

Industrial relations for a green economy

Innovative bargaining processes for a sustainable growth and a quality employment



Project VS/2014/0405 co-founded

by

DGESAI - DG EMPLOYMENT, SOCIAL AFFAIRS and INCLUSION

**CASE ITALY ECOLOGIA&LAVORO
LUCART**

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PRESENTATION (IDENTITY CARD OF BEST PRACTICE)

Name of initiative/project/ intervention/agreement

Caso Lucart S.p.A. case: building of a plant to treat Tetra Pak to produce paper tissue, productive innovation and development of environmental sustainability as well maintaining employment levels, development of labor relations and a participatory process.

The new plant was born by the not realization of a new incinerator to eliminate the mud remains and produce energy to sustain productive process. The development of a participatory process and labor relation /(regional and local) favor the company choice to keep investing in the territory in environmental innovation and consequently maintaining existing employment level and having acknowledged as product district (paper tissue district) the local territory.

Short description

Lucart is a company that has been developing technologies to re-use materials in the production of paper; it was the first plant in Italy (and one of the few in Europe) to obtain paper tissues with this process. In 2010 realized the first plant in Italy to treat Tetra Pak.

The company will, political choices and trade union actions in a synergic system allowed Lucart to stay true to its eco-efficiency character, researching new ways to valorize the plant, to confirm its commitment to invest in environmental innovation to improve its performance and to reinforce its links with the territory where it was established.

Geographic, territorial, sectorial localization

The Lucart plant to re-use Tetrapark is within Diecimo Plan in Borgo a Mozzano, Lucca Province (Tuscany Italy).

Period of activity

The Lucart plant to re-use Tetrapark has been realized from 2009 to 2011.

Players / promoters

Lucart company which has always had a vocation for Eco-sustainable business.

The idea was sustained and accompanied by regional and provincial trade union actions.

Players/ partners involved, their main functions

There are multiple players involved even though with different roles and nuanced positions.

- Lucart
- Local institutions
- Environmental committee Diecimo-Valdottavo;
- Trade Union specific (FISTEL), and territorial UST CISL Lucca, USR CISL Regionale Toscana

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Types of Beneficiaries (direct/indirect):

The development of Tetra Pak line:

- Had competitive advantages for the companies
- Had allowed to defend employment level in Italy
- The investments for the new productive line reinforced the relationship between the company and local community.

Indicators for monitoring and evaluating activities

From 2006 Lucart obtained numerous certification about environmental efficiency such as (Emas, Ecolabel, ISO 9001, ISO 14001, PEFC...) and in a constant way monitored related indicators (water consumption, worker safety, raw materials origins). This indicators are found as qualifying elements in the internal agreement. To identify and evaluate environmental aspects in Diecimo site there is a specific analysis and evaluation process for every aspect of activity.

- Use of raw material (natural resources, water, chemical elements)
- Waterwaste
- Energy
- Atmospheric
- Waste
- Noise
- Soil and underground
- Other (ionic radiations, ozono layers damaging substances, powders, biodiversity, transports, fire preventions, emergencies)

DESCRIPTION

Starting point of the initiative/project/intervention as related to the territorial context (social, economic, political)

We decided to describe Lucart case following the chronological order of events. This approach lead us to first describe incinerator that the company wanted to realize and then the Tetra Pak plant.

In 2003 Lucart presented to Borgo a Mozzano municipality and Lucca province a project for an incinerator to dispose of the mud residue of paper mill production to produce energy in order to reduce productive costs linked to energetic consumption and mud disposal.

Institutions (Borgo a Mozzano municipality and Lucca Province technical desk), at the beginning were inclined to approve the project then slowed down the bureaucratic process of approval even because of the action of the Environmental Committee that was able to reach out the community. A six year long process (2003-2009) with strong conflicts on the territory is ended in 2009 when Lucart decided to abandon the project in Italy and build the incinerator in its French plants.

In 2009 Lucart decided to build the Tetra Pak plant we are presenting now. Package paper Tetra Pak is made of virgin cellulose fibers; the company receives the used Tetra Pak as bales that are processed in order to separate fiber part from plastic and aluminium parts. From fiber is produced paper, the other materials are used in other industries; this process is environmental sound and allows a close productive cycle.

