

**COLLECTIVE
BARGAINING IN ITALY
(2025)**

ADAPT XII REPORT

**Book-series *Per uno studio della contrattazione
collettiva***

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CCNL industria metalmeccanica (Codice Cnel C011). Primo commento al rinnovo del 22 novembre 2025. Aggiornato alle previsioni della legge di bilancio 2026 in materia di contrattazione collettiva, edited by Ilaria Armaroli, Giorgio Impellizzieri, Marco Menegotto, Michele Tiraboschi, ADAPT University Press, 2026

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EXECUTIVE SUMMARY

(I) Research Scope

This Report on collective bargaining in Italy in 2025, prepared primarily through the use of the collective agreements collected in the FareContrattazione database of the ADAPT School of Higher Education (farecontrattazione.adapt.it), examines:

- 1) the analysis of **43 renewals of national sectoral collective agreements concluded during 2025** by the trade union federations affiliated to CGIL, CISL and UIL and their respective employers' associations in the private sector, covering a total of approximately 4.8 million workers;
- 2) a study of **trends in collectively agreed wages in 2025**, also based on data provided by ISTAT;
- 3) the analysis of **424 company-level agreements concluded in 2025** across a range of productive sectors, covering a total of approximately 600,000 workers;
- 4) abstracts and key findings from **nine thematic studies**, freely downloadable from the ADAPT University Press website (www.adaptuniversitypress.it), concerning:
 - a) an assessment of **public economic incentive measures supporting decentralised collective bargaining**, through the analysis of **quantitative data periodically released by the Ministry of Labour and Social Policies** between 2016 and 2024;
 - b) a study of the phenomenon of **social bargaining from both quantitative and qualitative perspectives**, based

on an examination of the principal reports on the subject and the analysis of selected case studies;

- c) an initial **technical and systematic commentary on the renewal of the national collective agreement for the metalworking industry** signed on 22 November 2025;
- d) a study of the possible effects arising from the adoption of Law No. 76/2025 on **worker participation in publicly owned enterprises**;
- e) a reasoned analysis of the principal **solutions promoted by companies and social partners in response to the housing emergency**, based on the examination of more than 6,000 collective agreements contained in the FareContrattazione database and a review of company practices and bilateral bodies collected primarily through online documentary research;
- f) an in-depth examination of **Corporate Family Responsibility (CFR) policies promoted within the banking sector** through the three most widely applied national collective agreements and second-level agreements concluded by six large companies, together covering approximately 30 per cent of employees in the sector concerned;
- g) a review of the various **measures supporting gender equality recognised through company-level collective bargaining**, based on the analysis of agreements contained in the CNEL archive dedicated to second-level agreements;
- h) an investigation into the **content of national collective bargaining in relation to the inclusion and labour market integration of persons with disabilities**;

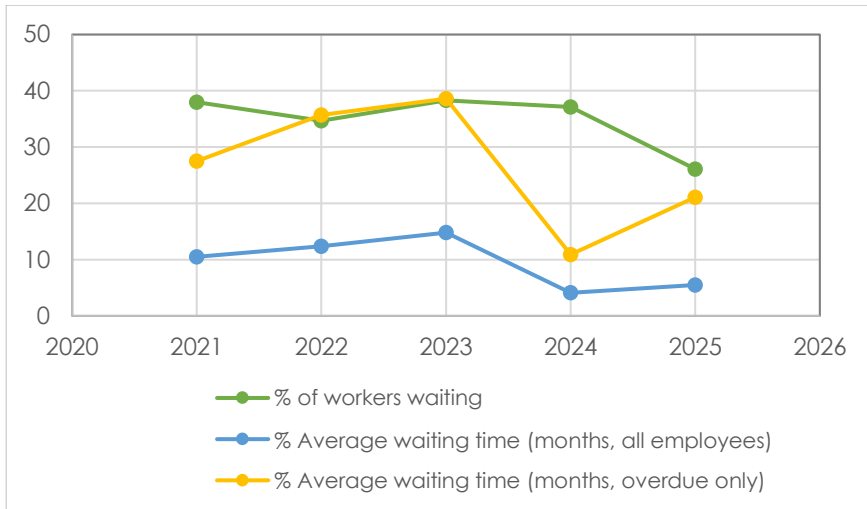
- i) an analysis of **100 site-level and territorial agreements aimed at promoting occupational health and safety in the construction sector**, enriched through a comparison between the **bargaining arrangements adopted for Expo 2015 and the agreement concerning the Milan-Cortina 2026 Olympic and Paralympic Games**.

