

## **Lamborghini introduces 4-day week for production workers and retraining schemes.**

March 2024

In December 2023, car manufacturer Lamborghini on the one side and metal unions FIOM-CGIL and FIM-CISL on the other side, signed a company agreement for the years 2023-2026, focusing on work-life balance. It provides for alternation between five and four-day weeks for production workers, without pay cuts.

Workers will have Friday off every two weeks, for departments working in two shifts, amounting to a reduction of 22 days per year, or two Fridays off every three weeks for departments working in three shifts, amounting to 31 days per year. Non-production employees will be given 12 days holiday extra per year, plus the possibility of up to 12 days of remote working per month.

In addition to reduced hours, parenthood will be supported through 8 hours' paid leave when a child enters a kindergarten and 10 days when a child is adopted. Moreover, mandatory training will be introduced to combat gender-based violence.

Both FIOM and FIM consider the agreement to be historical as it is the first in the automotive industry in Europe with a significant reduction in working hours without cutting wages, but rather increasing them. 'Work less and work better'! This is the principle that guided the negotiations, according to the two unions.

The agreement with Lamborghini, a subsidiary of Volkswagen, is part of a broader renegotiation of a framework which also includes 500 new jobs, an increase of annual wages and further benefits. The deal includes a one-off bonus of more than 1,000 euros. As many as 70% of almost 30,000 workers who had the option of asking for a 4-day week, have done so, with requests still on the rise.

Other Italian industrial groups are also in talks with unions to extend flexible working. In January, the country's largest bank introduced shorter hours to curb energy bills.

The Lamborghini agreement has already received attention from abroad, including the US. Across Europe, many companies and public offices are changing work patterns to improve workers' well-being and promote savings after the pandemic and rising living costs, with good results. In Britain, a pilot project found that shorter working time led to lower sickness levels.

**Edited by industriAll Europe.**



# New Bargain in Automobili Lamborghini



# Work Council People.



Work Council Number:

**22** People

Last Election 2021:

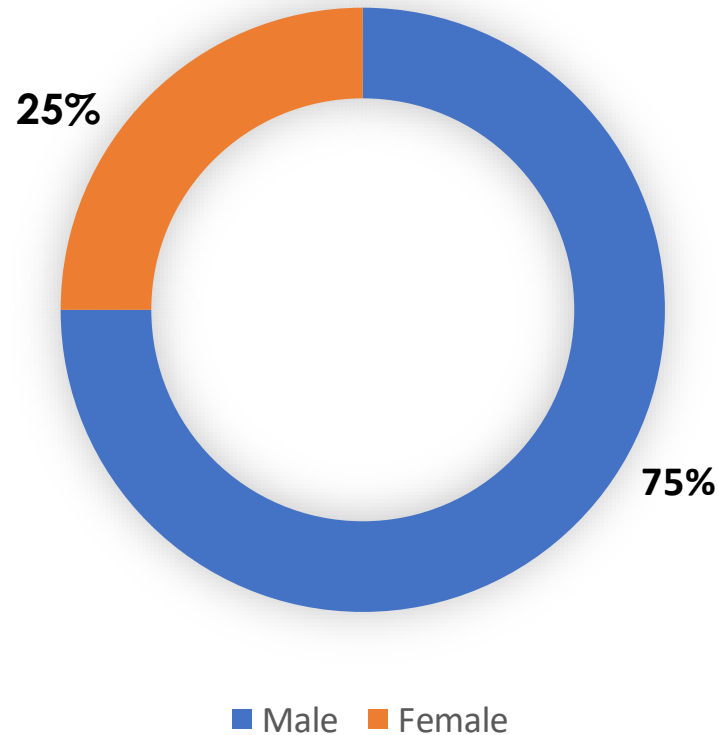
**1.128** Votes

Equal to:

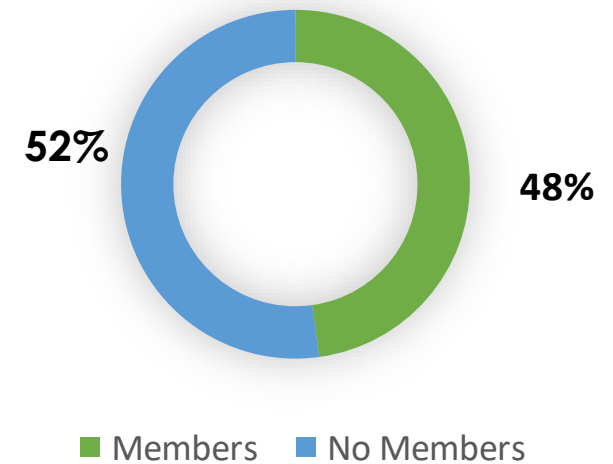
**69%**

of the total number of employees

Gender on RSU



% of Unions Members 2023



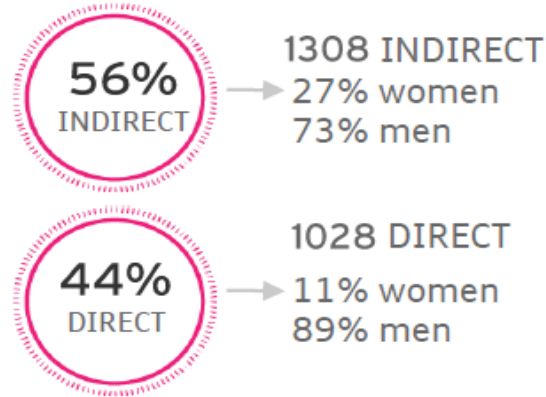
# Lamborghini People.



HC Actual 30<sup>th</sup> November 2023

TOTAL HEADCOUNT

**2.336** >>>



**+500** Agency Workers

More than **4.000** People works each day in Sant'Agata Bolognese

And More than **110.000** Tourists par year

## GENDER



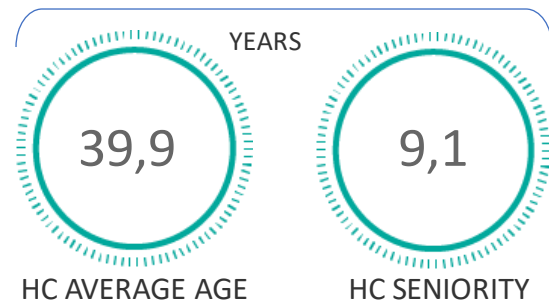
Women  
**19,6%**

Men  
**80,4%**

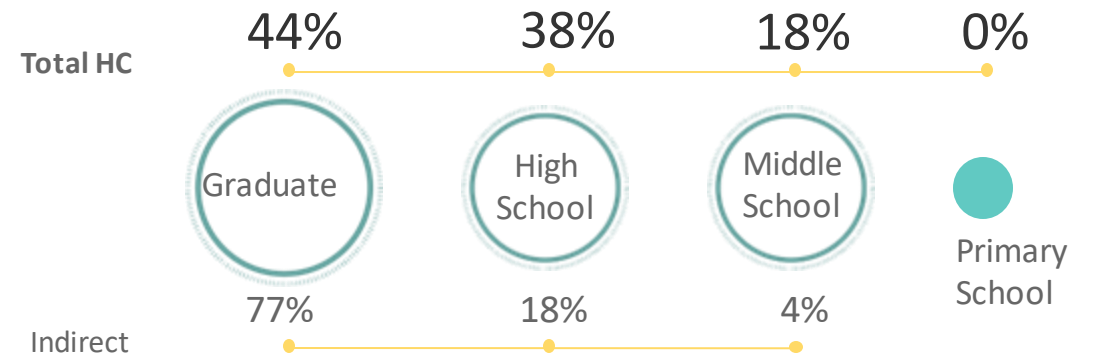


Women  
**15,4 %**

## AGE & SENIORITY



## EDUCATION



# ANDAMENTO VOLUMI

## VOLUMI ZP8



Huracan NF    Revuelto  
Huracan    Urus





# New Lamborghini Bargaining.



More Participation: strengthen the commissions & improve the Informative meetings



Better Work Life Balance: New Production Shifts hours, less time on the workplace but with the same productivity level



Attention to all workers: A new Bilateral Commission for **monitoring the Supply chain** due diligence Act



Better Salary: Complex Salary Increase, focus on Company bonuses, main indemnities update and, for Y2023 lump sum 60° Anniversary



Future Attitude: **500 New Hiring.** Find new ways for coming on factory (Public Transport & Car Sharing).



