

1. Present employment

2022-present:

Senior Lecturer in Economic and Labour Sociology

Politecnico of Milan – Department of Architecture and Urban Studies, Milan, Italy

2. Previous employment and appointments

2019-2022:

Lecturer in Economic and Labour Sociology

Università Cattolica of Milan – Faculty of Social and Political Sciences, Milan, Italy

2016-2019:

Post-doctoral Fellow

University of Milan Bicocca - Department of Sociology and Social Research, Milan, Italy

Oct. 2017-Oct.2018:

Visiting research fellow

School of Social Policy, Sociology and Social Research, The University of Kent, UK

Sept. 2015-March 2016:

Trainer

Common Goods Social Business School, Milan, Italy

2008-2015:

Research Fellow (see Appendix)

WWELL Research Centre - Department of Sociology, Università Cattolica of Milan, Milan, Italy

2008-2015:

Researcher - on a project basis (see Appendix) and **Trainer**

ISTUD Business School, Baveno, Italy

3. Professional Practice

2014-present:

Faculty Member

Company: Fondazione Istud Business School, Baveno (IT)

2015:

Lecturer

Company: Trentino School of Management, Trento (IT)

2013-2014:

Evaluation Consultant

Company: Fondimpresa, Rome (IT)

4. Qualifications

2014: **Ph.D in Organizations and Management Studies** (scholarship awarded), Università Cattolica del Sacro Cuore of Milan, Ph.D School in Social Sciences, Milan, Italy

- *Aug.-Dec. 2012*: Visiting Scholar at FAFO – Institute for Labour and Social Research, Oslo, Norway
- *Oct. 2013*: Visiting Scholar at NIDI – Netherlands Interdisciplinary Demographic Institute, The Hague, The Netherlands

2009: **Master's degree in Applied Social Sciences**, Università Cattolica del Sacro Cuore of Milan, Faculty of Sociology, Milan, Italy

2007: **Bachelor degree in Economics and Management in Arts, Culture and Entertainment**, Università Cattolica del Sacro Cuore of Milan, Faculty of Economics, Milan, Italy

4a. Relevant training courses attended:

- **2019: Mixed Methods**, Essex Summer School in Social Science Data Analysis, University of Essex, Colchester, United Kingdom.
- **2016: ISCH COST Action IS1409, Training School: Gender and health impacts of policies extending working life in western countries: The state of the Art**, Lausanne, Switzerland. Chair of the Action: Dr. Aine Ni Leime
- **2015: European Sociological Association RN1, Spring Workshop: Long Live the Active**, University of Duisburg-Essen, Germany
- **2010: NIVA, 6th International Course on Age Management - breaking the myths of longer work lives and retirement, Saariselkä (Lapland), Finland**
- **2010: Fondazione Istud Business School, Baveno, Italy, Short Course: Project Management for Team Members**

5. Skills

- Flexibility
- To do attitude
- Ability to autonomously organise own workload
- Ability to work under pressure
- Excellent communication skills and effective interpersonal skills

Language skills

Italian: mother tongue

English: high standard of spoken and written English

IT Skills

Microsoft Office Suite, Spss, Gephi, Piktochart

Appendix:

Research projects: coordination and participation

Oct. 2023-present:

Project: *Digital by default. Older people, digital public services and risks of social exclusion*

Role and duties: Co-PI

Project Coordinator: Professor Emanuela Sala

Partners: Bicocca University, Politecnico of Milan, IRPPS-CNR

Funding Body: Italian Ministry of University and Research

Feb. 2022-present:

Project: *ACTIVE ageing in changing societies. Older people's social and digital resources in pandemic and post-pandemic Italy* ([ACTIVE.IT](https://active.it))

Role and duties: researcher

Project Coordinator: Professor Emanuela Sala

Partners: University of Pavia, Università Cattolica of Milan, Bicocca University

Funding Body: Fondazione Cariplo

Jun. 2021-present:

Project: *The value of digital data: enhancing citizens' awareness and voice about surveillance capitalism (V-DATA)*

Role and duties: researcher, WP coordinator

Project Coordinator: Professor Guido Legnante

Partners: University of Pavia, Università Cattolica of Milan, Bicocca University, Careof

Funding Body: Fondazione Cariplo

Jan. 2018-2020:

Project: *Aging in a Networked Society: Older People, Social Network and Wellbeing*

