

**In Emilia-Romagna we build  
the future together.**



# Signatories

## Emilia-Romagna Region

### AGCI

General Association of Italian Cooperatives E-R

### ANCI

National Association of Italian Municipalities E-R

### ANCE

National Association of Builders E-R

## Metropolitan City of Bologna

## Coldiretti Emilia-Romagna

### CUPER

Unitary Committee of the Intellectual Professions of the Professional Orders and Boards E-R

## Regional Commission ABI E-R

## Bologna city council

## Cesena town council

## Ferrara town council

## Forli town council

## Modena town council

## Parma town council

## Piacenza town council

## Ravenna town council

## Reggio Emilia town council

## Rimini town council

## Confagricoltura E-R

## Confapi Emilia

## Confapindustria E-R

## Confartigianato E-R

## Confcommercio E-R

## Confcooperative E-R

### CGIL

Italian General Confederation of Labour E-R

### CIA

Italian Confederation of Farmers E-R

### CISL

Italian Workers' Union Confederation E-R

### CNA

National Confederation of artisans and small and medium enterprises E-R

### COPAGRI

Confederation of Agricultural Producers E-R

## Confesercenti E-R

## Confimi Romagna

## Confindustria E-R

## Confprofessioni E-R

## Confservizi E-R

## National Research Council (CNR)

## Italian Federation Environment and Bicycle (FIAB)

## Third-Sector Forum E-R

## Legacoop E-R

## Legambiente E-R

## Polytechnic University of Milan

## Province of Ferrara

## Province of Forli-Cesena

## Province of Modena

## Province of Parma

## Province of Piacenza

## Province of Ravenna

## Province of Reggio Emilia

## Province of Rimini

## Zero Waste Municipalities Network E-R

## Regional School Office E-R

## Unioncamere E-R

### UPI

Union of the Provinces of Italy E-R

### UGL

General Union of Labour E-R

### UIL

Italian Union of Labour E-R

### UNCEM

National Union of Mountain Municipalities and Communities E-R

## Catholic University of the Sacred Heart

## University of Bologna

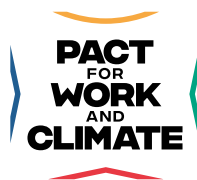
## University of Ferrara

## University of Modena and Reggio

## University of Parma

Bologna, 14 December 2020





<b>1. A project for Emilia-Romagna</b>	_____	<b>5</b>
<b>2. A democratic method</b>	_____	<b>7</b>
<b>3. Rebuilding new development</b>	_____	<b>9</b>
3.1. Either development is sustainable or it is not development	_____	<b>9</b>
3.2. What we are learning from the pandemic	_____	<b>12</b>
<b>4. A historic opportunity</b>	_____	<b>15</b>
<b>5. Work and climate: the identity of the new pact</b>	_____	<b>17</b>
<b>6. Strategic objectives</b>	_____	<b>21</b>
6.1. Emilia-Romagna, a region of knowledge and know-how	_____	<b>21</b>
6.2. Emilia-Romagna, a region of environmental transition	_____	<b>25</b>
6.3. Emilia-Romagna, a region of rights and duties	_____	<b>30</b>
6.4. Emilia-Romagna, a region of work, enterprise and opportunity	_____	<b>36</b>
<b>7. Cross-sectoral processes</b>	_____	<b>43</b>
7.1. Digital transformation	_____	<b>43</b>
7.2. A simplification Pact	_____	<b>44</b>
7.3. Legality	_____	<b>47</b>
7.4. Participation	_____	<b>48</b>
<b>8. Governance and monitoring</b>	_____	<b>51</b>



# 1. A project for Emilia-Romagna

In setting out this Pact the Emilia-Romagna Region, the General Association of Italian Cooperatives (AGCI), the National Association of Italian Municipalities (ANCI), the National Association of Builders (ANCI), the Metropolitan City of Bologna, Coldiretti, the United Committee of Intellectual Professions of Professional Orders and Colleges (CUPER), Regional Commission ABI, Bologna city council, Cesena town council, Ferrara town council, Forlì town council, Modena town council, Parma town council, Piacenza town council, Ravenna town council, Reggio Emilia town council, Municipality of Rimini, Confagricoltura, Confapi Emilia, Confapindustria, Confartigianato, Confcommercio, Confcooperative, Confederazione Generale Italiana del Lavoro – Italian General Labour Confederation (CGIL), Confederazione Italiana Agricoltori – Italian Confederation of Farmers (CIA), Confederazione Italiana Sindacati Lavoratori – Italian Workers’ Union Confederation (CISL), Confederazione nazionale dell’artigianato e della piccola e media impresa – National Confederation of artisans and small and medium enterprises (CNA), Confederazione Produttori Agricoli – Farmers’ Confederation (COPAGRI), Confesercenti, Confimi Romagna, Confindustria, Confprofessioni, Confservizi, Forum Terzo Settore – Third Sector Forum, Legacoop, Legambiente, Province of Ferrara, Province of Forlì-Cesena, Province of Modena, Province of Parma, Province of Piacenza, Province of Ravenna, Province of Reggio Emilia, Province of Rimini, Rete dei Comuni – Network of Communities, Rifiuti Zero, Ufficio Scolastico Regionale – Regional School Department, Unioncamere, Unione delle Province Italiane – Union of Italian Provinces (UPI), Unione Generale del Lavoro – General Workers’ Union (UGL), Unione Italiana del Lavoro (UIL), Unione Nazionale Comuni Comunità Enti Montani – National Union of Mountain Municipalities and Communities (UNCEM), University of Bologna, University of Ferrara, University of Modena and Reggio, University of Parma jointly commit to **relaunching and developing** Emilia-Romagna sustainably.

It is a Pact whose primary aims are **generating quality jobs, combating inequality and taking** Emilia-Romagna through environmental transition, thereby helping to achieve the objectives of the **2030 Sustainable Development Agenda**.

After five years of uninterrupted growth, safeguarding health and employment and combating inequality are once again our top-priority goals. The climate emergency is this generation’s testing ground, the challenge of our times.

Our objective is therefore to share a single strategy capable of tackling current difficulties by supporting the economy and society to the full to overcome these and generating new sustainable development and new jobs, taking

Emilia-Romagna through environmental transition and reducing the economic, social, environmental and territorial divisions which are a further feature of our region. First of all, we agree that the work we mean is **quality work**, for both employees and the self-employed; stable, adequately paid and secure work **and sustainable development** is to be split up into its three inseparable components, i.e. **environmental, social** and **economic**.

In common with all great revolutions, the complexity of this phase means it can only be addressed via a participatory and joint response by all sections of society. Hence, the new **Pact for Work and Climate** sets out shared commitments and responsibilities in a common path designed to improve living standards and the planet and overcome the **development-environment** juxtaposition, taking advantage of all the potential and room for manoeuvre which change of this kind offers the region and future generations.

The **Pact for Work and Climate** is part of a Italian and European Union strategy whose objective is to achieve climate neutrality by 2050 and transition towards a new, more environmentally and socially sustainable economy.



## 2. A democratic method

The **Pact for Work and Climate** is based on quality relationships between institutions and economic and social stakeholders, mutual recognition of the role each of these play in society, sharing strategic objectives and the consequent accountability. It is made up of diverse demands, visions and sensibilities resulting from a democratic participation and shared planning process.

This document and the process via which it was drafted serve to confirm and 'relaunch' the method adopted in 2015 with the signing of the Employment Pact which, in the space of five years, has enabled Emilia-Romagna to make up the ground lost during the long crisis beginning in 2008, making it one of Italy's and Europe's best performing regions in terms of per capita GDP, added value, unemployment rate and exports.

Discussion and sharing strengthen democracy and generate cohesion, a heritage which this region has succeeded in cultivating even at its most critical junctures. Today we have chosen to further enhance these as a way of tackling the complexity of the new scenarios facing us and undertaking the changes needed to ensure future well-being for our region and, in particular, for **future generations**. To make Emilia-Romagna a better place to grow up, live and work in.

The **European Union** is a strategic point of reference as regards the choices we make, not only because of its functions, but, above all, because of the cohesion and democracy values it embodies. A new European idea, founded to a greater extent on social and solidarity values, is emerging, one designed to tackle the climate challenge and more strongly committed to combating territorial and gender inequalities.

We have adopted the UN 2030 Sustainable Development Agenda as a decisive landmark. The innovations introduced with it include definitively establishing the need for an integrated vision of sustainability in its various economic, social and environmental dimensions as new development model guarantee. The objectives and targets of the 2030 Agenda are a compass bearing for national, regional and local governments. The latter play a key role in combating climate change, including via the implementation of the new **Covenant of Mayors for Energy and Climate** launched by the European Union. The Emilia-Romagna Region wants to do its part and will adopt a regional strategy for the implementation of the 2030 Agenda which will contribute to the achievement of the objectives shared in this covenant, in line with the National Strategy for Sustainable Development.

The signatories to this pact hereby outline the strategic framework and guide-

lines for the various **operational agreements and implementation strategies** needed to achieve its shared objectives, based on common participation, discussion and sharing methods.

The **Pact for Work and Climate** cites **2030** as its horizon, adopting a medium and long term view which is indispensable if the complexity of current challenges is to be tackled, new foundations for regional growth created and Emilia-Romagna's path aligned with those set out in the 2030 Agenda, the Paris Agreement and the European Union for the reduction of greenhouse gas emissions by at least 55% by 2030, by the 2021-2027 European funding programme and by the National Recovery and Resilience Plan.

## 3. Rebuilding new development

### 3.1. Either development is sustainable or it is not development

In common with (and more than) other regions, Emilia-Romagna is currently facing some decisive challenges and not only at a regional level. The first is **demographic** with an ageing population, a low birth rate and immigration as its three main components.

Ours is one of the regions of the world where people live longest, with a life expectancy at birth of 83.6 years, higher for women, but with an increase in the number of non-self-sufficient and vulnerable individuals. At the same time, fewer children are being born here, with a fertility rate of 1.34 children per woman (1.29 for Italy, 1.56 for Europe). It is therefore not surprising that Italy is now the second oldest country in the world, with Japan in first place. A further long-term feature of the demographic transformation underway is also a growth in immigration which has enabled Emilia-Romagna to counterbalance its negative natural trend. In early 2020, 12.6% of the total population of Emilia-Romagna were foreign nationals (this percentage was under 10% until late 2009), a much higher share than the national average (8.8%). About a quarter of those born in Emilia-Romagna in 2019 were foreign nationals (15% in Italy).