More Rights: strengthen parental rights, New Rights for adopting a child & for the insert children on Kindergarten



Social Skills Improved: Create mandatory courses for inclusion & diversity; first aid courses for anyone would try to do








@Remoteworking: Up to 12 days at month for remoteworking, increasing flexibility, also on mobile working days

# The Steps for New Bargaining.



## Democratic & Participative way:

-   Platform Hypothesis Survey: **April 2022;**
- Platform Proposal: **August 2022;**
-   Platform Voted&Approved : **September 2022;**
- First meeting with the company: **05 November 2022;**
-   Hypothesis of agreement: **04 December 2023;**
-   Approved by Vote: **07 December 2023;**
-   Bargain Signed: **24 January 2024;**

**35** Official Meetings with Company & Work Council & Unions

**9** Technical Commissioning Meetings

**12** Numbers of Assemblies with all the workers

**8** Hours of Strike with massive participation.

**Approved By: 2072 People – YES: 96,2%**



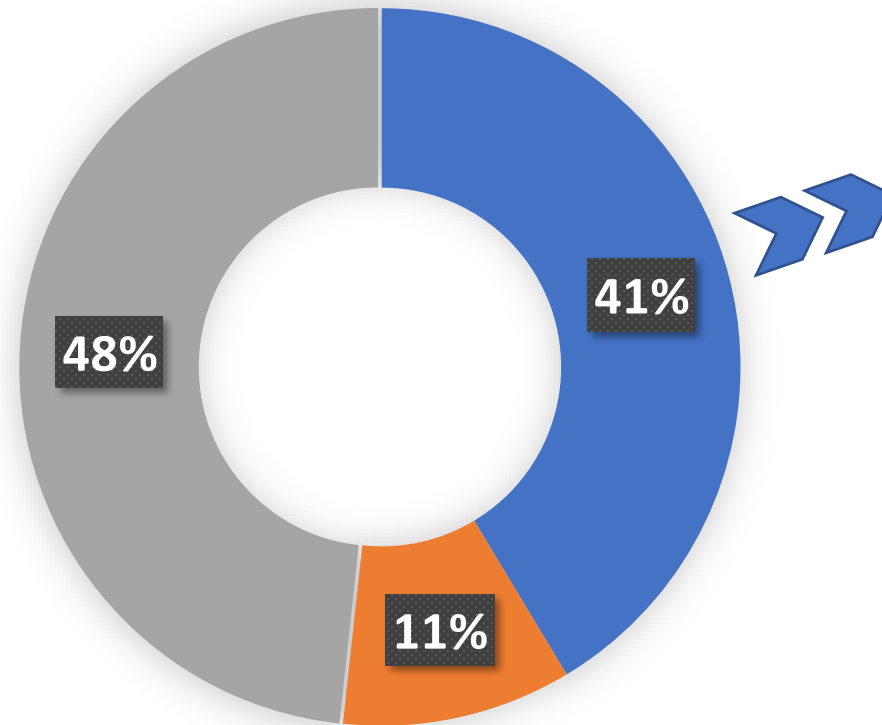
# Focus on Time reduction.



