

Enel Global Framework Agreement



GFA Enel - 2013 june 14th

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Enel Global Framework Agreement

Rome, June 14th 2013

BETWEEN

Enel S.p.A., including on behalf of all Companies/Divisions of the Group,

represented by: Cioffi, Gorga, Crivelli, Cofacci, Chianese, Preiti

AND

IndustriAll Global represented by : Mr./Mrs. Rajina, Ozkan

PSI represented by: Mr./Mrs. Pavanelli, Buxbaum

Filctem CGIL , represented by: Miceli, Berni

Flaei CISL, represented by: De Masi, Arca, Losetti, Meazzi, Mancuso, De Giuli

UILtec UIL, represented by: Pirani, Marcelli, De Giorgi

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Introduction

This Global Framework Agreement (“GFA”) is based on the labour and industrial relations standards adopted by the most significant international institutions, such as the International Labour Organization (ILO), among others.

It sets out guidelines on social dialogue, which is regarded as the pre-eminent approach for dealing with issues affecting the interests of the business and of its employees. The measures include the creation of the Global Works Council and of Multilateral Committees, thereby properly establishing a social dialogue system that represents all the countries in which the Group operates.

As a result of a period of international expansion, the Group’s structure has been profoundly changed over recent years. It now operates in more than 40 countries, meaning that all the entities involved need to develop an international way of thinking.

Enel’s goal is to become a “One Company” and it therefore aims to build a shared identity system which, while prizing local characteristics, will make it possible to construct a common Enel identity in each country.

An industrial relations policy based on social dialogue offers a robust foundation for building and implementing a system that incorporates the Group’s values and international culture which allows all employees to feel they are citizens in the countries where it operates, accepted and integrated into local communities, while retaining full respect for the specific conditions in each country.

The Parties assert that relationships between company Management and trade union Organisations are an important factor in the system of industrial relations at various levels and agree to establish a Global Works Council on International Industrial Relations. It will be an information body representing all Enel Group employees.

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Introduction

The Group social dialogue's goal will be to contribute to achieving business objectives and to represent the interests of employees and stakeholders, including through participatory processes.

The Parties agree on the importance of upholding an agreement on industrial relations that puts its employees, their safety, their rights and their career prospects at the heart of the business, while acknowledging that industrial and labour relations also have a major impact on the quality of the services provided by the business.


The Parties acknowledge that the generation, transmission, distribution and supply of energy are essential for human and economic growth. Accordingly, these services must be provided with a high sense of social responsibility and of protection of environment and of all the subjects involved in company operational activities and settlement.

Through the European Works Council, the Parties have already established a pro-active information and consultation system across Europe, given the growing international integration between the Group companies and between them and employee representatives. The European Works Council offers a useful way to gradually extend and strengthen "high quality" social dialogue within the business, without prejudicing employee information and consultation rights in force in the various EU Member States. Furthermore, it does not infringe on the bargaining rights provided by law or agreements with trade union representatives in the individual countries.

This subject, moreover, played a major role in directing the Group towards the adoption of a negotiated tool such as this Global Framework Agreement (GFA) in order to establish a long-lasting relationship between the Parties on an international scale.

The negotiations for the present agreement included the relevant trade union organisations of the following Enel geographical areas: EU Countries, Russia and Latin America.

