

PERSONAL INFORMATION



Ilaria Armaroli

📍 13, via Primo Maggio, Calderara di Reno (BO), 40012, Italy

☎ +39 348 1010123

✉ ilaria.armaroli2@gmail.com

🐦 @ilaria_armaroli

Sex Female | Date of birth 16/05/1989 | Nationality Italian

WORK EXPERIENCE

From January 2015

Researcher

ADAPT – Association for International and Comparative Labour Studies on Labour Law and Industrial Relations

<http://adapt.it/>

- Researcher in the field of social dialogue, industrial relations and collective bargaining (please find more information in “Seminars”, “Conferences” and “Publications” at the bottom of this file).
- Research activities for the design and implementation of projects co-funded by the European Commission: FAYP - Fostering Agriculture among Young People (https://moodle.adaptland.it/pluginfile.php/28663/mod_label/intro/FAYP_presentation.pdf); NEWIN – Negotiating Wage (In)equality (<http://www.adapt.it/newin/>); Bargaining for Productivity; SUNI – Smart Unions for New Industry (<http://suniproject.adapt.it/>); REWIR – Negotiating return to work in the age of demographic change through industrial relations (<https://celsi.sk/en/projects/detail/64/>).
- EU project management.
- Teaching activities further detailed in the session “Seminars” at the bottom of this resume.
- Management of Twitter account “FareContrattazione” (@adapt_rel_ind) and the website adapt.it/farecontrattazione;
- *Editorial board* of the ADAPT International Bulletin.

Business or sector Industrial relations, workers’ representation, collective bargaining, labour market

From June 2017 to May 2018

Action researcher

Italian Federation of Metalworkers (FIM-CISL) of Lombardia (an Italian region)

42, viale Fulvio Testi, Milan, Italy

<http://www.fimlombardia.it/>

- Consultant and researcher on the matters related to trade union action and representation in the metalworking sector in the light of technological transformations (Industry 4.0) at the regional level, especially by providing coordination, training and support to local union structures

Business or sector Industrial relations, workers’ representation, trade union actions

From May 2016 to May 2017

Action researcher

Italian Federation of Metalworkers (FIM-CISL) of Brescia
 3, via Altipiano d'Asiago, Brescia, Italy
<http://www.fimbrescia.it/it>

- Field research (i.e. via participant observation; semi-structured interviews with trade unionists and shop stewards; attendance at bargaining tables; etc.) on trade union and direct employee participation in work organisation with the aim of developing my Ph.D thesis on this subject.
- Consultant and researcher on the matters related to collective bargaining and trade union strategies in the metalworking sector in Italy; analysis of company-level collective agreements.

Business or sector Industrial relations, workers' representation, trade union actions

From January 2015
to July 2015

Academic Tutor in the 2nd level Master in Industrial relations

Law Department, University Roma Tre
 159, via Ostiense, Rome, Italy

- Tutoring directed to Master students
- Attending lectures regarding labour law, industrial relations, collective bargaining, public and social policies, etc...
- Logistical support

Business or sector Tutoring

From March to May 2014

Assistant in administration procedures

Student Office, University of Bologna, Campus of Forlì
 1, Piazzale Solieri, Forlì (FC), Italy

Business or sector Organisation and administration support

From August 4
to August 10, 2013

Volunteer

Anti-mafia camp in Riace (RC), Italy, organised by Arci, Libera and Spi Cgil

Business or sector Immigration, struggle against mafia, active citizenship

From March 15
to June 30, 2012

Junior researcher

Europe Direct (36, viale Aldo Moro, Bologna, Italy)
 Europe Education (25, via Peglion, Bologna, Italy)

- Writing reports, preparing Power Point presentations and discussing them in the context of the European project "Demetrae" (<http://www.demetraeproject.eu/english/>) concerning women in agriculture
- Research activities for the network "Storia e memoria" (<http://www.storiamemoria.it/>),
- Writing articles for the on-line magazine "l'Europa che verrà" (<http://www.europacheverra.eu/>).

