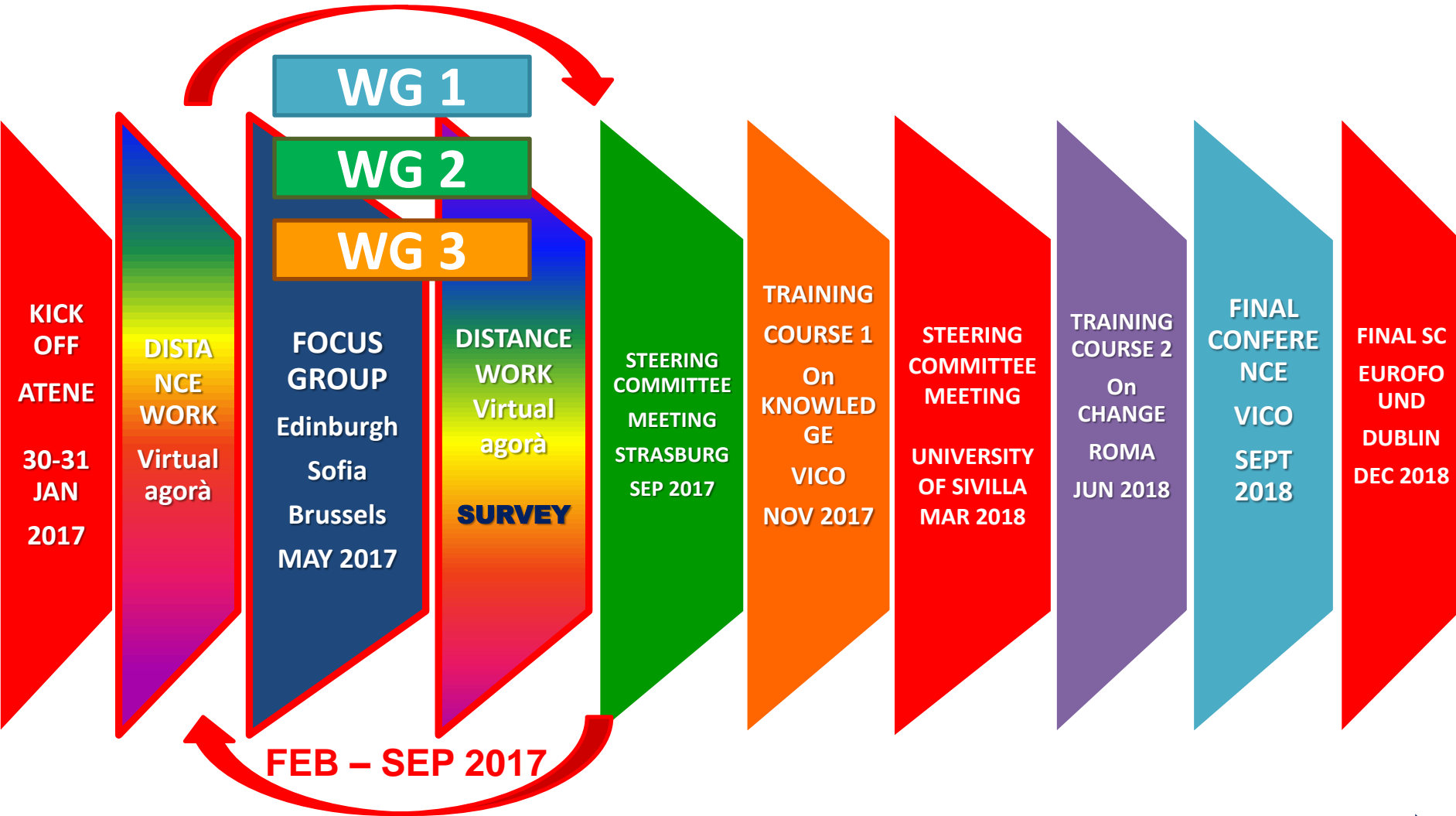


# 4- The project aims





# 5- The project structure







## 6- The selected European good practices on WLM

***Turkey*** - National Law: Part-time for both parents, days off for moving

***UBIS (Romania)*** - Company Collective Agreement: 5 days father leave + 10 if he follows a training on baby caring

***National Bank of Greece*** - T.Y.P.E.T. (Mutual Health Found): free summer camps for children.

***Royal Bank of Scotland*** - Williams & Glyn Maternity Policy: sharing parental leave between mother and father





## 6- The selected European good practices on work-related stress

**Finland** - **National Law**: company obligation to prove no risk for the workers' H&S

**UniCredit** - **Company Collective Agreement**: Bilateral Committee and explicit link between work related stress and selling policies

**Sweden** - **National Law**: active collaboration between workers and management on H&S

**BNPP** - **European Collective Agreement**: right to disconnect, help contact center to support workers





# 6 - THE INNOVATION IN NEGOTIATION

## the **PDCA cycle**



### **Plan.**

Recognize an opportunity and plan a change

### **Do.**

Implement the change

### **Check.**

Launch the change plan

### **Act.**

Monitor the results, plan new improvements, beginning the cycle again.



# 10 STEPS TO AN INNOVATIVE AND EFFECTIVE COLLECTIVE AGREEMENT (PDCA)

**PLAN**

**AGREEMENT**

**IMPLEMENTATION**

**MONITORING**

1. Evaluation of business success factors
2. of organizational problems
3. of employees' needs and expectations (**SURVEY**)
4. Definition of negotiation objectives of strategy, tools, rules, actors involved, timetable

**CONTEXT ANALYSIS**

**ACTION PLAN**

## 5. THE AGREEMENT

6. Consistency checking
7. System Kick-off
8. First results' observing

**ROLL OUT**

9. Information and consultation
10. Constant monitoring and possible readjustments

**MONITORING & MANAGEMENT**

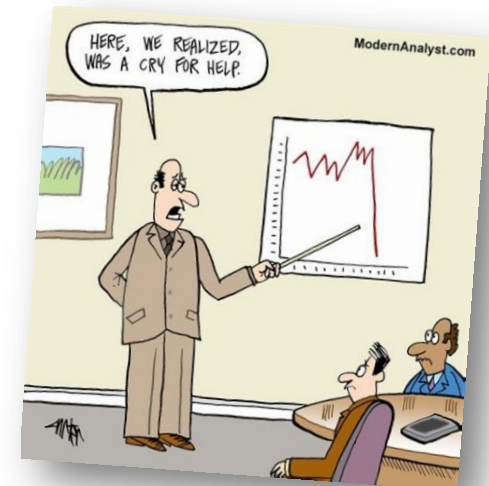




# THE 10 STEPS OF AN INNOVATIVE AND EFFECTIVE COLLECTIVE AGREEMENT (PDCA)

## CONTEXT ANALYSIS

1. Evaluation of **business success factors**
2. evaluation of **organizational problems**
3. evaluation of **employees' needs and expectations (SURVEY)**