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Aims

1. This agreement, which is an integral part of the Group's policies on human resource management and social and environmental responsibility, covering all Enel operations and subsidiaries throughout the world, provides a commitment to good global industrial relations with trade unions.
2. The participatory approach adopted by the Parties translates, in reality, into a system of information, consultation that includes the normal negotiating process while broadening the scope of the issues to be dealt with and the goals that can be achieved.
3. The Parties agree on and will enforce a Group industrial relations policy with the following main objectives:
 - a. To inform the trade unions when implementing Group-wide strategies, including procedures and time-lines;
 - b. To set out guidelines for achieving greater balance between business objectives and employee expectations in terms of clarity, ease of implementation and effectiveness;
 - c. To prevent and manage disputes in a reasonable manner, with due respect to each party's responsibilities, customer needs and service quality.
4. In order to establish a global industrial relations structure, the Parties intend to promote the relationship between company Management and trade union Organisations and participatory structures as ways to meet business objectives and social requirements alike ensuring the principle of the centrality of its employees and universal respect for basic social rights as set out in the international agreements referred to below.
5. The main goal of all industrial relations policies is to govern relationships with the labour force. The contents of such policies are negotiated between the Group and trade union representatives, with different procedures and participants depending on the level at which bargaining takes place (national, industry/sector, business, etc.).

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Aims

The Enel Group and its constituent companies in the various countries recognise the value of such bargaining for determining the contractual conditions of its employees and for regulating relations between management and trade unions.

Regardless of the structure in which it takes place in each country's industrial relations system, bargaining on professional and salary improvements in the individual companies must be geared to reward merit in a shared and transparent way by involving employees in the achievement of the results, including economic performance of the Company on the basis of the Industrial Relations systems.

6. Social dialogue is the main way to prevent and manage potential conflicts in labour relationships. This agreement refers to and sets out standards and values that are the guiding principles of this social dialogue, to be performed in cooperation between the Parties, which mutually acknowledge and recognise one another, with the aim of finding common solutions and resolve any problems that may arise according to the provisions hereof.

Accordingly, the Group companies implement the foregoing through dealing with the relevant trade unions/employee representatives, entering into agreements and cooling-off procedures that are in line with current laws in the individual countries and suitable for managing any conflicts that may arise, with due deference to the roles and prerogatives of the Parties and customers' interests in terms of service continuity.

7. The Parties reserve the right to assess the application of this agreement and may decide on the basis of their experiences, whether to enter into new, supplementary agreements to deal with new requirements and situations.

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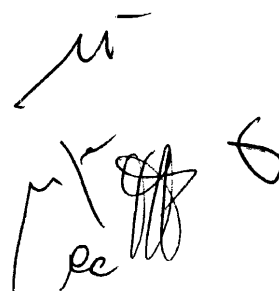
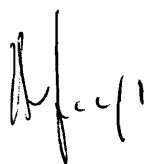
Enel Global
Framework Agreement
*International labour
and industrial relations standards*

8. Since 2004 Enel has been an active member of the United Nations Global Compact, having signed up to the 10 universal standards on human rights, labour, environment and anti-corruption*, into the framework of the Group's own values that are of basic significance for all employees:

- ✓ RESPECT
- ✓ CARE FOR PEOPLE
- ✓ A RESULTS-ORIENTED CULTURE
- ✓ ETHICAL RIGOUR
- ✓ SOCIAL RESPONSIBILITY

9. The Parties agree to take a further step by inserting a series of fundamental principles – in line with the UN's Universal Declaration of Human Rights, the UN guiding principles on Business and Human Rights, the basic conventions of the International Labour Organisation (ILO), the ILO Tripartite Declaration of Principles Concerning Multinational Enterprises and Social Policy and the UN Global Compact and the OECD guidelines on multinational companies and country-specific regulations.

These instruments incorporate, among others, the rights elaborated in the ILO Declaration on Fundamental Rights at Work (Freedom of Association and Collective Bargaining, conventions 87 and 98; Discrimination, conventions 100 and 111; Forced Labour, conventions 29 and 105; Child Labour, conventions 138 and 182). The parties agree that the principles contained in all of the listed instruments are considered to be part of this agreement.



* See Annex 2 below – The Principles of the Global Compact.

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*International labour
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9.1 Child labour and forced labour

The Group does not use any form of forced or compulsory labour, as defined by ILO conventions, or child labour. In this regard the Group undertakes to comply in full with the standards enshrined in said conventions and therefore does not employ persons below than the minimum working age according to labour legislation in the place where the work is to be carried out. The Group also undertakes not to enter into or maintain business relationships with suppliers that use child labour as defined above.