The Time Reduction, involved all the people in Automobili Lamborghini. (Actually 2900 People)

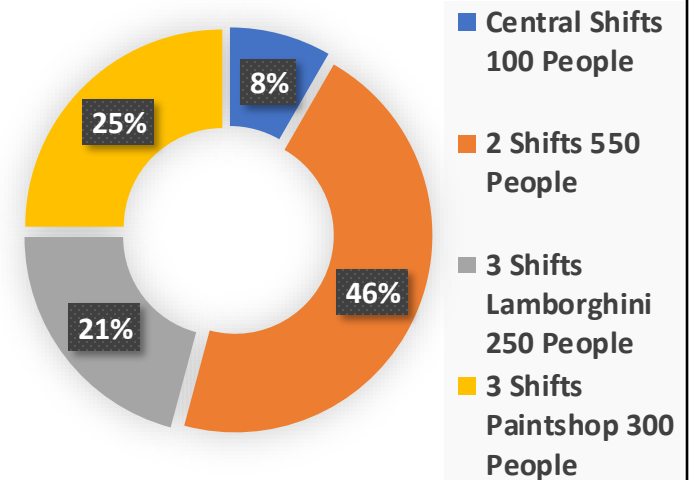
We managed 3 differently situation:

- Blue Collars involved in the Production Process **1200 People**.
- Blue Collars not involved in Production Process **300 People**.
- White Collars **1400 People**.



- Blu Collar in Production
- Blue Collar No Production
- White Collar

## Blue Collars In Production Focus



New organizations will begin from october 2024 to March 2025.

**On March 2025 all people in Lamborghini will be on the new shifts time.**





# Blue Collars in Production 1/3.



## New Working Models:

### 3 Shifts Paintshop:

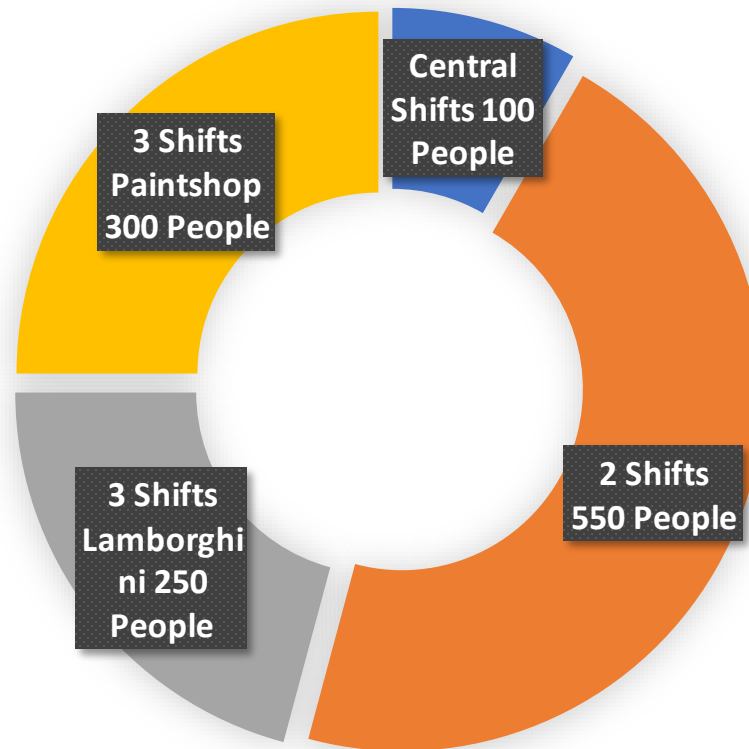
Model applied: **1 Friday** of work each **3**

Working Hours each Day		Weekly work hourly average		Individual hours off Work Remained	
Before	After	Before	After	Before	After
7,30/7,30/7,30	7,30/7,30/7,30	37,5	32,3	64	14

### 3 Shifts Lamborghini:

Model applied: **1 Friday** of work each **3**

Working Hours each Day		Weekly work hourly average		Individual hours off Work Remained	
Before	After	Before	After	Before	After
7/7/6	7,15/7,15/7,15	33,3	31,2	0	14



### Central Shifts:

Model applied: **1 Friday** of work each **2**

Working Hours each Day		Weekly work hourly average		Individual hours off Work Remained	
Before	After	Before	After	Before	After
8	8	40	36	64	22

### 2 Shifts:

Model applied: **1 Friday** of work each **2**

Working Hours each Day		Weekly work hourly average		Individual hours off Work Remained	
Before	After	Before	After	Before	After
7/7	7,15/7,15	35	32,4	0	22

NB: In Lamborghini we have a collective closure for all Production models of 25 Days par year, this condition will remain the same in the future.