Business or sector European integration and promotion of EU values and culture

From June 22 to September 30,
2011

Assistant in events' organisation

Servipublic Canarias
 4, calle Pintor José Arencibia Gil, 35001, Las Palmas de Gran Canaria, Spain

Business or sector Events' organisation, public relations, marketing

From July to September 2009

Touristic entertainer

Hotel Iberostar "Vell Marí"
 Son Baulò, 07458, Ca'n Picafort, Mallorca, Spain

Business or sector Tourism

EDUCATION AND TRAINING

- From September 2015 to April 2019
 PhD degree in Human Capital Formation and Labour Relations
 University of Bergamo (Italy)
 - My PhD thesis has investigated the role of unions as promoters, rather than victims or antagonists, of non-union (and often direct) employee voice within traditional businesses. The title is: “The Role of a Local Trade Union in the Promotion of Direct Employee Voice in Workplaces: Towards *Organised Disintermediation?*”
- From March to May 2017
 Participant in the online course “Shaping the future of work”
 Massive Open Online Course organised by Professor Thomas Kochan from Massachusetts Institute of Technology
- From July 19 to August 18, 2016
 2016 ÉRIUM International Summer School Advanced Studies in Labour, HR and Employment Relations
 Course “REI 6629 – Globalization and Labour Relations” led by Prof. Ian MacDonald, University of Montréal
- From January to May 2016
 Master Executive “PITAGORA” in EU project management
 ADAPT, via Cavour 57, Rome (IT)
- From September 2012 to December 2014
 Master’s degree in International Relations 110/110 cum laude
 Postgraduate course in International and Diplomatic Sciences at the Faculty of Political Sciences “R. Ruffilli” at the University of Bologna, Campus of Forlì, Italy
 - International politics, International economics, Comparative public policy, Politics of the World Economy, Cases of diplomatic history, Theory of international relations, French (I;II), Post-socialist transition and EU enlargement eastwards
 - Thesis on the Evolution of Industrial Relations in Slovenia, supervisor: Professor David Natali
- From September 2013 to February 2014
 Erasmus student
 MA course in International Relations at the University of Ljubljana, Slovenia
 - Industrial Relations in Europe; Gender, Work and Organisations, Education and Employment, Analysis of Contemporary Conflicts, Terrorism and System Countermeasures, Organisational Analysis and Comparative Management
- From September 2008 to January 2012
 Bachelor’s degree in International relations 110/110 cum laude
 Bachelor course in International Studies at the University of Bologna, Italy
 - Political Science, Microeconomics, Public law, Sociology, Statistics, Contemporary History, English language and literature, International law, Law of the European Union, Macroeconomics, History of international relations, History of political thought, International economics, Spanish language, Comparative politics, Seminar in comparative politics and history, International relations, History and Institutions of Latin America
- From February to June 2010
 Conference Hostess Certificate and BULATS (Business Language Testing Service) Certification CEF/ALTE: C1/4 (Advanced)
 Lingua Center
 3, Viale Don Minzoni, 60035, Jesi, Ancona, Italy
 - English language for Business, Events’ organisation, Communication and Speaking skills
- From September 2003 to July
 Classical A levels 92/100

- 2008 Liceo classico “Marco Minghetti”
18, Via Nazario Sauro, 40121, Bologna, Italy
- Greek and Latin, Italian and English literature, Maths, Chemistry, History, Geography, etc...

PERSONAL SKILLS

Mother tongue(s) Italian

Other language(s)

	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
English	C2	C2	B2	B2	C1
IELTS certification (July 2014): 7.5					
Spanish	B2	C1	B2	B2	B2
French	A2	A2	A2	A2	A2

Levels: A1/A2: Basic user - B1/B2: Independent user - C1/C2 Proficient user
[Common European Framework of Reference for Languages](#)

Communication skills ▪ Good communication and public relations skills.

Organisational / managerial skills ▪ Good ability to plan and organise. Leadership skills.

Job-related skills ▪ Good ability to work in a multicultural environment. Good ability to work in a group. Research-related abilities in the field of industrial relations.

