

INTERNATIONAL NETWORK ON LEAVE POLICIES AND RESEARCH

International Review of Leave Policies and Related Research 2011

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Italy

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April 2011

1. Current leave and other employment-related policies to support parents

a. Maternity leave (*Congedo di Maternità*) (responsibility of the Ministry of Labour, Health and Social Policies and (for public employees) Ministry of Economy and Finance)

Length of leave (before and after birth)

- Twenty weeks (5 months): at least four weeks before the birth. It is obligatory for employees to take this leave.

Payment and funding

- Eighty per cent of earnings with no ceiling for salaried workers. For home helps, self-employed workers and agricultural temporary labourers, earnings are 80 per cent of conventional earnings determined each year by the law; for non-fixed term workers, maternity leave depends on accredited contributions, though each professional sector has the possibility to determine, with approval by the Ministry of Labour and of social policies, a higher ceiling, after considering income and contribution potential of the professional sector and compatibility with its financial.
- Funded by INPS (National Department for Social Welfare), financed by contributions from employers and employees at a rate that is related to the sector and to the type of contract (for example, in manufacturing it is 0.46 per cent of earnings for employers and 0.28 per cent for employees). Workers on Maternity leave may be paid direct by INPS or else by their employer, who is recompensed by INPS.

Flexibility

- For employees and workers enrolled in '*Gestione separata*'⁷², the 20-week period is compulsory, but there are two options for taking this leave: four weeks before the birth and 16 weeks after (upon presentation of a medical certificate); and eight weeks before the birth and 12 after. The allowance is accorded to autonomous female workers from eight weeks before the birth to 12 weeks after; maternity leave, however, is not compulsory for this category.

Eligibility (e.g. related to employment or family circumstances)

⁷² The INPS enrolls in *Gestione separata* ('separate administration') workers who do not contribute to other forms of welfare and who do not have any type of pension, e.g. workers on a fixed-term research project.

- All employees and self-employed women with social security membership, including workers enrolled in *Gestione separata*.

Variation in leave due to child or family reasons (e.g. multiple or premature births; poor health or disability of child or mother; lone parent) or delegation of leave to person other than the mother

- In the case of multiple or premature births, the length of leave increases by 12 weeks.

Additional note (e.g. if leave payments are often supplemented by collective agreements; employer exclusions or rights to postpone)

- Public sector employees receive 100 per cent of earnings.
- In general national collective agreements guarantee 100 per cent of earnings, with employers paying the additional 20 per cent.

b. Paternity leave

No statutory entitlement.

Employed fathers, including those who are self-employed and enrolled in *Gestione separata*, may take three months paid leave following childbirth in the following circumstances: the mother's death or severe illness; the child being left by the mother; or the child being in the sole care of the father. An important verdict by the Tribunal of Florence extends the possibility of obtaining Paternity leave, paid at 80 per cent of earnings, to two months before childbirth. This means that the father can take the whole period of Maternity leave in certain circumstances, i.e. if the mother is a housewife or ill or, alternatively, if she is a self-employed worker who cannot take advantage, for various reasons, of the leave. The Tribunal is a civil court and its decision acts as an important precedent for other Tribunals, but is not automatically binding on them.

Conditions are the same as for Maternity leave.

c. Parental leave (*Congedo Parentale*) (responsibility of the Ministry of Labour, Health and Social Policies and (for public employees) Ministry of Economy and Finance)

Length of leave (before and after child's birth)

- Six months for mothers and six months for fathers. Fathers taking three months Paternity leave (see 1b) are entitled to one month of additional Parental leave. Leave is an individual entitlement, but the total amount of leave taken by two parents cannot exceed ten months (or 11 months if the father takes at least three months Paternity leave as set out in 1b).

Payment (during the length of Parental leave) and funding

- Thirty per cent of earnings when leave is taken for a child under three years; unpaid if taken when a child is three to eight years, unless annual earnings are under approximately 2.5 times the amount of minimum earnings (€14,891.50 in 2009), in which case parents are entitled to 30 per cent of earnings.
- Funded as Maternity leave.

Flexibility in use

- Leave can be taken at any time until a child is eight years old. There are two options for taking this leave: a single leave period up to a maximum of six months; or shorter leave periods amounting to a maximum of six months.
- It is possible for each parent take leave at the same time.
- A lone parent is entitled to ten months leave.