# THE 10 STEPS OF AN INNOVATIVE AND EFFECTIVE COLLECTIVE AGREEMENT (PDCA)

## CONTEXT ANALYSIS

### 1. Evaluation of the company **business** success factors





# THE 10 STEPS OF AN INNOVATIVE AND EFFECTIVE COLLECTIVE AGREEMENT (PDCA)

## CONTEXT ANALYSIS

2. Evaluation of the company **organizational problems**





# CONTEXT ANALYSIS



## Evaluation of organizational problems THE CURRENT SITUATION

Loss of a overall strategic vision: each business area is compartmentalized

Centralization of decision-making centres

Loss of basic initiative and know-how

Poor adaptability of services and products

Depersonalization of relationships and loss of trust





# CONTEXT ANALYSIS



## Evaluation of organizational problems THE CURRENT SITUATION

Collapse of the relational system in favor of e-mails, call-conference, FAD, company intranet

Reduction of investments in workers' qualification (training, individual growth)

Gender discrimination in professional development

Staff demotivation, budget stress, disaffection / defection

**DETERIORATION OF THE CORPORATE CLIMATE**



# THE 10 STEPS OF AN INNOVATIVE AND EFFECTIVE COLLECTIVE AGREEMENT (PDCA)

## CONTEXT ANALYSIS

### 3. Evaluation of employees' needs and expectations (**SURVEY**)



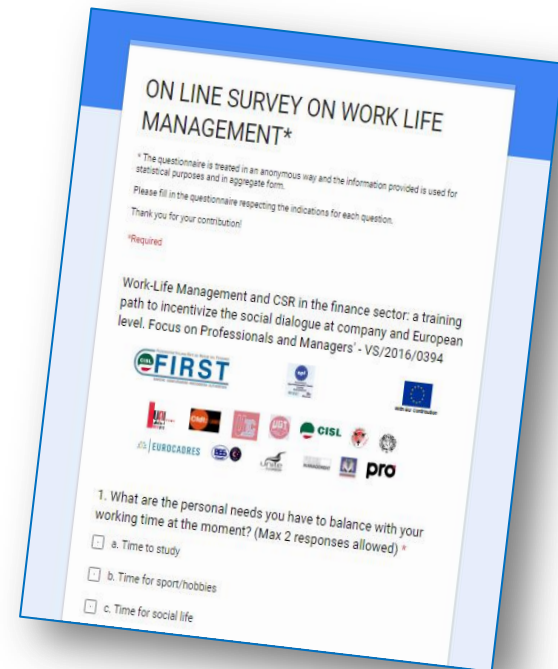


# THE 10 STEPS OF AN INNOVATIVE AND EFFECTIVE COLLECTIVE AGREEMENT (PDCA)

## CONTEXT ANALYSIS

### 3. Evaluation of employees' needs and expectations

THE PROJECT  
ONLINE  
SURVEY



<https://goo.gl/forms/NOhpmVHvDDLif8Fr2>



# CONTEXT ANALYSIS

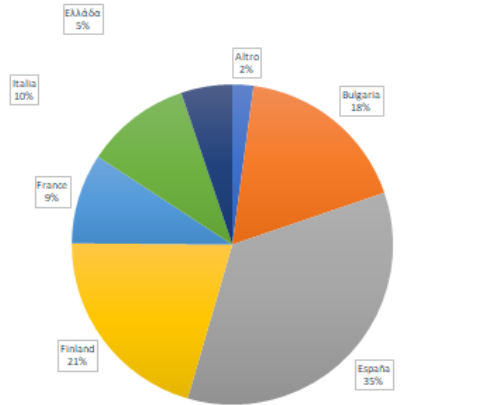


## Evaluation of employees' needs and expectations

# THE PROJECT ONLINE SURVEY THE RESPONDENTS' CHARACTERISTICS (4,619 RESPONSES)

### Paese di provenienza

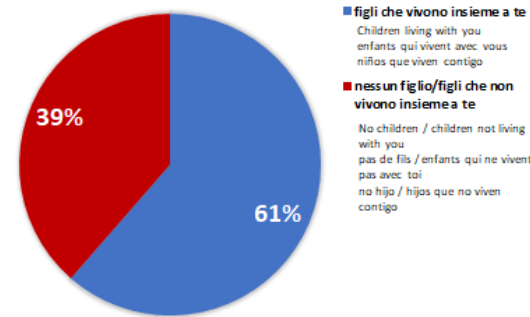
Country of origin  
Pays d'origine  
País de origen



4,619 Responses

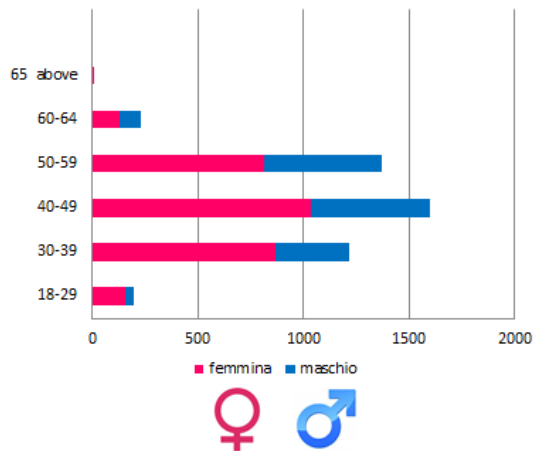
### Situazione familiare

Family situation  
Situation familiale  
Situación familiar



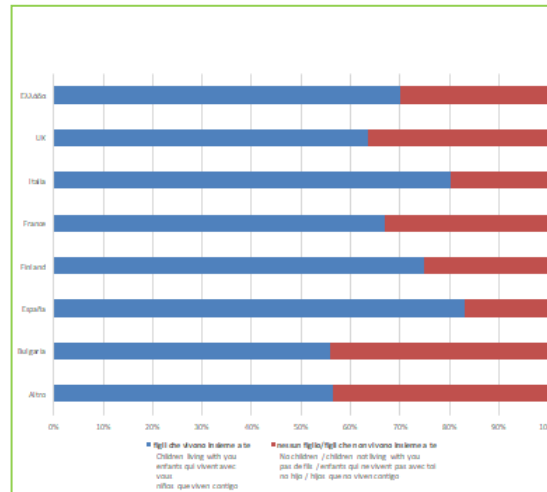
### Età e genere

Age and gender  
Âge et genre  
Edad y sexo



### Situazione familiare

Family situation  
Situation familiale  
Situación familiar





# CONTEXT ANALYSIS

## Evaluation of employees' needs and expectations



# THE PROJECT ONLINE SURVEY THE RESPONDENTS' CHARACTERISTICS (4,619 RESPONSES)

Response	Percentage
No	24%
Si/Yes/Oui	46%
n.d.	30%

### Care taking situation

Se hai figli che vivono con te , Hai qualcuno (partner, genitore/i, ecc.) che ti aiuta a prendersi cura di loro?

