



RESEARCH FINDINGS

ITALY



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**TWIN-EWC
SECOND STEERING COMMITTEE**

**7th July 2026
Online Meeting**

CISL Nazionale – European Project Team

MAPPING

HIGHLIGHTS

Companies

330

Multinational
Companies

24

Headquarter in
Italy

72

Headquarter
in EU

EWC Members

136

Italian members
out of 27
companies

686

TU members
out of 240
companies

315

Members from
CISL out of 216
companies

Sectors

Agrifood

Manufacturing
Textile
Chemical/Energy

Construction

Metalsector

Banking
Insurance

Commerce
Services

Communications

Trasport
logistics

Electric

EWCS ACTIVITIES

ROUTINE INFORMATION AND CONSULTATION ACTIVITIES	6
GLOBAL FRAMEWORK AGREEMENT	2
INFORMATION AND CONSULTATION OUTSIDE THE EU	1
EUROPEAN-LEVEL HEALTH AND SAFETY REPRESENTATIVES COORDINATION	1
WORK ON ESTABLISHING COORDINATION ARRANGEMENTS FOR HEALTH AND SAFETY.	1
JOINT AGREEMENTS	1
MEETINGS	1
ONE MEETING PER YEAR	18
TWO MEETINGS PER YEAR	10
STUDY VISIT TO AN EEC COUNTRY	1
ISSUE OF A WRITTEN OPINION BY THE EWC	1
AI WORKING GROUPS	1
4 SELECT COMMITTEE MEETINGS PER YEAR	1
CROSS-BORDER COMMUNICATION WITHIN THE EWC.	1
SELECT COMMITTEE.	1
WORKING GROUPS	1
JOINT DECLARATION	1
ONE OF THE ANNUAL MEETING IS DEVOTED TO TRAINING	1
ESTABLISHED BY LEGAL MEANS	1
2 MEETINGS OF THE SELECT COMMITTEE	8
TRAINING MODULE ON A SUBJECT CHOSEN BY THE DELEGATES AND FUNDED BY THE COMPANY	2

INTERVIEWS

PREMISES & METHODOLOGY



12 EWC Coordinators from CISL National and Lombardy Federation

Agrifood

Manufacturing
Textile
Chemical/Energy

Construction

Metalsector

Banking
Insurance

Commerce
Services

Communications

Trasport
logistics

Electric



Semi-structured interview, sent by mail

- autonomous compilation and some online meetings for further details if necessary
- online interviews

GENERAL IMPACT OF THE TRANSITIONS

The twin transitions
— green and digital
— are already a
concrete and
advanced reality.
Change is
underway; it is
profound and hardly
reversible

CRITICAL ISSUE

Lack of involvement: Workers and EWCs are not included in decision-making

Top-down changes: Transformations are imposed from above as finalised decisions

Consequences for worker representatives: They are left to manage outcomes rather than contribute to decisions



IMPACTS ON JOBS

Workforce reduction: not clear if it is a consequence or the goal

Lack of appropriate training for workers

Occupational polarisation: shrinking of middle-skill, middle-wage jobs compared to high-skill and low-skill jobs

Decreased expertise at local operating sites: financial, logistics and digital functions are being centralised in "Hub" structures located in Central European countries

Competitive dumping by imports from non-EU countries (not subject to emission restrictions and with lower labour costs)

ROLE OF THE EWC IN FRONT OF TWIN TRANSITIONS

Passive, just information

Information is routinely delivered belatedly, incompletely, and after strategic board decisions have already been ratified.

Abuse of Confidentiality

Companies exploit confidentiality clauses to block EWC members from consulting local operating companies.

Internal Fragmentation

EWC effectiveness is hindered by cross-border cultural differences, varied national industrial relations systems, and low trade union density

EW C FUTURE INVOLVEMENT IN TWIN TRANSITION-RELATED ISSUES

Unrealised Potential of EWCs to anticipate and oversee green and digital industrial strategies

- **Early involvement of EWC** (before decisions are made)
- **Redefining "Transnational Matters"**
- **Structural & Financial Reforms:** stricter agreements on timelines, mandatory pre-restructuring consultation, company-funded external experts, site-disaggregated data, limited confidentiality, and autonomous budgets.
- **AI Governance:** EWCs must secure information rights regarding AI use in HR (recruitment, appraisal) and negotiate guidelines to ensure human primacy over automated decisions.
- **Integrations with national and local collective bargaining**

TRAINING NEEDS

Legal & Procedural Foundations

- information/consultation rights;
- “transnational matters”;
- confidentiality boundaries;
- legal remedies to identify and counter corporate compliance violations.