(II) Main Findings of the Research

National Collective Bargaining

During 2025, the sectoral federations affiliated to CGIL, CISL and UIL signed **43 renewal agreements for national collective agreements in the private sector**. Taken together, these renewals cover approximately **4.8 million workers employed** in around **300,000 companies** across a wide range of industries.

Whereas 2024 was primarily marked by the renewal of the major agreements in the tertiary sector, 2025 appears instead as a year of consolidation, characterised by the renewal of several particularly significant collective agreements – most notably that for the metalworking industry – and by the gradual reduction of the bargaining delays accumulated in previous years. **By the end of 2025, the level of bargaining tension**, understood as the combination of the proportion of workers covered by expired agreements and the duration of the related bargaining deadlock, **stood at around 26%, a marked decrease compared with the 2021-2023 period**. **Excluding the renewal of the metalworkers' agreement**, which had not yet been fully incorporated into the year-end statistical data, the actual figure is likely to have been even lower.

Figure 1. Bargaining tension in the private sector (2021-2025)

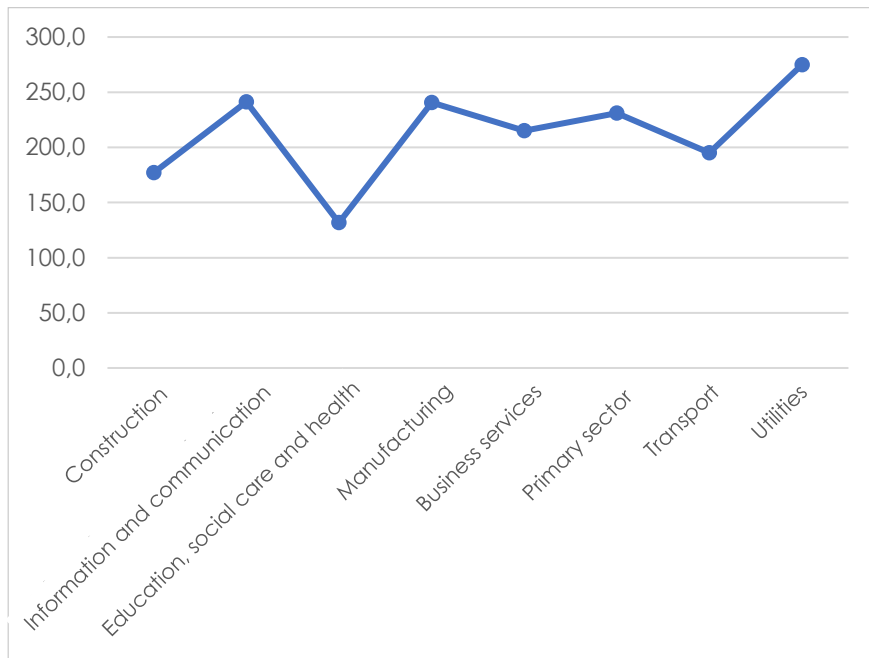
Source: ADAPT elaboration based on ISTAT data

From the perspective of industrial relations, 2025 confirmed the resilience of **a largely unitary trade union model in the management of the principal bargaining rounds, despite increasing strategic and political differentiation among the confederations.** The most important negotiations frequently developed through lengthy and conflictual processes in which industrial action represented a normal component of collective bargaining, alongside cases of early renewals or negotiations characterised by limited conflict. Overall, collective bargaining continued to demonstrate a significant capacity to manage change, despite a macroeconomic environment still affected by the recent inflationary cycle and the structural weakness of productivity growth.

With regard to pay, the 2025 renewals took place in a context of gradually declining inflation and a further recovery in wage dynamics. According to the ISTAT data cited in the Report, **collectively agreed hourly wages increased by 3.1% across the economy as a whole and by 3.2% in the private sector,**

against an inflation rate of 1.5%. The strongest increases were recorded in the energy, construction and extractive industries, while more moderate growth characterised certain segments of the service sector. **Nevertheless, the recovery in purchasing power remains incomplete** when considered over the entire 2021-2025 period, during which the erosion of wages caused by the inflationary shock has not yet been fully offset, particularly in services.

Figure 2. Average increase in minimum contractual pay rates by macro-sector



Source: ADAPT elaboration based on the FareContrattazione database

As regards coordination between national and decentralised bargaining, 80% of the renewals include provisions governing the relationship between the two levels of bargaining. Economic incentives for decentralised bargaining are less widespread, appearing in around one third of the agreements through mechanisms such as guaranteed pay elements, allowances payable

in the absence of performance-related bonuses, productivity-related payments linked to company targets, or sums conditional upon second-level agreements. Even more common are regulatory references to decentralised bargaining, which appear in 85% of the renewals. These mainly involve provisions for integration, specification or derogation, particularly in relation to working time and work organisation, productivity-related pay mechanisms, training, welfare measures and the management of technological transitions.