Role and duties: researcher, responsible for dissemination activities

Project Coordinator: Professor Emanuela Sala

Partners: Bicocca University, Fondazione Golgi Cenci, Middlesex University London, AUSER Monza e Brianza

Funding Body: Fondazione Cariplo

Oct. 2017-2020:

Project: *Gestión del envejecimiento de los recursos humanos en las organizaciones. Desarrollo y aplicación del Quality of Ageing at Work Questionnaire (QAW-q) en Aragón*

Project Coordinator: Professor Tatiana Iñiguez Berrozpe

Funding Body: University of Zaragoza

Sept. 2016-Feb. 2017:

Project: *Cultural Transformation in SNAM Rete Gas* (Italy's leading company in the transport and dispatching of natural gas)

Role and duties: researcher; duties include conducting an ethnographic study (based on in-depth interviews) of the company culture and organizational behaviours, analysing data and preparing research reports

Project Coordinator: Professor Pasquale Gagliardi

Funding Body: SNAM Rete Gas

2014-2015:

Project: *A longer life. Generational Challenge and Opportunity for Society*

Role and duties: researcher assistant

Project Coordinator: Professor Fausto Colombo

Funding Body: Università Cattolica of Milan

2013-2015:

Project: *Diverse - Diversity Improvement as a Viable Enrichment Resource for Society and Economy*

Role and duties: researcher; duties included undertaking case study research

Partners: WWELL Research Centre, Università di Huelva, Nuova Università di Lisbona, Karlshochschule International University, Radboud University, Waasa University, Umea University, Menedek, Lodz University, Tartu University, Fondazione ISMU (Italia), Federazione Regionale Lombarda S. Vincenzo de Paoli (Italia), Anolf Lombardia (Italia), Commission for Filipino Migrant Workers

Project Coordinator: Professor Laura Zanfrini

Funding Body: EC - Grant Agreement No. HOME/2012/EIFX/CA/CFP/4248 *30-CE-0586564/00-20

2013-2015:

Project: *TrainCode – Developing senior human capital and promoting active ageing through teaching and coaching*

Role and duties: project manager for the Italian partner (ISTUD Business School)

Partners: ISTUD Business School, OIC Poland, Eurosuccess Consulting LTD, CPIP, WSEI University Lublin

Project Coordinator: Simonetta Manzini

Funding Body: EC - Transfer of Innovation, Leonardo Da Vinci Programme - 2013-1-PL1-LEO05-37747

2014:

Project: *Age Management in Milan*

Role and duties: researcher. I participated in the development of the project proposal and in the development of organization-based research activities. I managed the relationships with human resource managers of companies involved in the project and presented the research results

Partners: ISTUD Business School, Assolombarda

Funding Body: Province of Milan

2012-2013:

Project: *Agenas – National observatory on wages and performance of the National Healthcare System*

Role and duties: researcher and coordinator of the data entry team. Responsible for managing the online survey and for coordinating the data entry activity

Partners: WWELL Research Centre, Università Cattolica of Milan

Project Coordinator: Francesco Marcaletti

Funding Body: Agenas

2009-2013:

Project: *Active Ageing Lab Net_ research laboratory and European network on active ageing and lifelong learning*

Role and duties: assistant researcher

Partners: Autonomous Province of Trento, Department of Sociology, Università Cattolica of Milan

Project Coordinator: Doctor Francesco Marcaletti

Funding Body: European Social Fund

Public Output**Organization of conferences, panels and seminars:**

- September 2023: XVI ESPAnet Italia Conference, State University of Milan. Organization (together with Ranci C.) of the panel: “Care inequality: how policy transitions, social care markets and informal care may increase disparity in the access to and quality of care”.
- September 2023: Organization of the conference “V-Data - The value of digital data: enhancing citizens’ awareness and voice about surveillance capitalism”, University of Pavia, supported by Fondazione Cariplo.
- September 2020: Organization of the online conference “Older people, social networks and wellbeing”. Final conference of the project “Aging in a networked society. Older people, social networks and wellbeing”, supported by Fondazione Cariplo.