Psychological & Change Management to better support workers

Twin Transition Technical Knowledge

Cross-Border & Union Soft Skills

- Intercultural communication;
- English language proficiency;
- Consensus-building across diverse national delegations;
- Transferring EWC insights back into local bargaining.

Corporate Document Decoding

- industrial plans;
- financial and sustainability statements;
- site-by-site investment data .

Operational Trade Union Perspective

Highly practical, negotiation-focused programs also implemented by European level entities: e.g., ETUI, ETUC, European Sectoral Federation).

TRADE UNIONS STRATEGIES ON THE TWIN TRANSITIONS AND EWC ROLE

- **Anticipatory & Preventive Bargaining;**
- **Strengthen the Social Dialogue;**
- **Employment Protection Mechanisms;**
- **Promote reindustrialisation and green jobs;**
- **Structured Reskilling & Training;**
- **Strategic EWC Coordination:** EWCs as central hubs to intercept multinational decisions early, align cross-border trade union actions, and build unified transnational responses to economic transformation.

TU STRATEGIES TO ENFORCE THE ROLE OF THE EWCS

- **Structural Training** (ETUI, ETUC European Federation, National Organisation or Federation);
- **EWC members networking;**
- **Coordination between CAE and trade union representatives at the company and the regional level;**
- **Agreement Renegotiation** transforming the EWC from a passive messaging board into a space for incisive bargaining;
- **Construction of broad European and international trade union coalitions** to organise coordinated industrial action and present a united front against decisions taken by global multinationals.

Most relevant aspects of the new EWC Directive

- ❑ Anticipatory Information & Consultation
- ❑ Clarified Transnational Dimension
- ❑ Guaranteed Resources & Expertise
- ❑ Dissuasive Sanctions & Legal Recourse
- ❑ Confidentiality clauses abuse restriction
- ❑ Mandate Gender Balance

Risks: Concerns about Transposition & Execution

Opportunity: Leverage for European Bargaining: trade unions could take advantage of these new legal protections, forcing global firms past national protectionism and onto coordinated, European-level transition bargaining tables

FUTURE ACTIVITIES OF THE EWCS RELATED TO TWIN TRANSITIONS

SECTOR-SPECIFIC ORIENTATIONS

1. Cautious / Digital Focus (Banking): Remains sceptical about influencing the green transition, but sees clear potential to shape digital strategies if backed by delegate readiness and genuine corporate dialogue.
2. Structured Participation (Manufacturing/Industrial): Envisions EWCs as systematic, continuous instruments of oversight—using transnational coordination to manage skills, employment, and sustainability metrics.
3. Negotiating & Political (Metalworking/Telecom/Services): Views EWCs as direct drivers of a new European industrial relations model, capable of securing binding transnational framework agreements on AI, labour protection, and ecological shifts.

EWCS as central hubs for managing the twin transitions, since multinational corporate strategies are structurally decided at the European and transnational level.

Focus on:

- continuous training;
- tighter integration between European and national union levels;
- proactive enforcement of the new European Directive.

WRAP-UP REMARKS

Strengthening the EWC's negotiating role before decisions are taken (anticipatory consultation)

Monitoring and asserting the transnational dimension of company decisions

Countering the abuse of confidentiality clauses

Negotiating autonomous and adequate financial resources

Investing in training as a structural condition, not an episodic activity

Building a proactive trade union position on artificial intelligence

Systematically linking EWC work to national and company-level bargaining

Responding in a coordinated way to companies' growing impatience with industrial relations

Anticipating the employment impacts of transitions through proactive management agreements

SURVEY

HIGHLIGHTS

53

Respondents

72%

EWC Members

24%

Other roles
(deputy
members,
selected
Committee,
external experts
(eg. Uni Europa
Finance))

