

Presentation prepared for the  
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# Industrial Relations in Italy

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# PART 1

## **BASIC FEATURES OF THE IRs SYSTEM**

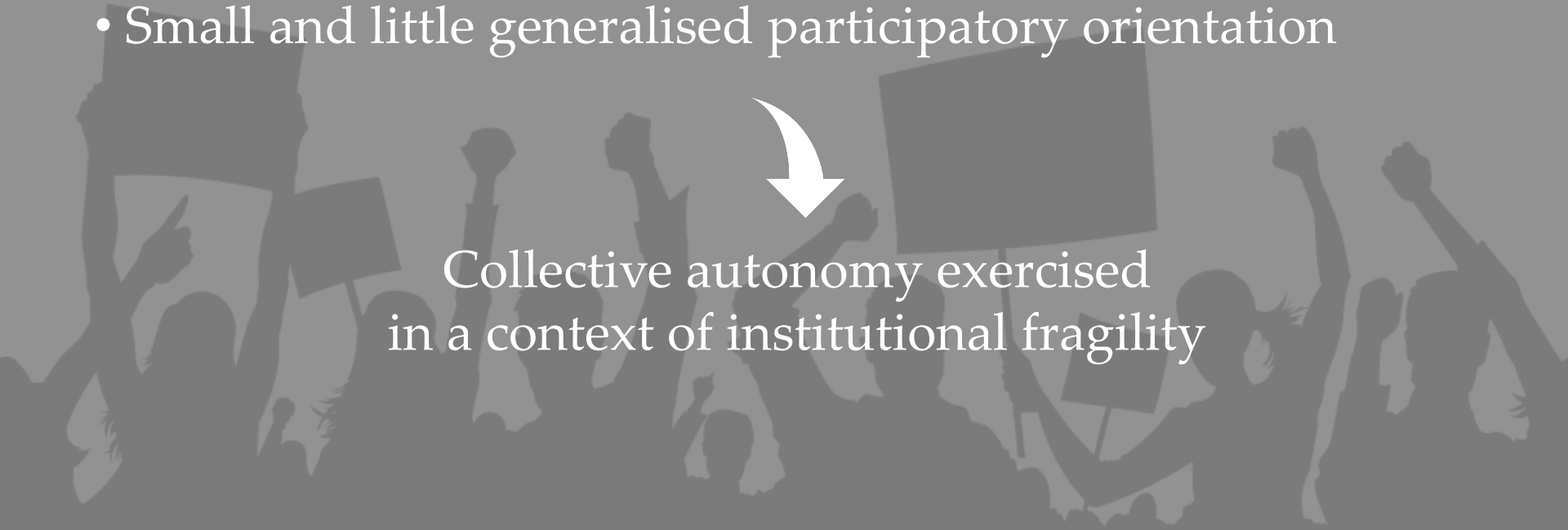


# “Ambivalent” features

- **Collective autonomy** as a source of strength for the SPs
- **Competitive pluralism** (a contractual/conflictual nature)
- Low legislative regulation and weak institutionalisation  
(*e.g. representativeness, CB extension, workplace representation*)
- Small and little generalised participatory orientation



Collective autonomy exercised  
in a context of institutional fragility



# A changed scenario: no more concertation

- End of the “neocorporative” season (*and of political exchange*)
  - From 1992 to 1998, four tripartite agreements were signed
  - Two further episodes in 2002 and 2007
  - Since 2007, social concertation was abandoned



# A changed scenario: decentralisation

- 2010, amendment to the 2009 agreement on the CB structure
  - Introduction of an explicit “opt-out” clause allowing “derogatory” company agreements in case of company crisis
- The FIAT-Pomigliano case (2010) as a turning point
  - FIAT’s withdrawal from the Metalworking industry-wide agreement and exit from Confindustria
  - Set up of “new companies” at the workplace level
  - Signature of new company agreements (*not including FIOM-CGIL, which was also impeded to have workplace representatives, then restored by the Constitutional Court*)
- Increased State intervention
  - Article 8 of Law 148/2011 on “proximity agreements”

# A changed scenario: social dialogue

- The season of bilateral agreements on “the rules of the game”
  - 2009, reform of the structure of CB (not signed by CGIL)
  - 2011, representativeness and effectiveness of company agreements
  - 2012, productivity and competitiveness
  - 2014, framework agreement on union representation
  - (2016, *inter-confederation agreement on “modern IRs”*)
  - 2018, programmatic agreement on IRs and CB



## **PART 2**

# **THE PROBLEM OF REPRESENTATION (AND REPRESENTATIVENESS)**





# The 2009 agreements on CB

- Two “separate” agreements (not signed by CGIL)
- Main contents
  - Confirmation of a **two-tier structure of CB** (industry, company)
  - Three-years duration of industry-wide agreements
  - New forecast inflation index
  - Incentives to CB