9.2 Health and safety

The Parties accept the International Labour Organization (ILO) and the World Health Organization (WHO) common definition of occupational health, "the promotion and maintenance of the highest degree of physical, mental and social well-being of workers in all occupations; the prevention amongst workers of departures from health caused by their working conditions; the protection of workers in their employment from risks resulting from factors adverse to health; the placing and maintenance of the worker in an occupational environment adapted to his physiological and psychological capabilities; and, to summarize, the adaptation of work to workers and of each worker to his/her job."

The Parties acknowledge that the protection of workers' health and safety results from the effective operation of interrelated systems of prevention. These systems focus on the elimination of hazards that can arise from e.g. substandard materials, tools, and equipment; flawed job design; unhealthy work environments; and inadequate attention to human factors and/or management systems.

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Enel Global
Framework Agreement

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and industrial relations standards*

The Parties commit to a strong system of internal OHS responsibility founded on respect for three fundamental OHS rights for workers:

- (1) the right to know about the hazards of work, and to receive education and training in how to do the work safely;
- (2) the right to refuse or shut down unsafe work, with such refusals subject to proper joint investigation and resolution; and
- (3) the right to participate in workplace health and safety processes.

Enel undertakes to ensure the highest health and safety protection standards for its employees, as well as in its subsidiaries, contractors and suppliers and through its entire supply chain, ensuring as a minimum, full compliance with the relevant ILO instruments.

Enel will take particular care in defining safety standards in tenders – including by using a model to assess and select contractors that work with Enel – and on enhancing management and monitoring processes.

9.3 Non-discrimination

All employees are treated exclusively on the basis of their abilities and professional skills in every decision affecting the working relationship, as per the provisions of the ILO conventions. All forms of political, religious, national, ethnic, racial, linguistic, gender and age discrimination are therefore banned, as is discrimination against any person based on their personal beliefs, sexual orientation, trade union membership and activity and any other form of social discrimination.

9.4 Violence and harassment

Enel considers harassment, abuse, intimidation and disrespectfulness to be unacceptable and such behaviour will not be tolerated in the workplace. At all times and at all levels of the company, all employees of the Group are required to carry on relationships based on respect for the dignity of others, equality and mutual cooperation, thereby promoting a respectful and positive working environment.

9.5 Work times

Work times and work schedules are in principle a matter for national and local level trade unions to negotiate, and may additionally be subject to regulation in the relevant jurisdiction; but in any case they must not exceed the limits outlined in the relevant ILO instruments (work time and work schedules are dealt with in a number of ILO conventions and other instruments, some of them specific to particular industries – see the ILO’s NORMLEX for a list). Working times are organised in order to reconcile the business’s production requirements with protecting employees’ health and safety. The Group will also pursue the goal of ensuring that its employees and their families have an adequate quality of life.

9.6 Remuneration

The minimum remuneration received by Group employees cannot be lower than the minimum set in the relevant collective labour contracts and laws and regulations in force in each country, in accordance with the provisions of the ILO conventions. Enel guarantees that the principle of fair income will be respected in all the Countries where it operates (see ILO definition of *decent work* in 9.11).

Enel, its subsidiaries, contractors and subcontractors will pay social security and pension contributions for their workers where such provisions exist.

9.7 Training and skills

Enel believes that guidance and professional training to develop its human resources and skills base plays an essential role in improving productivity, while also promoting the involvement and participation of employees and their representatives.

Enel Global
Framework Agreement
*International labour
and industrial relations standards*

9.8 Freedom of organisation and collective bargaining

Enel recognises the rights of its employees to establish or be member of trade union organisations defending their interests. Enel also acknowledges their right to be represented, within the various business branches, by trade union organisations or other forms of elected representation pursuant to the legislation and practices in force in each country. Enel recognises the value of collective bargaining as the pre-eminent method for determining the contractual conditions of its employees and for regulating relations between management and trade unions.

