

Recent developments concerning worker participation in Italy

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The constitutional foundation

1948

Article 46 of the Constitution

2025

Law No. 76

77 years before a national framework

- Workers' right to collaborate in company management
- Participation developed through company collective bargaining

The citizens' initiative

Summer 2023

CISL mobilises nationally and collects around 400,000 signatures

November 2023

The citizens' legislative proposal reaches Parliament

May 2025

Law No. 76 follows around 18 months of parliamentary debate

Trade unions increasingly place participation on the bargaining agenda

The legislative approach

Collective bargaining

National and company agreements establish participation practices

Voluntary participation

The parties agree on arrangements within a promotional framework

Financial incentives

Economic support increased in 2026

Governance and financial participation

01

Corporate governance

Worker representatives on boards of directors or supervisory boards

A significant development for the Italian governance system

02

Economic and financial

Profit-sharing and participation in company capital

Financial incentives support employee share ownership plans

Organisation and prior consultation

03

Organisational

Joint committees address work organisation, process innovation and efficiency

The most widespread form in Italian collective bargaining

04

Prior consultation

Structured dialogue before relevant company decisions

Trade unions can submit observations and proposals while choices remain open

Training and good practices at CNEL

- Training for worker representatives
- A permanent Commission monitors participation and promotes good practices

65

companies applied

37

companies received the label



A public list helps other organisations learn from these experiences

Remaining challenges

Employer resistance

Opposition to participation in corporate governance

Gaps in financial support

No direct incentives for governance or organisational participation

Public administration

No dedicated participation measures

Participation and Italy's economy

Productivity

Addressing weak growth

Technology

Managing changes in work

Pay

Responding to wage stagnation

Job quality

Making work more attractive and skilled

These outcomes depend on the quality of industrial relations

A law can create opportunities.

A culture of participation grows through industrial relations.

Companies and trade unions must turn the legislative opportunity into concrete practices.

Thank you for your attention