Digital competence

ECDL (April 2012)

- Good command of Microsoft Office™ tools
- Good command of the Internet and social networks.

Driving licence B

ADDITIONAL INFORMATION

- Publications
- I. Armaroli, E. Dagnino, “A Seat at the Table: Negotiating Data Processing in the Workplace. A National Case Study and comparative insights”, forthcoming in the special issue of the *Comparative Labor & Policy Journal* on “Automation, Artificial Intelligence, and Labour Protection”, 2019
 - I. Armaroli, “Progettare l’innovazione: la nuova frontiera dell’azione sindacale?”, in *Economia & Lavoro*, 1/2019, pp. 115-129

- I. Armaroli, "Sindacato e innovazione: da un'iniziativa dei metalmeccanici tedeschi spunti utili per la rappresentanza in Italia", in *Quaderni di Rassegna Sindacale*, 1/2019, pp. 205-216
- I. Armaroli, R. Schiavo, "Aspetti qualitativi della contrattazione pirata nel settore moda", in G. Rizzuto, P. Tomassetti (eds.), *Il dumping contrattuale nel settore moda: Cause, conseguenze, rimedi*, Edizioni Lavoro, 2019, pp. 85-100
- I. Armaroli, S. Spattini, P. Tomassetti, *SUNI project. Comparative report*, 2018, available here: <http://suniproject.adapt.it/comparative-report/>
- I. Armaroli, S. Spattini, *SUNI project. National report. Case study on FIM-CISL*, 2018, available here: <http://suniproject.adapt.it/case-study-on-fim-cisl-conducted-by-ilaria-armaroli/>
- I. Armaroli, "La contrattazione collettiva in un mondo che cambia. Report di sintesi dell'Employment Outlook dell'OECD", in *Diritto delle Relazioni Industriali*, n. 3/2017
- I. Armaroli, F. Seghezzi, M. Tiraboschi, "Il patto della fabbrica, note sul rinnovamento dei metalmeccanici", in *Guida al Lavoro*, Il Sole 24 Ore, N. 49, December 16, 2016
- I. Armaroli, S. Spattini, P. Tomassetti, Italy country report, *Negotiating Wage Inequality (NEWIN)*, EC-funded project, December 2016
- I. Armaroli, *Bilateralità e bilateralismo*, in M. Tiraboschi (eds.), *Le nuove regole del lavoro dopo il Jobs Act*, Giuffrè, 2016

Translations

- J. Escribano Gutiérrez, Lavoro e ambiente: le prospettive giuslavoristiche, in *Diritto delle Relazioni Industriali*, n. 2/2016
- P. Cappelli, JR Keller, La classificazione del lavoro nella New Economy, in *Diritto delle Relazioni Industriali*, n. 3/2015