If you have children living with you, have you someone (partner, parents, etc.) to help you taking care of them?

Si vous avez des enfants qui vivent avec vous, avez-vous quelqu'un (partenaire, parent /s, etc.) qui vous aide à prendre soin d'eux?

Si tiene hijos que viven con usted, ¿tiene alguien (pareja, padre /s, etc.) que lo ayude a cuidarlos?

Sector	Percentage
Banche e finanziamenti/bank and loans	54%
Altro/Other	37%
Assicazioni/Insurance	9%

### Settore aziendale di lavoro

Company sector

Secteur d'activité du travail

sector empresarial

Country	No (%)	Si (%)
UK	24%	76%
Italia	46%	54%
Francia	84%	16%
Finland	24%	76%
España	24%	76%
Bulgaria	46%	54%
Altri	24%	76%

### Care taking situation

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Role	Percentage
impiegato Clerk Technician Secretary	37%
quadro direttivo/dirigente P&M Cadre P&D	63%

### Ruolo professionale

Professional role

Rôle professionnel

Rol profesional



# CONTEXT ANALYSIS



## Evaluation of employees' needs and expectations

# THE PROJECT ONLINE SURVEY THE SURVEY RESULTS

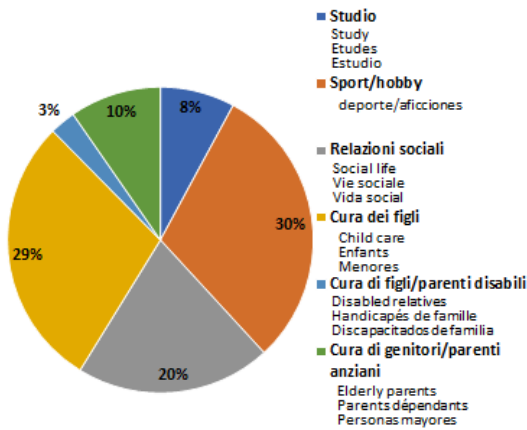
### Question 1.

In questo momento della tua vita quali sono le principali esigenze personali che hai bisogno di conciliare con l'attività lavorativa?

What are the personal needs you have to balance with your working time at the moment?

Quel sont les besoins personnels que vous devez concilier avec votre temps de travail ?

¿Cuáles son tus necesidades personales actuales para conciliar tu vida laboral y familiar?



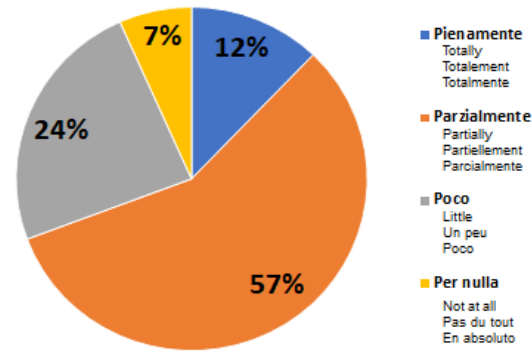
### Question 2.

Riesci a soddisfarle?

Do you manage to fulfill them?

Pouvez-vous les rencontrer?

¿Lo consigues?



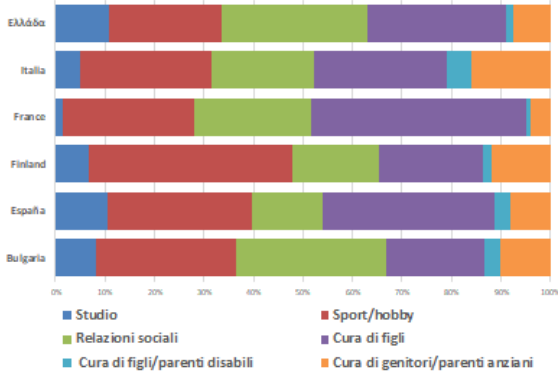
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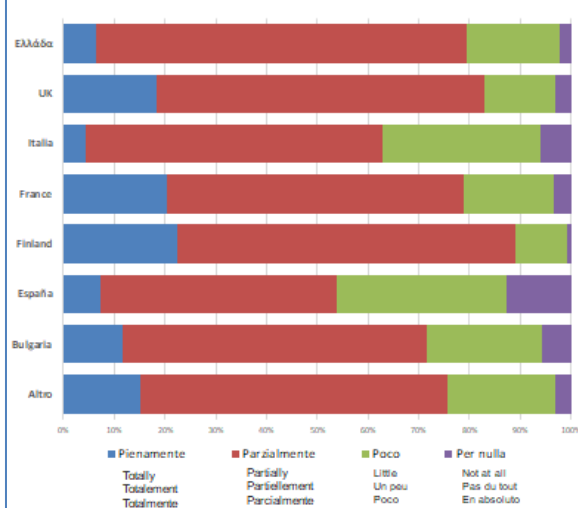
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# CONTEXT ANALYSIS



## Evaluation of employees' needs and expectations

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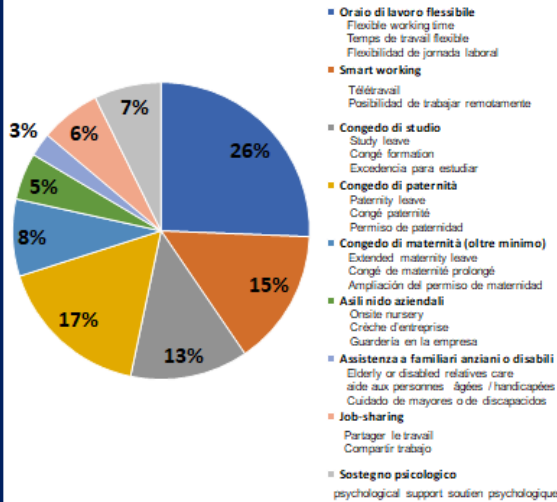
### Question 3.