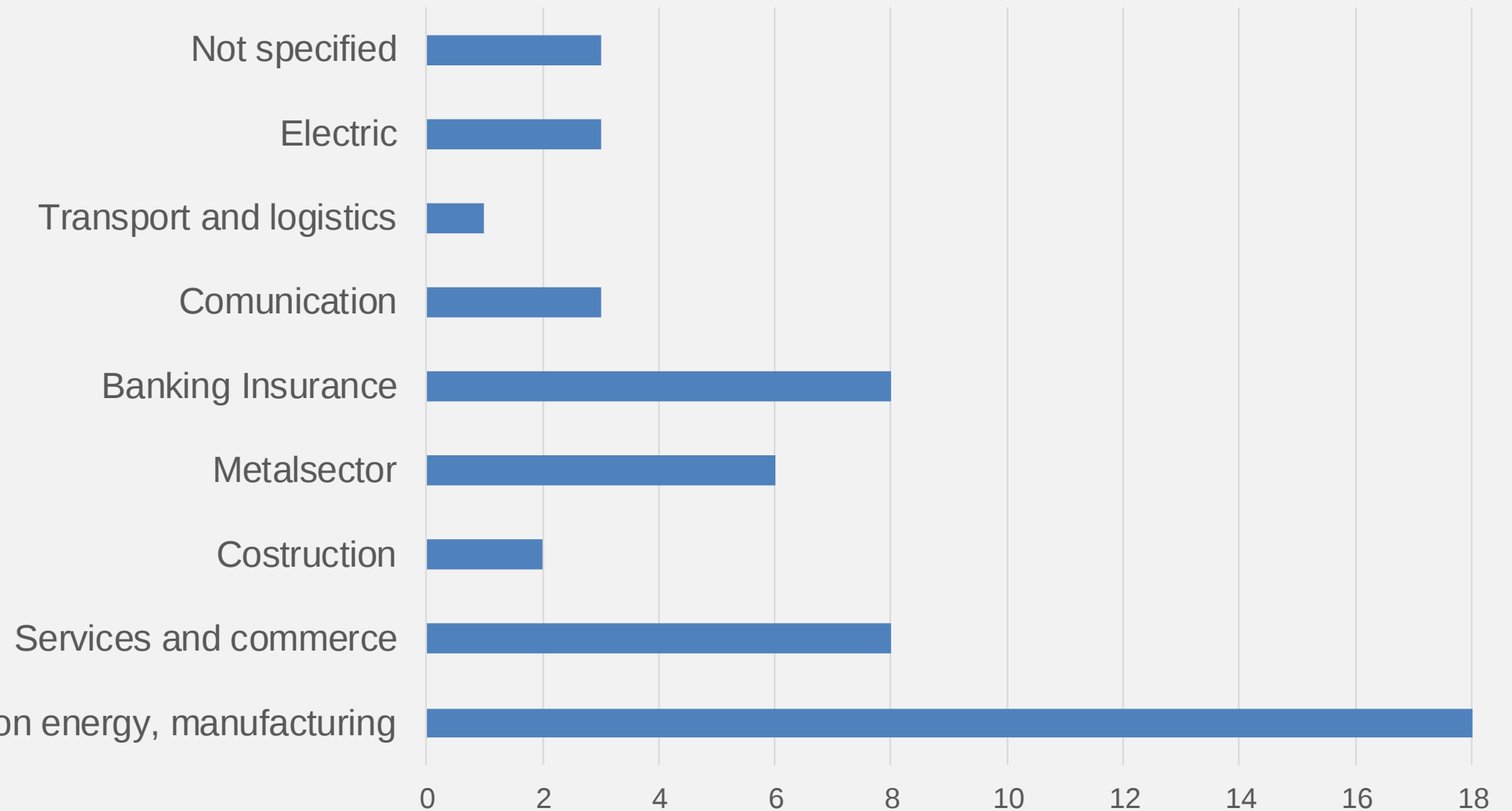
4%

EWC
Coordinators
(Sectoral
Federation)

98%

TU
Representatives

Sectors



CONFIDENCE AND TRAINING NEEDS

Confidence in understanding Twin Transition

- Neutral: 42%
- Somewhat confident: 27%
- Somewhat unconfident: 23%
- Very confident: 6%
- Very unconfident; 3%

Training Needs Areas

- **Digital Transition:**
 - Employees' rights and protections (75%), Legal and regulatory frameworks (70%), Technical aspects (48%), Definition of concepts and Communication (around 35%).
- **Environmental Transition:**
 - Legal and Regulatory Frameworks (81%) and Workers' Rights and Protections (70%), Technical aspects (48%), Definition of concepts (39%) and Communication (around 35%)

Confidence towards the New EWC Directive novelties

- Neutral: 45%
- Somewhat unconfident: 25%
- Somewhat confident: 21%
- Very unconfident: 7%
- Very confident: 2%

EWCS AND THE TWIN TRANSITIONS

TWIN TRANSITION IMPACTS ON MULTINATIONAL COMPANIES

Overwhelming majority reported the TT have already impacted their companies(75–80%).

MAIN IMPACTS

Employment and Organisation: ‘staff reductions’, ‘redundancy plans’, accompanied by calls for ‘reskilling’ and ‘profound shifts in the demand for skills’.

Technology and AI: Widespread adoption of artificial intelligence, algorithms, the shift from paper to software, and remote working.

Environment: Integration of decarbonisation, electric vehicle fleets (Green Fleet), energy efficiency measures, and the installation of solar panels.