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The process of development of Lucart has been favored by an array of regional and territorial political choices towards the “productive districts” (territorial concentration of companies of the same sector) sustained by trade union a regional level as well at local level by local trade unions fully utilizing contractual information rights within the single company and training/incentive processes for the workers that could acquire awareness about diminishing impact of production.

Description of the socio-economic, territorial, corporate context in which the initiative is based.

The company is part of Lucca paper productive district that is object of development policies from institution, take advantage of a “social capital” historically determined from the territory and from an historically well defined system of representation of companies and workers.

Labor relation in Lucart are well established and internal agreements reflect the concern for sustainability that characterize the company especially as concerns health and safety on the workplace, saving on water and energy resources, professional training of workers.

Trade Union reached out to committee opposing the Incenirator projec taking part to numerous public assembly between 2003 and 2009. It continued its action of information and mobilization of workers towards virtuous behaviour rducing the use of environmental resources in the productive process, stimulating and sustaining process of innovation and investement in the company.

Is it possible to describe the “philosophy” inspiring the best practice ?

The philosophy that inspires this good practices is rooted in the company culture of friendship towards the environment and pursuing of business that could improve the relationship between products, processes and environmental sustainability.

Another positive factor is the relationship system in place both as concerns the district as well the company: systems of communication and information linked at the first part of contract are valorized; there are also agreements with an environmental content.

A further positive element is developed through a complex system of relationships external to the companies that involve institutions, confederal trade unions and local communities.

What problems/general needs the interventions is trying to address? What the specific ones are?

- Increase of production costs
- Raw material supply (cellulose fiber)
- Excess staff

What the goals/ends the intervention is trying to achieve? What bargaining dynamic had been in place?

- To relaunch the product diminishing productive costs
- To look for new sources for raw material supply (cellulose fiber from Tetra Pak);
- To consolidate employment level
- To increase competitiveness

What activities and instruments the intervention is operational through ?

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The paper in Tetra Pak package is made of virgin cellulose fiber. Cellulose fibers in Tetra Pak are a raw material for producing the final product. Thank to an innovative process that divides fibers from plastic and aluminium; from fibers paper is produced, where the other materials are used in other industries allowing a productive process respecting the environment.

How the actions can increase knowledge and support overcoming specific problem

Role of internal trade union in constantly informing workers and internal collective bargaining concerned also with environmental indicators translating in competitive advantage for the company and salary increase for workers.

Constant and continuous pursue of common unity of goals among local and regional trade union organizations. External action through initiatives of sensitization (workshops, seminars) realized in the territory, participation to formal public initiatives as (public investigation) or informal ones (participation to citizens committee).

As concerns the territorial context what the most innovative aspect of the initiatives are?

Why?

- The realization of the Tetra Pak plant allowed an important technological innovation that put the plant in the technological cutting edge as concern minimizing production impact as in the company culture.
- Tetra Pak treatment allowed to close the production cycle of cellulose fibers by Lucart and other companies from the area using other materials obtained by the process.
- The dynamics of the authorization process moved the company, that is strongly linked to the territory, to explore new ways of increasing its competitiveness
- As concerns authorization process for the incinerator the public investigation is very important; it was asked by trade unions; the evaluation on the investigation is positive both from institution and committees.

What the “internal quality factors” of the initiative are (sustainability, internal efficiency, effectiveness)?

- Environmental management system partially integrated with the quality management
- Specific training on environment defense for the workers
- Adoption of an Ethical code

Is it possible to transfer the initiative in other context?

Lucart realized another Tetra Pak treatment plant in France

Is the initiative reproducible in different contexts?

It is necessary to distinguish between the part related to industrial relation and territorial consultation and the one related to technological innovation. As concerns the relationship between territorial players the positive course of relationship as concerns Tetra Pak is an asset historically shared by the company and territorial trade union. As concern the non-realization of the incinerator

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it was highlighted the existence of critical point in the relationship among investment, environment, institutions and local community would be interesting to study in depth.

Please point out communication instruments (website, documents, booklets) concerned with the initiative.

<http://www.lucartgroup.com/index.php?id=384>

Please write your final considerations

The company confirmed its vocation for environmental business and its strong links with local community, even though external difficulties does exist.

There is an high quality of formal and informal labor relationship within the company as well link and synergies with territorial trade union and institution.

As concerns the procedure to authorize the incinerator it especially interesting the relationship between local institutions.