Quali tipi di iniziative di gestione vita-lavoro mette a disposizione la tua azienda?

What types of work-life initiatives does your company currently provide?

Quelles initiatives de qualité de vie au travail sont proposés par votre employeur

¿Qué tipo de iniciativas de conciliación de la vida laboral y familiar te ofrece actualmente tu empresa?



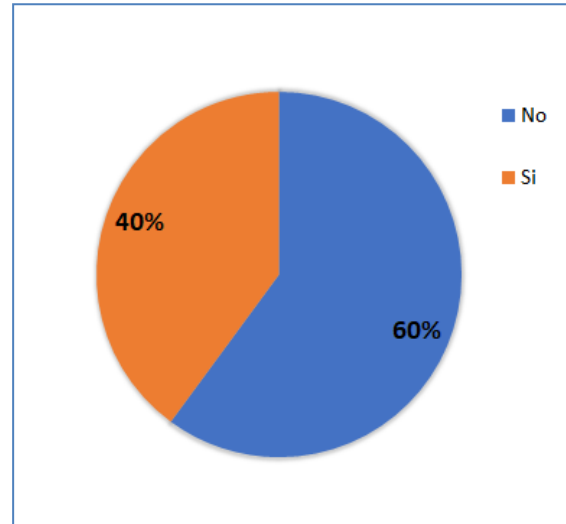
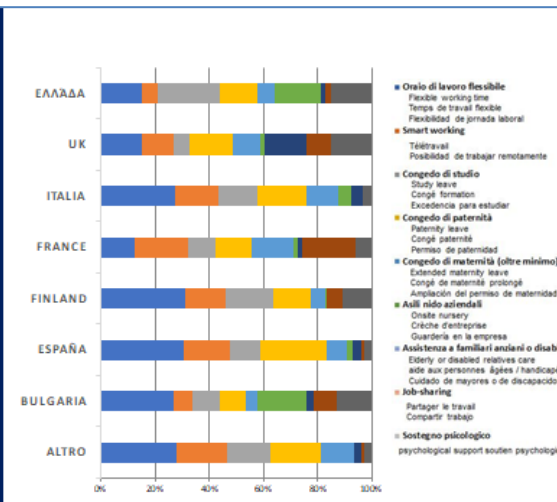
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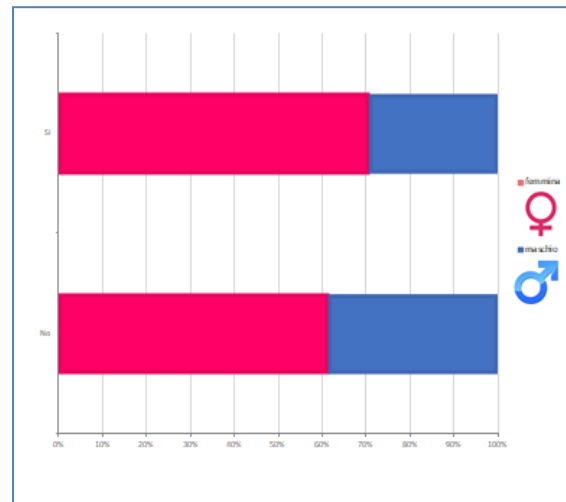
### Question 4.

Stai attualmente utilizzando una delle iniziative di gestione vita-lavoro fornite dalla tua azienda?

Are you currently using or will you use in the near future any of the work-life initiatives provided by your employer?

Utilisez-vous ou comptez-vous utiliser les dispositifs de qualité de vie au travail proposés par votre employeur ?

¿Estás utilizando o utilizarás en un futuro cercano alguna iniciativa de conciliación de la vida laboral y familiar que ofrezca tu empresa?



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# CONTEXT ANALYSIS



## Evaluation of employees' needs and expectations

# THE PROJECT ONLINE SURVEY

## THE SURVEY RESULTS

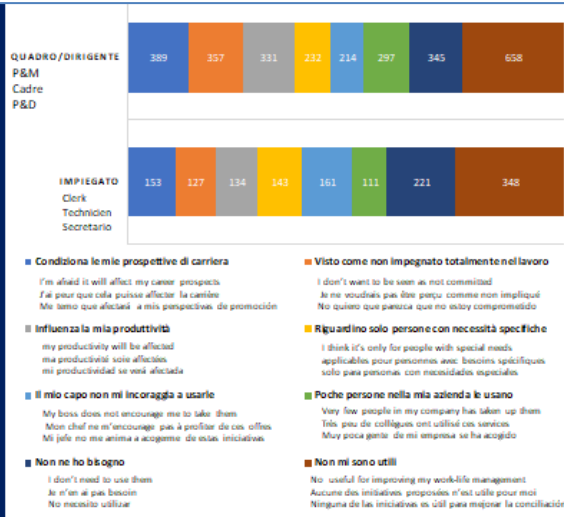
### Question 4.

#### Se no, perché?

If the answer is no, why?

Si votre réponse est non, pourquoi ?

Si la respuesta es no, ¿por qué?



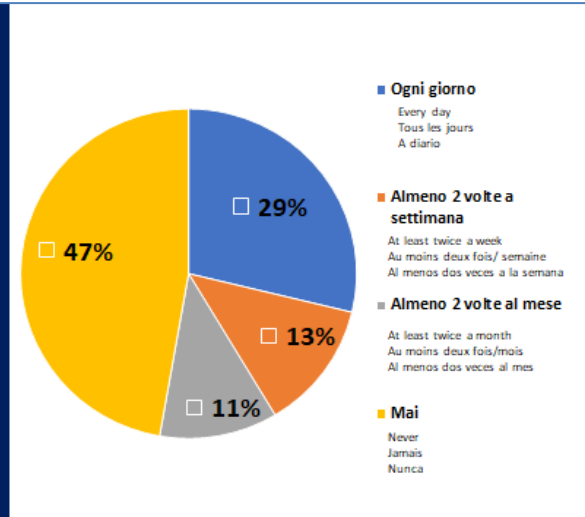
### Question 5.

#### Usi le tecnologie o i dispositivi mobili per lavorare dopo l'orario d'ufficio o all'esterno dell'ufficio?

Do you use technology or mobile devices for work after office hours or outside of the office?

Est-ce que vous utilisez les TIC ou votre téléphone mobile pour travailler après les horaires de bureau ?

¿Utilizas tecnología o aparatos móviles para trabajar después de tu jornada laboral o fuera de la oficina?