Enel will remain neutral (refrain from interfering in any way) and allow trade union access to workplaces during organizing campaigns for the purposes of communicating with employees pursuant to the legislation and the Industrial Relations systems in each country. Enel will provide adequate information to its employees and to trade unions representing its employees, to facilitate collective bargaining.

9.9 Environmental protection

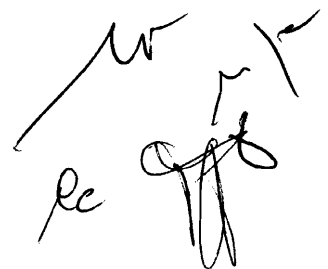
As part of their responsibilities, Group managers and employees are suitably educated to understand and take part in reaching Enel's sustainability objectives, including working actively and responsibly to protect the environment and to consider the environmental and social impacts of production processes and operations.

9.10 Business ethics and conflicts of interest

Enel has a zero-tolerance policy on corruption. Accordingly, no employee may give or receive benefits that may be considered improper compensation. With this respect, all Group employees are required to avoid situations in which their conduct could be in conflict with this principle.

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9.11 **Decent Work**

Enel, recognizing the importance of permanent and secure employment, adopts and promotes the ILO definition of “Decent Work” as “work that is productive and delivers a fair income, provides security in the workplace and social protection for workers and their families, and gives people the freedom to express their concerns, to organize and to participate in decisions that affect their lives”.

9.12 **Sharing on subsidiaries, contractors, and supply chain**

Enel Group shall ensure full compliance of applicable laws and international standards in its relationships with contractors and suppliers and will promote this agreement towards the entire supply chain.

Enel agrees to provide updates to its subsidiaries, contractors, supply chain, and other business partners about GFA modifications.

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Organisation and operating procedures

NOW, THEREFORE,

THE PARTIES AGREE AS FOLLOWS:

10. In order to properly establish this Agreement across the Group it will include establishing a Global Works Council which may set up a number of Multilateral Committees focusing on the most significant international issues – such as safety, training and equal opportunities – dealt with in the individual countries and assignments of which will be presented to the Company and to the Global Works Council with the purpose of jointly analysing the main matters of international interest affecting the Group and its employees.
11. The purpose of the Global Works Council is among others to supervise with the Company the implementation of this agreement and to take initiatives to secure and extend social dialogue in the company and to analyse the main aspects of the Group's functioning and propose initiatives for improvement. The Global Works Council does not replace employees' information and consultation rights in force in the various countries and does not interfere with the bargaining rights granted by law or by agreements with the relevant trade unions.
12. The Global Works Council does not have any bargaining role, nor is it a second forum for matters dealt with on a national level. The Global Works Council is an information body at Group level and does not deal with employee information and consultation rights in force in the various countries. Likewise, the Global Works Council does not interfere with bargaining rights granted by law or by agreements to the relevant trade unions.

Organisation and operating procedures

13. Company representatives will inform the GWC in the annual meeting on the following issues in terms of their international repercussions:

- * Economic and financial performance
- * Investment programmes and action plans
- * Corporate restructuring and perimeter modifications
- * Employment policies
- * Health and safety at work
- * Environmental policies
- * Vocational training
- * Equal opportunities and non-discrimination
- * Sustainability plans and reports

The Multilateral Committees activities and proposals will be illustrated during the meeting, for a common analysis and evaluation, and Company's feasibility studies.

14. The composition of the Global Work Council meets proportionality requirements in terms of the number of employees in force in each country where the Group operates, it being understood that countries with a lower number of employees will be guaranteed adequate representation via a rotating attendance system.

The Global Works Council has a maximum of 12 members: Trade union representatives will be assigned in proportion to the overall workforce of the Group as of 2012 December 31st.

