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Fondazione ADAPT



Trinity College Dublin
Coláiste na Tríonóide, Baile Átha Cliath
The University of Dublin

**Trinity
Business
School**

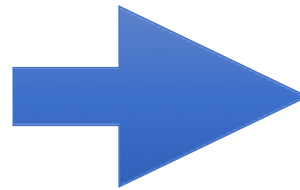
“Corporate Responsibility toward Employee’s Family through Industrial Relations” #101126506

**The role of scientific research in the project:
aims and objectives**

Francesco Discanno, Scientific Partnership Coordinator

Siena, Palazzo Piccolomini, 23-24 Oct 23

Independent categorical (qualitative) variable



Dependent categorical variable



Adapted from: The impact of internal Corporate Social Responsibility on job satisfaction in Jordanian pharmaceutical companies, B. Obeidat, S. Altheeb, R. Masa'deh (2018)

The underlying assumption of the entire project is that there is an association (relationship) between CFR and company performance.

Thus, companies using the CFR strategy get a competitive edge.

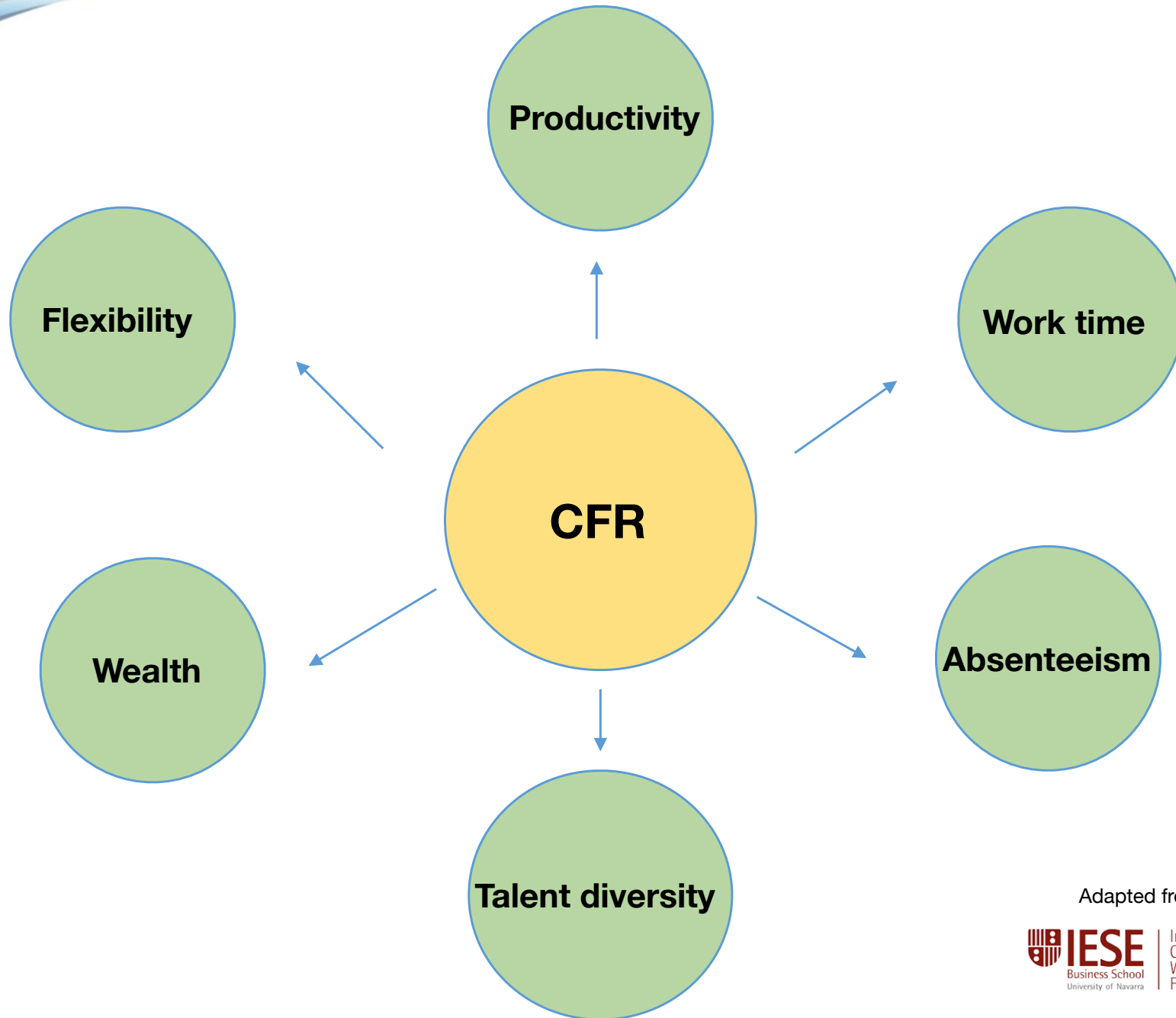
The function of scientific research in examining *corporate responsibility* toward employees' families via Industrial Relations is crucial in:



deepening the understanding - thus helping improve - the well-being of both employees and their families



showing that companies consequently gain a competitive advantage, i.e. a leverage over competitors in the market arena.



Adapted from:

Motivation
+58%

Commitment
+25%



Turn-over
- 48%

Enrichment WF
+18%

Adapted from: The Effects of Work-Life Balance on Companies, Individuals, and Their Families from Around the World, NIFREI, coordinated by Universidad De Navarra (2013)

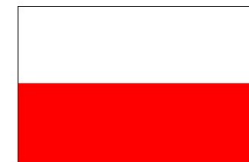


The project involves ***four*** prestigious scientific partners in order to:

provide the study with a **more analytical insight**

enhance knowledge and reinforce awareness concerning **realities and practices** of industrial relations throughout the EU, both within and without the **participating Member States**







To carry out the role of research within the project, the scientific partners will conduct two types of activities:

study of the project topics both on their own and in cooperation with each other;

analysis of the direct experiences of practitioners in their daily work - workers' and employers' representatives - in close interaction with them (joint activities).





AIMS



OBJECTIVES



TASKS



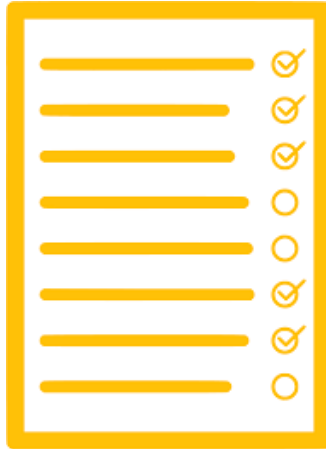
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The aims are the overall goals that the piece of research intends to achieve.

Aims answer the question of why the study on CFR is being conducted.



The research comprehensive aim is to help provide a *tangible reference framework* for Industrial Relations in the banking industry in order to design policies based on Corporate Family Responsibility (CFR).



As mentioned, the research proposal is based on the assumption that implementing CFR strategies can positively impact companies by improving the internal atmosphere of organisation, hence increasing corporate ability to add value.