# The 2011 agreement on representativeness

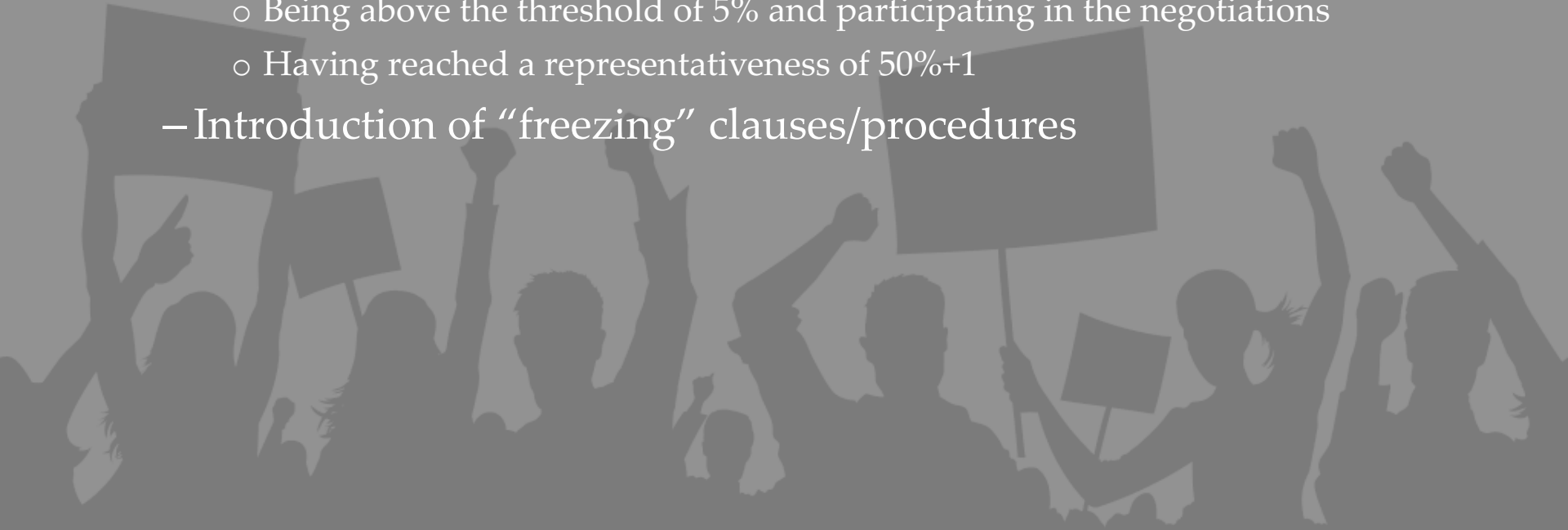
- Country-level industry-wide bargaining
  - Associative data *plus* votes obtained at the elections for the RSU (to be held every three years)
  - **Threshold of 5%** of total workers in the sector



# The 2014 framework agreement

- Main contents

- Definition of the procedures for the collection (INPS) and weighting (CNEL) of representativeness data
- Regulation of company-level representation
- Effectiveness of CB (at both the national and company levels)
  - Being above the threshold of 5% and participating in the negotiations
  - Having reached a representativeness of 50%+1
- Introduction of “freezing” clauses/procedures



# The 2018 programmatic agreement

- Main contents
  - Distinct competencies for industry-wide and company agreements
  - Measurement of representativeness
  - **Union unity** (*of action*), through dialogue on a series of key issues