# Blue Collars in Production 2/3.



## Maintenance of Productivity Level:

### 1. Team Leaders:



- ❖ From group of people from 8 to 10.
- ❖ To group of people from 8 to 12.

### 2. Paintshop Characteristics:



- ❖ Absorbed the 6 additional days in the new reduction time.
- ❖ The Pause inside the 7,30 hours of Job will changed from 30 minutes to 22 minutes (4,5% of working time like the other Lamborghini Plants).

### 3. Formations off-the Job:



- ❖ Until 20 hours par year of formations could be done in the «free Fridays».
- ❖ All this kind of formations will be concordate with work councils before.

### 4. K-Factor:



In Lamborghini we applied the calculation of production time with methodology MTM-ERGO UAS. We a contract that in each production line the saturation are 95% Media for the workplaces.

Before

- Ergonomical increase % of time of:**
  - Green Workplaces: 2%
  - Yellow Workplaces: 3% to 9%
  - Orange Workplaces: 9% to 12,5%
  - Red Workplaces: >12,5% (don't exists or if it's will happen a commission starts immediately to work to remove this condition)
- No Ergonomical rules about the number of Green/Yellow/Orange Workplaces**

After

- Ergonomical increase % of time of:**
  - Orange Workplaces: 9% to 12,5%
  - Red Workplaces: >12,5% (don't exists or if it's will happen a commission starts immediately to work to remove this condition)
- New Ergonomical Rules:**
  - Mimimum 50% of Green Workplaces;
  - Maximum 20% of Orange Workplaces;
  - Each year 15% of Orange and Yellow Workplaces need to becomes green.



# Blue Collars out of Production .



**300 Workers from Specialized areas (R&D, Maintenance, After Sales, etc.).**

## Central & 2 Shifts.

- 4** Days each 3 Month of free time
- 16** Days par year more than today
- 2** Hours of individual time consumed each day.
- 6** Hours totally in charge of company.

## 3 Shifts.

- 6** Days each 3 Month of free time
- 24** Days par year more than today
- 2** Hours of individual time consumed each day.
- 6** Hours totally in charge of company.

- ❖ If the days aren't used before the finish of the 3° month the days will be losts;
- ❖ The Days aren't fix on Friday but it will be plan in each day of the week.