Meeting the demographic challenge is essential if we want to avoid a radical impact over time on the sustainability of our economic system, our capacity for innovation and creativity, the resilience of our welfare and pension systems and living standards. The falling birth rate, an ageing population and incomplete social integration are undermining our social and economic balance and potential for fair and sustainable development. We appreciate the need to design structural policies that meet the needs of the elderly, contribute to raising the birth rate, combat gender inequality, generate a better work-life balance – thereby lightening the burden currently borne almost exclusively by women – promote the region's attractions to young people and wanting to remain here from the starting point of the availability of jobs and services promoting full social inclusion, of the most vulnerable members of society in particular.

The second challenge is the **climate emergency** which makes **environmental transition** a major issue that can no longer be postponed.

Climate scenarios highlight major critical situations and our region has already seen significant changes in the intensity and frequency of atmospheric phenomena, which are set to increase even further. The 2021-2050 period will be marked by a probable rise in minimum and maximum temperatures of about

1.5°C in winter, spring and autumn, and about 2.5°C in summer, an increase in heat waves and tropical night-time temperatures, a decrease in rainfall especially in spring (about 10%) and summer and an increase in total rainfall and extreme weather events in autumn (about 20%) with an increase in the number of consecutive entirely dry days during the summer months (20%). These climate scenarios, together with available regional data, both in terms of CO<sub>2</sub>-eq emissions (-12%, in 2017 over 1990) and renewables (13% coverage of final consumption from renewable sources in 2017 compared to total final consumption), and the EU infringement procedures also affecting Emilia-Romagna, confirm that our commitment towards improving air quality and using clean energy must be strengthened.

The intensity of climate change and the increase in its incidence, as well as the prevalence of environmental issues in public opinion, especially among the young, require a shared vision and governance of the transition involving unprecedented public and private investment in institutions, communities and businesses. The effects of this complex transformation may be mixed: a slowdown in development processes, with an even more evident increase in inequality, or a positive acceleration, designed to achieve a growth rate capable of combining work quality and respect for the environment, productivity and added value, economic efficiency and social justice. The aim of this Pact is to ensure Emilia-Romagna falls fully into the latter category.

The third challenge is **digital transformation**. Digital technology is changing the world around us and the way we interpret it profoundly. The term revolution is used precisely because of the impact and extraordinary transformation this generates in social and economic relations and even in democratic participation.

Our region is already investing more in the future than any other in Italy and with few parallels in Europe. The **Emilia-Romagna 'Data Valley'** project is promoting research institutions and skills designed to generate tomorrow's jobs, businesses and society. The policies implemented since 2015 have, in terms of infrastructure and computing capacity, made Emilia-Romagna a major European innovation incubator whose goal is to tackle some of the major challenges of the new century. However, it is also true that, in digital transformation terms, the gap between the region and the most advanced areas of the world is wide. We are well positioned nationally (as the Digital Economy and Society Index confirms), but we lag significantly behind other European regions, particularly in terms of Internet use in everyday life and ICT skills. Democratic and inclusive digital development which does not leave workers behind is now more essential than ever, a prerequisite for a competitive globalised economic production system, environmental and social sustainability, access to rights and simplified red tape and the civil service efficiency improvements which this pact has set itself.

The fourth challenge concerns mounting **inequalities**. The well-being and living standards of Emilia-Romagna's people places us at the top of the national league table and within the cluster of the most highly developed European regions. Both 'classic' development level indicators, such as per capita GDP (36.7 thousand euros at current prices, 120% of average European per capita GDP) and the unemployment rate (5.5%, compared to the EU27 average of 6.7%), as well as the more specifically well-being indicators, show that Emilia-Romagna has successfully addressed many of the challenges triggered by the 2008 financial crisis, differentiating itself, in terms of performance, from many other regions and not only in Italy. However, a decade of recession followed by another of slow recovery has hit our social fabric hard. For example, higher female unemployment, a marked gender pay gap and worrying youth unemployment, accompanied by high job insecurity and low incomes, stagnating disposable income and wages, a failure to return to pre-2008 crisis per capita levels in real terms, and an increase in the number of people at risk of poverty or social exclusion (a percentage that rose to 17.8% in 2013 and is now down to 14.2%) are all emerging factors.

Our aim is to focus on quality work and policies hinging, on one hand, on the system's ability to generate value, and on the other, on action and services capable of redistributing it fairly and inclusively, including through a new tax policy - based on progressivity, social justice and eliminating tax evasion - and ongoing improvement in collective bargaining between social partners.

The labour and business system itself is experiencing unprecedented **polarisation**, especially between highly-skilled and highly-paid work and low-skilled, insecure and poorly paid jobs, both employed and self-employed, which stop employed people crossing the poverty line. Otherwise, looking at the morphology of our economic-manufacturing system, on one hand we have innovative, digitalised, high value-added companies strongly oriented towards international markets and investing in qualified human capital and sustainability, and on the other, companies that are more vulnerable to the effects of the major transformations mentioned above. An inclusive development project aims to raise overall system standards, investing in training and production chains, combating poor and **precarious** employment and vulnerability at every level, whether in the workplace or as regards business enterprise.

In addition to social and economic inequalities, there are also **gender** and **generational** inequalities, the result of a number of social, cultural and economic factors, starting with the increasingly tangible inequality in Emilia-Romagna's labour market. In spite of the progress made in recent years, there is still a significant employment gender gap (in the 15-64 age bracket women's pay is almost 12 percentage points below men's) and in pay (according to INPS data, female employees in the region are paid average annual salaries amounting to

67% that of their male colleagues), for example. The same is true of young people. Once again, taking pay as an example, employees of both genders under the age of 30 in our region are paid wages on average less than half those of older workers. All too often associated with contractual insecurity and abuse of unprotected forms of work, this has resulted in the younger generations emigrating in search of new work and life experiences.

Equally decisive is overcoming **area** inequalities, especially in mountain and peripheral areas, which also threaten regional cohesion. All over the world, we are witnessing a widening gap between urban and rural, inland and mountainous areas, city centres and suburbs. We want to counteract this trend by providing opportunities and local services everywhere, integrating suburbs into more open and widespread cities, enhancing the identity and potential of individual areas in order to trigger new development processes.

There are four major challenges facing us then. We know the transitional phase is always the most complex in any change process. It must be governed by **collective action** involving regional society as a whole. The pact set itself this goal from the outset.

### 3.2. What we are learning from the pandemic

Awareness and willingness to face these challenges in order to embark on a new process of sustainable development has been sped up and strengthened by the COVID pandemic, which has upset plans and forecasts in the space of a few months. The latest estimates refer to a 9.9% contraction in real GDP in 2020, as a result of a collapse in both domestic and foreign demand. The effects on unemployment and business activity rates have been significant, albeit dependent on the type of national social safety net measures in place.

The virus has confirmed the instability and unpredictability of globalisation processes, highlighted Emilia Romagna's pre-existing contradictions and social fragilities and also pinpointed elements of strength and resilience as well as new opportunities in the regional system. During the emergency, we have learnt a great deal from the sacrifices and commitment made by people and businesses, associations and institutions – most specifically by the **Emilia-Romagna health system**.

In the space of just a few months, the inestimable and unquestionable value of a **good public healthcare service for everyone, rooted in the local district has become clear to all. Doctors, healthcare professionals, social-healthcare workers, social services staff and technical and administrative staff, as well as**

**volunteers** and the tertiary sector, have shown themselves to be a crucial local services bulwark to be recognised, qualified and valued.

It is precisely healthcare that has highlighted the crucial importance of **knowledge** and **skills**. The urgent need for digital transformation and widespread networking has become clear, but so too has the marked propensity of people, businesses and institutions to make the best use of technology, with **schools, vocational training institutes and universities in the forefront**. And, as in the case of healthcare, it is now clear that without education the country will grind to a halt. We now know that technologies can and must interact with teaching, but we are also conscious of the digital divide and the risk that distance learning widens social inequalities and, therefore, how essential interaction in classrooms and laboratories between children and teachers is.

Awareness of the need to adopt healthy **lifestyles** and **sustainable consumption** habits and the importance of being able to count on a structured and competitive **agricultural, agro-industrial and distribution chain** capable of ensuring reliable supplies, **process sustainability and food quality** has also increased.

We have also witnessed the **strategic nature of a number of supply chains**, especially biomedical and pharmaceutical chains, and their ability to dialogue with the research system, just as we have admired the ability of numerous **small, medium and large firms** to reconvert production processes and services in favour of the community, and the potential of a new digital reorganisation of work, when properly regulated and governed.

We have also been able to rely on a system of service provision firms capable of ensuring the provision of essential public community services - energy, waste collection and management of the integrated water service.

Finally, what we already knew about the greater fragility of employment conditions for **women and young people has been confirmed**, and we have, all too often, had to rely on the commitment of **numerous workers with little or no security** who have played an essential role in our lockdown society all the same. This also applies to many **neighbourhood businesses** which in normal times struggle to survive.





## 4. A historic opportunity

During the pandemic decisions have been taken which had been put off for many years. The European Union reacted with exceptional, unprecedented measures, in both nature and scope, as did the Italian government. In order to help repair the economic and social damage caused by the COVID pandemic, reduce inequality, protect and boost employment, speed up environmental and digital transition and strengthen social cohesion, the European Commission has launched **Next Generation EU**, a far-reaching and unprecedented plan to strengthen the multiannual financial framework (**MFF**) for the 2021-2027 period via a specific commitment to recovery and cohesion. Both of these, including via previously identified major strategies, in particular the **Green Deal**, will contribute to transforming the European Union and fostering the emergence of a more modern and inclusive, resilient and sustainable Europe.

With 750 billion euro in resources, Next Generation EU is divided up into various programmes, including the Recovery and Resilience Facility. Italy will receive around €209 billion and is currently engaged in defining its **National Recovery and Resilience Plan** (PNRR).