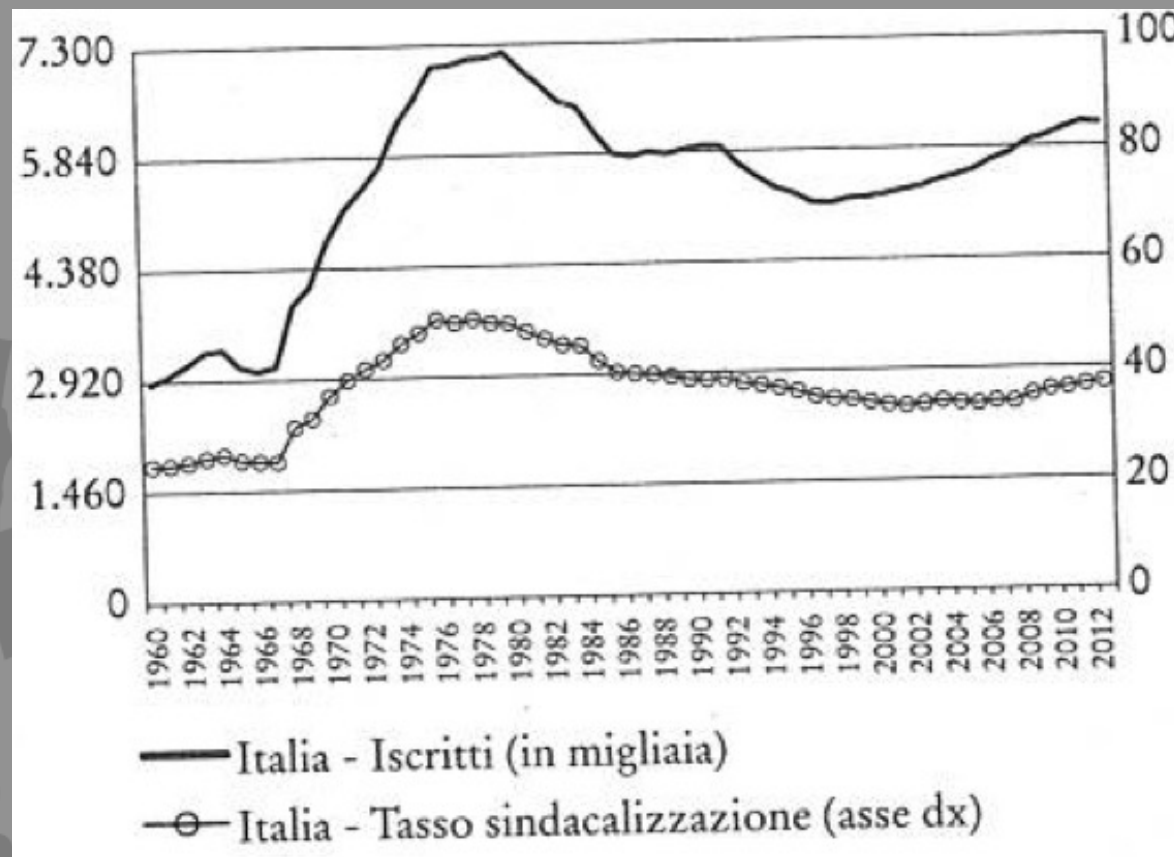
## PART 2

# TRENDS IN UNION MEMBERSHIP



# General trends

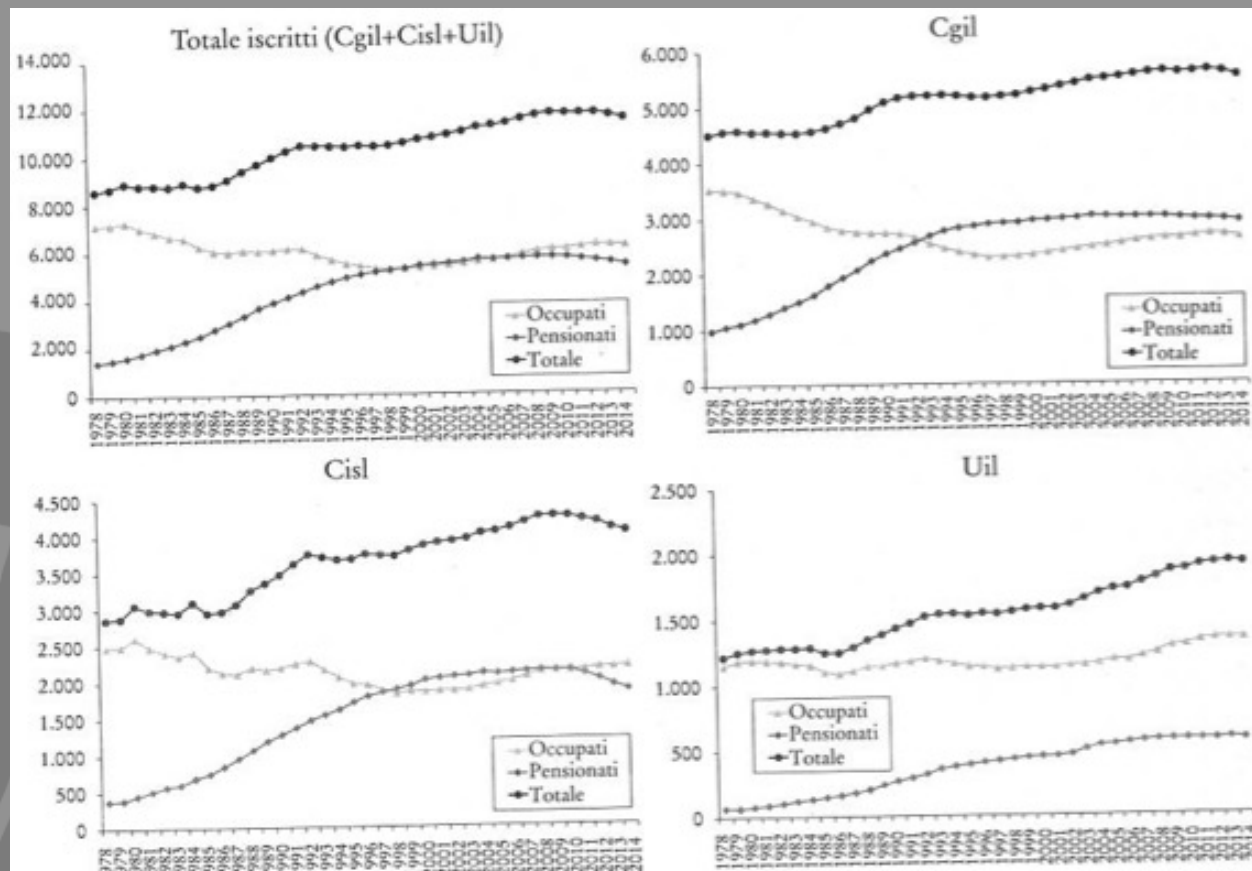
## Number of active union members and union density