In reference with the statement above, the GWC will be composed as follows:

COUNTRIES	MEMBERS
Italy	4+1
Spain	2
Latin America	2
Russia	1
Slovakia	1
Romania	1

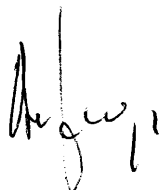
Organisation and operating procedures

The members of the Global Works Council will be named by the Trade Unions concerned. For each Member of the Global Works Council, the same procedure will be used to elect or appoint a deputy member, who will take the place of the titular member in the event of temporary impediment, resignation, revocation or dismissal. The term of office of the GWC members will be the same of the duration of the Agreement.

15. The number of the titular members of the Global Works Council will be increased by one representative for each of the two European Trade Union Federations and one representative for each of the Global Trade Union Federations and by the Coordinator of the European Works Council. These representatives will participate in meetings as full members of GWC.
16. The main organizational and operating features of the GWC are described in the Annex 1.
17. The Global Works Council is supported by the Coordinating Unions Committee (CUC), which will play a coordinating role as regards the members of the Global Works Council and the Multilateral Committees for the preparation of routine meetings and communications with management, consisting of the Coordinator of the Global Works Council and 4 other union members, as follows:

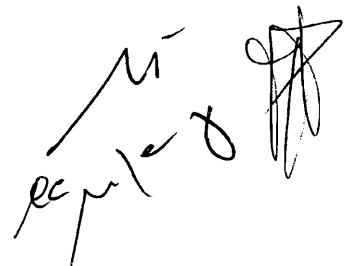
COUNTRIES	MEMBERS
Italy	1+1
Spain	1
Latin America	1
Other Countries (via a rotating attendance system).	1

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Organisation and operating procedures

Enel will set up a Coordinating Management Committee (CMC) in order to manage and facilitate the relationship and interface with the GWC; this CMC will play a coordinating role in the annual meeting organization (date, place and agenda) and in the management of the Group Global social dialogue relationships.


The Coordinating Unions Committee and the Coordinating Management Committee will meet every three months, up to a maximum of four meetings per year; during these meetings they will exam the Multilateral Committes' activities and will short list items for the annual meeting agenda.

The Italian, English and Spanish versions of all documents will be the only ones deemed official.

The term of office of the two Committees will be the same as the duration of this agreement.

18. The Coordinator of the Global Works Council is the spokesperson, of both the GWC and the Coordinating Unions Committee, and the management interface for all topics covered by this agreement.
19. As Enel has undertaken to develop international models and platforms to facilitate the spread of best practices within the Group, an additional and significant task of the Global Works Council will be to host a "Multilateral Committee on Best Practices & Innovative Ideas" in order to get the most out of international projects and initiatives, with particular regard for developing international capabilities in the field of industrial relations.
20. The main tasks of the Multilateral Committee on Best Practices & Innovative Ideas are: to analyse the status and development requirements of industrial relations systems; to put forward proposals on carrying out comparative studies of other industries or large industrial groups, so that existing knowledge can be brought into line with international best practices; to identify and propose new, innovative initiatives to improve business ethics, social dialogue and sustainability.

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Organisation and operating procedures

21. As envisaged above, the Global Works Council may also set up a number of Multilateral Committees focusing on the most significant international issues, namely safety, training and equal opportunities. The Multilateral Committees in question will draw up their own internal operating regulations upon their establishment. Their main responsibilities are indicated below:

22. Multilateral Committee on Health and Safety at Work

The aim of the Multilateral Committee on Health and Safety at Work is to build and strengthen a culture that protects the health and safety of everyone who works for or has contact with Enel, in all countries; including employees, contractors, suppliers, and customers.

The role of the Multilateral Committee on Health and Safety at Work is to discuss and recommend to the Enel Group, health and safety policies, programmes and risk awareness campaigns.