We believe that investing well and promptly requires great synergy, avoiding tendencies towards institutional centralism. Emilia-Romagna intends to play a leading role both as regards planning and the management of the extraordinary resources to be put at the country's disposal.

**This Pact and subsequent agreements are tools with which to define the strategic objectives towards which all available resources will be directed and work together on the urgent and structural measures needed to get our economy and society moving again.**

The signatories to it agree that resource use will apply and comply with the national and territorial collective labour and business agreements signed by the most representative national trade unions and employers' organisations, ensuring employment standards are managed in the context of just industrial relations, respecting worker health and safety standards and focusing on strengthening occupational quality and worker skills.



## 5. Work and climate: the identity of the new pact

**Emilia-Romagna is a strong region.** Its strength is based on an enviable social and cultural heritage because it is packed with top-quality supply chains, businesses and production facilities; because its community is made up of resourceful and 'industrious' workers, because it has always been famous for its hospitality. It is strong because it is resilient and therefore capable of getting back on its feet in the face of traumatic events. But it is also strong because it is capable of changing for the better whenever good opportunities present themselves, without losing sight of its identity and values.

In outlining a new project for our region, our first priority is **unprecedented investment in people**, first and foremost in their health, but also in their skills and abilities. Starting from individual rights and duties, to **young people and women in particular**, and promoting diversity, this also means extending experiments with new forms of **democratic participation** at all levels. The signatories to this Pact agree that this is also an opportunity to promote a genuine new deal for women, to ensure women will play a leading roles in all sectors of a modernising society.

The second priority is to speed up **environmental transition**, with the goal of achieving **decarbonisation before 2050** and switching to **100% renewable energy by 2035**, with our sights set on **protecting and enhancing natural resources**, reducing carbon emissions and increasing energy efficiency, preventing hydro-geological instability and promoting urban regeneration, sustainable mobility, the circular economy and waste reduction. Environmental transition must cut across all regional policies, taking an organic approach to all future standardisation, planning and programming. Achieving these goals requires taking action vis-à-vis the government to support and promote the necessary regulatory and planning innovations at the national level.

It must be a **just transition** accompanied by effective planning aimed at generating new businesses, jobs and skills, and updating workers' professional skills in order to protect and safeguard their jobs.

The third step is to put **work** and the **value of enterprise**, both **small** and large, back centre stage and, along with it, widespread business pluralism, with **co-operation** and **social work** not only an identifying factor but also a promoter of development, efficiency and quality in Emilia Romagna. In view of the fragility of the current international production model, based on excessive global fragmentation, the presence in Emilia-Romagna of complete **supply chains** could well attract the return of **producers**.

The fourth step is channelling the digital revolution towards a new humanism, so that future technology evolutions are determinable rather than determined and therefore everyone's right, an asset which serves people's needs and district cohesion and competitiveness and a sustainable development and digital and green requalification of employment driver. But it should also be emphasised that, in addition to technological innovation, social innovation is also an essential development and democracy tool.

The fifth step is a fresh focus on **welfare** as a tool for social equity and combating inequality and new vulnerabilities, putting people and communities back centre stage. An **integrated** public governance system in which a strong role is played by increasingly **inclusive and participatory** service planning, regulation and management capable of bringing all human, professional and economic resources in districts together in a networking and subsidiarity, proximity and home care logic.

The sixth step is recognising the vocation of **cities**, and with them of **universities**, for experimentation and innovation, and thus the decisive role these play in opening up new avenues. The challenges we are facing and the achievement of the objectives outlined above requires stronger links and major roles for districts. This also means enhancing diversity and investing in Emilia-Romagna's district vocations, starting with a recognition of the, in many ways nationally unique top-quality products our city and region produces with a specific focus on the needs and potential of **inland and mountain areas**.

The cornerstone of the entire project is a shared commitment to relaunching **public and private investments**, seizing all the opportunities offered by European Union policies and programmes and favouring measures ensuring the best multiplier effect on direct and indirect employment.

Considering the fundamental importance of extending the use of green technologies, increasing the sustainability of the various business processes and encouraging behaviour which enhances the value of human resources, investment promotion will also encompass projects capable of concretely contributing to achieving the objectives of the 2030 Agenda, in line with the provisions of the regional rules on **corporate social responsibility**.

A shared commitment to relaunching investment will be supported by a process of **simplification** aimed at cutting red tape and civil service innovation. This does not mean deregulation, but rather raising the level of legality, rights and social justice, including in view of the growing risks of criminal and mafia infiltration.

Finally, a decisive contribution to this development project must come from Emilia-Romagna's unique **regional autonomy** proposals. without casting doubt on national unity, the principles of loyal cooperation between institutions, sol-

identity between different areas and equality between all citizens – all essential constitutional values - this proposal contributes to the definition of a new national framework which, on the one hand, finally ensures essential service levels and equalisation mechanisms while, on the other, it confirms and strengthens the national, public and universal nature of essential services, starting with education, university, research and healthcare systems (without therefore altering staff recruitment methods and the nature of the national collective bargaining system, and without calling into question the unity of the curricula and staffing systems). An autonomy project aimed at increasing the capacity to determine needs and plan action trajectories, to integrate and simplify procedures, and to increase the effectiveness and efficiency of management, providing a more suitable framework for organising joint working between the various institutional levels in meeting community needs.

The Pact has four **strategic objectives** and **four cross-sectoral processes** based on decisive dynamics for regional society as a whole. The **action trajectories** set out the measures signatories consider to be priorities and which they undertake to carry out in their respective institutional capacities.

### **Strategic objectives**

- Emilia-Romagna, a region of **knowledge** and **know-how**
- Emilia-Romagna, a region of **environmental transition**
- Emilia-Romagna, a region of **rights** and **duties**
- Emilia-Romagna, a region of **work, enterprise** and **opportunity**

### **Cross-sectoral processes**

- **Digital transformation**
- **A Simplification Pact**
- **Legality**
- **Participation**



## 6. Strategic objectives

### 6.1. Emilia-Romagna, a region of knowledge and know-how

*Investing in education, training, research and culture in order to foster rather than acquiesce in change, generate quality jobs and combat job insecurity and inequality, innovate in manufacturing and services and speed up environmental and digital transition.*

In Emilia-Romagna, we have always considered **education** and **training** to be essential to social improvement. When communities are facing new challenges and enacting change, it is even more essential, starting with the younger members of society.

The universal and inclusive right to education is the basis of our development model.

Quality education from early childhood onwards is crucial to children's cognitive and interpersonal development, fostering future learning and psycho-physical and social wellbeing, with collective benefits in terms of reducing inequality and poverty and increasing social mobility. For these reasons, we want to ensure that **educational services and nursery schools** are accessible to everyone and available throughout the region, removing any obstacles presented by initial social inequalities while, at the same time, responding to children's subjective rights and the needs of families for a good work-life balance, boosting the number of jobs for women and the birth rate.

One of the preconditions for combating inequality and generating a new development model is inevitably a substantial reduction in early school leaving, which has started to increase once again (latest available data 11% in 2018).

Great social changes bring both opportunities and challenges. Avoiding the latter and seizing the former requires a solid cultural foundation and increasingly specialised skills. The very same skills that companies need if they are to be more competitive and international. We believe in the importance of investing in **guidance** services giving young people and their families the tools with which to make informed choices, and in an **educational and training infrastructure** capable of combating early school leaving and providing everyone, **without exception**, with a chance to improve their knowledge and skills both before they join the labour market and throughout their working lives, in order to promote professional growth, support employment quality in terms of stability and intensity and ease transition. This commitment must focus on providing the skills required for a **greener, more inclusive and digital economy**, strengthening **vocational secondary and tertiary education** and making full use of **technical** and **vocational training** and **culture**. In line with the European Education Area

project and the new European Plan for Digital Education, we must break down the stereotypes that limit young people's, and especially women's, choices and impoverish the region's productive assets.

Effective vocational training and employment services capable of networking with all sector players are a decisive element in post-pandemic reconstruction programmes and a fundamental tool facilitating the transition towards an increasingly digital and sustainable economy, with the aim of maintaining and increasing people's employability throughout their lives.

For all these reasons, we intend to adhere to the **Pact for skills**, one of the 12 European Skills Agenda actions, whereby the European Commission invites public and private organisations to join forces and take concrete action to maximise the impact of investment on skill development and retraining.

The Emilia-Romagna sustainable development project presupposes a faith in **research** and **science** in a social bond based on transparency, integrity and coherence. Free research in no way conflicts with the sharing of strategic missions on which to concentrate efforts. Greater use must be made of public investment in research, both basic and industrial, to encourage the participation of the many players working in this field, in order to achieve democratically determined strategic objectives, and promote access to the fruits of innovation for small businesses as well.

In Emilia-Romagna we currently invest 2% of our GDP in research, and we aim to increase this to 3% together with a renewed commitment to certain areas of crucial importance for environmental transition.

More generally, **culture** is an identity and individual and collective social growth factor. It drives innovation, economic development, new jobs and active citizenship. It can also foster social inclusion and combat inequality. Emilia-Romagna – already a leading region in terms of the culture of its people – needs to grow further in cultural and creative industry capital terms, becoming an ever evolving polycentric creativity and art metropolis on the strength of technology, capable of appealing to an ever wider audience, regenerating the historical heritage and the suburbs and attracting young people, as a rival to the major European players.

Emilia-Romagna, a region of knowledge and know-how, is committed to mobilising and supporting the aspirations of the younger generations. Young people who do not study or work constitute a serious weak link which must be remedied, reducing the percentage of NEETs to less than 10%.