Source: Carrieri & Feltrin (2016), *Al bivio*, Roma: Donzelli

# Patterns of the main TUs

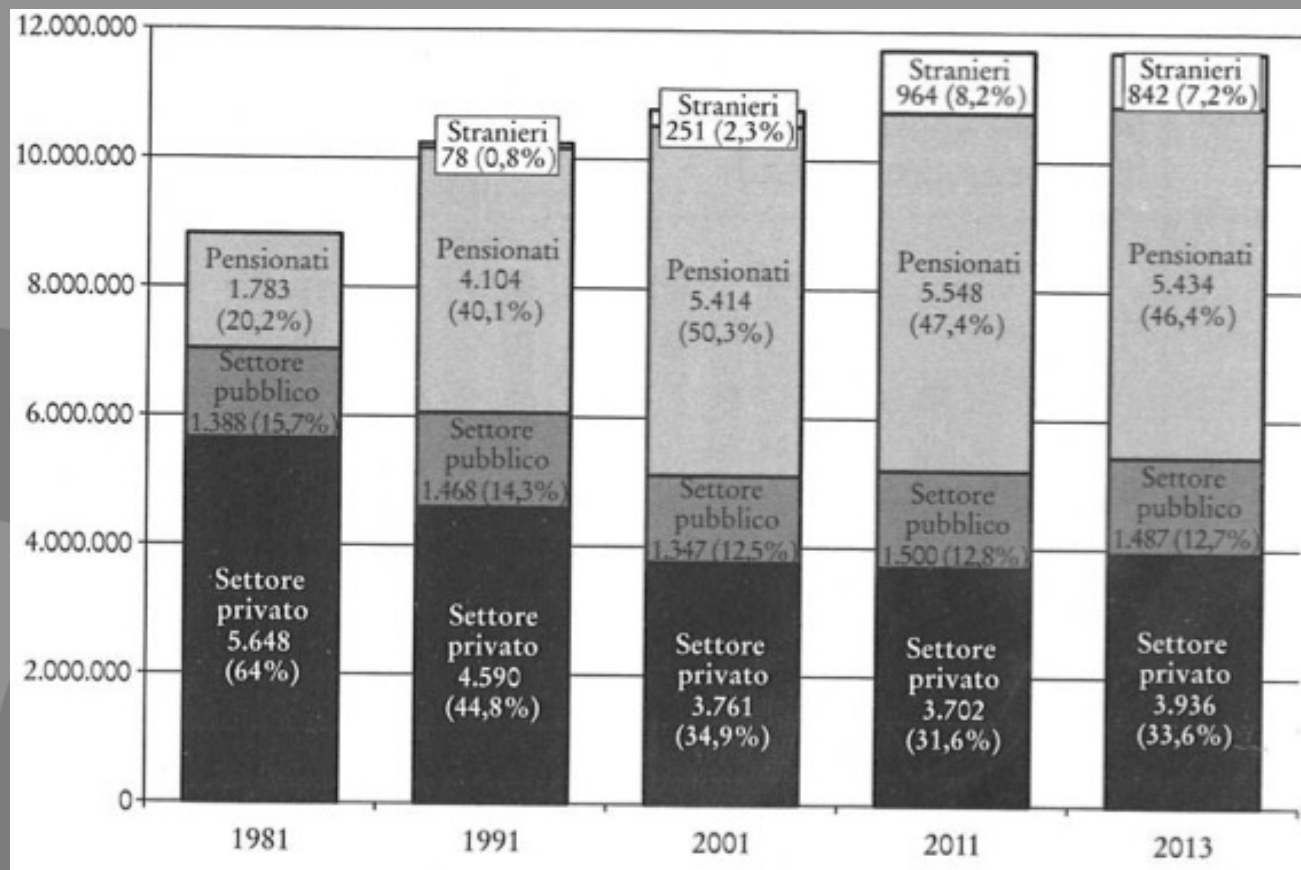
Number of union members: CGIL, CISL, UIL