- July 2019: The 16th International Conference of ISEEI, University of Zaragoza. Organization (together with Marcaletti F., Iñiguez T.) of the panel: "The Globalization of Ageing as a Challenge for European Democracy".
- January 2018: II Convegno SISEC, Università Cattolica of Milan. Organization (together with Pacetti V., Negrelli S.) of the panel: "Il lavoro della conoscenza nell'era digitale, dentro e fuori le organizzazioni. Dagli impiegati alle nuove professioni".
- November 2017: Organization of the open seminar "Sustainable careers for an ageing society", Centro Studi Lavoro e Società, Bicocca University.
- May 2017: Organization of the 7th Community, Work & Family Conference, Università Cattolica of Milan.

Presentations in conferences:

- Garavaglia E., Diodati F., Sarli A. (2023), *Work platforms in the elderly care market in Italy: a qualitative study*, 6th Transforming Care Conference - Sheffield. Boundaries, Transitions and Crisis Contexts, The University of Sheffield, UK, 27 June.
- Garavaglia E., Diodati F., Sarli A. (2023), *Carework platforms in Italy: a qualitative study*, Conference V-Data - The value of digital data: enhancing citizens' awareness and voice about surveillance capitalism, University of Pavia, Italy, 8 September.
- Garavaglia E., Di Leva A., Sarli A. (2023), *Social injustice in surveillance capitalism: reflections on the Italian context*, Conference V-Data - The value of digital data: enhancing citizens' awareness and voice about surveillance capitalism, University of Pavia, Italy, 8 September.
- Gandini A., Garavaglia E. (2023), The remote work revolution? A labour process analysis, Workshop New Directions in Labour Process Theory, Padova, 26-27 gennaio
- Gandini A., Garavaglia E. (2021), Il meglio di entrambi i mondi? Un'analisi qualitativa delle pratiche di lavoro a distanza in Italia durante la pandemia da Covid-19, V Convegno SISEC, L'Italia alla prova dell'emergenza: istituzioni, mercati, società, Catania, 9-12 giugno.
- Gandini A., Garavaglia E. (2021), "Best of both worlds"? A labour process analysis of remote work practices in Italy during the Covid-19 pandemic., The 39th International Labour Process Conference, University of Greenwich, UK (online).
- Invited talk: Garavaglia E. (2020) presentation of the results of the project "Aging in a Networked Society", HARVEST Final Event, online, 25 November.
- Invited talk: Garavaglia E. (2019), *Invecchiamento attivo – realtà e riflessioni a livello europeo*, Older workers. Risultati di una ricerca azione e proposte di co-progettazione, Trento, Italy, October 30
- Garavaglia E., Hilsen A. I. (2019), *Older Workers and Job Mobility: Two Countries, Two Stories*, 14th ESA Conference, RN1, Manchester, UK, August 20-23
- Invited talk: Garavaglia E. (2017), *L'età e oltre. La questione generazionale*, "Non è un paese per vecchi?" Age Management e organizzazioni, Comitato per le pari opportunità, Università Cattolica of Milan, Italy, October 12
- Garavaglia E. (2017), *Late-career instability. Italian managers and professionals coping with unemployment in their fifties*, 13th ESA Conference, RN1, Athens, Greece, August 29-September 1
- Lucchini M., Garavaglia E., Zaccaria D. (2015), *Quality of work and depressive symptoms among older workers across Europe*, 5th SHARE Users Conference, Luxembourg, November 12-13
- Garavaglia E., Zaccaria D. (2015), *Human capital and older workers' employability across Europe*, paper accepted for presentation at the 2015 Annual ESPAnet Conference: "THE LOST AND THE NEW WORLDS OF WELFARE", The Centre for Welfare State Research, University of Southern Denmark, Odense, September 3-5
- Garavaglia E. (2015), *Investigating the quality of ageing at work: the case of a large Italian company*, ESA RN1 Spring Workshop "Long Live the Active", University of Duisburg-Essen, Germany, March 23-25
- Garavaglia E., Lodigiani R. (2014), *Comparing Active Welfare Regimes and Active Ageing Strategies: Time and Path Dependence*, New Horizons in Social Policy - 1st Espanet Poland Annual Conference, Poznan, October 2-4