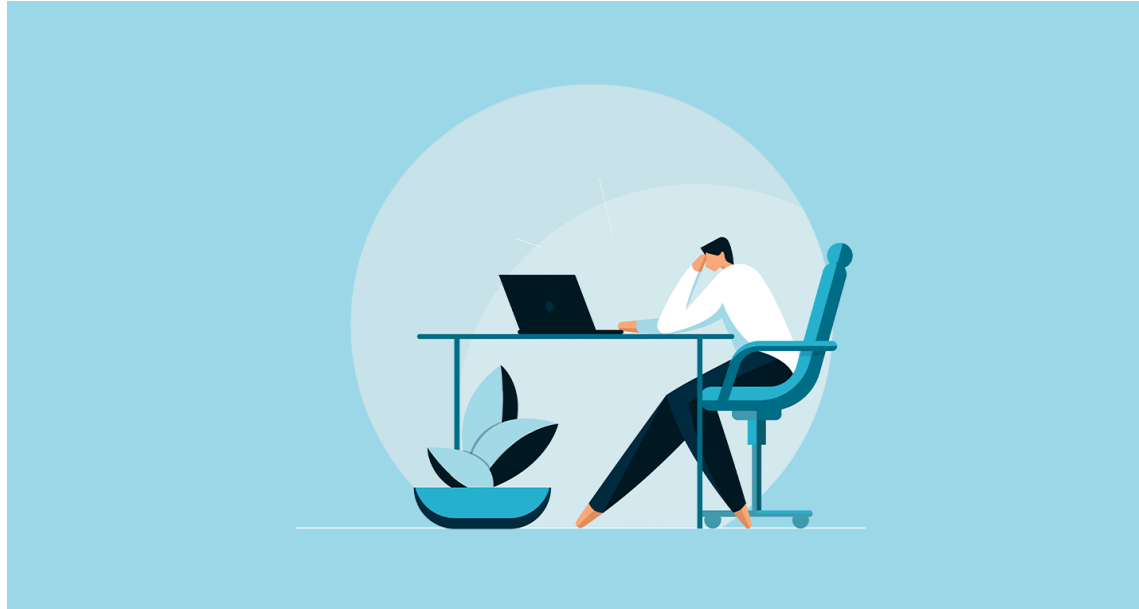
The objectives are the specific statements that describe the steps or single actions needed to achieve the aims of the piece of research.

The objectives provide a roadmap for research on CFR and ensure that researchers stay on track.



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Gathering background information and conducting desk research to create the knowledge base needed to develop field research and verify the starting hypothesis



Acquiring data and knowledge preparatory for the development of the training session both on the new cultural approach and competitive advantage companies gain when adopting CFR-based policies



Collecting and analysing the EU and national laws and regulations on CFR



Gathering and analysing the outcomes of collective bargaining at the European, national and corporate level, specific agreements, as well as unilateral implementations at European company level all concerning CFR



Conducting desk and field research activities aimed at identifying the most appropriate CFR policies in the EU companies



Constructing an index to quantify the degree of corporate sensitivity to CFR policies

TASKS



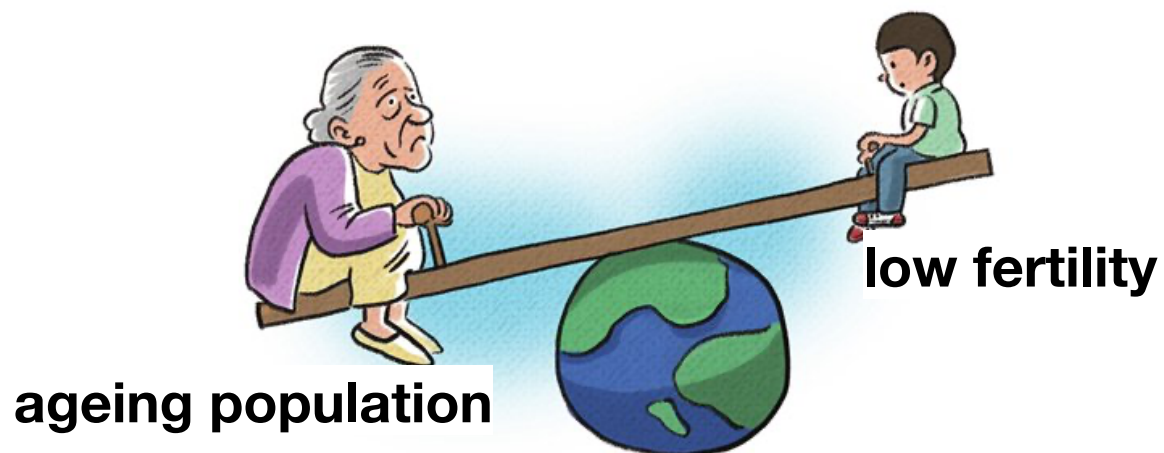


DESK RESEARCH



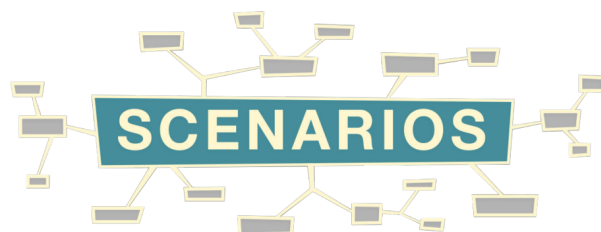


Demographic context:



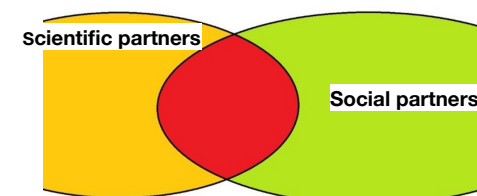


In order to add the information got via DR, qualitative research will be conducted on banks where CFR policies are highly developed:



ULO will prepare scenarios of possible development trajectories concerning the implementation of CFR, in terms of opportunities and threats, both in the SR and LR;

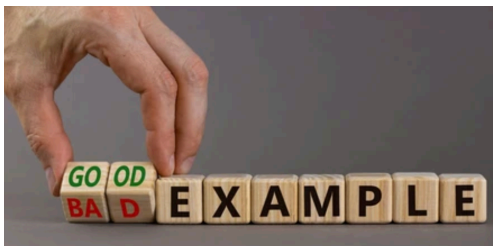
the scenarios will be subjected to evaluation by managers and social partners via qualitative surveys.



(Joint activity)



$a_{1,1}$	$a_{1,2}$	$a_{1,3}$	\dots
$a_{2,1}$	$a_{2,2}$	$a_{2,3}$	\dots
$a_{3,1}$	$a_{3,2}$	$a_{3,3}$	\dots
\vdots	\vdots	\vdots	\ddots

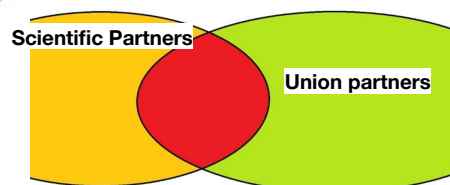


Besides, ULO will analyse good practices concerning CFR policies and their impact on the banking industry. Good practices will be collected in two ways:

i) a specific matrix will be used during desk research/web queries/thematic analysis applied to a set of sector-specific documents regarding good practices;

ii) examples of firms reaching the highest level of the CFR indexes will be adapted for standardized descriptions of good practices.

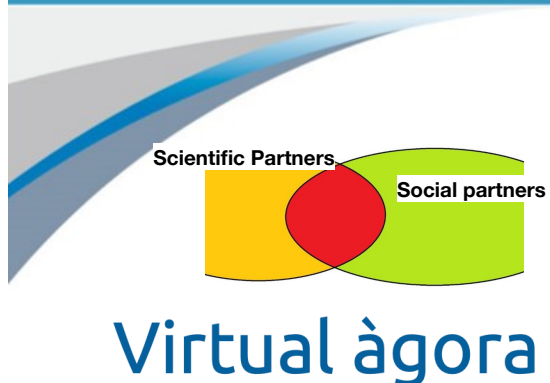
All records collected will be modelled on the basis of barriers and incentives to their implementation as well as benefits in order to develop recommendations for social partners.



The union partners (trade unions and European Federation) with Crédit Agricole will be responsible for collecting, analysing and presenting good practices on CFR policies.

Also, an important area of research will cover the investigation of the effects of CFR implementation by companies communicating specific actions according to Directive 2014/95/EU (disclosure of non-financial information).

In addition, a crucial field of research concerns the initiatives accordant with the EU REC Programme: Restricted call for proposals to national authorities focusing on closing gender gaps over the life cycle - looking at work-life balance for women and men - including a better sharing of care. The program had objectives consistent with CFR policies i.e. balanced participation in family care commitments and more effective support for parenting.



All participants will have the opportunity to work together - exchange documents, information, ideas and opinions - through remote work coordinated by First Cisl researchers and thanks to the "Virtual Agora" web application.

The main topics of these JA are:

collection of national regulations on all issues relating CFR implementation;

the adoption of the NFRD by the banking system and the resulting impact on specific reporting about CFR;

the identification and selection of good practices - both negotiated and non-negotiated CFR policies - in different partner countries;

the gathering of good collective bargaining practices concerning CFR in the banking sector, at the European, national and company level.