Eligibility (e.g. related to employment or family circumstances)

- All employed parents, except domestic workers and home helps. Self-employed workers are generally entitled to three months, which can be taken only during the first year after child's birth.
- The father is entitled to leave even if the mother is not, for example if she is a housewife. Circular letter B/12-5-2009 from the Department of Labour, Health, and Social Policies extends the right to fathers to make use of the leave indicated in the art. 40c, Act of Law n. 151/2001 (right to work reduced hours with full earnings compensation for the first 12 months after childbirth) if the mother is a housewife; previously this right was limited to fathers where the mother was self-employed. This change gives equal value to the domestic work of non-employed mothers as to paid work.
- Parental leave of three months, to be taken within the first year of the child, is available to workers enrolled with *Gestione separata* by the INPS.

Variation in leave due to child or family reasons (e.g. multiple or premature births; poor health or disability of child or mother; lone parent); or delegation of leave to person other than the parents

- As the leave is per child, each parent is entitled to additional leave in the case of a multiple birth (e.g. the length is doubled for twins, tripled for triplets).
- A lone parent may take ten months of leave.

Additional note (e.g. if leave payments are often supplemented by collective agreements; employer exclusions or rights to postpone)

- Public sector employees receive 100 per cent of earnings during the first 30 days of leave.
- The law on Parental leave is due to be revised according to financial legislation passed in 2008 (*Legge finanziaria 2008*) with the aim of increasing payment and flexibility. A review is currently underway.

d. Childcare leave or career breaks

- None.

e. Other employment-related measures

Adoption leave and pay

- For adoptive and foster parents the same regulations for Maternity and Parental leave apply as for other parents. The period of Maternity leave does not depend on the age of the child adopted and must start within five months of entering the family; in case of international adoption, the leave can be taken also for overseas visits in connection with adoption. The Parental leave for adoptive and foster parents can be taken within

eight years of the child entering the family and not after his/her eighteenth birthday; payment, generally, is 100 per cent of earnings for the first 30 days and 30 per cent for the following five months, if taken within three years of the entrance of the child into the family.

Time off for the care of dependants

- Without limit for a child under three years; five days a year per parent for a child aged three to eight years. Unpaid.
- Public or private employees are entitled to two years leave over the course of their entire working life in case of a serious need in their family, for example the disability of a child or other relative, even if not co-resident. This leave is paid. Fathers and mothers cannot take this leave at the same time. Law 4 November 183/2010 (*Collegato Lavoro*) changes the conditions for eligibility for leave - three paid days a month - for relatives of disabled person. Apart from parents, this leave cannot be taken by more than one relative.

Flexible working

- Until a child is 12 months old, women who are employees are entitled to work reduced hours (one hour less per day if working six hours a day or less; two hours less per day if working longer), with full earnings compensation. Fathers are entitled to use this benefit in certain conditions, for example: if the mother is self-employed or freelancer; if the mother opts not to use it; if the mother is not employed; or if the father has sole custody of the child. Home helps, domestic workers and autonomous workers are not entitled to reduced hours, but in this case too the father can work reduced hours.
- Employees (mothers and fathers) who have parental responsibility for a child under six years or a disabled child under 18 years have a legal right to apply to their employers to work flexibly (e.g. to reduce their working hours). Employers have a legal duty to consider these requests and may refuse them only 'where there is a clear business ground for doing so...[and must give] a written explanation explaining why'.

2. Relationship between leave policy and early childhood education and care policy

The maximum period of paid post-natal leave available in Italy is 15 months (including a bonus month if the father uses 3 months of Parental leave), and there is only around 4 months of well-paid leave entitlement. There is no entitlement to ECEC, though nearly all children over 3 years attend ECEC from 3 years of age. However, despite being recognized as a social right for children and working mothers by Law 1044/1971, provision of ECEC for children under 3 years is much lower and very variable between different regions. Levels of attendance at formal services for children under 3 are below the average for the 30 countries included in this review, but above average for children over 3 years.

3. Changes in policy since January 2010 (including proposals currently under discussion)

Law 4 November 183/2010 (*Collegato Lavoro*) changes the conditions for eligibility for leave - three paid days a month - for relatives of disabled person. Apart from parents, this leave cannot be taken by more than one relative.

Two proposals have been submitted to the Italian Parliament, one by a member of the Partito Democratico (PD) and the other by a member of parliament of Popolo della Libertà

(PDL), to introduce 4 days of compulsory Paternity leaves, during which time fathers should be paid 100 per cent of their earnings by their employer if an employee or by their Social Security institution if self-employed. They are currently (April 2011) under discussion in the Italian Parliament (<http://www.camera.it/>).