# Blue Collars in Production 3/3.



## Conclusions:

### 3 Shifts Paintshop:

Model applied: **1 Friday** of work each **3**

**-31** Days less then today at works

**32,3** Weekly work hourly average

**-187** WorkingHours less then today.

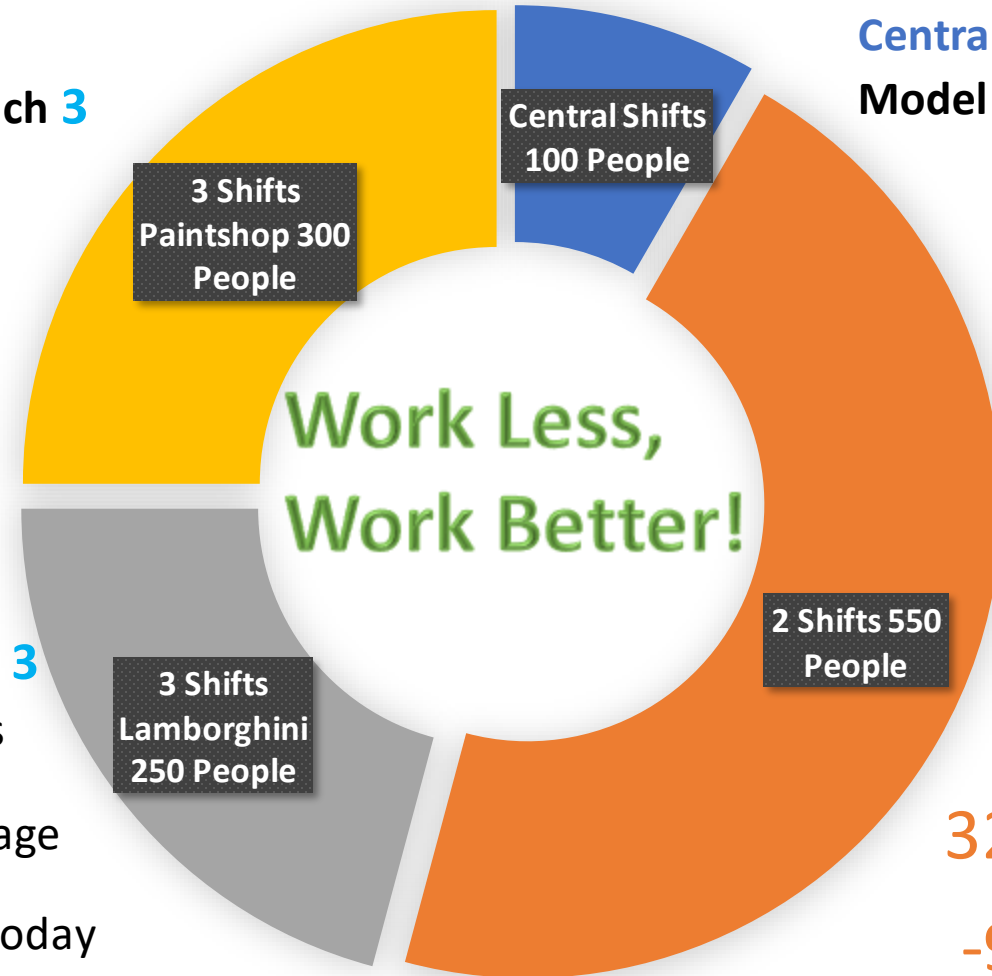
### 3 Shifts Lamborghini:

Model applied: **1 Friday** of work each **3**

**-31** Days less then today at works

**31,2** Weekly work hourly average

**-161** WorkingHours less then today



### Central Shifts:

Model applied: **1 Friday** of work each **2**

**-22** Days less then today at works

**36** Weekly work hourly average

**-168** WorkingHours less then today

### 2 Shifts:

Model applied: **1 Friday** of work each **2**

**-22** Days less then today at works

**32,4** Weekly work hourly average

**-99** WorkingHours less then today

NB: In Lamborghini the mandatory Flexibility (Max: 80hours par year), was done in Saturday, from the new contract will do on «free Friday», the Saturday will be always save.



# White Collars.



## 1400 Workers involved.

In Italy, usually, white collars workers haven't the extraordinary hours paid (usually have a formula called Forfait), in Lamborghini the forfait hours are used to create more flexibility instruments.

### Before:

**8** Days of Remote Working.

**Forfait +** Only in Presence not in Remote & people can accumulate it only after the 8° hour of work.

**Forfait -** You can use until 2 hours par day (daily Flexibility) Not in RemoteWorking

**4** Days of «Forfait +» one every 3 month.

### After:

**12** Days of Remote Working.

**Forfait +** Each 4 hours in presence you will have **30** minutes more of «Forfait +».

**Forfait -** You can use until 4 hours par day. Daily Flexibility in Smart working too

**12** Days of «Forfait +» one each month.

- ❖ If the days aren't use you will lost it.
- ❖ The adding days could be use only at the end of the Holiday Pianification (of the month).