The objective of the piece of research entrusted to the Spanish scientific partner and related task are twofold:

the analysis of the regulatory framework of the EU and several Member States, in order to measure the degree of imperativeness of their legislation on WLB and also co-responsibility, in order to identify the margin of action of companies in the field of their CSR;

the examination of the incentives offered by each national regulation to companies in order to improve the reconciliation of work and family of the employee.



INCENTIVES





Fondazione Adapt and ADAPT contribution will be to carry out the measurement of CFR policies implemented by a group of multinational companies in the financial sector, by listening to workers on their:

welfare needs and desires concerning worker's family and person

behavioural intentions with respect to *areas of need not covered* by current company CFR policies.

The expected trajectory of research by ADAPT is the detection of the effects of CFR policies implemented by a set of multinational companies in the banking sector.



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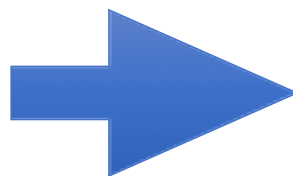
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Priority will be given to listening to workers through appropriate investigation techniques allowing the simultaneous collection of qualitative and quantitative information highlighting two aspects:

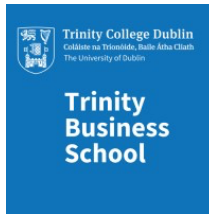
Welfare issues and expectations emerging from the analysis of personal and family needs and desires;

perceived benefits and the change generated by a corporate welfare initiative, useful for measuring social impact.

Additional quantitative information on CFR in the general framework of WLB at the European and sectoral levels will be taken from major open-access institutional repositories, e.g. Eurostat, OECD, Social Scoreboard, DESI Index.



Trinity College Business School will focus on the theoretical analysis of the foundations of the current CFR indicators in use, in order to arrive at the construction of a more effective index, specifically suitable for the financial sector by considering additional variables.



The ***premise*** is that the best-known CFR indicators to date are used primarily to explain the ***degree of commitment and investment*** that companies and organizations devote to promoting a WLB culture within their boundaries.

The CFR indicator is generally considered an ***evolution*** of the widely known CSR index and is gaining momentum in recent times since companies struggle to attract and retain talented professionals.

TBS's role will be to assess the basics of the CFR and to understand ***if and how the current indices can be improved*** by considering ***additional variables***.

To accomplish this task, TBS will focus on several strands of literature, including but not limited to HRM, OB, and entrepreneurship.



TBS will implement a **multidisciplinary analysis** to frame CFR. The choice stems from the recognition of the **interdisciplinary nature of CFR**.

The **areas of detection** entrusted to TBS are:

the impact the **concept of CFR** on different levels of any organization;

the **holistic understanding** of the meaning of CFR;

the role of CFR for **business competitiveness in the current economic landscape**.

Specific attention will be devoted to analysing how the **existing literature** has studied **time issues** in WLB and WFB inside the banking industry. Indeed, the financial sector is an industry in which employees have long been exposed to above-average **working hours** hence stress levels.



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ADAPT and its Foundation - in collaboration with the other beneficiaries and with UniEuropa, the European Federation and Crédit Agricole - will draft an online questionnaire that will be submitted to all Associate Partners and then to trade unionists and employee representatives in the countries identified as sampling units.

This field survey will tend to shed light on aspects with which banks are called upon to engage in order to promote FWB for their employees.

The contents of survey will be:

work organisation;

communication of corporate culture;

corporate and territorial welfare;

the impact of new technologies.





The survey will use only questions with closed answers and/or multiple choice/binary answers.

The survey will be conducted in English and translated into various national languages through associated partners.