- Garavaglia E., Zaccaria D. (2013), *Late career instability among older workers in Europe: Institutional influences and individual determinants*, 4th International SHARE Users Conference, Liège, November 28-29
- Garavaglia E. (2013), *Invecchiamento demografico e late-career patterns. Un'analisi comparata*, XIII Incontro Giovani Pontignano, July 5-6
- Garavaglia E., Riva E. (2013), *Fare buona cooperazione: evidenze di un'indagine sulle imprese cooperative di Monza e Brianza*, Colloquio Scientifico sull'Impresa Sociale, VII Ed., Torino, June 7th
- Marcaletti F., Garavaglia E. (2013), *Chi un impiego ce l'ha. Investigare la qualità dell'esperienza di lavoro dei giovani all'interno delle organizzazioni in prospettiva intergenerazionale*, AIS ELO, Convegno Giovani e mercato del lavoro, Bologna, February 1st
- Serio L., Garavaglia E. (2013), *Emerging models for Italian SMEs internationalization: the Platform India case*, 9th EBES Conference, Rome, January 11-13
- Lodigiani R., Garavaglia E. (2012), *Active welfare regimes and Ageing Society: new challenges for LLL as a tool for active citizenship*, International Conference Cross-disciplinary Perspectives on Welfare State Development, Odense, June 14-16
- Braedel-Kühner C., Garavaglia E. (2012), *Age-related leadership: An international comparison among managers' attitudes and behaviors towards age and ageing in four European countries*, Mid-term conference of the Research Network on Ageing in Europe – ESA RN 1: Ageing in the light of crises: Economic crisis, demographic change, and the search for meaning, Umeå University, Sweden, October 3-5
- Marcaletti F., Garavaglia E. (2012), *Surveying the quality of ageing at work. Tools and findings to support the HR policies at organisational level*, 2nd International Conference on Narrative & Innovation: Rethinking Diversity, Karlshochschule International University, Karlsruhe (Germany), September 20-21
- Garavaglia E., Serio L. (2011), *Il ruolo della comunicazione nei processi di internazionalizzazione delle PMI: da strumento a fattore abilitante*, Sinergie-Euprera Congress: Corporate Governance and Strategic Communication, IULM Università di Comunicazione e Lingue, Milan, November

Publications:

Referred journal articles:

- Gandini A., **Garavaglia E.** (2023), *Another work routine is possible': everyday experiences of (unexpected) remote work in Italy*, Culture & Organization, 29:5, 397-415, DOI: 10.1080/14759551.2023.2201003
- Iñiguez-Berrozpe T., Marcaletti F., Elboj-Saso C., **Garavaglia E.**, (2022), *Adult Training as a Quality Factor in Work Trajectory: Positive effects of Adult Training on Seniority and Ageing at Work*, Adult Education Quarterly, <https://doi.org/10.1177/07417136221121>. Gaia A.,
- **Garavaglia E.**, Caliandro A., Gaia A. (2022), *Il valore dei dati digitali: uno studio sui lavoratori anziani in Italia*, Salute e Società, 3, 26-44.
- Boerio, P., **Garavaglia, E.**, Gaia, A. (2021). *Active ageing in Europe: are changes in social capital associated with engagement, initiation and maintenance of activity in later life?*. Ageing & Society, 1-19.
- Caliandro, A., **Garavaglia, E.**, Anselmi, G. (2021). *Studying ageism on social media. An exploration of ageing discourses related to Covid-19 in the Italian Twittersphere*. Rassegna Italiana di Sociologia, 62(2), 343-375.
- Caliandro, A., **Garavaglia, E.**, Sturiale, V., Di Leva, A. (2021). *Older people and smartphone practices in everyday life: an inquire on digital sociality of italian older users*. The Communication Review, 24(1), 47-78.
- **Garavaglia E.**, Marcaletti F., Iñiguez T. (2020), *Action research in age management: the Quality of Ageing at Work model*, Work, Ageing and Retirement
- **Garavaglia E.**, Marcaletti F., Iñiguez T. (2019), *Ageing in Southern Europe. Emerging Perspectives and Challenges for Sociology*, Revista Española de Sociología, Special Issue: Connecting sociological research with social problems and public policies: implications for Southern European societies