Source: Carrieri & Feltrin (2016), *Al bivio*, Roma: Donzelli

# Social structure

## Number of union members by socio-occupational profile

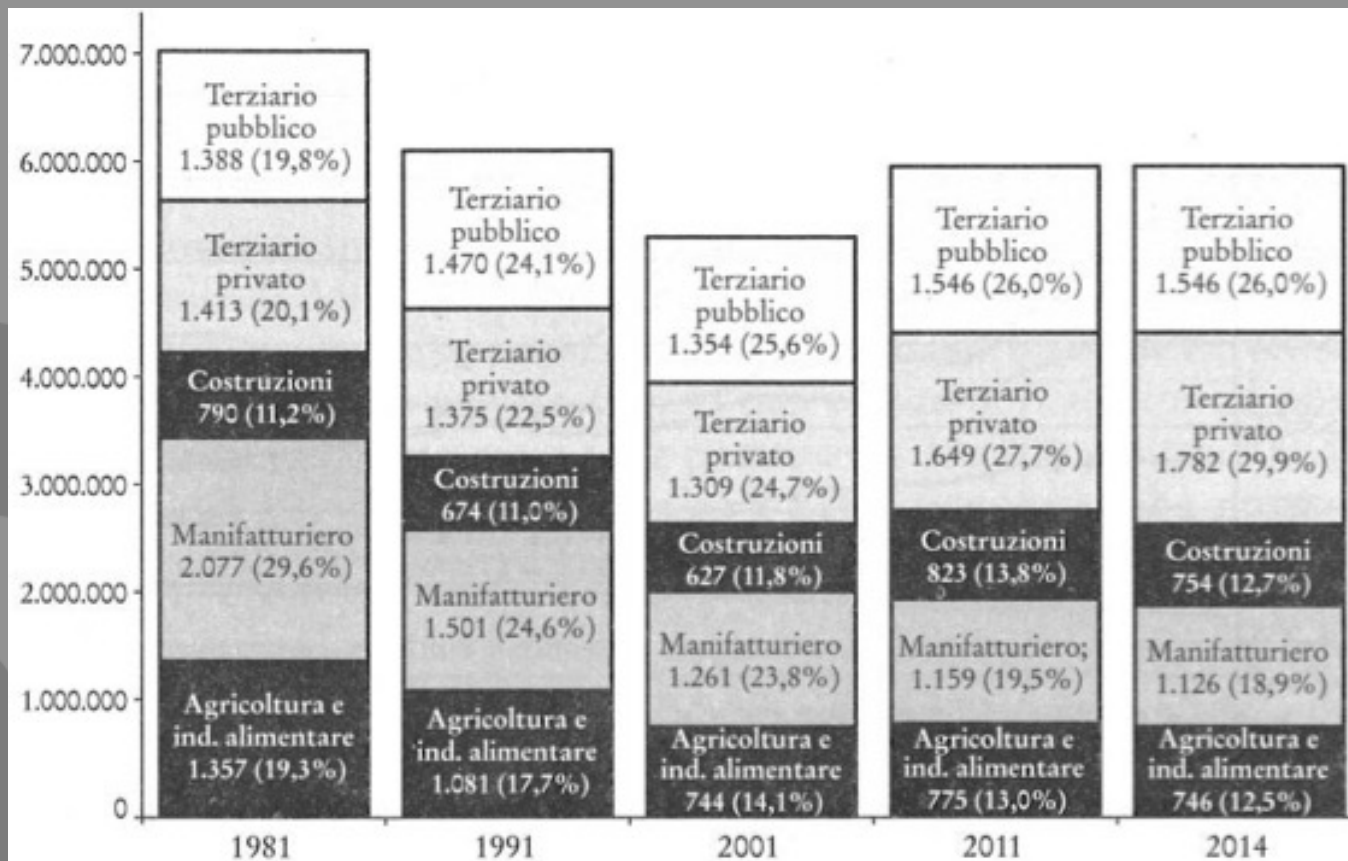


Source: Carrieri & Feltrin (2016), *Al bivio*, Roma: Donzelli



# Sectoral structure

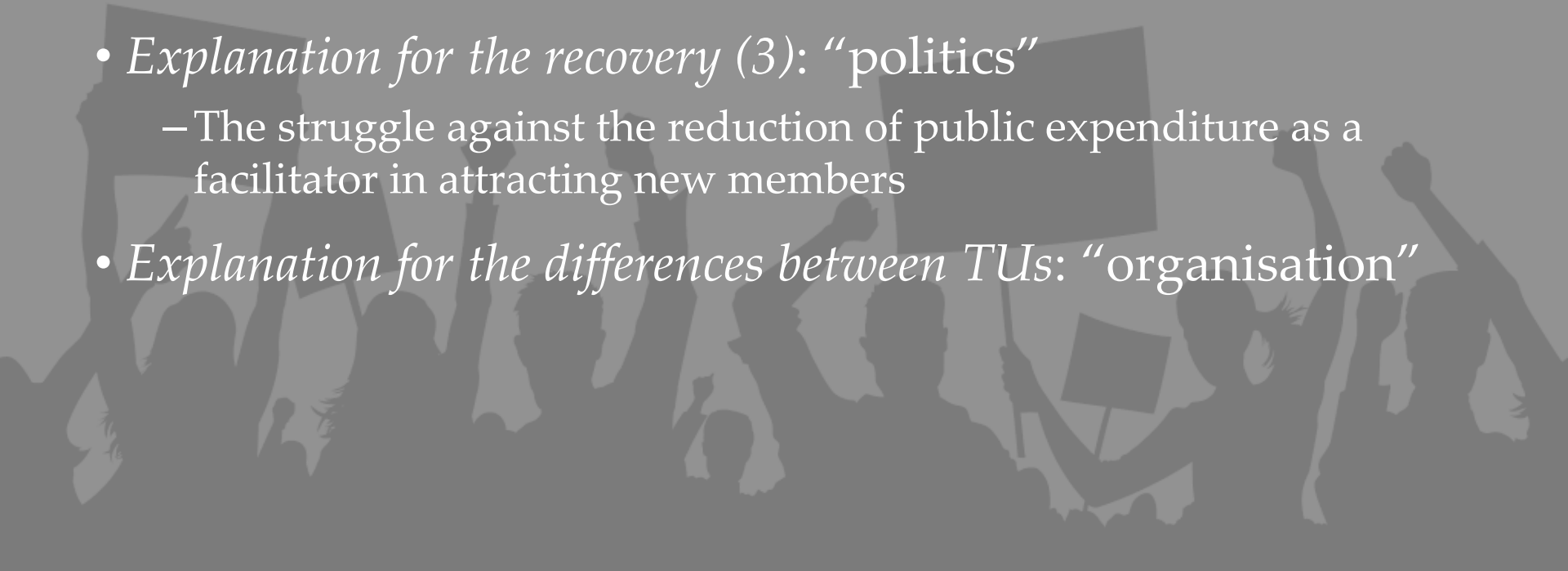
## Number of union members by economic sector