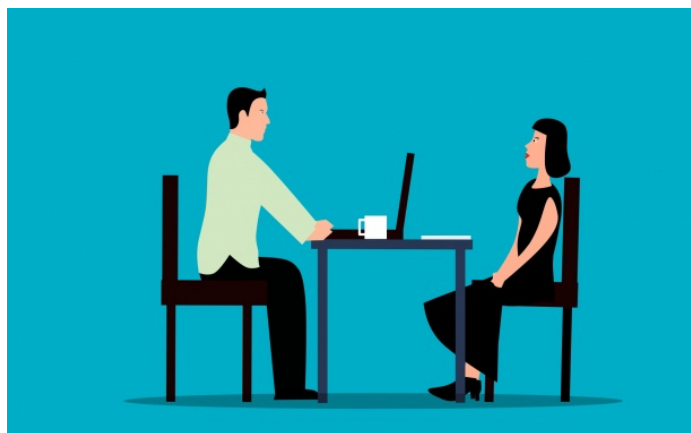
Questionnaires will be submitted by the research partners to trade unionists and workers representatives in the selected countries.

There will be a quality check of the process regarding the sampling methodologies and objectives in terms of output: receiving at least 10 feedbacks per each country selected



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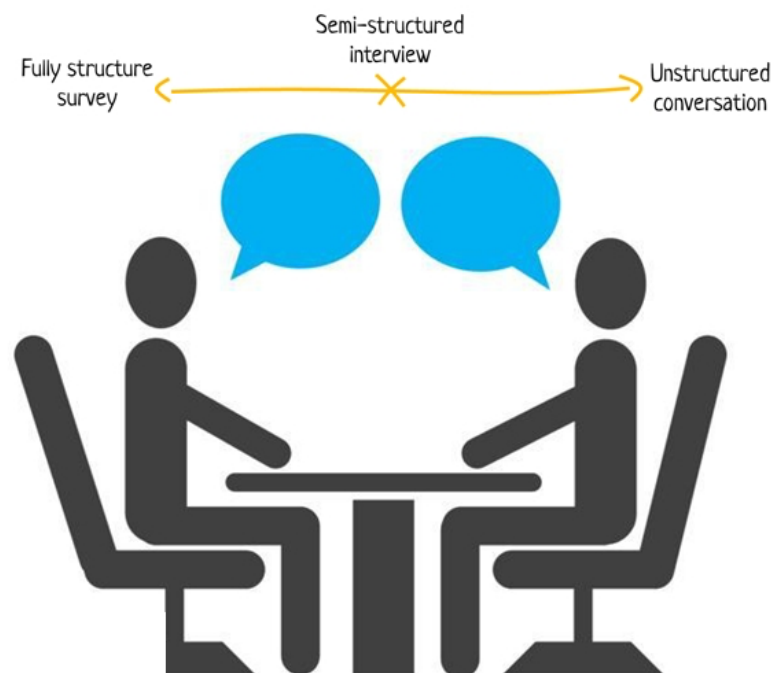


Through collaboration with all project partners, ADAPT will also conduct semi-structured interviews on topics regarding CFR that will be approved by all partners and then conducted by experts.

Interview guidelines will be delivered and interviews will be conducted with the selected interviewees.

Unlike a structured interview, a semi-structured interview is open and allows *new ideas on CFR to be brought up* during the interview as a result of what the interviewee says.

The interviewer running a semi-structured interview on CFR sticks to a *framework of themes* to be explored.





CATI or Computer Assisted Telephone Interviewing



CAWI or Computer Assisted Web Interviewing

Interviews will be conducted by telephone or online platforms (CATI and CAWI methodologies) by the research partners with national-level trade unionists in the selected countries.

First Cisl, the Fondazione Fiba, UNI Europa, and Crédit Agricole will support the scientific institutes in identifying interviewees.

There will be a quality check of the process regarding the sampling methodologies and objectives in terms of output:

conducting the interview with national trade union experts for each selected country;

conducting the interview with professionals, UNI Europa, and Crédit Agricole.

All questions will be produced in English, then translated into national languages by the partners.



Interview guidelines will be delivered in English.



Interviews will be run in English with selected respondents.





The results of the surveys will be ***processed, analysed and presented*** by the scientific beneficiaries who will produce a ***shared report*** summarizing individual relevant activities.

The coordinator First CISL will have the task of ***pooling research results*** so as to achieve a harmonious and coherent output.

A decorative graphic consisting of a curved, overlapping shape in shades of blue and grey, located in the top left corner of the slide.

Thank You
For Your Attention