On-line publications

- I. Armaroli, *CCNL Metalmeccanici: la piattaforma dei sindacati e la sfida dell'esigibilità*, Bollettino ADAPT, September 16, 2019
- I. Armaroli, E. Dagnino, *Riforma dell'articolo 4: nuove opportunità di contrattazione dei dati?*, Bollettino ADAPT, July 15, 2019
- I. Armaroli, "Arbeit 2020": a trade union project for the digitalisation of German manufacturing industry, ADAPT Bulletin, September 19, 2018
- I. Armaroli, *A tu per tu con la rappresentanza – Sindacato e innovazione: l'esperienza di IG Metall nel progetto "Arbeit 2020"*, Bollettino ADAPT, September 17, 2018
- I. Armaroli (eds.), *A tu per tu con la rappresentanza – Territorio e sindacato: Il laboratorio CISL Vicenza*, Bollettino ADAPT, June 18, 2018
- I. Armaroli, *Il coinvolgimento paritetico dei lavoratori: quali prospettive dopo la Circolare n. 5/E del 29 marzo 2018?*, Welfare for People, April 10, 2018
- I. Armaroli, *Clausole di riservatezza e ruolo dei lavoratori nelle imprese: quali impatti per il futuro delle relazioni industriali in Europa*, Bollettino ADAPT, February 5, 2018
- I. Armaroli, *Il sindacato alla prova della contrattazione territoriale. A colloquio con Luca Nieri (FIM-CISL Bergamo)*, Bollettino ADAPT, January 16, 2018
- I. Armaroli, *Da Ginevra i sindacati dell'industria varano un piano di azione globale su Industry 4.0*, Bollettino ADAPT, November 8, 2017
- I. Armaroli, *Come fare della contrattazione collettiva una leva per la produttività? I risultati del progetto "Bargaining for Productivity"*, Bollettino Speciale ADAPT, October 13, 2017
- I. Armaroli, E. Massagli, *Nuovi sgravi per le misure di conciliazione e welfare aziendale: doppio vantaggio?*, in Bollettino ADAPT, September 26, 2017
- I. Armaroli, *Organising disintermediation. A strategy for unions to survive?*, in ADAPT Bulletin, July 26, 2017
- I. Armaroli, *Appunti di viaggio /6. Rappresentare i lavoratori all'epoca della polarizzazione tra crisi e innovazione*, Bollettino ADAPT, April 18, 2017
- I. Armaroli, P. Tomassetti, *Bargaining for Productivity: Preliminary results of an EU-project co-funded by the European Commission*, ADAPT Bulletin, March 13, 2017

- I. Armaroli, *Appunti di viaggio /5. Dal Congresso della Fim di Brescia, idee per una nuova partecipazione*, Bollettino ADAPT, March 6, 2017
- I. Armaroli, *Appunti di viaggio /4. CCNL Metalmeccanici, un'implementazione a più velocità*, Bollettino ADAPT, February 20, 2017
- I. Armaroli, *CCNL Industria metalmeccanica: le novità del rinnovo 2016*, in E. Massagli, M. Sacconi (eds.), *Le relazioni di prossimità nel lavoro 4.0*, ADAPT University Press, December 2016
- I. Armaroli, *Welfare aziendale e contratti nazionali: nel Ccnl dei metalmeccanici l'esordio dei «flexible benefits»*, Il Sole 24 Ore, November 2, 2016
- I. Armaroli, *C'erano una volta le relazioni industriali ... E adesso?*, Bollettino ADAPT, October 24, 2016
- I. Armaroli, *Appunti di viaggio /3. Prime riflessioni sugli effetti del parametro OEE sui premi di risultato e le relazioni industriali*, Bollettino ADAPT, October 19, 2016
- I. Armaroli, D. Mosca, P. Tomassetti, *Quale evoluzione per gli studi sulle relazioni industriali? Un report sull'11° congresso europeo dell'ILERA*, Bollettino ADAPT, September 26, 2016
- I. Armaroli, *Appunti di viaggio /2. Brescia tra contrattazione nazionale e limiti territoriali al rinnovamento*, Bollettino ADAPT, July 18, 2016
- I. Armaroli, *Appunti di viaggio /1. Lo scenario bresciano delle relazioni industriali*, Bollettino ADAPT, July 4, 2016
- I. Armaroli, *A Brescia, un nuovo ponte tra ricerca e sindacato*, Bollettino ADAPT, June 27, 2016
- I. Armaroli, *Sindacati, trivelle e il conflitto (apparente) tra ambiente e lavoro*, Bollettino ADAPT, April 4, 2016
- I. Armaroli, *Integrativo Finmeccanica: nuove regole per la One Company*, Bollettino ADAPT, February 8, 2016
- I. Armaroli, A. Tolentino, *Le disuguaglianze salariali in Italia dalla prospettiva delle parti sociali: i risultati del questionario del progetto NEWIN – Negotiating Wage (In)equality*, Bollettino ADAPT, January 7, 2016
- I. Armaroli, P. Tomassetti, *FAYP: an EC-funded project to attract young people to agriculture*, ADAPT Bulletin, October 27, 2015
- I. Armaroli, P. Tomassetti, *FAYP: un innovativo progetto per avvicinare i giovani all'agricoltura finanziato dalla Commissione europea*, October 5, 2015
- I. Armaroli, D. Mosca, *Viaggio a Detroit alla scoperta delle relazioni industriali in America*, September 18, 2015
- I. Armaroli, *Perché ad Amazon (e a tutti noi) serve il sindacato*, Linkiesta, September 7, 2015
- I. Armaroli, *Il sindacato e la sfida dell'innovazione morale*, Blog Nóva Il Sole 24 Ore, June 29, 2015
- I. Armaroli, D. Mosca, *A cent'anni dalla grande guerra: Viaggio alle origini delle relazioni industriali in Italia*, Working Paper ADAPT, May 25, 2015
- I. Armaroli, *Franco Tosi e i dubbi della rappresentanza: tutele crescenti o nessuna tutela?*, Bollettino ADAPT, May 18, 2015
- I. Armaroli, *L'integrativo Zara tra produttività e conciliazione*, Bollettino ADAPT, May 4, 2015
- I. Armaroli, D. Mosca, *Expo 2015: Le relazioni industriali oltre l'evento*, Bollettino ADAPT, April 24, 2015
- I. Armaroli, D. Mosca (by), *Il diario delle relazioni industriali verso Expo 2015*, Bollettino ADAPT, April 24, 2015
- I. Armaroli, F. Brudaglio (by), *Il rinnovo del contratto collettivo nazionale del Credito*, Bollettino ADAPT, April 3, 2015
- I. Armaroli, F. Brudaglio (by), *Il rinnovo del contratto collettivo nazionale del Terziario*, Bollettino ADAPT, April 3, 2015
- I. Armaroli, *Perché è sbagliato cancellare la legge Biagi*, Bollettino ADAPT, February 23, 2015
- I. Armaroli, *Reducir las desigualdades sociales para mejorar las perspectivas laborales*, February 3,