Source: Carrieri & Feltrin (2016), *Al bivio*, Roma: Donzelli

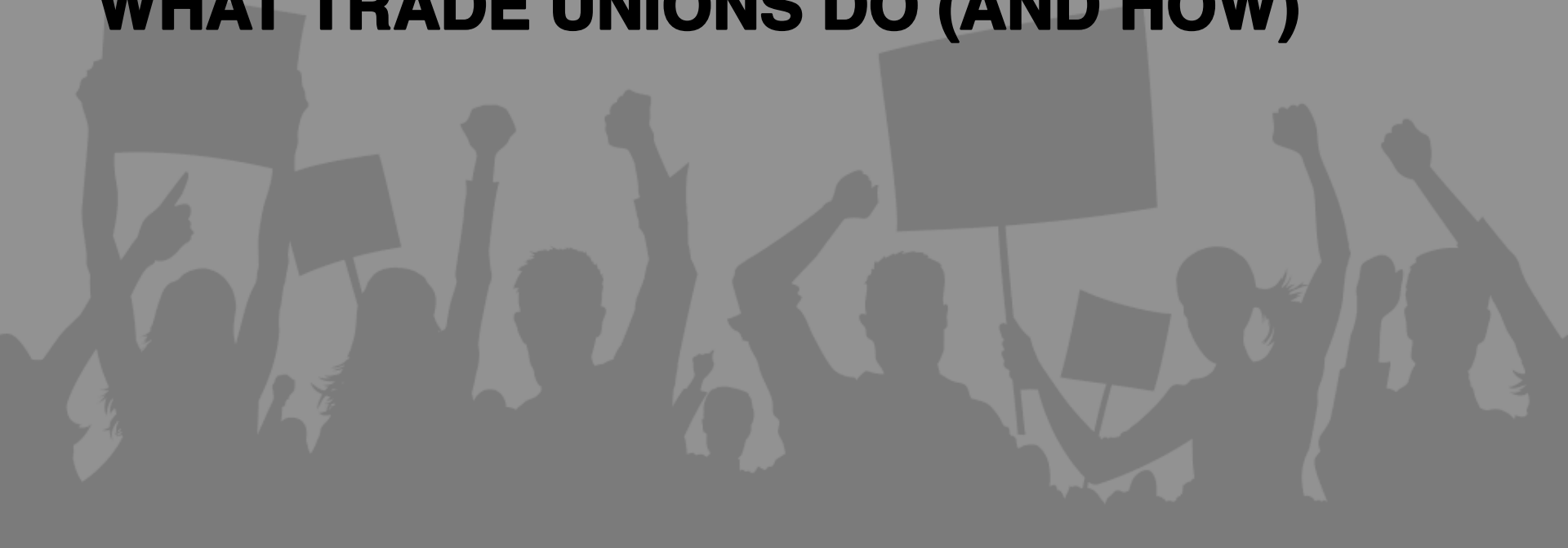
# Possible explanations

- *Explanation for the recovery (1): “labour market”*
  - Employment grew from 1995 to 2008  
(significant contribution of trade and services)
- *Explanation for the recovery (2): “union services”*
  - CAAF, fiscal assistance (established in 1991), as the front door of TUs
- *Explanation for the recovery (3): “politics”*
  - The struggle against the reduction of public expenditure as a facilitator in attracting new members
- *Explanation for the differences between TUs: “organisation”*