## Lines of action

- To strengthen the network of **educational services** and **nursery schools** (0-6), and make sure these are accessible to all girls and boys throughout the region, progressively eliminating waiting lists and costs borne by families, raising the quality of the services offered by the integrated system as a whole.
- To upgrade the **language skills** of the entire community, starting with the youngest children, by extending English-language literacy experiences in nurseries and infants' schools and strengthening the teaching of English in **vocational and lifelong training**.
- To consolidate the network of **careers guidance** services and combat gender stereotypes in training and career choices, promoting and improving **vocational and technical training courses**, including through the dissemination in schools of structural and permanent measures to facilitate access by girls and boys to technical-scientific subjects.
- To promote new synergies between **districts** and an increasingly open, inclusive and innovative **educational system**.
- To combat educational poverty and **early school leaving**, promoting educational success.
- To support families financially in order to ensure the **right to schooling** for all and improve services, with specific attention to students with disabilities.
- To promote **Paths for Transversal Skills for Guidance** (PTCO, formerly school-job alternation), which provide real added value to educational programmes.
- To safeguard schools in **peripheral and mountainous areas**.
- To provide **safer, more sustainable and modern school buildings** via a ten-year regional plan prioritising new European resources, linked to the Renovation Wave initiative, for energy requalification work on new zero-emission buildings.
- To strengthen cooperation between vocational schools, vocational training bodies and the region's manufacturing infrastructure, to increase the ability of the integrated **education and vocational training system** to provide pathways to qualification geared to foster entry into the labour market, enhance and network excellence and combat school drop-out.
- To strengthen and qualify the training system, including through a joint review of **accreditation** and **simplified** management rules.

- To build an **integrated professional and technical training chain** - favouring the transition from leFP (Professional Training) to IFTS (higher Technical Education and Training) and ITS (Higher Technical Education) and from these to university - enabling young people to continue their education and providing districts with the technical, scientific and humanities skills essential to recovery and innovation, contributing to increasing the number of young people with professional qualifications or diplomas, tertiary education qualifications and university degrees.
- To promote the **internationalisation of education** for students who, despite their merits, are lacking the necessary financial resources.
- To provide **university scholarships** and adequate services **to all those** entitled to them on the basis of merit and income, working closely with institutions, universities and higher education institutes for art, music and dance.
- To implement initiatives to **attract students and encourage them to stay** on after completing their training courses and foster the **return of talented individuals**, including by attracting prestigious **international research and university institutions** to the region and designing a new network of services, including international schools.
- To promote the use of the various types of **apprenticeship** contracts as a privileged channel for access to the world of work, with a particular focus on those enabling young people to obtain qualifications and upgrading the training component of professional apprenticeships.
- To initiate new synergies between regional planning and inter-professional funds to strengthen and promote the **training of entrepreneurs, managers, employees and professionals**, supporting the development of innovation, digital transformation, internationalisation and sustainable development processes at all levels.
- To strengthen and increase **lifelong learning** opportunities to make individual pathways to education and skills accessible to all and strengthen lifelong employability.
- To further enhance integrated and synergistic participation in **national and international research funding opportunities** to attract new projects, infrastructure, resources and talent.
- To strengthen the regional **research and innovation** ecosystem, investing particularly in healthcare, digital transition and the environment.

- To enhance the value of **Data Valley** investments so that businesses and, more generally, the whole of regional society can benefit.
- To make the Emilia-Romagna region a major centre for **cultural and creative industries** by investing in advanced specialised training, consolidating the theatre network, strengthening the cinema, music and publishing sectors and supporting widespread cultural production.

## 6.2. Emilia-Romagna, a region of environmental transition

***Speeding up environmental transition to achieve carbon neutrality by 2050 and switching to clean and renewable energies by 2035, combining productivity, equity and sustainability, generating new quality jobs.***

We believe that Emilia-Romagna must emerge from this crisis with new development goals based on respect for the planet, the preservation of natural resources and the protection of people's well-being. The second objective on which restarting and strategic positioning of the region is to be based is, therefore, **environmental transition**. We are taking on board the 17 **United Nations Agenda** goals with a view to overcoming the fragility factors our ability to create and redistribute wealth and preserve and renew the resources we use are based on.

**"There is no Planet B"** is the clear message with which millions of young people all over the world are calling for swift action. The scientific evidence on the extent of global warming, as well as the awareness that it is caused by climate-changing gas emissions resulting from the use of fossil fuels and the unsustainable use of land and natural resources, are a great responsibility for us, as a region and as a nation, to speed up the transition towards carbon neutrality and fully sustainable development.

This Pact sets a zero climate-changing emissions goal whose aim is to achieve **carbon neutrality by 2050**, in line with European strategies, and switching to **100% renewable energies by 2035**.

This is a just transition that, on one hand, requires significant support for business investment, starting with the current production system and its main sectors, and, on the other, investment in the creation of new companies and jobs. This will be accompanied by vocational training and retraining projects and a return to employment for workers at risk of unemployment in the new changing industrial sectors, starting with the green and circular economy, renewable energies and environmental protection services.

This is a project which is as demanding as it is necessary for the Po Valley, the

area with the highest concentration of production and manufacturing facilities in Italy, but also the most environmentally exposed, starting, of course, with air quality. We need to speed up our efforts to **mitigate** and **adapt** to the impacts of climate change.

This requires our region to take the lead in transition, via a pragmatic, progressive, effective and measurable path that does not jeopardise productive and natural capital, employment and social wellbeing, but is rather a **driver of a new and different development model**. This is the most pressing challenge we face.

The struggles to combat climate change and inequality are inseparable, as it is the most fragile groups who pay the highest global warming costs. But these are also the most at risk of paying for the effects of the transition unless this is carried out in an economically and socially viable way. On the other hand, it is not only possible but essential to create new quality jobs contributing to and resulting from transition. We are not starting from scratch. In Emilia-Romagna, many of these processes are already underway and now need to be stepped up with extraordinary public and private initiatives, on one hand, and social safety nets and support measures, on the other.

The Pact's shared objectives will be the basis for the **Regional pathway to carbon neutrality by 2050** which the signatories themselves will contribute to outlining and will include integrated action strategies in the various sectors aimed at absorbing, mitigating and reducing greenhouse gas emissions, defining medium term targets and tools to collect uniform data and monitor the achievement of objectives. This work will form the basis of the **Climate Law** which the Region intends to adopt.

If we are to achieve our transition objectives, it is fundamentally important to get companies involved, starting with local authorities' basic services providers - in which public participation and control are strategic - and develop all possible synergies between public-private investment cycles, supporting a management style which ensures services of universal value, through constant investment in networks and plants.

Our ally is the European Union, which aims to be the first continent with a zero climate impact and has paved the way for ambitious 2030 targets. The major investment plan which will support regional society's move to full sustainability will be backed by the European **Green Deal**, in both target and resource terms, as well as by the **National Recovery and Resilience Plan** and **Next Generation EU** resources. Making the best use of these resources, with wide-ranging policies for a vast area, in conjunction with the other Po Valley regions, is a qualifying objective of the Pact and a priority future planning goal.

## Lines of action

- To accompany the **environmental transition** of **businesses** of all sizes by directing and incentivising their investments towards **renewable energies** and processes and products with a lower environmental impact, putting them in a position to seize the opportunities offered by green transition through targeted support, regulatory simplification and measures supporting the change towards sustainable production and consumption models.
- To develop **new green supply chains** focusing on both the climate/energy chain and industrial material recovery chains.
- To invest in **research and innovation** in fields with high strategic potential such as hydrogen, electricity and green chemistry.
- To build a research and study team to support and define **sustainable finance** and **social impact** projects consistent with the Pact's objectives.
- To increase the production and use of **renewable energies** and storage, including in a widespread form, through a **regional law on energy communities**.
- To speed up **energy transition** in the public sector, supporting the development of **municipal energy and climate plans** and carbon neutrality programmes at the regional level, giving new impetus to the upgrading and **energy efficiency** of all public assets.
- To promote the sustainability, innovation and attraction of historic city centres through the **development of regeneration processes** bringing together building and urban planning measures, accessibility and mobility choices, the strengthening of services and infrastructure, climate change adaptation and measures to regenerate the economic and social fabric.
- To continue to strengthen the **zero land consumption** and **urban regeneration** strategy with a town and city regeneration and resilience plan capable not only of tapping into European resources but also of maximising the building requalification, efficiency and safety incentives on a large scale.
- To facilitate regional system synergies and coordination to make the most of the **110% Ecobonus** for energy efficiency, including through the enhancement and implementation of a Regional Register of Thermal Installations.
- To invest, including on the strength of Next Generation EU resources, in a strategic plan for the maintenance, protection and adaptation of existing towns and infrastructures, **prevent hydrogeological instability and protect the coastline** through a multi-year joint action plan with local authorities and

all stakeholders; a strategy based on strengthening knowledge of risks and vulnerability, identifying priorities, planning prevention measures to be implemented in the short and medium to long term, ensuring reliable and continuous funding, simplifying procedures, setting up large construction sites for quick activation and getting a wide range of businesses of various sizes involved, to create good local jobs.

- To support the **circular economy**, including by launching research laboratories involving the High Technology Network, ARPAE, the Environmental Energy Cluster-ER, town councils, environmental service managers and the production system as a whole, investing in technologies capable of reducing waste and facilitating industrial symbiosis, increasing product durability and the use of low-emission materials, promoting waste recycling, recovery and reuse via the creation of new dedicated circuits and plants, including with a view to increasing regional self-sufficiency.
- To speed up the elimination of single-use plastics, in line with European legislation, and the transition to a more sustainable use of **plastics**, by setting up a regional steering committee to assess the timing, impact and implementation of each measure.
- To boost demand for increasingly innovative and sustainable products, services and public works through **green procurement** and pre-commercial procurement (forms of partnership between industry and the public administration).
- To reduce waste production, starting with household waste, and sending it to landfills or waste-to-energy plants, with a view to reducing non-recycled waste to 110 kg per capita or lower by 2030, increasing the quantity and quality of **pre-sorted waste collection** (door-to-door as a priority) with the goal of 80% by 2025, consolidating spot pricing in all town councils, introducing new and different bonus mechanisms and ensuring regional self-sufficiency in all waste management.
- To increase **protection** and **improved use** of water resources, improving ecosystems, encouraging sustainable use by reducing consumption and waste in the residential, industrial and agricultural sectors (Water Footprint), improving quality and availability, with a view to halving network losses, increasing, innovating and improving storage capacity, reusing wastewater and rainwater, taking advantage of the opportunity to submit projects under the National Research Programme.