4. Take-up of leave

a. Maternity leave

Maternity leave is obligatory for employees.

b. Paternity leave

There is no statutory leave entitlement.

c. Parental leave

There is no comprehensive information on the take-up of Parental leave. Data from INPS (National Department for Social Welfare) for 2005, 2006 and 2007 show that about a quarter of employed mothers benefited from Parental leave during the first three years of their child's life, and less than 10 per cent used it after the child's third year. Furthermore, only 4 per cent of eligible men benefited. Data from ISTAT (Istituto Nazionale di Statistica/ Italian National Institute of Statistics) contain an evaluation of the number of employees who used Parental leaves in 2005. The data (obtained through a special section of the Italian Labour Force Survey) show that on average 7.5 per cent of men and 24.2 per cent of women employees having at least one child aged less than eight years old used Parental leave in 2005.

According to a survey of a sample of public sector (163), private sector (28) and non profit (25) employers in 2004, female employees were more likely to be taking Parental leave than male employees. In the public sector 1.8 per cent of male employees were on leave against 5.8 per cent of women employees; in the private sector, it was 0.5 per cent for men and 8.3 per cent for women; and in non profit organisations, 0.6 per cent for men and 7.4 per cent for women (Gavio and Lelleri, 2006, 2007⁷³).

5. Research and publications on leave and other employment-related policies since January 2010

a. General overview

The literature on leave and related employment policies in Italy confirms the existence of wide gender inequalities in the distribution of care work with women bearing the highest share of care work and with their employment patterns more likely to be affected by childbearing decision. Research is concerned both with the interaction of childbearing and

⁷³ Gavio, F. and Lelleri, R. (2006) *Anticipazioni dei risultati della ricerca su: La fruizione del congedo parentale in Italia. Monitoraggio della L. 53/2000, anno 2004*. Available at: <http://www.osservatorionazionalefamiglie.it/images/documenti/ricerche>
Gavio, F. and Lelleri, R. (2007) *'La fruizione dei congedi parentali in Italia nella pubblica amministrazione, nel settore privato e nel terzo settore. Monitoraggio dell'applicazione della legge n. 53/2000 dal 2001 al 2004'*, in: P.P. Donati (Osservatorio Nazionale sulla Famiglia) (ed.) *Famiglie e bisogni sociali: la frontiera delle buone prassi*, Milano: Franco Angeli.

labour supply and with the need to simultaneously model the time allocation decisions of partners.

Research has been conducted both by estimating micro-econometric models on micro-data at national level (often with comparisons to other European countries) and by carrying out research with reference to firms' compliance at regional and local levels (e.g. Lombardia, Emilia Romagna). Evidence of discrimination against mothers returning to work after childbearing has been detected as well as gaps in earnings and career perspectives. The research results call for a drastic change in the design of public policies and for the implementation of existing laws to achieve a better work-life balance, allow women access to employment and career, and reach an improvement in gender equality.

b. Selected publications since January 2010

Addabbo, T., Facchinetti, G. and Mastroleo, G. (2009) 'Child Well Being and Parents' Work: the Evaluation of Firm's Compliance to Work-Life Balance', *Polish Journal of Environmental Studies* Vol.18, No.4A: 18-26

The Italian labour market shows remarkable gender inequalities notwithstanding the advanced labour market regulation in terms of Equal Opportunities. Italian women still experience many inequalities at their workplaces such as: wage differences, lower career paths, higher percentages of fixed-term and short-term contracts, etc. This paper presents a first attempt to evaluate the level of quality of life, work and children well-being by an analysis of what happens in Italian firms. The results are related to research devoted to a 'level of certification' of private Italian firms by using fuzzy logic.

Addabbo, T. and Picchio, A. (2009) 'Living and working conditions: perspectives, concepts and measures', in: B. Harris, L. Galvez and H. Machado (eds.) *Gender and Wellbeing in Europe: Historical and Contemporary Perspectives*. Aldershot, UK and Burlington VT: Ashgate.

This chapter investigates the links between working and living conditions as crucial aspects of the analysis of the labour market and its gender inequalities, using an extended engendered definition of living conditions that includes unpaid domestic and care work.