EXAMPLES OF DIGITALISATION USED TO PROMOTE THE GREEN TRANSITION

Complete elimination of paper through the use of digital applications in departments, remote working to reduce travel, smart meters (e.g. Enel), remote monitoring of systems and the digitisation of transmission networks

EWCS AND THE TWIN TRANSITIONS

IC RIGHTS REGARDING TWIN TRANSITIONS IN EWC AGREEMENTS

Most of the respondents (around 74%) state that there are no specific IC rights included. Environmental issues are often not explicitly addressed but are 'incorporated into the Health, Safety and Environment committees', and are therefore rarely dealt with. In some companies, however, these rights are thoroughly integrated. Others report that the matter is being discussed in the ongoing contract renewal negotiations

INTERNAL EWC ACTIONS ON ISSUES RELATED TO THE TWIN TRANSITIONS

35 % say they do not know, whilst 33% state no initiatives exist, often noting the recent establishment of the EWC. 'Affirmative' responses are below 15% and relate to the organisation of ad hoc meetings of the select committee, requests to management to disclose specific information, and requests for meetings with employers.

EWCS AND THE TWIN TRANSITIONS

BEST PRACTICES FOR STRENGTHENING THE EWC ROLE IN RELATION TO THE TWO TRANSITIONS

Only 19% answered YES

The initiatives mentioned relate to:

- historic agreements on remote working (2020), including the right to disconnect;
- the drafting of “Joint Declarations on AI”;
- small-scale round-table discussions on digitalisation.

EWCS'S MAIN CHALLENGES IN RELATION TO THE TWIN TRANSITIONS

- Concerns about **Job Security** and **Reskilling Need**;
- Timely **access to information**, before decisions are made;
- **Awareness and Internal Cohesion**: Tackling scepticism or a lack of preparedness among some EWCS's members regarding the trade union's role in facilitating these transitions.

RESOURCES TO HELP THE EWC TACKLE THESE CHALLENGES

- Training workshops: 85%;
- EWCS Networking: 50%;
- Toolkits, Guidelines, Best practices sharing: 45%;
- Analytical tools and frameworks: 25%.

TRAINING TOOLS – FORMAT – TOPICS

Training format

- In-person workshop: 78%;
- Hybrid formats: 60%;
- Online webinars: 40%

Training length

- Multiple days: 40%
- Half-day: 38%
- Full day: 19%
- 1-2 hours: 4%

91%

Respondents are interested in participating in follow-up discussions or focus groups to further explore the topics

Training topics

- | | | |
|---|---|--|
| <ul style="list-style-type: none">• Basic concepts of transitions;• Technical info on transition;• Best practices exchange;• Legislation, related workers' rights;• Workers' responsibility and involvement in transitions; | <ul style="list-style-type: none">• Possible TUs role;• Possible measures to protect workers;• Tools to understand the transitions impact in different countries;• Change management and European social dialogue; | <ul style="list-style-type: none">• Possible TUs role;• Possible measures to protect workers. |
|---|---|--|

EWCS' AGREEMENTS/DOCUMENTS ON THE TWIN TRANSITIONS

Digital transition

15%

Green transition

10%

SUGGESTIONS/COMMENTS ON SUPPORT NEEDED

- More infos on the impact on mental health;
- Upskilling and reskilling in companies;
- Availability of a budget to manage independently;
- Focus on 'Green Skills';
- There is very little discussion of these topics in our EWC;
- More consultation days;
- Independent experts;
- Clear materials;
- Opportunities for discussion between EWC from different groups;
- Practical tools to assess in advance the impact of company decisions on workers;
- Strengthening dialogue with management.

MOST RELEVANT ASPECTS OF THE NEW EWC DIRECTIVE

- ❑ Strengthening the right to information and consultation
- ❑ Greater clarity on the cross-border nature of issues
- ❑ Enhancing the role of independent experts
- ❑ A system of sanctions for non-compliant companies
- ❑ Doubling the number of EWC meetings from 1 to 2
- ❑ Confidentiality clauses abuse restriction



Many of the respondents stated that they were not sufficiently familiar with the new Directive to provide answers