- To promote the environmental sustainability of our food systems, starting with **agricultural and livestock production**, recognising the role these play in safeguarding the land and creating jobs; supporting businesses in the investments needed to continue to improve animal welfare and biosecurity on farms, to optimise the use of nutrients, reduce water consumption, reduce chemical inputs, minimise dispersion and emissions, encourage research into varieties and increase biodiversity on farmland, in line with the European 'From Farm to Fork' strategy.
- To encourage **short supply chains, organic farming** and **integrated production** with the aim of converting more than 45% of the UAA to low-input practices by 2030, of which more than 25% is to be organic.
- To enhance the contribution made by agricultural and processing to renewable energy production goals, including with a view to achieving energy self-sufficiency and replacing petroleum chemicals with **biodegradable materials** in the context of the bio-economy and the circular economy.
- To invest in **new sustainable mobility**, including by integrating the current investment programme with a **new package of green projects for the National Reform Programme public transport** networks to be promoted and strengthened, with particular reference to mountainous and inland areas; enhancing the region's production capacity by replacing LPT with more environmentally friendly vehicles; providing further forms of subsidised pricing; promoting the use of **bicycles** by building 1,000 km of new cycle paths; incentivising investment in the development of electric mobility; speeding up integration between rail and road and with sustainable mobility methods; enhancing bike and car sharing with a view to reducing private motorised traffic by at least 20% by 2025; supporting the spread of private mobility towards '**zero emissions**', including through the installation of 2500 recharging points by 2025; supporting the transition from thermal vehicles towards electric vehicles; reducing the need to travel by strengthening digital technology (smart city); strengthening and qualifying **rail transport**, both for people and goods, including by completing the **electrification of the regional network**; focusing on the development of **intermodal** transport, starting with investments in freight villages and intermodal and logistics centres to promote the transfer of freight transport from road to rail. Promoting the development of the Port of Ravenna area and activating the special logistics zone linked with it will be of especial importance.
- In the context of policies to strengthen the LPT and in agreement with the local authorities, to continue to update governance and the aggregation and

integration of the regional public-private system, with a view to standardising and simplifying management, synergies and economies of scale, and investments.

- To plant **4.5 million trees in 5 years**, thereby extending and protecting new woodland areas, safeguarding existing ones and increasing **green spaces in towns and cities**; contributing to cleaning the air and protecting biodiversity by creating woodland, including river woodland, and timber plantations, identifying the most suitable areas jointly with local authorities, citizens and farmers; protecting existing strategically essential environmental corridors and improving their connectivity.
- To protect, upgrade and promote mountain and inland areas, starting with natural resources and **parks, protected areas and UNESCO Mabs**, as irreplaceable reservoirs of biodiversity and basins of opportunity for sustainable development of the land and local populations.
- To invest in **new sustainable**, inclusive, slow **tourism**, starting with cycle tracks and footpaths, building intermodal and integrated networks encompassing local cultural, archaeological and scenic excellence, promoting investment in renewable energy and electric mobility and encouraging zero impact eco-sustainable tourist facilities.
- The above-mentioned objectives can be adequately met within the **Po Valley Basin** air quality framework agreement, capable of activating extraordinary air quality improvement investments, drastically reducing particulate, nitrogen oxides and ammonia emissions and, consequently, contributing to improving ground and surface water conditions, with all-round integrated action based on reliable and comparable data on all sources of pollution, via projects financed with national and European Union resources jointly with the other three regions involved. In view of its national importance and EU infringement procedures, the Po Valley Basin's air quality should be a priority with specific measures to be taken by the government within the National Recovery and Resilience Plan framework.

### 6.3. Emilia-Romagna, a region of rights and duties

***Tackling territorial, economic, social and gender inequalities that weaken cohesion and prevent equitable and sustainable development.***

We believe that increasing inequalities are an obstacle to development. Social, economic, territorial, gender and generational disparities conflict with our idea



of democracy and social justice and penalise the entire community, preventing balanced and sustainable growth.

The effects of the COVID pandemic risk widening these gaps even further and require us once again to mend the social fabric and bridge the divides by re-viewing priorities and adapting policies. To do this, we have taken the United Nations 2030 Sustainable Development Agenda as our paradigm, recognising its innovative combination of full **environmental, economic and social sustainability**.

A community is truly a community if everyone enjoys the same rights and has the same duties.

The first of our priorities for generating **development and cohesion** is strengthening our healthcare system, sustaining the role of governance and public management as the cornerstone to the **right to healthcare** for all regardless of economic and social condition, but also as a public health protection service to the community as a whole. The pandemic has taught us that the economic and social stability of the system depends directly on these conditions. The fact that the Emilia-Romagna healthcare system is holding up to the emergency is primarily due to these characteristics. We must now implement and upgrade the network of hospital facilities, strengthen local healthcare centres, starting with the Case della Salute (Health Homes), invest in telemedicine and home care, key elements in the social innovation chain, especially in the inland and mountainous areas of the region, pursuing the integration of health and social policies, with an extraordinary investment plan that, in addition to structures and technologies, aims to train and recruit all the healthcare and social workers we need. Equally important is the creation of social and welfare services which respond adequately to social and demographic change, aimed in particular at the elderly and people with disabilities, as well as those looking after them, with the aim of monitoring and interpreting their needs at an early stage.

Welfare policies will tend to play an increasingly important economic and employment role: we intend to meet the new challenges with innovative tools and build a **widespread network of proximity services**, designed to anticipate needs, focus on prevention and combat loneliness, including through new technologies. Confirming the **central role of the public sector** in regulating, planning, controlling and ensuring accessibility, and developing an **increasingly inclusive and participatory integrated system** capable of making the best possible use of both public and accredited management. It is on the basis of this system and the valuable contribution of social cooperation that we can generate **social innovation**, create new jobs and develop further synergies with the tertiary sector, qualifying **social work** and enhancing its planning capability. To this end, we

envisage setting up a social work round table involving signatories of the pact and sector representatives.

The **right to housing**, a requisite of citizenship and social security, is once again central to regional policies. We need to launch a new season of public and social house building, starting with the redevelopment of existing buildings, with particular attention to full accessibility, including via the removal of architectural barriers, promoting urban and social regeneration programmes, and increasing the availability of rented accommodation, including by seizing the opportunities linked to the European Renovation Wave, as well as through measures aimed at placing a substantial portion of the currently unused housing stock on the market at subsidized rents.

A special commitment to **workers' health and safety rights** has never been more urgent than it is today. Our aim is to prevent COVID infections and drastically reduce accidents and injuries, which often affect the most vulnerable and least secure workers. Our aim is to combat forms of occupation and enterprise that violate the rights of male and female workers, starting with illegal and undeclared jobs, with a special focus on exploitation and forced labour. To this end, we are committed to building on the great attention paid to this issue and the joint decisions made during the pandemic, making prevention and safety a true social expertise.

We are also committed to investing in research and innovation to develop and adopt smart technology and digital and electronic devices for the safety of **workers and work environments**.

We are strongly committed to **safeguarding jobs**, promoting shared action which, with particular attention to the entire period of the emergency, ensures the use of social safety nets and the protection of employment levels in small businesses too, strengthening policies and joint working in the management of business crisis situations.

We commit to striving to **safeguard jobs** by pursuing joint strategies, including in the event of the implementation of layoff procedures, for reemployment, professional retraining for employability and the management of social criteria but with the exclusion, however, of unilateral procedures for collective dismissal, including through the preventive use of all available social safety nets.

We also undertake to promote the application of national, regional and corporate **collective labour agreements** signed by the most nationally representative trade unions and employers' organisations and, without prejudice to the autonomy of the above, to identify useful solutions to ensure the continuity of employment in the event of contractual changes.

We intend to explore the potential of **smart working** for the business/work system and society, with the aim of identifying and adopting good practices and

building innovative welfare and training policies, while reaffirming respect for the rights and protection of workers on the basis of collective labour agreements signed by the most representative trade unions and employers' organisations.

We believe that work is the most effective way to **ensure autonomy, inclusion and social cohesion**: our commitment is designed to strengthen the **Regional Employment Agency** and the integrated public-private system, in relation to the needs of companies and workers, qualifying services and **active policies** for **young people**, those who have lost their jobs or are at risk of losing them, including via training programmes, starting with **women** and workers excluded from production cycles due to restructuring processes.

The available statistical data on the impact of COVID paints a picture of increasing **gender inequality**: a persistent and deep-rooted cross-sectoral gap is widening. Meeting this challenge requires a combination of public policies and social responsibility.

Specific attention should be paid to supporting the social inclusion of **foreign nationals**, especially the vulnerable and minors.

Lastly, our aim is to strengthen the universal services system, upgrading it and making it available to the population as a whole, with a special commitment to mountainous, inland and the most peripheral areas. In order to reduce regional inequalities and bridge the gap between town centres and outlying areas, we intend to invest in **accessibility** and **proximity**.

### Lines of action

- To strengthen the regional healthcare, social healthcare and social infrastructure, by adapting and modernising the **hospital** network, on one hand, and strengthening the network of regional services, starting with healthcare centres, on the other; investing in the most modern **technologies** and **digital** systems to create a **telemedicine** and tele-assistance network and increase accessibility to heighten proximity, a more extensive regional service and **home assistance**; strengthening the integration of healthcare, social healthcare and social services, based on the most avant-garde European experiences.
- To launch a new season of **recruitment and development of healthcare and social-healthcare workers** at all levels, in conjunction with the medical faculties with a view to planning needs, bridging the gap which has opened up over the last decade and introducing a new generation of doctors, nurses, assistants and technicians into the Regional Healthcare Service, facilitating recruitment in inland and mountainous areas.

