



Intergenerational bargaining in Italy between policies and practice

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Outline

1. Overview
2. Intergenerational solidarity measures
3. Case studies
4. Potential benefits of iNGenBar in Italy
5. Policy implications

1. Overview

In Italy, there is a relatively well-developed *institutional framework* for inter-generational solidarity policies, but *practice* is still limited

- Since the mid-1980s, a number of legal provisions and measures have been introduced to support inter-generational solidarity schemes
- However, policies mainly addressed either youth employment (e.g. apprenticeships) or senior workers' early/flexible retirement (e.g. collective dismissal procedures)
- There is little evidence of collective bargaining actions aimed at activating integrated policies for young and older workers

2. Inter-generational solidarity measures

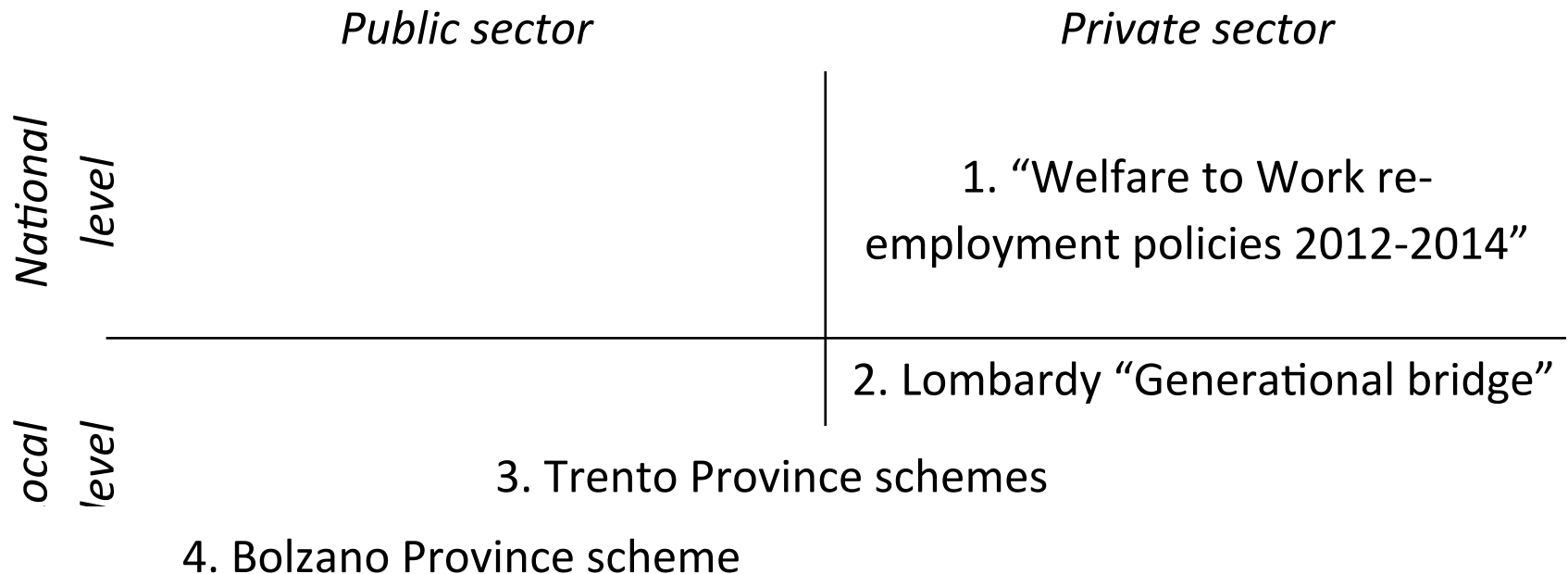
	Public funding	Private funding
Legal rules	<ul style="list-style-type: none"> • Expansive solidarity contracts (1984) • Collective dismissal procedures (1991) • Incentives for employment creation / working time reduction (1996/7) • Generational solidarity agreements, 2006 • National plan for Welfare to Work (2012) • Trento and Bolzano Provinces' support to generational relay schemes (2013) 	
Contract rules	<ul style="list-style-type: none"> • The 'Generational bridge' in the chemical and pharmaceutical national collective agreement, 2012 • Company and sectoral agreements to implement public generational relay schemes, e.g. Sandoz (2013/4) 	<ul style="list-style-type: none"> • Recruiting practices in public utilities e.g. Poste ('80s-'90s) • Company initiatives for early retirement, e.g. Enel (2012) • Additional company bonuses, e.g. Sandoz (2014)

* (year of introduction/use)

3. Case studies (1/2)

Generational relay schemes: older workers voluntary apply to reduce their working time, typically by max 50%, for max 36 months and the employer commits to hire a young person, with a net positive impact on staffing levels. The public authority provides financial support to cover senior workers' voluntary contributions.

NB: SUCH EXPERIENCES HAD LIMITED SUCCESS



3. Case studies (2/2)

(Potential) Success factors

- Generous financial support
- Social partners' involvement
- The possibility to involve private pension funds to speed up procedures and define more flexible arrangements
- The adaptability of schemes, which can address various issues which are relevant at local levels, such as the transformation of existing fixed-term contracts into permanent ones

Common obstacles

- Absence of the necessary agreements between the region/province and Inps.
- Uncertainty due to the instability of the legal framework and political turbulence
- Workers' reluctance to lose part of the salary in times of economic crisis
- Rigid schemes, e.g. workers cannot return to full-time employment after the scheme
- Alternative and often 'more attractive' tools to manage older workers' retirement (e.g. collective dismissal procedures)

4. Potential benefits of iNGenBar in Italy

- Addressing simultaneously the employment needs of an ageing population and youth
- Fighting ageism by generational solidarity
- Contributing to innovate representation and collective bargaining strategies and actions
- Bridging the gap between insiders and outsiders, by involving young workers and creating a dialogue between generations

5. Policy implications

- Reduce the focus on older workers' retirement and relative financial support
- Promote a more balanced approach focused on recruitment, the intergenerational transfer of knowledge and lifelong learning
- Support inter-generational policies in order to:
 - up-grading the skills of both young and older workers
 - respond to the changing workers' needs and expectations during their working life
 - make the best to involve workers at all stages
 - contribute to improve working conditions, employees' satisfaction, and organisational performance