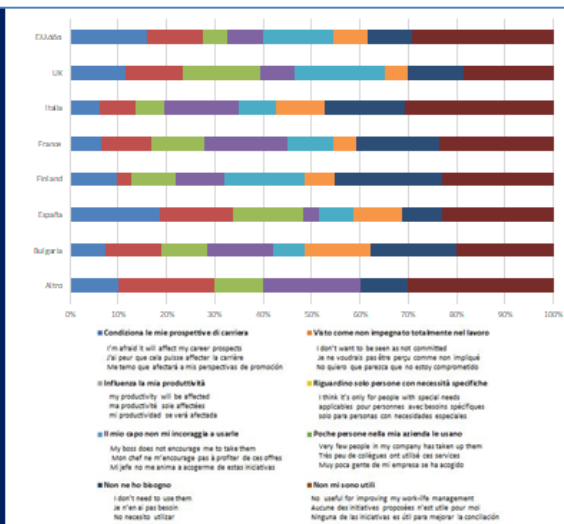
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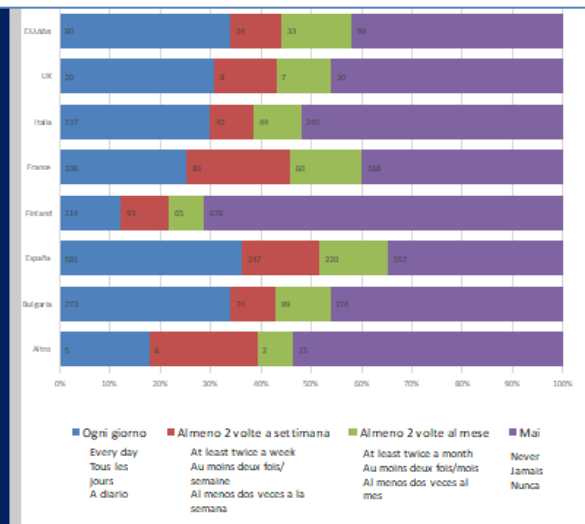
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# CONTEXT ANALYSIS



## Evaluation of employees' needs and expectations

# THE PROJECT ONLINE SURVEY

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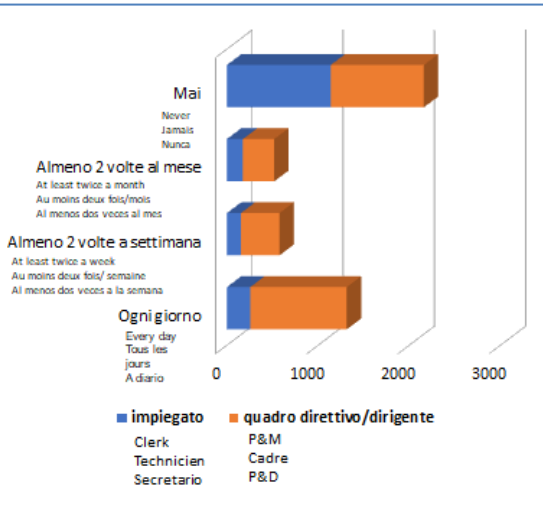
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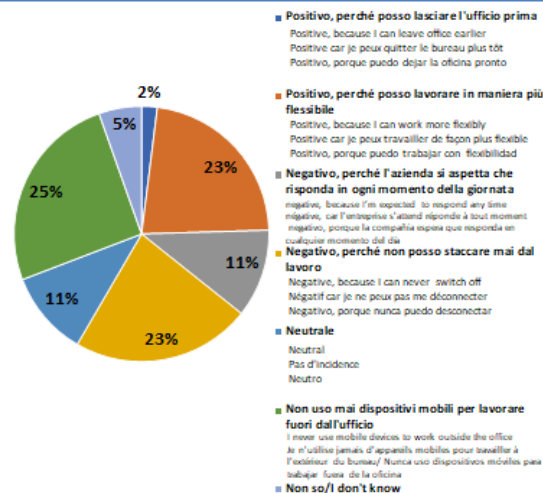
### Question 6.

Pensi che l'utilizzo di dispositivi mobili per il lavoro fuori dall'ufficio abbia un effetto positivo, negativo o neutrale sulla tua gestione vita-lavoro?

Do you think the use of mobile devices for work outside the office has a positive, negative or neutral effect on your work-life management?

Pensez-vous que l'utilisation d'internet/portable/téléphone ont une incidence positive/négative ou neutre sur votre équilibre travail/vie personnelle?

¿Crees que el uso de aparatos móviles para trabajar fuera de la oficina tiene un efecto positivo, negativo o neutro en tu conciliación de la vida laboral y familiar?



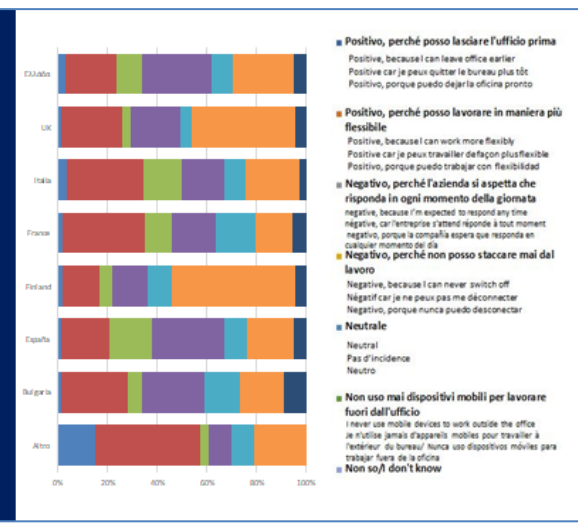
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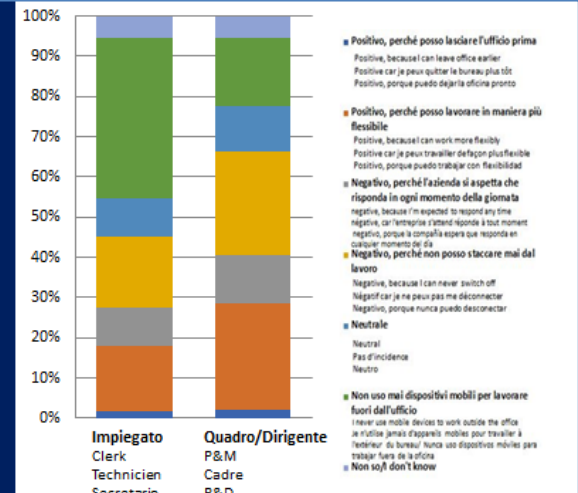
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Evaluation of employees' needs and expectations