- To continue to strengthen **investment in research and development** through the network of universities and research centres, maximising the potential of the big data infrastructures available and under construction, and building a more synergic and cooperative relationship with local companies, starting with the biomedical district.
- In the light of the pandemic experience, to strengthen the safety and quality of social and healthcare services, reviewing accreditation criteria and ensuring the sustainability of public management and the overall balance of the integrated system.
- To continue to enhance professional skills and improve the working conditions of people employed in social services and in public services under contract and accreditation, also with a view to improving the quality of the services themselves, with specific attention to services for children and for the frail and disabled.
- To increase the current endowment of resources of the FRNA (Regional Fund for those who are not self-sufficient) and implement a new programme of services for the vulnerable, in terms of residency, **home-based care** and **territorial proximity**, encouraging innovative solutions including on the strength of co-design with the tertiary sector, starting from the experiences of co-housing, social housing and senior housing, including by investing PNRR (national recovery and resilience plan) resources. Measures in support of caregivers, independent living projects and the "Dopo di Noi" (After Us) project should also be intensified, enhancing valuable co-working with associations.
- To set up a widespread **community and proximity welfare** system capable of bringing together all human, professional and economic resources, including those in local areas. To experiment with innovative **supplementary corporate and territorial welfare** bargaining to strengthen universal welfare, whilst fully respecting the autonomy of the bargaining parties.
- To create new services and implement integrated measures to boost the **birth rate** and **parenthood**, also strengthening regional measures to facilitate access to services for **large families**.
- To relaunch policies to support **young people** and joint working within the education network, including by means of co-planning, responding to signs of distress in the school and community context, paying attention to new phenomena such as social withdrawal.

- To develop a new Housing Plan to make the regional Fund for Rent structural, to strengthen Social and Public Residential Housing (**ERS and ERP**), with a view to integrating housing policies with urban, environmental and social regeneration processes, by activating regulatory and financial levers that favour the integration of ERP and ERS in the housing “chain”, enhancing public-private partnerships, encouraging forms of aggregation of citizens and organised demand for housing and housing services, and putting a significant part of the currently unused housing stock back on the subsidised rental market.
- To put **workers’ health and safety** centre stage in institutional and social priorities, first and foremost by approving the new Regional Prevention Plan, strengthening the Public Health Departments and the SPSALs (Workplace Safety & Prevention Services) in each local healthcare unit, confirming the joint efforts made with the other bodies and enhancing good practice, starting with the ‘steering committee for the asbestos plan’.
- To strengthen the **Regional Employment Agency** and the integrated public-private system to improve services and active policies for young people, women and those who have lost their jobs or are at risk of losing them.
- To strengthen the integration of the network of public, private and tertiary sector players, services and active **employment policy measures** aimed at fragile and vulnerable people by qualifying procedures, tools and management.
- To identify the synergies best suited to make the most of the **New Skills Fund** and enable companies to reach specific agreements to **reschedule working hours** and thus meet the changing organisational and production needs of companies, on the basis of which some working hours will be set aside for training courses.
- To encourage collective bargaining designed to initiate experiments to safeguard and boost employment, including by reducing working hours.
- In the context of collective bargaining, to encourage flexibility and reconciliation tools - such as **parental leave** - that make it possible to meet the needs of both companies and workers.
- In conjunction with the **Permanent regional round table for gender policies** and the many associations working on civil, social and gender rights issues, to design innovative policies promoting the quality and stability of women’s work, the elimination of gender pay gaps, career paths, training in all disciplines, women’s entrepreneurship, the work-life balance, including by strengthening

the network of services, a better distribution of the burden of care, city timetable improvements, combating all forms of discrimination and gender and homophobia-transphobia violence.

- To strengthen **foreign nationals'** pathways to inclusion in three different ways: enhancing their skills, qualifying universal welfare services in an intercultural sense and promoting community work and mutual knowledge and interaction.
- To give continuity to the **Inner Areas Strategy** and approve a new **Regional law for mountain areas** as an updated framework of reference recognising their specific nature and building an integrated support and promotion plan which encompasses providing for adequate territorial maintenance and the prevention of hydrogeological instability; the completion of communication infrastructures, incentives for connectivity and the purchase of information technology, especially in market failure areas; expanding essential services and strengthening LPT; measures to attract and support work and enterprise on one hand, and young people remaining in the area, on the other; recovering and enhancing the cultural, building and environmental heritage.

## 6.4. Emilia-Romagna, a region of work, enterprise and opportunity

*Designing a young and open European region which invests in quality, professionalism and innovation, beauty and sustainability to attract business and talent, support territorial vocations and add new value to manufacturing, services and professions.*

Our aim is to embark on a path of growth, designing a **new economy for recovery** that combines development and environmental requirements, assigning a fundamental and indispensable role to economic and professional enterprise. Recovery will only take place if it is capable of ensuring the protection of the productive and social fabric with new strategies and tools to **safeguard** employed and self-employed workers, prevent the loss of productive and entrepreneurial skills, and generate new opportunities.

Our aim is to invest more in **entrepreneurial culture**, because we view the creation of **new businesses** and organised professional activities, especially by **young people**, as a precious sign of Emilia-Romagna's resilience, as well as a distinctive feature of its history and social identity.

We aim to invest in extending and qualifying female employment, see more women in decision-making posts and extend **female entrepreneurship** in sectors still dominated by men.

We have one of the most advanced **manufacturing industries** in the world, the linchpin of our production system. In its company-sector-regional dimension, including **digital**, manufacturing means jobs and the ability to add new value and sustainability to **production** and **services** thanks to research and skills. With a joint **Smart Specialisation Strategy for Research and Innovation** for the period 2021-2027 developed with signatories, defining priorities responding to the greatest challenges facing us, we intend to invest in our **regional vocations and areas of specialisation** – fashion, packaging, food, wellness, automotive, mechatronics, biomedical and ceramics – to ensure that these continue to export our top-quality products globally, combining craftsmanship, manual skills and the innovation frontiers, promoting international openness, digital transformation and the sustainable development of **essential supply chains**, both **emerging** and the **more traditional**, some of which (e.g. construction) are facing structural challenges with tailor-made measures focusing on **micro and small scale firms**.

In order to support the growth process of smaller businesses and of the tertiary market, in particular, we will focus our attention on the innovation chain as a whole by investing in cross-sectoral technology applications.

Policies and new targeted regional synergies are now indispensable, especially for **tourism** and **trade** – some of the sectors worst affected by the pandemic – and must be supported by investments in improvements to public and private structures designed to safeguard and promote employment in these sectors and the region's potential.

In particular, we agree on the need for sustainable development and a sustainable project for relaunching the entire tourist industry, based on the quality of the region's tourism product, services and employment, innovation in business structures, seasonal fluctuations in supply and a stronger promotional capacity.

**Agri-food** is a key sector, not only in terms of GDP and regional exports, but as a distinctive feature of our region, its quality and its excellence, with which we present ourselves to the world. It is essential, therefore, to continue with appropriate incentives in the strategy for growth and continuous technological and managerial adaptation to further strengthen production quality and sustainability, reduce the environmental impact and increase resilience to climate change. We must pay particular attention to the enormous challenges we face in an international scenario marked by the raising of tariffs and barriers and in the face of calamitous weather events whose greatest impact is on agricultural production.

In order to sharpen our competitive edge, we must pay new and specific attention to **professional workers** and the **self-employed** and, more generally, to a **tertiary sector** that is increasingly strategic to supporting investments and

innovation processes in production chains, the civil service and our towns and cities.

To support competitiveness, we must strengthen our **High-Tech Network**. Technopoles, laboratories, clusters, the current network of incubators and the investments designed to make Emilia-Romagna Europe's **Data Valley** and open up innovative opportunities ranging from artificial intelligence to combating climate change. We are committed to ensuring full accessibility to these opportunities for all companies and citizens via a democratic government that determines inclusive outcomes in economic and social terms.

In order to consolidate our international position, we must strive for the **integrated promotion of top-quality** Italian-made products, and disseminate their **appeal**, seizing all the opportunities arising from the fragility of fragmented production models on a global scale, including in order to encourage the **return of production and businesses**.

Our competitiveness, appeal and sustainability also depend on our ability to endow our region with the **mobility and connectivity infrastructures** which improve public and business living standards throughout Emilia-Romagna and real and efficient access to the world. Efforts made in recent years to unblock projects and provide communities with the essential equipment for both physical and digital connectivity now need full, essential and urgent completion in order to reduce area differences, decongest and modernise towns and cities, meet the growing needs of an economic and social system as advanced and complex as ours, but also restore our balance with the environment we live in. It is precisely for this reason that the Next Generation EU and new programme resources constitute a not-to-be-missed opportunity to speed up the development of new-generation infrastructures to implement environmental transition and strengthen the sustainability and efficiency of our towns and cities and the region as a whole. Here, too, priorities should be identified on the basis of a regional hierarchy (priority should be given to the most peripheral areas to be linked up and to the large urban centres to be freed from vehicle traffic), a functional hierarchy (priority should be given to collective mobility, rail and soft mobility) and a strategic hierarchy (links to major European corridors). Moreover, building innovative infrastructures is an indispensable condition for generating added value and reducing Italy's systemic productivity gap, as well as an important opportunity to create jobs in the current difficult economic climate.

### **Lines of action**

- To help businesses to access **credit** by strengthening the tools via which interest rates can be reduced, in order to fund the investments firms' need for a safe return to work.



- To support microcredit initiatives for the development of self-employment, freelance work and micro-firms.
- To strengthen investment support tools providing subsidised loans and contributions, in conjunction with the Cassa Depositi e Prestiti (Deposit and Loan Bank) and with the help of the regional guarantee consortia.
- To support **financial tools and services** and activate new ones with a view to supporting the development plans of businesses and institutions more directly.
- To encourage supply chain integration, aggregation and merger processes increasing business size, including with a view to protecting and promoting skill development.
- To support both **innovation** and **network projects**, in particular for supply chains, professional organisations and small enterprises, including by taking advantage of the opportunities linked to the European Union's Interregional Innovation Investments.
- To find new ways of **attracting** investments associated with high innovation, environmental sustainability and good employment, with policies focusing on mountain, inland and peripheral areas, through supply chain pacts, area agreements, measures aimed at extending the value chain, strengthening private and public services, simplifying installation and development processes.
- To design new integrated policies designed to increase the region's **attractiveness to young people** trained in the region and **encourage them to return**, including by enhancing business transfer value, facilitating transfer and residence via services, providing top quality international tertiary education, adequate salaries and the job opportunities and social integration required by an increasingly globalised generation.
- To redesign, boost and internationalise the region's **research** and **innovation** ecosystem and **High-Tech Network**, promoting high technology clusters, the development of private and public laboratories and joint research, while continuing to implement measures aimed at attracting national and European-level research infrastructures to the region and making the most of supercomputing infrastructures to develop new advanced areas of research and specialisation.
- To safeguard and strengthen **business** and professional **internationalisation** in close conjunction with ICE (Italian Foreign Trade Institute), Maeci (Ministry of Foreign Affairs and International Cooperation) and Mise (Ministry of Economic Development), in order to strengthen international networks and

increase business presence, especially of small scale firms, on foreign markets by means of export consortia; to promote and invest in the international vocation of our regional trade-fair system to strengthen it and increase its integration; consolidating relations with the world's most innovative regions; fully exploiting the opportunities arising from major international events, especially **Expo Dubai**.