As examples, the discussions may be guided by review and analysis of industrial best practices, and where appropriate studies and research. Recommendations may include advice on hazard reduction, risk management, or the development of international training programmes for all persons with health and safety responsibilities.

23. Multilateral Committee on Training

Enel Group believes that the professional development of its human resources is of fundamental importance. It therefore provides training to strengthen the company's skill base and boost its competitiveness in the international arena. In this context the Multilateral Committee on Training carries out assessments and makes proposals with a view to creating an international hub looking at the most significant initiatives taking place, and to facilitate, direct and support training in all countries.

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Organisation and operating procedures

Said Multilateral Committee will have the following main responsibilities:

- to gather information on plans for company training initiatives and their progress;
- to identify and propose training projects that may be eligible for international, EU or regional funding, or to receive inter-professional funds;
- to identify new types of training requirements, including through targeted studies and research.

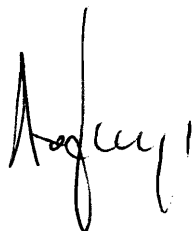
24. Multilateral Committee on Equal Opportunities

Given the importance of the universal principle of equality of opportunity and its role in the company, Enel intends to roll out the best initiatives in this area across all the Group companies.

Said Multilateral Committee will have the following main responsibilities:

- to gather information on initiatives and projects that have been implemented or planned;
- to carry out studies and research on the status of women at work at both international level and within the Group, while also coordinating with national joint committees and identifying forms of funding;
- to work on projects to find ways to remove any subjective and objective barriers to equal opportunities and to extend their scope towards the broader concept of Diversity Management.

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25. The Parties agree that the balance between transparency and confidentiality is extremely important for the proper management of this agreement. The trade unions undertake, at all levels, to keep confidential business information and data provided by Enel during trade union negotiations, in accordance with contractual, civil and criminal law and in particular the regulations applying to market-listed companies. Similarly, Enel Group undertakes to keep confidential any sensitive information that its trade union partners may provide in the course of dialogue, to facilitate the reaching of consensus.

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Final provisions and duration

Where any deviations from or violations of this agreement are found to exist, the Parties shall move quickly to inform one another. Having ascertained the facts, Enel shall intervene to resolve the problem and will inform the trade unions thereof.

The Parties may agree to carry out pro-active projects to affirm fundamental human and social rights and good working practices. Such projects may include information training and research activities.

Through its governance process and professional practices, Enel undertakes to comply with this agreement. Enel will make sure that this agreement will be disseminated to workers and management in all the languages concerned. Training about its contents and implementation will be provided to workers' representatives and managers. Enel will promote this agreement towards its contractors and supply chain.

The members of the Global Trade Union Federations undertake to disseminate this agreement among their affiliated trade unions and to make all possible efforts to ensure that its principles are effectively adopted in order to resolve conflicts and instil cooperation and understanding.

This Global framework agreement is valid for three years, after which it will be amended and/or extended for further three years. The Parties may agree amendments or additions to its content in advance.

The Parties agree to dedicate a specific meeting after one year starting with the date of validity of the agreement, for verifying its application, concrete effects and possible modifications.

Read, approved and signed.

ENEL SpA

Trade Unions Federations

IndustriAll
PSI
FILCTEM-Cgil
FLAEI-Cisl
UILTEC-Uil

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Annexes

Annex 1 pag. 23
Global Works Council: regulations

Annex 2 pag. 25
The 10 Principles of the "Global Compact"

Annex 3 pag. 26
Levels of Social Dialogue into the Enel Group

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❖ **Global Works Council: regulations**

A) **Global Works Council composition:**

1. To be represented in the GWC, a Country must at least have 500 employees within Enel Group perimeter;
2. The GWC, together with the CMC, shall examine once a year the GWC composition requirements; the necessary modifications, if needed, will be agreed.
3. The Global Unions Federations are expected to represent Countries with less than 500 employees.