Del Boca, D. (2009) 'Italia. Partecipazione femminile al lavoro: vincoli e strategie', *La Rivista delle Politiche Sociali*, No.2. Available at: <http://www.ediesseonline.it/riviste/rps/donne-e-welfare>.

This paper shows the impact of the Italian welfare state on the difficulties in work-life balance experienced by Italian women, based on the care work performed by women and showing its effect on women's labour supply and fertility choices. It demonstrates the limits of, and the reasons of the crisis in, this type of welfare state.

Del Boca, D., Pasqua, S. and Pronzato, C. (2009) 'Motherhood and market work decisions in institutional context: A European perspective', *Oxford Economic Papers*, No.61: i147–i171. The decisions on fertility and labour supply of women are jointly analysed by using the European Community Household Panel (ECHP) showing the relevance on women's labour supply decisions in European countries of social policies and differences by education.

Del Boca, D. and Rosina, A. (2009) *Famiglie Sole. Sopravvivere con un welfare inefficiente*. Bologna: Il Mulino.

The book stresses the loneliness peculiar to Italian families - with regards to what is experienced in other European countries - in their difficult tasks, stressing also the gender inequalities, the difficulties in the relations between generations and the regional variations that call for a urgent need of new policies.

Del Boca, D. and Sauer, R. M. (2009) 'Life cycle employment and fertility across institutional environments', *European Economic Review*, Vol. 53, No.3: 274–292.

This paper analyses labour supply and fertility choices of married women in Italy, Spain and France showing the relevance of labour market flexibility and child care services. The simulations performed show the positive effect that would follow from adopting French social policies on female employment rates in Italy and Spain.

Donati, P. and Prandini, R. (eds.) (2009) *La conciliazione famiglia-lavoro nelle piccole e medie imprese: costruire e governare nuove reti* Milano: Franco Angeli.

This book focuses on work-life balance showing the results of empirical analysis on small-medium firms in the district of Bologna.

Hobson, B., Duvander, A.Z. and Halldén, K. (2009) 'La conciliazione degli uomini e delle donne. Capacità e pratiche', *La Rivista delle Politiche Sociali*, No.2. Available at:

<http://www.ediesseonline.it/riviste/rps/donne-e-welfare>

This paper presents an analysis of the gender distribution of care and paid work in different countries with a special focus on those policies able to increase fathers' participation to care work.

Piazza, M. (2009) *Attacco alla maternità. Donne, aziende, istituzioni*. Nuova Dimensione.

The difficulties of being a mother and an employee are analysed, showing the difficulties faced by mothers when they return to work related to the risk of not resuming their previous position, not having access to flexible working hours and with a loss in career perspectives.

Pronzato, C. (2009) 'Returns to work after childbirth: does Parental leave matter in Europe?', *Review of Economics of the Household*, Vol.7, No.4: 341–360.

The role played by extended Parental leaves in the return to employment of mothers of newborn children is analysed by the author with reference to the impact of different characteristics of Parental leaves. Longer periods of job protection are found to increase the risks in returning to work while the provision of paid leaves is found to increase the probability of not returning to work during the first year of the child's life.

Saraceno, C. (2009) 'Genere e cura: vecchie soluzioni per nuovi scenari?' *La Rivista delle Politiche Sociali*, No.2. Available at: <http://www.ediesseonline.it/riviste/rps/donne-e-welfare>

This paper focuses on gender and care work and on the lack of social recognition of care needs and work.

Trifiletti, R. 'Nuovi rischi sociali, ridisegno del welfare e cittadinanza delle donne', *La Rivista delle Politiche Sociali*, No.2. Available at: <http://www.ediesseonline.it/riviste/rps/donne-e-welfare>

This paper analyses family policies in Europe with reference to different types of welfare states and to the changing social risks showing also the peculiarities of women's citizenship and gaps in the Italian debate on the welfare state.

Addabbo, T., Caiumi, A. and Maccagnan, A. (2010) 'Unpaid Work, Well-Being and the Allocation of Time in Contemporary Italy', in: T. Addabbo, M.-P. Arrizabalaga, C. Borderias and A. Owens (eds) *Gender Inequalities, Households and the Production of Well-Being in Modern Europe: Gender and Well-being*. Aldershot, UK and Burlington VT: Ashgate.