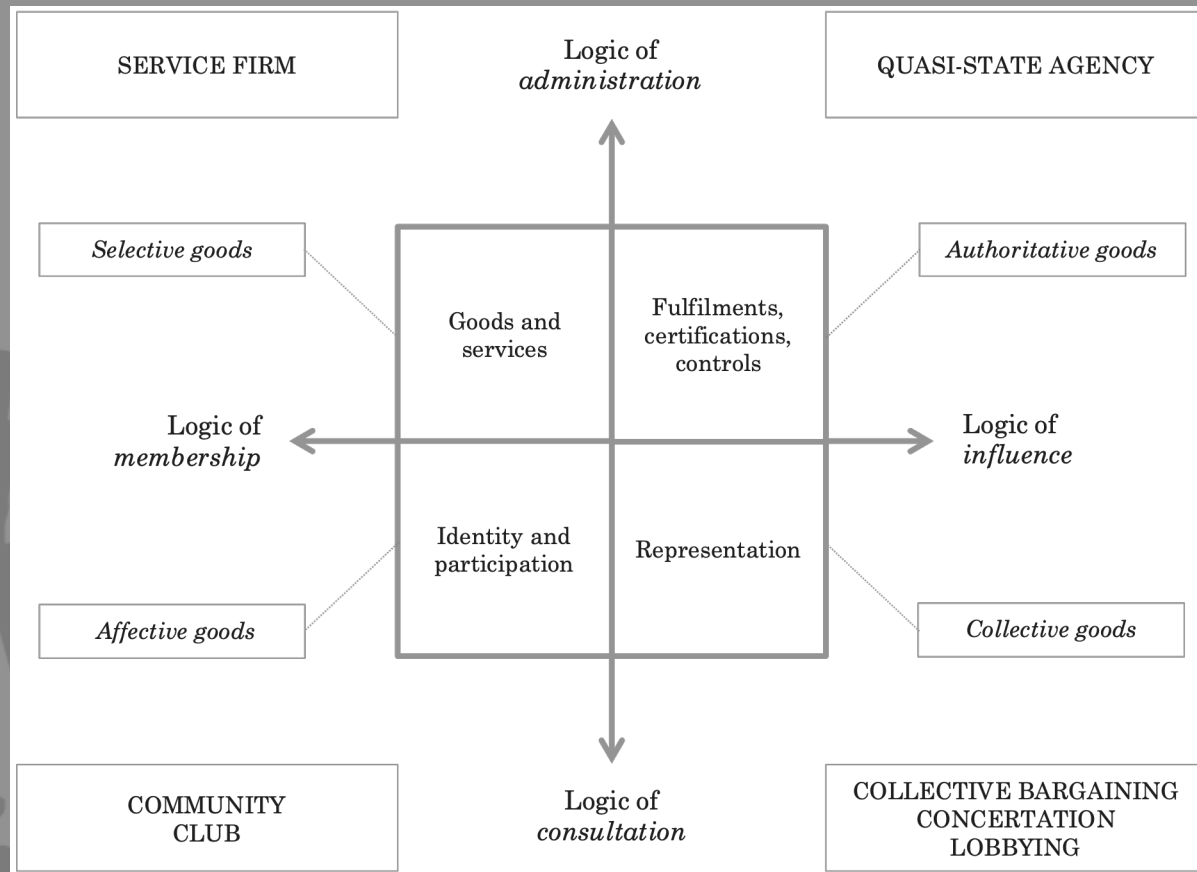
## PART 4

# WHAT TRADE UNIONS DO (AND HOW)



# Logics of action

## A theoretical framework



Source: Schmitter & Streeck (1999), *The Organization of Business Interests*, MPIfG Discussion Paper

# Goods provided

Identity goods	Collective goods	Individual goods
<i>Political identity</i>	<i>Country-level agreements</i>	<i>Legal/contractual advise</i>
<i>Associative identity</i>	<i>Second-level agreements</i>	<i>Labour market in/outflow</i>
<i>Sectoral identity</i>	<i>Labour legislation</i>	<i>Vocational training</i>
<i>Professional identity</i>	<i>Safety at work</i>	<i>Immigration</i>
<i>Participation</i>	<i>Negotiated welfare</i>	<i>Fiscal assistance</i>
<i>[...]</i>	<i>Central concertation</i>	<i>Consumer protection</i>
	<i>Peripheral concertation</i>	<i>Free time</i>
	<i>Health</i>	<i>Market goods and services</i>
	<i>Assistance</i>	<i>[...]</i>
	<i>Social insurance</i>	
	<i>Taxation</i>	
	<i>[...]</i>	