# THE PROJECT ONLINE SURVEY

## THE SURVEY RESULTS

### SOME SIGNIFICANT OUTCOMES FROM THE SURVEY RESULTS' ANALYSIS:

- WLM issue is **affecting women more than men**, in all age groups. From 40 to 60 years it gets more important for men too
- **P&Ms** responded to the questionnaire in **greater numbers (63%)**
- Family support is very important (46% has support), and should be considered. **24% have no support from the family**
- **For 50%** of the respondents WLM is felt necessary to devote oneself to **hobbies and social life**
- 31% has significant problems of work-life balance. **Bulgaria, Italy and Spain** are the countries in which **WLM policies take less place**
- **WLM initiatives are not used by 60% of respondents**. Men use them relatively less than women
- The initiatives offered by companies are **mainly smart working (15%)** and flexibility (26%), but they are not useful for everyone
- **P&Ms** show **more worries** in using conciliation and **use more of technology** outside the working hours
- **25%** think that the use of **mobile devices outside work is positive**, while **34%** think it is **negative**. **Finland, the UK and Greece** are the countries in which the devices are **less used outside of work**



# THE 10 STEPS OF AN INNOVATIVE AND EFFECTIVE COLLECTIVE AGREEMENT (PDCA)

## ACTION PLAN

4. Definition of negotiation objectives, strategy, tools, rules, actors involved, timetable

TRADE UNIONS' NEGOTIATION PLATFORM





# THE 10 STEPS OF AN INNOVATIVE AND EFFECTIVE COLLECTIVE AGREEMENT (PDCA)

## 5. THE SOCIAL DIALOGUE AGREEMENT





## THE 10 STEPS OF AN INNOVATIVE AND EFFECTIVE COLLECTIVE AGREEMENT (PDCA)

### 5. THE SOCIAL DIALOGUE AGREEMENT

#### THE ROLE OF TRADE UNIONS

Remember:

“**Social dialogue** is the **key instrument** for promoting progress, as it enables existing legislation to be applied effectively and issues of **promoting well-being in the workplace** to be addressed” (*EU Commission, 2002*)

This means that **trade unions are entitled to negotiate on the organization of work** at all levels:

**EWC** (European Work Council)

**National Collective Bargaining Agreement**

**Groups and Company Collective Agreements**



# THE 10 STEPS OF AN INNOVATIVE AND EFFECTIVE COLLECTIVE AGREEMENT (PDCA)

## THE ROLL OUT

- 6. Consistency checking
- 7. System Kick-off
- 8. First results' observing



### IMPLEMENTATION





# THE 10 STEPS OF AN INNOVATIVE AND EFFECTIVE COLLECTIVE AGREEMENT (PDCA)

## MONITORING & MANAGEMENT

- 9. Information and consultation
- 10. Constant monitoring and possible readjustments

**BILATERAL COMMITTEES**



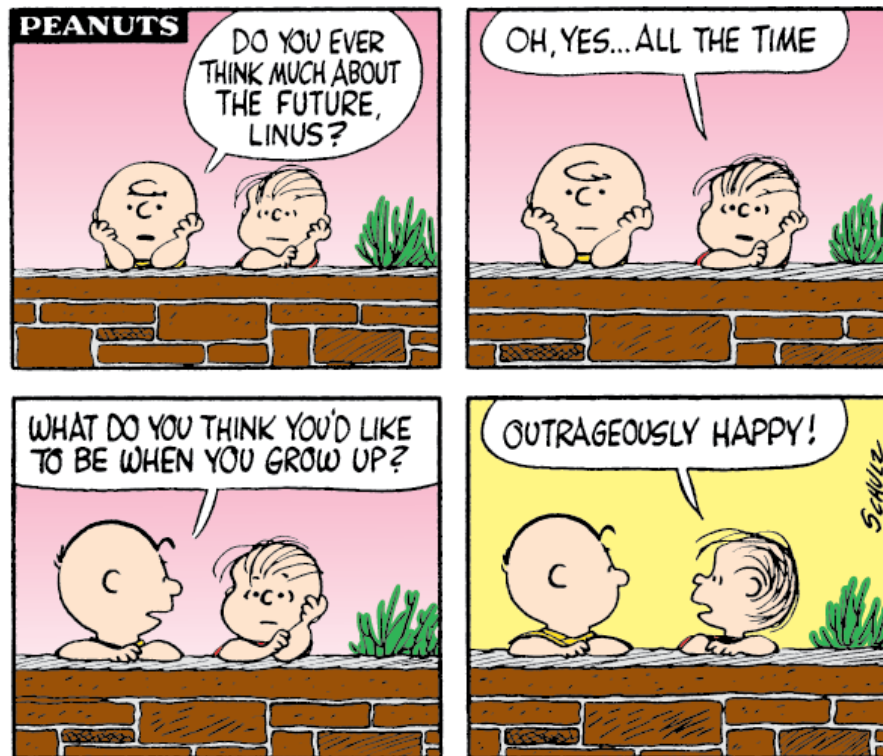
**MONITORING**





# The agreements on WLM & work-related stress

## 7- Guidelines for the future



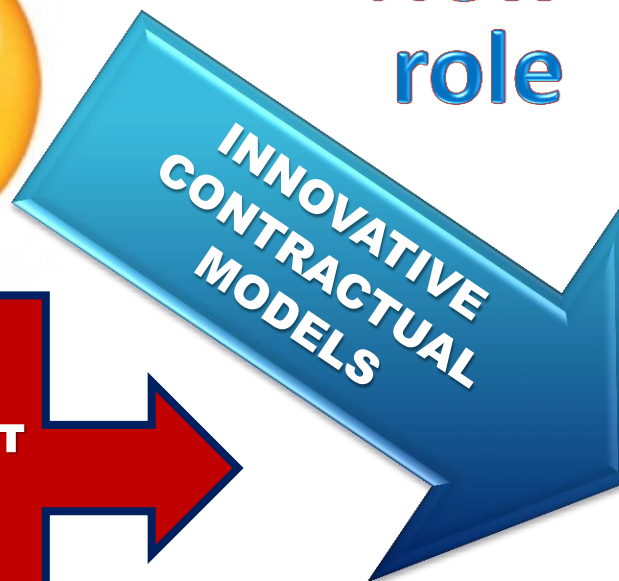


## TRADE UNIONS' DILEMMA

Social  
peace



New  
role



**FROM  
COUNTERPART  
TO  
PARTNER**

- ❖ Management of the impacts on employment
- ❖ Representation of few subordinate jobs
- ❖ Defence of the contractual area
- ❖ **ANTAGONIST/CLAIMING ROLE**