- **Garavaglia E.**, Marcaletti F., Iñiguez T. (2018), *Hacia un Entorno Laboral Saludable e Inclusivo. Gestión del Envejecimiento en el Trabajo a través del Cuestionario Quality of Ageing at Work (QAW-q)*, Revista Internacional de las Organizaciones
- Riva E., **Garavaglia E.** (2016), *The Sustainability and Political Agency of Social Cooperatives in Italy during the Great Recession*, International Journal of Sociology and Social Policy, Vol. 36(Iss: 7/8)
- Bramanti D., **Garavaglia E.** (2016), *Reti e scambi tra generazioni nell'età anziana. Evidenze italiane ed europee*, Studi di sociologia 2:153-167
- Zaccaria D., **Garavaglia E.** (2015), *Analysing the role of human capital in sustaining employability in later life: A comparative study*, Sociologia del Lavoro 137: 160-175, DOI:10.3280/SL2015-137010
- **Garavaglia E.** (2014), *Il lavoro oltre il pensionamento. Profili sociali, valori e motivazioni dei working retiree italiani*, Sociologia e Politiche Sociali, 17(3): 109-126, Franco Angeli, Milan. DOI: 10.3280/SP2014-003006
- Marcaletti F., **Garavaglia E.** (2014) *Le età al lavoro. Promuovere la gestione dell'age-diversity analizzando i processi di invecchiamento nelle organizzazioni di lavoro*, Sociologia del Lavoro 134:116-133, Franco Angeli, Milan. DOI: 10.3280/SL2014-134007

Books:

- **Garavaglia E.** (2019), *Invecchiamento demografico e organizzazione sociale del lavoro. Percorsi individuali, policy pubbliche e prassi manageriali*, Franco Angeli, Milan.
- Marcaletti F., **Garavaglia E.**, Milone A. (2014), *Age management. Teoria e pratica per la gestione dell'età nelle organizzazioni di lavoro*, Franco Angeli, Milan.

Book chapters:

- **Garavaglia E.**, Caliandro, A., Melis, G., Emanuela, S., and Zaccaria, D. (2023). *Contrasting ageism in research on older adults and digital technologies A methodological reflection*. In Rosales A., Fernández-Ardèvol, M., and Svensson J. (eds.), *Digital Ageism: How it operates and approaches to tackling it*, Routledge, London and New York.
- **Garavaglia E.** (2022), *Attempted transitions from unemployment in Italy*, in Lain D., Vickerstaff S. and van der Horst M. (eds.), *Older Workers in Transition: European Experiences in a Neoliberal Era*, The Bristol University Press, Bristol
- **Garavaglia E.**, Serio L. (2019), *La formazione formale e informale*, in Nacamulli R., Lazazzara A. (eds.), *L'ecosistema della formazione*, EGEA, Milan. ISBN: 9788823836907
- **Garavaglia E.**, Quaratino L. (2017), *Università e terza missione: il partenariato didattico per una knowledge city*, in Ambrosianum Fondazione Culturale, Rosangela L. (ed.), Milano 2017. Rapporto sulla città. Una metropoli per innovare, crescere, sognare, Franco Angeli, Milan. ISBN: 9788891757036
- Marcaletti F., **Garavaglia E.** (2016). *Surveying the Quality of Ageing at Work: Tools and Findings to Support HRM Processes*. In A. P. Müller & C. Braedel-Kühner (eds.), *Re-thinking Diversity. Multiple Approaches in Theory, Media, Communities, and Managerial Practice*, Springer, Wiesbaden. ISBN: 978-3-658-11502-9
- **Garavaglia E.** (2013), *Riscoprirsi e riaffermarsi imprese cooperative*, in Riva e. (ed), *Oltre la retorica. La "buona cooperazione" nel territorio di Monza e Brianza*, Franco Angeli, Milan. ISBN: 9788820436629
- **Garavaglia E.**, Airaghi G. F. (2012), *Donne straniere, famiglia e lavoro: le evidenze della ricerca sul campo*, in Colasanto M., Marcaletti F., *Famiglie immigrate, tempi di vita e tempi di lavoro. La conciliazione come questione emergente. Rapporto 2011*, Osservatorio Regionale per l'integrazione e la multietnicità, Milan. ISBN: 9788864471013

Other:

- **Garavaglia E.** (2020), *Age management. Scelta di necessità*, Economia & Management, 3: 55-58

- Quaratino L., **Garavaglia E.** (2016), *University-Enterprise educational partnership models – Research report*, Assolombarda, Milan
- **Garavaglia E.**, Marcaletti F. (2013), *Invecchiamento attivo e dialogo sociale nella promozione della partecipazione dei lavoratori anziani al mercato del lavoro*, in *La riforma del mercato del lavoro: un punto di vista formativo*, Annuario Professionalità 2012-2013 32, Ed. La Scuola, Brescia.