2015, www.adaptinternational.it

- I. Armaroli, *Reducing social inequalities for a brighter employment outlook*, February 3, 2015, www.adaptinternational.it
- I. Armaroli, D. Pandolfo, *Jobs Act e Flexicurity: l'ennesima occasione mancata?*, Bollettino ADAPT January 19, 2015

Projects

- REWIR – Negotiating return to work in the age of demographic change through industrial relations (<https://celsi.sk/en/projects/detail/64/>)
- SUNI – Smart Unions for New Industry (<http://suniproject.adapt.it>)
- Bargaining for Productivity (<http://adapt.it/englishbulletin/wp/bargaining-for-productivity-preliminary-results-of-an-eu-project-co-funded-by-the-european-commission/>)
- NEWIN – Negotiating Wage Inequalities (<http://adapt.it/newin/index.html>)
- FAYP – Fostering Agriculture Among Young People (https://moodle.adaptland.it/pluginfile.php/28663/mod_label/intro/FAYP_presentation.pdf)

Conferences

- Attendance at the 2019 ILERA European Congress *Perspectives of employment relations in Europe* held in Dusseldorf on 5-7 September 2019, where I chaired the workshop *Social media and online tools for engagement, visibility and interaction*, organized by Prof. John W. Budd (University of Michigan), and presented my paper *Integrating direct employee voice within the framework of worker representation: the role of an Italian trade union in “organizing disintermediation”*
- Attendance at the 2018 International Conference, *Professionalism, Employment Contracts and Collective Bargaining in the context of social innovation*, organised by ADAPT (November 30, December 1, 2018), where I co-introduced the plenary session *Regulatory Challenges for New Labour Markets* with Professor Manfred Weiss (Goethe-Universität Frankfurt am Main)
- Attendance at the seminar *Sfide e prospettive della partecipazione: Italia e Germania a confronto (Challenges and perspectives of employee participation: a comparison between Italy and Germany)* organised by Fondazione Di Vittorio of the trade union confederation CGIL and held in Rome on October 26, 2018
- Attendance as an invited expert, at the seminar organised by ETUI (European Trade Union Institute), *Confidentiality and workers' rights to information and consultation*, held in Brussels on January 30, 2018.
- Attendance at the 2017 International Conference, *Industry 4.0: Triggering factors and Enabling Skills*, organised by the University of Bergamo and ADAPT (December 1-2, 2017), where I was selected as one of the discussants and I presented a paper, *In the midst of union (incremental) change in workplaces: Towards organised disintermediation?*
- Attendance at the 2016 International Conference, *Future of Work: A Matter of Sustainability*, organised by the University of Bergamo and ADAPT (November 11-12, 2016)
- Attendance at the Conference, *Once upon a time we had industrial relations ... What's next?*, at the University “La Statale” of Milan (October 10, 2016)
- Attendance at the European Regional Congress ILERA 2016, *The future of representation* (Milan, September 8-10, 2016)
- Attendance at the 2015 International Conference, *The Great Transformation of Work*, organised by the University of Bergamo and ADAPT (November 6-7, 2015)