B) **Organization and operation of the Global Works Council:** The Global Works Council will usually meet with Company management once a year. The date, place and agenda of the meeting will be defined on the basis of the Coordinating Management Committee proposals submitted to the Global Works Council Coordinator, and integrated by possible trade unions requests.

Enel undertakes to bear the costs of organising the planned annual meetings. The members of the Global Works Council and the Coordinating Unions Committee will only receive reimbursements for properly documented expenses, following the valid Group Travel Policy.

C) **Conventions with other insititutions:** the Global Works Council may propose to the Company the conclusion of agreements with Institutions, Associations, Business Networks and Universities in order to conduct activities of common interest in collaboration for accomplishing its objectives and purposes.

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D) Promotion and Communication: the Global Works Council cooperates with the Company in order to ensure the promotion and communication of the results of the global industrial relations activities using all the tools made available by the Group, in particular, the internet portal, already providing a useful tool for promoting awareness of industrial relations. The opportunity and feasibility of a specific information spreading network will be jointly evaluated by the Parties.

❖ **Multilateral Committees**

The Multilateral Committees on health and safety, training and equal opportunities have a maximum of 10 trade union members and 10 members from the Group's management. The members of the multilateral committees will be appointed in accordance with national regulations and practices, following international standards. For each titular member, a deputy member will be appointed following the same procedures. Said deputy member will replace the titular member in the event of temporary impediment, resignation, revocation or dismissal.

Each multilateral committee will normally meet twice per year. The date, place and agenda of the meeting will be agreed between the members of the Multilateral Committee, under the coordination of the Coordinating Management Committee.

The Italian, English and Spanish versions of all documents will be the only ones deemed official.

Enel undertakes to bear the costs of organising the planned annual meetings, following the valid Group Travel Policy.

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The 10 Principles of the "Global Compact"

By signing up to the Global Compact, Enel undertakes to:

Human Rights

Principle I

Support and respect the protection of internationally proclaimed human rights;

Principle II

Make sure that it is not complicit in human rights abuses.

Labour

Principle III

Uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle IV

Uphold the elimination of all forms of forced and compulsory labour;

Principle V

Uphold the effective abolition of child labour;

Principle VI

Uphold the elimination of discrimination in respect of employment and occupation;

Environment

Principle VII

Support a precautionary approach to environmental challenges;

Principle VIII

Undertake initiatives to promote greater environmental responsibility;

Principle IX

Encourage the development and diffusion of environmentally friendly technologies;

Anti-corruption

Principle X

To work against corruption in all its forms, including extortion and bribery.

Levels of Social Dialogue into the Enel Group

In cases of corporate restructuring and perimeter modifications having a "global" character, in order to define details and coordinate the various levels of dialogue (Global, European and National) within Enel Group, it is agreed that:

this GFA intends to confirm, in line with the EWC Enel Agreement dated 16 December 2011 and Industrial Relations systems in all countries where Enel operates, the respect of the following principles at all levels of negotiation with workers' representatives within the Group:

- constructive dialogue between the Company and Workers' Representatives;
- internationality of Enel's business, in recognition of the shared VALUES and PRINCIPLES embodied in the GFA;
- relationships hallmarked by reciprocal respect, in national and transnational contexts alike.

Considering the above, dialogue on corporate restructuring having a global character will be managed normally by competent Company entities, in parallel on the three levels in the specific forms envisaged in this agreement, in the EWC Enel Agreement, and in national industrial relations systems.

The competence of national workers' organisations and local representatives as regards organisational and corporate effects of relocation of individual workers following restructuring remains assured.

The GWC and EWC may integrate the "control room" envisaged by the Italian Industrial Relations Model dated 17 July 2012, whenever the Parties identify a global impact for the topics under discussion.

The involvement of a representative of the EWC in the Global Works Council, and the hoped-for annual meeting of the GWC at the same time as one of the two annual meetings of the EWC will ensure proper coordination of the two transnational levels, which may in no circumstances be the second call for issues to be dealt with on a national level.

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