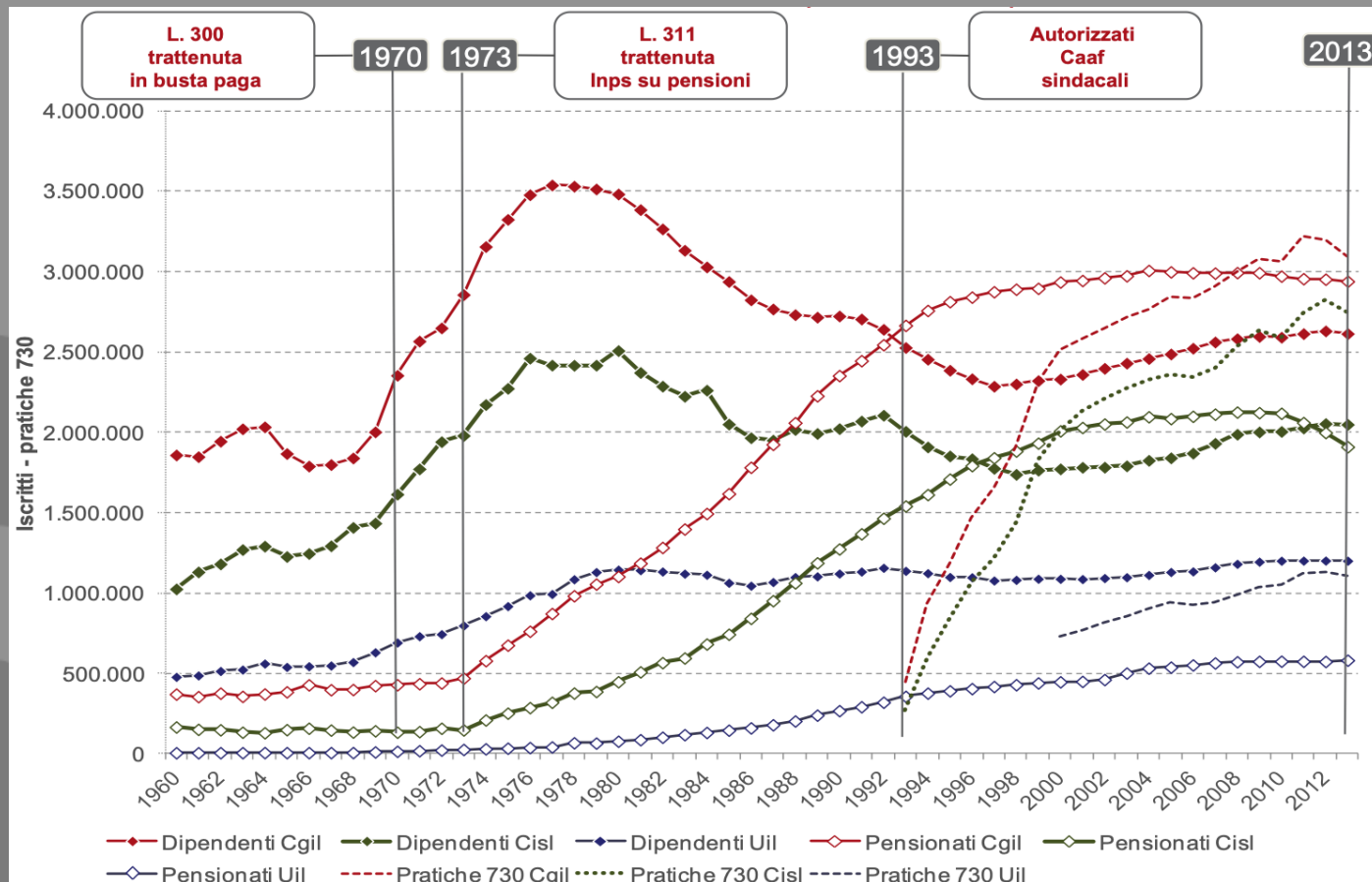
# The impact of services on financing

Components of the financing system	Estimated revenues (millions euro)
<i>Membership</i>	1,000-1,200
<i>Fiscal assistance</i>	290-320
<i>Patronage</i>	200-220
<i>Dispute resolution</i>	130-140
<i>Joint bodies and funds</i>	130-150
<i>Quotes for contractual services</i>	40-50
<i>Other revenues</i>	10-20
<b>Total</b>	<b>1,800-2,100</b>

Source: Carrieri & Feltrin (2016), *Al bivio*, Roma: Donzelli

# The impact of services on membership

## The three drivers of membership growth



Source: Carrieri & Feltrin (2016), *Al bivio*, Roma: Donzelli

## PART 5

# EXAMPLES OF INNOVATIVE SERVICES





# The node of “innovativeness”

- What is innovative and what is not?
  - Provider
  - Channel/method
  - Contents
  - Target group
  - [...]



# Some examples

- [Vivace](#) (CISL)
  - Community building and services for freelancers
  - Limited financial and human resources
  - “Cultural isolation”?
- [Nidil](#) (CGIL) and [Felsa](#) (CISL)
  - Established in the 1990s, they have extended their range of action
  - Services for self-employed workers
  - Contractual welfare for atypical and self-employed workers
- Organisations of managers and high-skilled professionals
  - [Agenquadri](#) (CGIL)
- Joint bodies and funds
  - [Byblos](#) (supplementary insurance), [Quadrifor](#) (training)

# Fragmentation and competitive pluralism

- Competition between **confederal** TUs
- Competition between **confederal** and **autonomous** TUs
- Competition between TUs and **other organisations**
  - **Associations of freelancers** (such as ACTA)
  - **Professional associations**
  - **Mutual-aid cooperatives** (such as SMart)