- To promote **logistics designed to foster efficiency and competitiveness sustainably** and therefore achieve efficiency **through technological and process innovation**, as well as by **professionalising** and **constantly updating** sector skills.
- To speed up new-generation infrastructures to implement environmental transition and strengthen the sustainability and resilience of our towns and cities and the region as a whole.
- To support the **sustainable building** and **construction** sector **supply chain** and the structural strengthening of its companies – their design skills, techniques and technologies – and research (starting with materials), including through synergies and regional coordination, with a view to making the most of the energy and seismic upgrading superbonus, supporting infrastructure processes and investments, urban regeneration and the redevelopment of existing buildings, as well as innovation in new-generation construction.
- To relaunch and stimulate our **tourism** districts to generate good businesses and jobs, including in conjunction with neighbouring regions, recouping important international tourism, strengthening relations with international markets, investing in strategic assets and cross-sectoral theme products – the Riviera and Apennines, the art cities and the castle networks, the Po river and its delta, nature and theme parks, spas and wellness, hiking and cycling routes, the Food Valley, the Motor Valley, the Wellness Valley – and in the conference, convention and events sector.
- To strengthen promotional and marketing activities and support private investment in **accommodation** upgrading and innovation, while continuing to enhance the value of public assets and the urban and environmental regeneration of the region.
- To develop Emilia-Romagna's growing 'Sports Valley' profile, capable of attracting and organising events and competitions of national and international importance, including in order to promote our regional system.

- To apply for the 2032 Olympics as an extraordinary opportunity for growth, promotion and sustainable innovation, making it the first carbon neutral event.
- To encourage redevelopment and innovation in **shops and shopping malls**, including by systematically revising regional regulations and via specific policies and resources, with a view to making them a valid and more competitive alternative, including in the light of online commerce, by setting up **retail districts**, encouraging the creation of **business networks**, supporting **guarantee schemes**, redefining the role of **technical assistance centres**, enhancing local commerce as a community asset, the specific features of neighbourhoods, historic town centres and Apennine areas, and designing new promotion and marketing policies and tools.
- To support the income, competitiveness and productive efficiency of **agricultural**, agri-food, fishing and aquaculture **enterprises** by improving their market position via investment in research, innovation and digitalisation; to encourage greater supply aggregation and vertical and horizontal supply chain integration to ensure fairer value distribution and prices; to support the commercial penetration of foreign markets; to favour the development of organic and precision farming, as well as the circular economy re-use of waste; to facilitate access to credit and risk management tools; to support multi-functionality; to protect regional and designated origin products via promotional measures, in close conjunction with the protection consortia and producers' representatives.
- To strengthen **cultural and creative industry** businesses and supply chains, in close conjunction with cultural heritage promotion and measures to support the performing arts, cinema and audio-visual sectors and publishing.
- To invest in the **professions and self-employment**, repositories of value and skills indispensable to society and the regional economy, providing them with access to credit on a par with small businesses as well as to digitalisation, innovation, network development and skills upgrading contract tenders.
- To create and promote **new businesses** and professional activities, especially for **young people** and **women**, with a special focus on **innovative start-ups**, defining a **regional hub** tasked with researching, supporting and codifying innovative entrepreneurship projects and also making use of the regional observatory.
- To make the best use of tools such as **workers' buyouts** and cooperative entrepreneurship, with a special focus on inland and mountain areas, promoting

credit-access tools, experimenting with new forms of support and consultancy, fostering connections with the research system and the national and international production context.

- To promote and support **community cooperatives** as a tool for local development and economic and social innovation, particularly in inland and mountainous areas, to counter depopulation, impoverishment and social breakdown.

## 7. Cross-sectoral processes

### 7.1. Digital transformation

***To make major investments in the digital transformation of the economy and society, starting with its three essential components: infrastructure, access rights and people's skills.***

We share a commitment to **speeding up the digital transformation of regional society as a whole**, by continuing to invest in our Data Valley, a global research and innovation hub, on one hand, and in the dissemination of digital skills, on the other, to ensure equal opportunities and business competitiveness throughout the region, with innovation which bridges gaps rather than widening them.

The technological revolution has already changed production processes profoundly: our aim is to manage this change in such a way as to avoid it causing job loss, redesigning a working world 'augmented' by digital technology in which automation generates new employment options and opportunities.

This means building a **Data Valley** as a '**Common Asset**' nurturing participation and democracy, investing in **excellence** and **inclusiveness** through five elements.

The first is **connectivity** – in order to make Emilia-Romagna a hyperlinked region that gives everyone – individuals, organisations and businesses, including those living or working in rural and 'market failure' areas or in conditions of economic fragility – access to the broadband network. We need to speed things up, including if necessary by anticipating national measures for the implementation of a 'single network'.

The second concerns the dissemination of **digital culture, awareness and skills**. We agree on the need for an extraordinary plan supporting full "digital citizenship" for people of all ages, with specific action to encourage younger people, especially girls, to undertake quality technical and scientific training, facilitate entry to the world of work, improve the skills of those already in work and encourage re-employment.

The third is the **transformation of the production fabric** and therefore a **transversal digital transformation of products and processes**, individual firms – especially micro and small scale firms – and our production chains and thus a commitment to supporting the development of **4.0 companies and supply chains**. We also aim to foster digital businesses going beyond the current contradictions of the gig economy, combining service innovation with quality performance and work. To this end, we will enhance the various current digital innovation hubs and set up a new one, in official dialogue with the European Commission.

The fourth relates to **digital governance** and the **data economy**. In order to contribute to achieving the objectives of **simplifying and upgrading the quality of the public administration**, Emilia-Romagna must lead the way in online services for its citizens and businesses via the creation and promotion of digital first public services. We also consider it to be strategically important to promote new use of data as an information asset for authorities, the public and enterprises, by drawing up common interoperability, data protection and security protocols that together constitute a true **regional 'data strategy'**.

The fifth is the widespread application of digital technologies to the **arts and cultural production, performing arts venues, museums** and the **library and historical archive network**, strengthening their educational and information provision functions.

Lastly, with a view to strengthening local social and healthcare services and promoting proximity and home care, we share a commitment to responding to the need for greater investment in the digital transformation of **healthcare** and **social** services, aimed in particular at enhancing telemedicine and, more generally, at defining new organisational and technological models designed to improve care processes.

Our shared commitment to this strategy is to respond first and foremost to the most peripheral situations, starting with inland and mountainous areas, in order to achieve a truly 100% digital community.

## 7.2. A simplification Pact

***Strengthening and upgrading local government and reducing red tape to increase competitiveness and protect the environment and jobs within a legal framework.***

Access to extraordinary resources and the need to invest these quickly to get the economy and society moving again calls for a change of pace in the relationship between local government, the public and business. On one hand, increasingly sophisticated skills and services are required of the public sector, and on the other, the need to simplify the bureaucracy involved in public and business access to services and reduce the time and costs involved is more urgent than ever.

Our aim is to implement procedural streamlining measures, both legislative and administrative, but also to go beyond this to a more far-sighted strategy involving overhauling the system in the direction of quality and powerful innovation and joint public and private sector working.

A number of principles must be shared in this process. First of all, simplifi-

cation calls for stricter compliance with rules and, of course, always working within a legal framework. Secondly, simplification does not forego striking a balance between the most efficient administrative solutions and the essential environmental, jobs and rights safeguards. Thirdly, simplification is designed to improve quality. We intend to carry out a detailed study of the best way to reduce the paperwork and the timeframes and costs bound up with it.

Since the most complex procedures generally involve a plurality of bodies and also entail significant interaction with the private sector (members of the public and companies, professionals and associations), setting up a **permanent discussion forum is essential**, to be made up of Pact for work and climate signatory representatives with the aim of drawing up and preliminarily signing a **Simplification Pact** that puts the principles outlined above into practice, adopts specific and measurable objectives, shares precise proposals, defines timeframes and methods, and monitors concrete and timely implementation.

The type of simplification we want is one which impacts on the entire system, both by involving further institutions, agencies and bodies, and by developing proposals to be submitted to the national inter-institutional round table - which the Emilia-Romagna Region sits on - to contribute to drawing up a **National Agenda for Simplification 2020-2023** which the government and the autonomous authorities are preparing to work on.

A decisive contribution to the achievement of this objective must come from digital innovation. The interaction between the various institutional levels, and between these and the private sector, and the interoperability of the civil service databases requires a qualitative leap forward.

To achieve these objectives, **strategic investment** in people and professionals working inside and outside civil service is essential.

After decades of contract and hiring freezes, the time has come to quantitatively and qualitatively realign the workforce, speeding up the selection and recruiting of a new civil service generation and directing their work strategically. It is equally important to invest in skills, to recognise and reward these, if the need is for higher quality. The same applies, of course, to **private professional work**, which is an essential element in service innovation and upgrading.

Good services do not come cheap, just as quality cannot be built outside the rules.

Full, officially recognised involvement of professionals and associations in processes is crucial to simplification, efficiency and legality.

One of the sectors most in need of significant investment in both the public and private sectors is certainly **public work**, from the use of digital techniques to the ability to reduce the timeframes required for authorisation and tendering

and the skills needed to manage contracts and construction sites. It is a question of taking action both to upgrade the construction and civil works supply chain and to strengthen the civil service in its role in promoting investment and its commitment to managing contracts and work.