Seminars

- Speaker in the training seminar *Industria 4.0: I nuovi orizzonti della contrattazione collettiva*, organised by the Italian trade union federation for food workers, FAI-CISL, and held in Baveno (Verbania) on October 1, 2019
- Chair in the seminar *Employment protection legislation in Sweden: striking a balance between job security and firm efficiency*, with Professor Lotta Stern, organised by ADAPT and Istituto Bruno Leoni and held in Milan on March 8, 2019
- Speaker in the seminar *Seminario Nazionale di approfondimento sul nuovo CCNL Chimico*

Farmaceutico organised by the trade union federation FEMCA-CISL and held in Riccione on February 27, 2019

- Speaker in the seminar *The key challenges of the digital world of work – Industry 4.0: working conditions, new skills and training systems, employment trends and income distribution*, organised by HIVA KU Leuven and EZA and held in Leuven on October 22-23, 2018
- Speaker in the training course organised for the Italian metalworkers' organisation FIM-CISL within the framework of the EC-cofunded project SUNI (Smart Unions for New Industry) and held in Amelia (Italy) on October 15-19, 2018. The specific module that I held was about a comparison of national trade unions' strategies for Industry 4.0.
- Lecturer in the seminar *CSR e welfare nella contrattazione aziendale (CSR and welfare in company-level collective bargaining)* organised by ALTIS-Università Cattolica di Milano and held in Milan on October 11, 2018
- Lecturer in the seminar *Relazioni industriali e partecipazione nell'impresa 4.0 (Industrial relations and participation in the enterprise 4.0)* organised by the trade union confederation CISL of Lombardia and held in Milan on September 20, 2018 and October 11, 2018
- Lecturer in the seminar *Nuovi Modelli di rappresentanza del lavoro: somministrazione, lavoro autonomo e piattaforme digitali (New models of labour representation: agency-based work, self-employed work and digital platforms)*, organised by the trade union FELSA-CISL on June 13, 2018.
- Lecturer in the seminar *Innovare le relazioni industriali e la contrattazione collettiva nell'economia 4.0 (Renovate industrial relations and collective bargaining in the economy 4.0)*, organised by the trade union CISL Vicenza and held on May 7, 21 and June 4, 2018.
- Lecturer in the seminar *Innovare le relazioni industriali e la contrattazione collettiva nell'economia 4.0" (Renovate industrial relations and collective bargaining in the economy 4.0)*, organised by the trade union CISL Veneto and held on April 4-5-17, 2018.
- Lecturer in the course organised by the Belgian metalworkers' organisation ACV-CSC METEA, held on February 22, 2018 at Elewijt Centre. The topic of the course was the role of unions in Industry 4.0
- Speaker at the Conference of IndustriALL Global Union *Industry 4.0: Implications for Trade Unions and Sustainable Industrial Policy*, held in Geneva on October 26-27, 2017
- Lecturer in the seminars "Contrattazione partecipativa come contrattazione di progetto" (Integrative bargaining as project-oriented bargaining) e "Il futuro delle relazioni industriali" (The future of industrial relations) held respectively on October 10, 2017 and November 13, 2017, and organised by the trade union CISL of Vicenza
- Lecturer in the seminar *Giovani al lavoro*, organised by MCL (Christian workers' movement) of Brescia and held on April 20, 2017
- Moderator at the Seminar *Tecnologie digitali, industria, persone, lavoro (Digital technologies, industry, people, work)*, organised by the metalworkers' organisation FIM-CISL of Veneto in Vicenza (Italy) and held on April 6, 2017
- Moderator at the Seminar *Inter-American Court Pushes back Against Corporate Power while Solidifying Collective Labor Rights*, led by Prof. Angela Cornell, on March 11, 2017 at the University of Bergamo
- Moderator at the panel *Work and the Environment*, on November 12, 2016, within the context of the 2016 International Conference *Future of Work: A matter of Sustainability*, organised by the University of Bergamo and ADAPT
- Lecturer in the seminar *il ruolo della contrattazione di secondo livello. Come e cosa possono fare i contratti collettivi aziendali dopo il ruolo principale che il Jobs Act ha riconosciuto loro (The role of company-level collective bargaining after the latest Italian labour reform)*, in Vicenza on September 21, 2016, within the framework of a course organised by ANCL Vicenza
- Discussant in the seminar *Basic structure of German labour law and industrial relations*, led by Prf. Manfred Weiss (from the Law School of the Goethe University in Frankfurt) on May 7, 2016