This chapter investigates the uneven distribution of unpaid work in Italian couples by using a matched data set that allows the analysis of different types of factors affecting partners' unpaid working hours. Women in blue collar positions employed in manufacturing do more hours of unpaid work and unpaid work increases at low family income level. The use of extended income as a proxy of well being, instead of only paid money income, shows a greater contribution of women to household's well being and an uneven distribution of work inside Italian double earners families that should require the diffusion of more egalitarian

policies to reduce the observed inequalities in the amount of work provided by gender.

Casarico, A. and Profeta, P. (2010) *Donne in attesa. L'Italia delle disparità di genere*. Milano: Egea

The volume analyses the reasons for the gender inequalities that dominate the Italian society including employment; it shows the economic relevance of tackling the issue and discusses policy suggestions.

Del Boca, D. and Pasqua, S. (2010) 'La maternità all'europea responsabilizza i padri', *La Voce*, 26.10.2010. Available at: www.lavoce.info

This article in the web site 'lavoce.info' comments on the European Parliament proposal on parental leaves and discusses the Italian situation pointing to the innovation for Italy that the institution of compulsory paternity leaves could represent also in terms of the sharing of care responsibilities at home and in the job.

Donati, P. (2010) 'Le politiche familiari in Italia: problemi e prospettive (il Piano nazionale e la proposta del *family mainstreaming*)', *Conferenza Nazionale della Famiglia*, Dipartimento per le Politiche della Famiglia, Milano, November 2010, Osservatorio Nazionale sulle famiglie.

Available at:

http://www.osservatorionazionalefamiglie.it/images/Eventi/conferenza/relazioni_comitato_scientifico/donati.pdf

This paper discusses family policies in their interaction with the current family morphogenesis and suggests using family mainstreaming to detect the impact of policies on family well-being and on its evolution.

Fasano A. (2010) *Conciliare cura e lavoro - Politiche e differenze di genere in alcuni paesi europei*. Napoli: ScriptaWeb.

This volume presents a comparative analysis of work-life balance policies in Sweden, the Netherlands, Germany and France.

Istat (2010) 'Famiglie in cifre', *Conferenza Nazionale della Famiglia*, Dipartimento per le Politiche della Famiglia, Milano, November 2010. Available at:

<http://www.istat.it/societa/DossierFamigliaInCifre.pdf>

This paper shows relevant statistics on Italian families and on public services affecting families' choices.

Pfau-Effinger, B. (2010) 'L'impatto dei congedi parentali sull'occupazione delle madri nelle società europee', *La rivista delle politiche sociali*, Vol.7, No.1: 189-208.

The article shows that in countries characterized by generous Parental leaves there is also a relatively high percentage of children attending childcare services. This shows that the former do not substitute childcare services, and it does not support the view that generous Parental leaves generosity have a negative effect on employment rates of mothers of young children.

Ponzellini A.M. (2010), *La conciliazione famiglia-lavoro in Lombardia*. Milano: Guerini e Associati.

An analysis on work-life balance policies with a special focus on Lombardia, a region in the North-West of Italy characterized by relatively high women's employment rates.

Riva, E. And Zanfrini, L. (eds.) (2010) *Non è un problema delle donne: La conciliazione lavorativa come chiave di volta della qualità della vita sociale*. Milano: Angeli.

A decade after law 53/2000 introduced Parental leave and incentives for firms to offer work-life balance policies, this edited book shows the relevance of work-life balance for the society. Italian laws and policies on work-life balance are analysed in comparison to the European situation and special focus is devoted to the situation in Emilia Romagna region.

The volume contains also essays dealing with the situation in terms of work-life balance in the UK and in Maghreb.

Rizza, R. and Sansavini, M. (2010) 'Donne e lavoro: rappresentazioni del femminile e conseguenze in termini di politiche di "work-life balance"', *Rassegna italiana di sociologia*, Vol.51, No.1: 5-31.

This article focuses on the gender division of labour in Italy, pointing to the interaction between socio-cultural factors and the interpretation by public and private employers of work-life balance policies as a female issue.

Rondinelli, C. and Zizza, R. (2010) '(Non)persistent effects of fertility on female labour supply', *Temi di discussione (Economic working papers) 783*, Bank of Italy, Economic Research Department, December 2010.

This paper addresses the problem of endogeneity of fertility in analysing the interaction between fertility and female labour supply. By using the Bank of Italy's Survey of Household Income and Wealth (SHIW) and Istat Birth Survey data and accounting for the endogeneity of fertility, the authors show that the effect of fertility on female labour supply dissipates over time though continuing to show negative effects in terms of job quality.