# Conclusions.



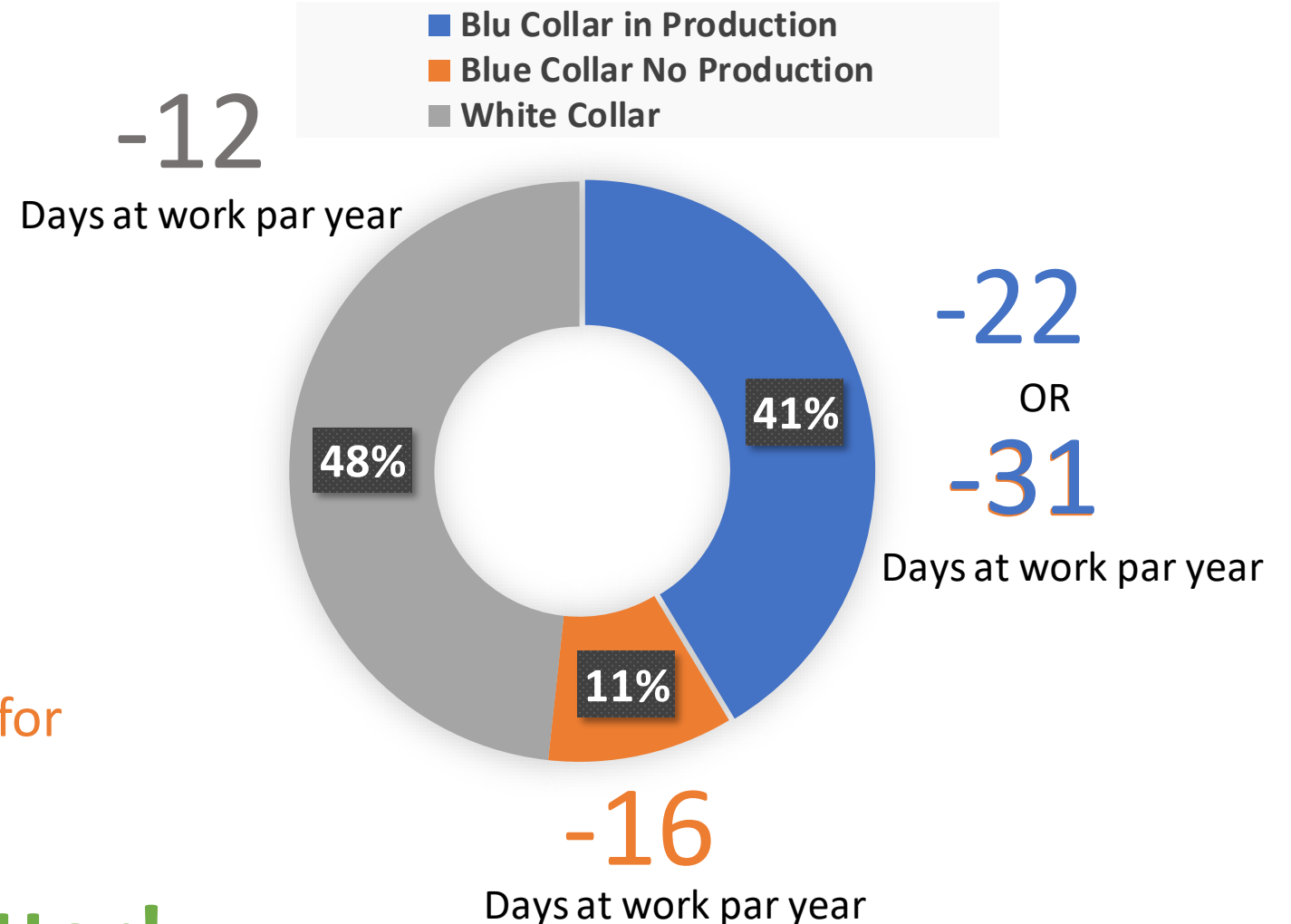
❖ Same Productivity Level

❖ More safety Rules on Ergonomic Factor

❖ No More Saturday at work in Mandatory Flexibility.

❖ More Individual Flexibility for White Collars.

❖ 12 Days of Remote Working for White Collars



## Work Less, Work Better!