- ❖ Changes' anticipation
- ❖ Flexibility
- ❖ Full representation of all activities
- ❖ Participation
- ❖ Transnational agreements
- ❖ **WIN-WIN ROLE**

# The agreements on WLM & work-related stress

## **Guidelines for the future**

## We need to build a new model of company organization

### **COMPETITIVE, SUSTAINABLE AND ETHICALLY RESPONSIBLE**

### **WORKERS' WELL-BEING CANNOT BE TRADED OFF IN A TRADITIONAL NEGOTIATION**

That's way we need to open new frontiers:

- imagining new forms of **NEGOTIATION PROTOCOLS**
- **defining new concrete objectives**
- **identifying** consistent **negotiation strategies, tools, partners**
- enhancing **BILATERALISM** (which is both an objective and a tool)

It is therefore necessary:

- to reform the enterprise as a "social" one, by means of a **broader negotiation of governance IN A PARTICIPATORY KEY**
- to exercise and disseminate **A NEW TRADE UNION CULTURE** based on **participation**

## **TOWARDS PARTICIPATIVE ORGANIZATIONS**

### **WE NEED TO RE-ESTABLISH CENTRALITY TO THE WORKERS**

who are equipped with **independent cognitive processes**  
not reducible to production systems and organization's know-how

We need to **SHORTEN THE DISTANCES BETWEEN WORKERS AND TRADE UNIONS**

Traditional participation tools, such as assemblies, may not be enough: they are useful to verify and validate consent, less to detect the needs on which to build the claims

**SURVEYS** guarantee anonymity, reduce company self-reference, create spaces of awareness, sharing and co-responsibility in the working community

## **TOWARDS PARTICIPATIVE ORGANIZATIONS**

**The work group** must become central compared to the individual worker

- **the internal self-regulation** of the working group prevails over the external regulation of the hierarchy
- **skill redundancy** is preferable to specializations
- **the individual controls** the process and the technology and **is responsible of the results**
- **freedom of choice** takes over the prescriptiveness
- work **variety** and role **flexibility** win out over monotony

The agreements on WLM & work-related stress  
**Guidelines for the future**

## **TOWARDS PARTICIPATIVE ORGANIZATIONS**

**A new model** of participatory work organization

where 2 parts are always **PRESENT** and **COMPLEMENTARY**



The agreements on WLM & work-related stress  
**Guidelines for the future**

## **TOWARDS PARTICIPATIVE ORGANIZATIONS**



### **CORPORATE CLIMATE AGREEMENT**

To regulate the  
organizational features  
that influence workers'  
performance and well-  
being

**COEXISTENT & COMPLEMENTARY**

### **BILATERAL COMMITTEE**

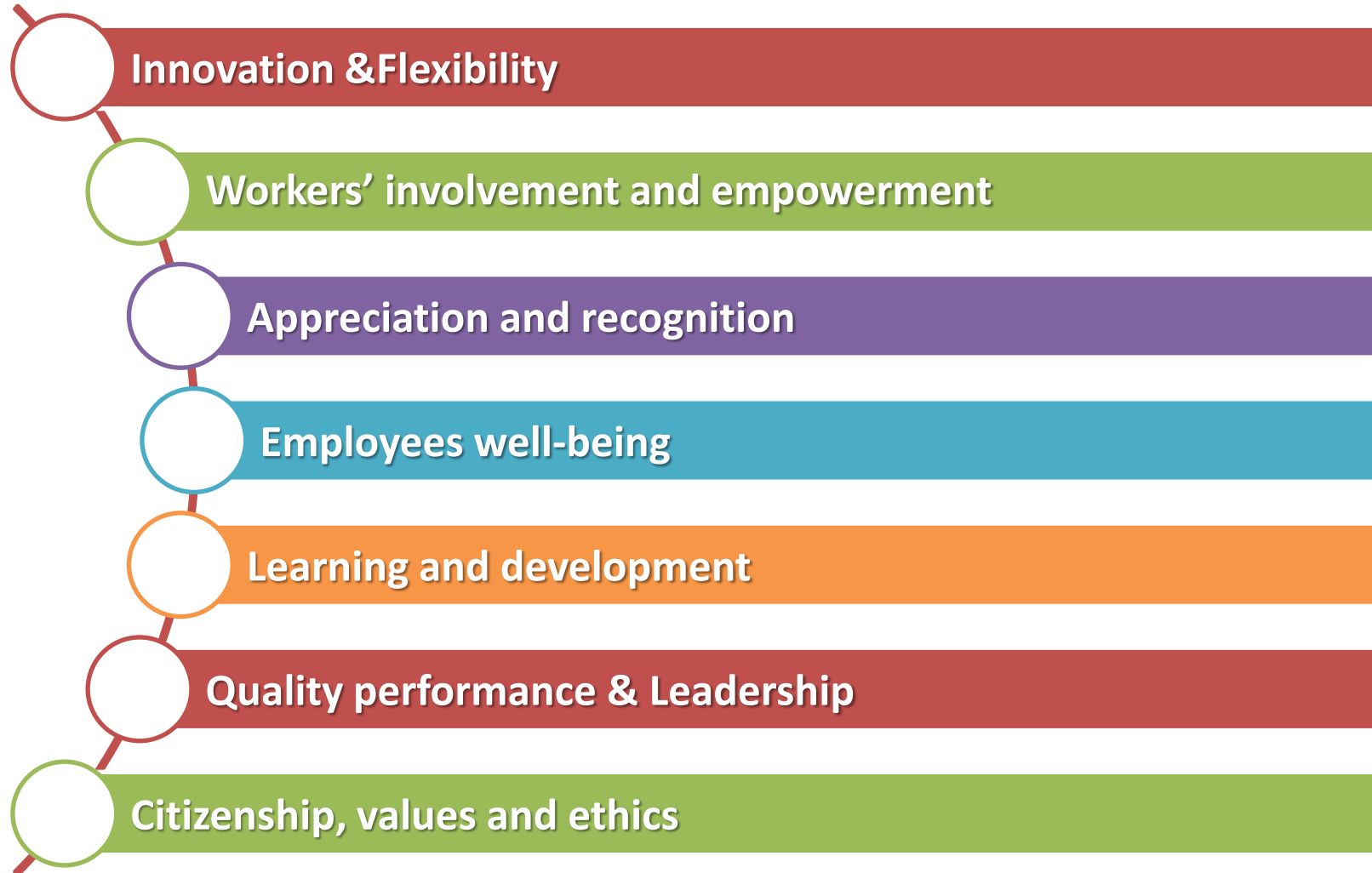
To constantly  
monitor/check  
verify/adjust the  
company application  
of the agreement