Rossi, G. (2010) 'Servizi e interventi sociali per le famiglie e con le famiglie lungo il ciclo di vita', *Conferenza Nazionale della Famiglia*, Dipartimento per le Politiche della Famiglia, Milano, November 2010, Osservatorio Nazionale sulle famiglie, <http://www.osservatorionazionalefamiglie.it/content/view/354/54/>

This paper analyses regional laws on social services devoted to families over their life cycle and specific policies enacted at local level in Italy.

Schiavone R. (2010) *Maternità e congedi parentali: Lavoro dipendente, autonomo e libere professioni*. Assago: Ipsoa.

This book deals with laws and Court judgments linked to maternity and paternity and to health and safety in the workplace.

Todisco, A. (ed.) (2010) *La conciliazione famiglia-lavoro: Un'opportunità per imprese e pubbliche amministrazioni. Guida Operativa*. Milano: Unioncamere Lombardia, Regione Lombardia, EDUCatt. Available at:

http://www.famiglia.regione.lombardia.it/cs/Satellite?c=Redazionale_P&childpagename=DG_Famiglia%2FDetail&cid=1213371647619&pagenam=DG_FAMWrapper

This is a practical guide promoted by the Lombardia Region and the Chambers of Commerce of Region Lombardia to spread knowledge on laws and policies promoting work-life balance.

Tomasone, F. (2010) 'La legislazione sociale per la famiglia in Italia', Conferenza Nazionale della Famiglia, Dipartimento per le Politiche della Famiglia. Milano, November 2010, Osservatorio Nazionale sulle famiglie

<http://www.osservatorionazionalefamiglie.it/content/view/354/54/>

This paper provides a critical assessment of Italian legislation on the family.

Trifiletti, R. (2010) 'I temi della conciliazione vita-lavoro, dal margine al centro del modello societario e dei contratti di genere', *Rassegna bibliografica infanzia e adolescenza*, Anno 10, No.2 (April-June 2010), Firenze, Istituto degli Innocenti, www.minori.it.

A critical assessment of the literature on work-life balance policies in Italy and on the very definition of the concept.

Modena, F. and Sabatini, F. (2011) 'I would if I could: precarious employment and childbearing intentions in Italy', *Review of Economics of the Household*, Published on line, 15 January 2011.

This article analyses the socio-economic factors affecting childbearing decisions of Italian couples showing the negative effect on childbearing played by the instability of women's working conditions (characterized by occasional, precarious, and low-paid jobs) and their unemployment status.

c. Ongoing research

'Measuring Interaction between quality of life, children well-being, work and public policies', (2008-2011), International project coordinated by Prof. Paolo Bosi and Prof. Gisella Facchinetti, CAPP, Department of Economics, Faculty of Economics Marco Biagi, University of Modena and Reggio Emilia, funded by Fondazione Cassa di Risparmio di Modena e Reggio Emilia.

The project is aimed at developing measures that can capture the qualitative interaction between quality of life and work, and the effects of these interactions on children's well-being; as well as at evaluating the corresponding public policies. Available at: <http://www.capp.unimo.it/ricerche/gender/childEN.html>

Workcare Synergies, coordinated in Italy by Professor Rossana Trifiletti- University of Florence, funded by the European Union's Seventh Framework Programme.

A support action that disseminates research findings from previous EU-funded research projects, including WORKCARE (2006-2009), *'Social Quality and the Changing Relationship between Work, Care and Welfare in Europe'*; SOCCARE (2000-2003) on family-work and social care in Europe; and *'Working and Mothering'* (1998-2001), on social practices and social policies on mothering. Available at: <http://workcaresynergies.eu/social-care-and-work-care-balance/>

There are ongoing actions on work-life policies in companies, such as the one carried out (from 2009 to 2011) by Variazioni srl in Tetrapak Packaging Solution Spa, in Atelier Aimée Spa, in non-profit firms - like Cooperativa Sociale Fior di Loto – and in public institutions such as Azienda Locale Sanitaria della Provincia di Mantova (Public Health Institution of Mantua province) (2010-12) to implement Law 53/2000 art.9. Actions aim at building networks within public and private organisations to improve work/life balance at local level. Available at:

http://www.provincia.mantova.it/cs_context.jsp?ID_LINK=41&area=37&id_context=3098&COL0003=1&COL0003=2); or at regional level as in Emilia Romagna, <http://www.tempopermettendo.info>.