EWG CONCRETE MEASURE TO ALIGN WITH THE NEW DIRECTIVE

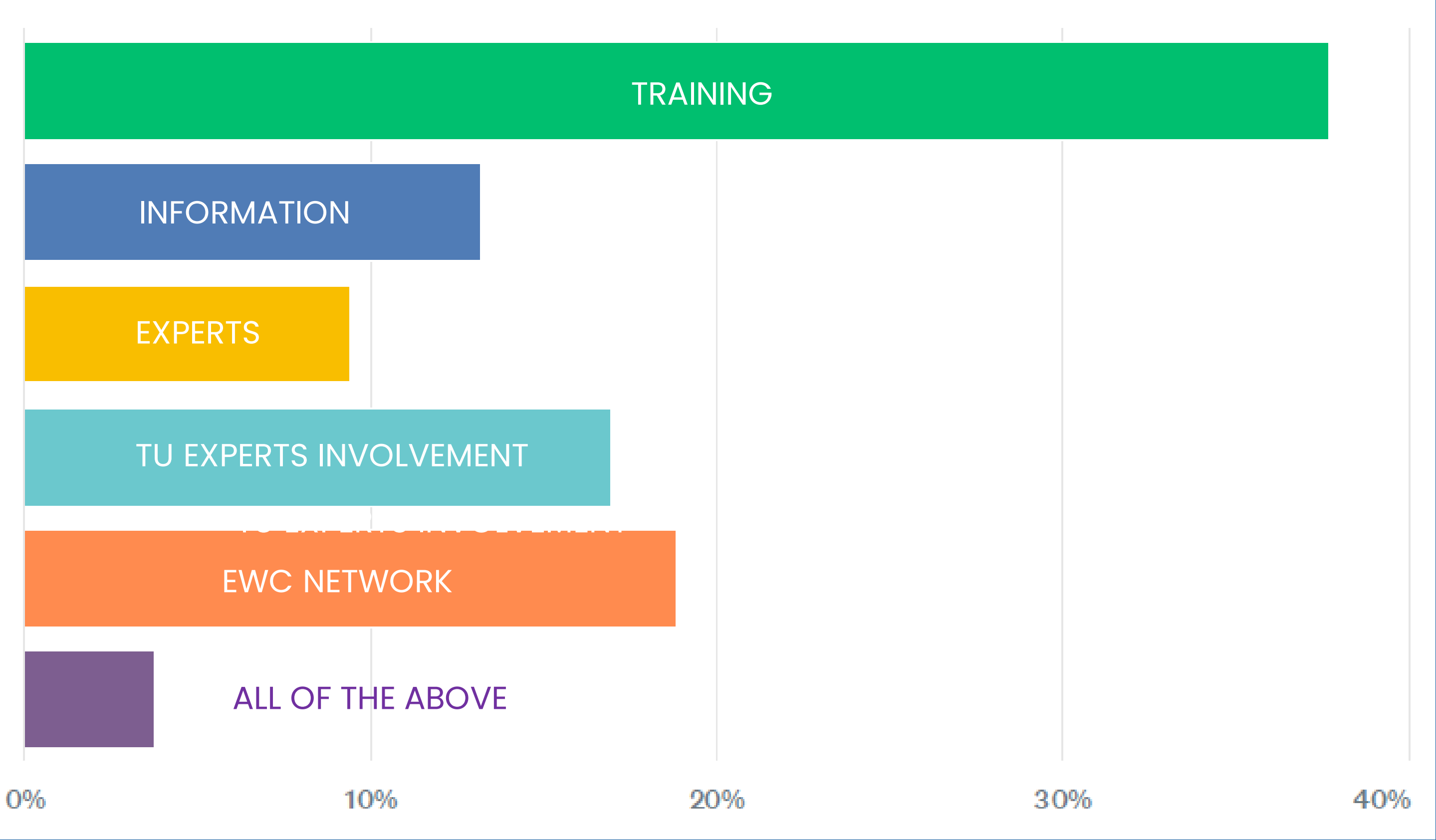
☐ NONE

- Waiting for transposition
- Agreement renegotiation

☐ Training on the new Directive

☐ Shared work and study with the company

TRADE UNION SUPPORT



FINAL REMARKS

Mapping

Although the mapping is current, it cannot be considered definitive due to the continuous changes occurring within companies. Nevertheless, it provides us with a general understanding of the situation.

Key needs from interviews and surveys

- Strengthening the EWC's negotiating role before decisions are taken (anticipatory consultation);
- Support EWC members in monitoring and asserting the transnational dimension of company decisions;
- Provide tools to address the abuse of confidentiality clauses;
- Creating an EWC members Network;
- Assuring a link between EWC and TU Representatives;
- Training needs.

Training needs from interviews and surveys

- Legal & Procedural Foundations;
- Psychological & Change Management to better support workers;
- Twin Transition Basic and Technical Knowledge;
- Cross-Border & Union Soft Skills (languages);
- Corporate Document Decoding;
- Operational Trade Union Perspective.

***Thank you for
your attention!***



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