# The agreements on WLM & work-related stress

## **Guidelines for the future**

## **CORPORATE CLIMATE ISSUES**



# The agreements on WLM & work-related stress

## **Guidelines for the future**



## **COMPANY AGREEMENTS' THEMATIC AREAS**

**CORPORATE CLIMATE**

**STAFF RIGHTS AND DUTIES**

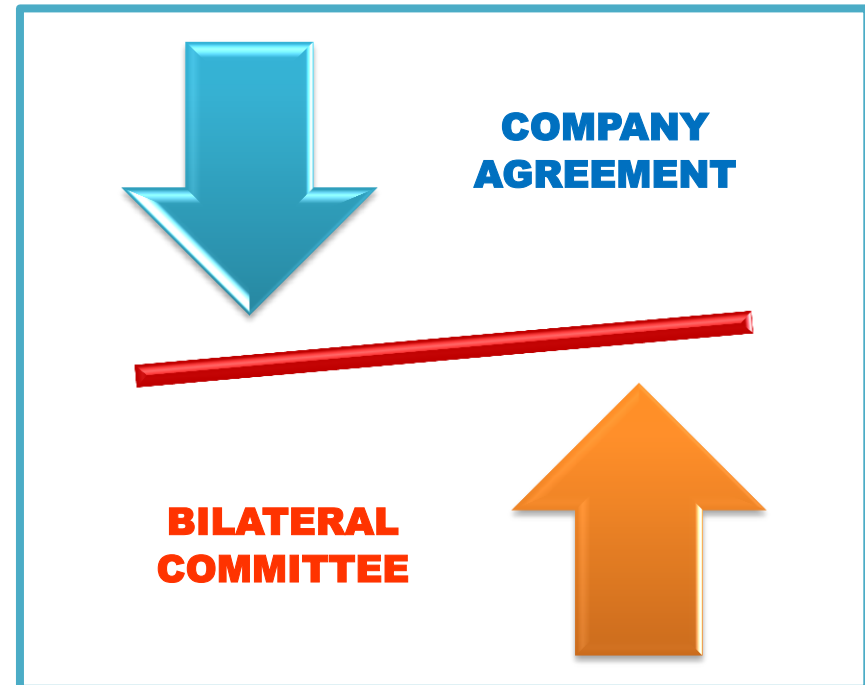
**WORK ORGANIZATION AND IT**

**ORGANIZATION FLEXIBILITY**

**HEALTH & SAFETY AT WORKPLACE**

**LEGAL CO-RESPONSIBILITY (IN A BROAD SENSE)**

**ORGANIZATION OF WORK IN  
MULTINATIONAL COMPANIES**





The agreements on WLM & work-related stress  
**Guidelines for the future**



Towards the future

**Some example of BILATERALISM on WLM  
in the European banking sector**



<http://apf.fiba.it/2016/home.nsf>

# The agreements on WLM & work-related stress

## Guidelines for the future



## Some example of BILATERALISM on WLM in the European banking sector

**TITLE: NATIONAL AGREEMENT ON TRADE POLICIES AND WORK ORGANIZATION**

**TYPE OF DOCUMENT: BANKING SECTOR NATIONAL AGREEMENT**

**COUNTRY: ITALY DATE: 08/02/2017**

### CONTENT (KEY ELEMENTS)

- An important step to foster the development of **responsible and sustainable trade policies**, consistent with professional ethics, human dignity and the customers needs and centrality.
- The agreement provides for an **obligation clause for all ABI-affiliated companies**, to which they will have to comply within 90 days from the date of negotiation, in order to define agreements and adjustments on the issues concerned.
- **A Bilateral National Commission** is set up (October 2017) b/w **ABI** (Italian Banking Association )and **Trade Unions** with the aim of addressing, promoting and monitoring the coherent implementation of the provisions of the Agreement, to acquire information, disseminate good practices and implement initiatives on trade policies, information, training, and incentive systems.

# The agreements on WLM & work-related stress

## Guidelines for the future



## Some example of BILATERALISM on WLM in the European banking sector

**TITLE: JOINT DECLARATION ON “WORK-LIFE BALANCE”**

**TYPE OF DOCUMENT: TRANSNATIONAL AGREEMENT**

**COMPANY: UNICREDIT GROUP EWC COUNTRY: EUROPE DATE: 28/11/2017**

### CONTENT (KEY ELEMENTS)

- to improve the employees' balance b/w professional and private life , to have a **common general approach** and to set **target standards** in all the countries and Legal Entities of the Group, **5 main macro-areas** of interest are identified: **digitalization, space and time flexibility, time management at work, wellbeing, cultural change.**
- the Joint Declaration will be submitted to the attention of the Group's management of all companies and countries where the Group is present, with a view **to informing and raising awareness of its underlying principles, stimulating discussions with social partners at national level**
- it will be **monitored jointly**, at a central level, by the **EWC Select Committee and by the Central Management.**

**LINKED AGREEMENT: UniCredit Bank Protocol on well-being at workplaces and trade policies (22/4/2016 )**

# The agreements on WLM & work-related stress

## Guidelines for the future



## Some example of BILATERALISM on WLM in the European banking sector

**TITLE: "WORK-LIFE BALANCE" AGREEMENT**

**TYPE OF DOCUMENT: NATIONAL COMPANY AGREEMENT**

**COMPANY: BANCA INTESA S. PAOLO COUNTRY: ITALY DATE: 07/10/2015**

### CONTENT (KEY ELEMENTS)

- In 2014, a **Welfare Committee** was set up, a **bilateral body** to introduce new conciliation tools, seeking balance between professional life and the privacy of employees, with the aim of **improving the well-being of families** and **the use of time** at their disposal.
- After various sessions, the bilateral Committee identified initiatives of social utility and reconciliation of working and living time and introduced the "**Bank of Time**", a number of hours of paid absence, in addition to ordinary and individual leave, for employees who, in order to cope with serious and determined personal and / or family situations, need additional permissions.



# On the **Virtual Agora web site**



it is possible to find all the project documents, agreements and expert presentations and elaborations

<http://apf.fiba.it/2016/home.nsf>