

# BARILLA



**NEWCHALLENGES**



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# • **The company**

It was founded in 1877 in Parma, as a workshop that produced bread and pasta from Pietro Barilla, descendant of a family of bakers for over 140 years, the Barilla family.

Barilla begins in the early nineties an expansion policy both nationally and international. In 1991 he acquired the Greek company Misko, in 1992 it takes over the Italian company Pavesi increasing its position in the national market.

# Barilla production takes place in

30 production sites, distributed in nine different countries: SWEDEN, USA, MEXICO, TURKEY, RUSSIA, GERMANY, FRANCE, ITALY, GREECE

- the factories: 9 in Italy and 12 abroad
- the mills: 4 in Italy and 1 abroad
- factories with integrated mill: 1 in Italy and 3 abroad

## Some facts

- Total turnover 3,684 million euros + 3% (2018)
- Net profit 241 million euros (2017)
- In 2018, 236 million euros (6.8% of turnover) were allocated for investments
- Total 8,420 workers, of which approximately 5,000 in Italy

## The case:

La Barilla in Basilicata: productive development and union relations

Barilla's presence in Basilicata dates back to more than thirty years ago

At the beginning, the problem of harmonizing the contractual treatments (compared to the parent company) immediately arose, combined with the need to fit an organization of work and a modulation of working hours that went in the direction of greater use of the systems, and greater efficiency. The first agreement that was signed concerned the 21 Saturdays used for production, which substantially changed the structures of the CCNL establishing in some ways a new contractual frontier that pushed the national panorama to question itself on new paths and for some considerations the need for industrial relations more open and mature.

## The case:

Certainly that season represented a beginning of the July 1993 Agreement between the Union and Confindustria. The rules for a contractual model articulated on two levels and establishment level were launched where there was a Group Agreement as in the case of Barilla and the need to regulate specific issues at site level, schedules, work organization, professionalism, early development of the professionalism, all topics suitably regulated first in the group agreements that have followed each other to date, and declined at the site level.

Some important milestones, in the meantime 1992 Barilla built and put in operation Barilla Melfi 2 "Forneria Lucana", with a different company name than Melfi, and with about 240 employees, in July 1999 in Milan a national agreement was signed between Barilla and trade union organizations for a new organization of work, Agreement that sets the guidelines for subsequent Agreements at the site level, the two contractual cornerstones of versatility and multi-functionality are specified at company level.

## The case:

- The process of harmonization of the two companies began in 1996 and ended in 2003 with the incorporation of the two plants into Barilla SPA.
- Topics such as technological innovation and the need to intervene with training were included in the collective agreement that was signed in 2001, which was organized in collaboration with the Basilicata Region and concerned the 161 workers of Barilla 1.
- Two other Agreements (2003 and 2005) that we can define as cornerstones defining the orientation of the Italian agro-industrial sector regarding a new organization of work and shifts, included also investments in the Plant of Melfi for an amount of approximately 19 million euros in a three-year period.

## The case:

- The Agreement signed in December 2008, was initially implemented in a pilot phase. It previewed a detailed mapping of the professional skills present and the development possibilities of all the workstations, through their verification via a joint evaluation of the Company / RSU by signing a scheme of attribution which essentially derogates from the contractual declarations. It introduced between the levels an intermediate step after receiving the consent of the worker, the so-called engagement, a pact between worker and company, with the intermediation of the trade unions (RSU).
- All the operating personnel in the plant, around 300, have undergone professional advancement based on this agreement.



## The case:

- The workers' attitudes have not always been consistent in the moment of choices. The continuous work carried out for the coordination, the orientation of the RSU in the factories, are not always easy and have their own complexity. There is a tendency (taking into account the fact that perhaps this type of Company has substantial employment stability) to underestimate the presence and trade union action. In Melfi Barilla the trade union members count for about 50%. We tend to take continuous work for granted, as if everything was due. In reality the results are attributable to the self-sacrifice of the RSU, as well as to their ability to guide and orientate the secretariats.
- As for Barilla Melfi, it has a representative within the EWC.

## The case:

- The system of confrontation with the company established from the outset is not a conflicting model and the moments of tension between the two parties have been very few in these years, all reabsorbed through a high level of respectful relations between the counterparts, each aware of the interests they represent. We both know that we must be in the middle ground of bargaining where everyone expresses their reasons and where solutions are certainly found.
- Rather, our concern is always how to find the mechanisms of involvement and participation of the workers we represent, which, in the various historical moments, seem to be conditioned a lot by external factors; but these are attitudes that we have learned to deal with.