- Lecturer in the course *Meccanismi di prevenzione, gestione e composizione del conflitto collettivo (Prevention and management's tactics of labour collective conflict)*, addressed to trade unionists, HR managers and labour consultants, on November 16, 2015 at the ADAPT premises in Rome
- Speaker at the Great Debate *Are Trade Unions a modern component of work?*, on November 7, 2015 within the context the 2015 International Conference *The Great Transformation of Work*, organised by the University of Bergamo and ADAPT
- Moderator in the panel *Changing employees' representation: what role could industrial relations play?*, on November 7, 2015 within the context the 2015 International Conference *The Great Transformation of Work*, organised by the University of Bergamo and ADAPT
- Discussant in the seminar *Overview of industrial relations in Québec and empirical evidence on the determinants of industrial peace*, led by Prof. Patrice Jalette (from the School of Industrial Relations, University of Montreal) on November 3, 2015
- Discussant in the seminar *The international industrial relations system: is it now a counterweight to globalisation?*, led by Dr. Rebecca Gumbrell-McCormick (from Birkbeck, University of London) on November 2, 2015.

Honours and awards

- 2015 – Grant awarded by the Ministry of University and Research to participate in the International Ph.D. School in Human Capital Formation and Labour Relations, University of Bergamo, ADAPT-CQIA.
- 2014 – Grant awarded by the University of Bologna to the most valuable students
- 2012 – Erasmus grant funded by the University of Bologna, University of Ljubljana (Slovenia)

Certifications

- 2014 – IELTS (English Certification)
- 2012 – ECDL (European Computer Driving License)
- 2010 – BULATS (Business Language Testing Service)
- 2012 - Conference Hostess Certificate

Courses

- November 22, 2018: 2 hour-webinar organised by the University of Bergamo “Programma Horizon 2020: alla ricerca della call perfetta” (*Horizon 2020 Programme: in search of the perfect Call*)
- February, 2018 – June, 2018: Course organised by CISL Lombardia on Industry 4.0 and its implications on work (analysis of practical cases, simulation of collective bargaining, etc.)
- April 29, 2016 – Drafting of collective and individual employment contracts on smartworking

References

- Michele Tiraboschi – Professor of Labour Law at the University of Modena and Reggio Emilia: tiraboschi@unimore.it
- Paolo Tomassetti – Research Fellow at ADAPT and Researcher at the University of Bergamo: paolo.tomassetti@adapt.it

I, the undersigned, authorize the processing of personal data contained in my curriculum vitae by art. 13 of the Legislative Decree 196/2003 of Italian law and the Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016

May 15, 2019

Ilaria Armaroli