Finally, a step forward in regional system innovation can also come from a more complete process of institutional reorganisation. The **regional autonomy** project, on one hand, and regional reorganisation, on the other, must contribute positively to the simplification of the institutional framework, as an Emilia-Romagna strength.

### 7.3. Legality

***Promoting legality, one of our society's identity values and a guarantee of social and environmental quality.***

We recognise legality as the inalienable and founding **value** of this Pact and the **precondition** for achieving its objectives.

If mafia and organised crime – as well as related phenomena such as illicit lending and illegal employment – are the most tangible and extreme forms of crimes against the community, other phenomena, which are more widespread but less feared socially – such as squatting or environmental crimes, bogus cooperatives and illegal work, the violation of workers' health and safety regulations, tax and social security dodging – also threaten the economic and social fabric of the region inasmuch as they affect workers' human and employment **rights**, **pollute** our environment and generate **unfair competition** to the detriment of virtuous businesses, thereby weakening our society as a whole.

The **Regional legality act** is a virtuous model and an alternative to the slackening of rules. It must be fully implemented by reaffirming the commitment to innovate and reinforce **the struggle** against mafia infiltration and organised crime and disseminate the culture and practice of legality in society and the economy, drawing up **integrated and coordinated** measures and policies capable of countering such phenomena, enhancing **cooperation** and intensifying this with those sectors of the civil service specifically appointed to combat crime, labour market irregularities and all other forms of economic and social corruption.

We must reassert and strengthen the role of the **Regional council for legality and responsible citizenship** and its major issues (seized or confiscated assets and companies; logistics and road transport sector; illegal labour contracts; organised and mafia crime), and consolidate and direct our **preventative** action through a more effective sharing of databases, knowledge and information on



crime, and towards the highest risk areas and sectors, as “sentinel” indicators make these more visible; by disseminating a culture of legality, particularly among young people; by supporting local monitoring and analysis observatories; by promoting ‘centres for legality and responsible citizenship’; by effectively reusing confiscated property, significantly reducing the time needed for its assignment; by encouraging worker buyouts; by promoting the dissemination of **good practices and formalised memoranda of understanding** for the management of **confiscated property** with prefectures, courts, local authorities, Chambers of Commerce, business associations and trade unions, the Italian Banking Association, social promotion and voluntary associations, etc.

We therefore confirm our commitment to **new programme agreements** and, where necessary, innovative legislative measures in order to implement these objectives, raising legality standards, recognising rights and social justice, taking new measures to strengthen the prevention of illegal money lending and providing assistance and help to victims of crime.

Social vulnerability is heightened at times of crisis. The effects of the pandemic have led to greater fragility in our region, too. The measures that need to be taken immediately to overcome this situation include designing new tools to combat the proliferation of companies, such as bogus cooperatives, which circumvent legal forms of labour and contracting, and the finalisation and implementation of the Government-Region Memorandum of Understanding to combat illegal labour contracts. Moreover, in concessions and public procurement we need to: relaunch the functions of central purchasing bodies and overcome the practice of maximum price reductions in public contracts in favour of the most economically advantageous offer; ensure the application of the national collective contracts relating to the subject of the contract and of the concessions and the related territorial and second-level bargaining signed by the most nationally representative trade unions and employers’ organisations (including for subcontractors); apply the social clause in contract changes; strengthen monitoring systems in the executive phases of contracts; ensure compliance with health and safety rules, with particular regard to anti-COVID protocols.

With the support of the professional world and the active cooperation of business associations and trade unions, the use of certifications and verifications will also be promoted to certify the regularity of employment contracts and the obligations of virtuous companies, simplify and speed up relations with the local government, and ensure transparency and fair competition in the regional economic and production system.

While agreeing on the full implementation of the Regional Consolidation Act on Legality, we believe that the white list system should be consolidated in view of the investments deriving from the new programming of structural funds, from

national and regional investments and from the Next Generation EU.

Furthermore, preventive labour inspection services must be upgraded, with the assistance of the police, in order to strengthen the struggle against illegal labour and labour exploitation.

Finally, we share a commitment to promoting the establishment of legality round tables in all provinces and in the city, as a participatory space in which to combat organised crime and promote a culture of legality.

## 7.4. Participation

***A more central role for communities and towns, drivers of innovation and development, in the concrete management of Pact strategies.***

It is only via participation that democracy can be made stronger.

Implementing the Pact is a shared responsibility and is only possible via the active participation of the **signatories** to it, especially its towns and districts: no Emilia-Romagna vision and strategic positioning project will ever be possible without a leading role from these. The achievement of our sustainable development and environmental transition goals is very much dependent on the local districts where economic innovation takes root and social cohesion is achieved, the environment is a concrete matter and culture is everyday practice.

The ability of trade unions and employers' and professional associations, including through their area branches, to work jointly for the document's strategic trajectories, objectives and commitments with workers, businesses and professionals is equally indispensable, including with a view to experimenting with new models of local participation.

The dialogue set in motion in recent years with local authorities at all levels has encouraged **new models of participation** and the signing of **numerous protocols on local governance**. This is an important commitment which we intend to pursue in the coming years, including through verification and monitoring, in order to achieve local and regional policy integration and coordination.

The involvement of the tertiary sector is also crucial, as is its ability to plan its response to needs, network with the public sector and develop proximity initiatives through the involvement of shareholders, volunteers and members of the public, as well as environmental associations and movements engaged in combating climate change. These contribute skills, needs, sensitivities and commitments which match the priorities of this Pact, now more than ever.

For Emilia-Romagna good industrial relations plays a strategic role in change, economic growth and social cohesion processes. We believe that within this

framework, the preconditions exist to enhance innovative forms of participation in the regional economic and production system, including in relation to the transition towards digitalisation, technological innovation and sustainable production processes.

Participation methods are increasingly effective and incisive, particularly in the most dynamic and innovative production sectors and this is especially true of organisational aspects. These methods need to be analysed, discussed in detail and assessed as opportunities for company and production system growth and development.

We believe that these processes should be supported by industrial relations which encourage those processes of cultural change most capable of increasing organisational participation and strategic development tools and forms in companies – especially through the extension of second-tier bargaining – thus enhancing, formal and informal participation in companies and supply chains and thereby strengthening their competitive edge and the value of work, whilst respecting the autonomy of the various stakeholders.

Without prejudice to the role and content of collective agreements and collective bargaining, the stakeholders undertake to further extend the industrial relations system in the spirit of national interconfederal agreements and this Pact.

The challenges we have outlined require **active participation** on the part of members of the public. Communicating and sharing with an informed and aware civil society is a democracy's primary **"common asset"**. Together, we are committed to accompanying this process by means of **information and communication** measures capable of facilitating the responsibility of regional society as a whole with regard to the objectives of the project and coherently channel individual and collective behaviour in the direction of economic and social change. Our aim is to become a byword in Europe for coherence between people's lifestyles and sustainable economic, social and environmental models. This is why we are committed to investing in awareness-raising and co-responsibility, with particular focus on the climate emergency and its effects, but first and foremost on the contributions individuals can make to environmental transition.

Finally, in order to promote the widest possible regional participation in the formation and implementation of **European Union** policies and law, we are committed to enhancing the **European Regional Network** and moving forward with the initiatives relevant to the public and local authorities in order to raise awareness and strengthen their capacity for action in the context of the European Union and access the resources that will be made available through the numerous programmes supporting regional development policies.



## 8. Governance and monitoring

The **Pact for Work and Climate** outlines the strategic framework and guidelines of a positioning project whose horizon is **2030** and which, over the next five years, will be structured into **operational agreements and the implementation strategies** required to achieve its shared objectives, based once again on participation, dialogue and joint working. The subject of these subsequent agreements will, in particular, be the way extraordinary and ordinary European resources are to be invested, the Agenda 2030 Regional Strategy and the simplification strategy, and the regional pathway to carbon neutrality by 2050. The Pact also provides for the involvement of the signatories, by means of the round tables already set up at the Presidency and regional departments, in a **prior discussion** on the contents of the main plans and measures to be undertaken, together with the respective financial allocations, to implement them in accordance with what has been agreed.

The meetings of the signatories to the Pact shall, as a rule, be held every six months and their objectives will be as follows:

- to **monitor** progress in the measures taken and assess their impact, starting from a common and uniform database for the entire region which is crucial in the environmental field;
- to **assess** possible additions or amendments, starting from new scenarios, critical issues and opportunities;
- to **promote** the implementation of the strategies identified in regional scale pacts and programmes.

In conjunction with the drawing up of policy tools, a number of clear, uniform, transparent and numerically limited indicators will be identified, capable of measuring the capacity of the Pact to achieve results in the strategic areas identified and of assessing – in advance of, during and at the end of implementation – the economic, social and environmental impact of the resulting choices. These indicators will be consistent with those measuring the implementation and effectiveness of the **Agenda 2030** Regional Strategy.

In order to ensure the necessary cross-sectoral nature and implementation of the regional pathway to carbon neutrality by 2050, a **regional technical coordination for climate transition** will be put in place to steer, and monitor the effectiveness of, regional sectoral policies on the subject. This **coordination**, including through the support of agencies, universities, research centres and the Chamber of Commerce system, will be a reference point for the definition

of common and uniform methods and measurement systems supporting the design, implementation and monitoring of decarbonisation and climate neutrality initiatives.

The most effective forms of information, involvement and reporting to the general public will also be identified, in order to strengthen transparency, accountability and shared responsibility for the changes we intend to pursue together.



**Regione Emilia-Romagna**

Presidenza della Giunta

Viale Aldo Moro, 52 - 40127 Bologna

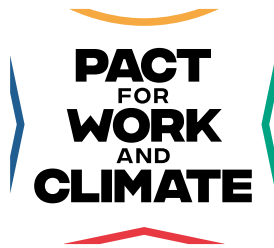
Tel. 051.5275800 - 051.5275629

[pattolavoroclima@regione.emilia-romagna.it](mailto:pattolavoroclima@regione.emilia-romagna.it)

[www.regione.emilia-romagna.it](http://www.regione.emilia-romagna.it)



 Regione Emilia-Romagna



[regione.emilia-romagna.it](http://regione.emilia-romagna.it)