

Good practices and existing frameworks – The future of labor: the future of humanity

Keyword: Dignity

The good that already exists

Practices (concrete actions currently in place related to the keyword)

“Amex Flex: Flexible Work Model”

In May 2022, American Express Italy introduced the Amex Flex programme, a flexible work model offering employees three options: hybrid work, on-site work, or fully virtual work. This approach aims to balance professional and personal needs, promoting an inclusive work environment that respects the diverse circumstances of employees. The goal is to ensure that each person can choose the work arrangement best suited to them, increasing both personal satisfaction and professional efficiency.

Frameworks(how to measure success – indicators)

This framework assesses improvements in work–life balance and employee satisfaction generated by the Amex Flex model.

Indicators for measurement

Based on a questionnaire:

- 95% of employees reported feeling encouraged to find a balance between work and private life.
- 96% stated they feel proud to work for the company.

Sources

ECONOMY –American Express once again ranks among Italy's Great Place to Work top companies.

<https://www.economymagazine.it/american-express-di-nuovo-sul-podio-di-great-place-to-work-italia/>

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Practices (concrete actions currently in place related to the keyword)

“The Telethon Model”

In 2023, Telethon Foundation and FIR CISL signed a National Corporate Collective Labor Agreement, creating an innovative model to protect and enhance work in scientific research. The contract introduces a progressively increasing minimum salary linked to career advancement and guarantees a set of essential protections, including:

- Full social security contributions
- Sick leave benefits
- Paid leave and holidays
- Access to a corporate welfare system

The initiative applies to researchers at the Telethon Institute of Genetics and Medicine (TIGEM) in Pozzuoli and the San Raffaele–Telethon Institute for Gene Therapy (SR-TIGET) in Milan.

This practice:

- Ensures clear and sustainable career paths
- Increases Italy’s international attractiveness for young scientists
- Helps counter the brain drain
- Restores dignity and stability to work in scientific research

Framework (how to measure success – indicators)

A survey conducted by Telethon Foundation among the 116 researchers covered by the contract showed a high level of satisfaction.

Indicators for measurement

Satisfaction indices regarding:

- Elimination of atypical and precarious contracts, which previously offered neither legal nor economic protection for scientific roles
- Introduction of corporate welfare, which improved work–life balance and supported income
- Guarantee of protections associated with standard employment contracts

Sources

FIR CISL – Comunicato stampa: <https://fircisl.it/wp-content/uploads/2023/04/Com-stampa-accordo-FIR-Telethon239.pdf>

Fondazione Telethon – «Il contratto per la ricerca di Fondazione Telethon si conferma un modello di riferimento per la ricerca privata»: <https://www.fondazionetelethon.it/storie-e-news/news/dalla-fondazione/il-contratto-per-la-ricerca-di-fondazione-telethon-si-conferma-un-modello-di-riferimento-per-la-ricerca-privata/>

Il Sole 24 Ore – «Il contratto Telethon modello per attrarre gli scienziati e abbattere il precariato»: <https://www.ilsole24ore.com/art/il-contratto-telethon-modello-attrarre-scientiati-e-abbattere-precariato-AH6fRVj>

Keyword: Gift

The good that already exists

Practices (concrete actions currently in place related to the keyword)

“Esselunga Joint Welfare Committee and Solidarity Leave Fund”

Established in 2019, the Joint Welfare Committee is a permanent dialogue platform between Esselunga and trade unions, aimed at structuring innovative and inclusive corporate welfare policies. Among its most significant initiatives is the Solidarity Leave Fund, created in 2020, dedicated to employees who have exhausted their leave and permits but need to care for minor children with serious illnesses or ongoing treatments.

The fund is based on a voluntary donation mechanism from colleagues (up to 1 day of leave and 32 hours of permits) and corporate co-financing of up to 300 additional days per year. It is a mutualistic model that promotes solidarity among colleagues and strengthens the sense of belonging within the organization.

Framework (how to measure success – indicators)

In 2023, Esselunga Solidarity Leave Fund recorded a significant level of participation, demonstrating the maturity of the company’s internal culture of solidarity. The fund’s ability to respond to concrete emergencies—such as the floods in Tuscany—confirms its effectiveness as a structured response to extraordinary and unpredictable needs.

Indicators for measurement

- Number of days donated annually to the Fund: 1,415 days in 2023

Sources

Esselunga corporate training and welfare website: <https://www.esselunga.it/it-it/area-stampa/cartella-stampa/formazione-welfare.html>

Esselunga 2023 Sustainability Report: <https://www.esselunga.it/it-it/sostenibilita/area-download.html>