With reference to matters delegated by legislation to collective bargaining, the 2025 renewals display a high degree of regulatory dynamism, albeit with varying intensity across different subject areas. In particular:

- **fixed-term work** is regulated in more than **two thirds of the renewals**, mainly through the definition of **objective grounds for contracts exceeding 12 months** and, in some cases, through revisions to quantitative limits;
- **apprenticeships** are addressed in around **20% of the agreements**, with measures focusing primarily on pay, welfare provisions and, to a lesser extent, the promotion of dual apprenticeship schemes;
- **working time** is among the **most extensively regulated delegated matters**, addressed in **39% of the renewals** through a variety of bargaining techniques, including reductions in working hours, the extension of working time reduction leave (ROL), recognition of ancillary working time, four-day working arrangements, multi-period flexibility schemes, references to second-level bargaining and the consolidation of minimum hours in part-time work;
- **subcontracting** is regulated in around **one third of the renewals**, mainly through information and consultation obligations, clauses concerning the economic and normative

treatment of subcontracted workers, and measures aimed at combating contractual dumping;

- **health and wellbeing** constitute **the area of greatest regulatory expansion**, with substantial measures included in almost all renewals, particularly in relation to sick pay protection periods, disability, gender-based violence, participatory health and safety arrangements, reasonable accommodation and prevention measures;
- **training** is regulated in around **two out of every three renewals**, although according to **highly differentiated models**: in some cases it remains largely programmatic, while in others it becomes a structural component of the bargaining system, particularly in utilities, manufacturing and construction.

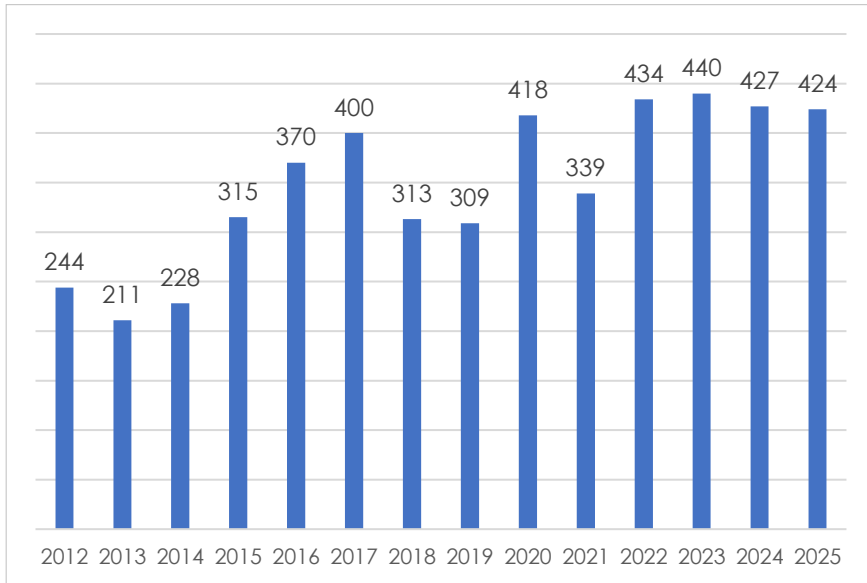
Finally, **welfare continued in 2025 to represent a central component of national collective bargaining**. Around 85% of the agreements include at least one provision or reference relating to welfare. **Supplementary pension schemes appear in 64% of the renewals and supplementary healthcare in 52%**, while many agreements also provide for flexible benefits, bilateral welfare funds, insurance coverage and other support measures. The most significant strengthening of traditional welfare arrangements can be observed in utilities and parts of manufacturing, whereas in social services, information and communication, and construction, more comprehensive welfare systems have emerged, combining funds, benefits and additional services. In other sectors, by contrast, welfare provisions remain relatively weak or secondary to wage-related issues.

Company-Level Bargaining

The Report analysed **424 company-level agreements concluded in 2025**, broadly in line with the number collected in previous years. **These agreements concern 218 companies employing approximately 600,000 workers overall**,

corresponding to around 4% of employees working in active private-sector firms and 10.4% of the employees whom ISTAT estimates to be covered by decentralised bargaining – both territorial and company-level – in firms with at least ten employees.

Figure 3. Company-level agreements collected by ADAPT between 2012 and 2025



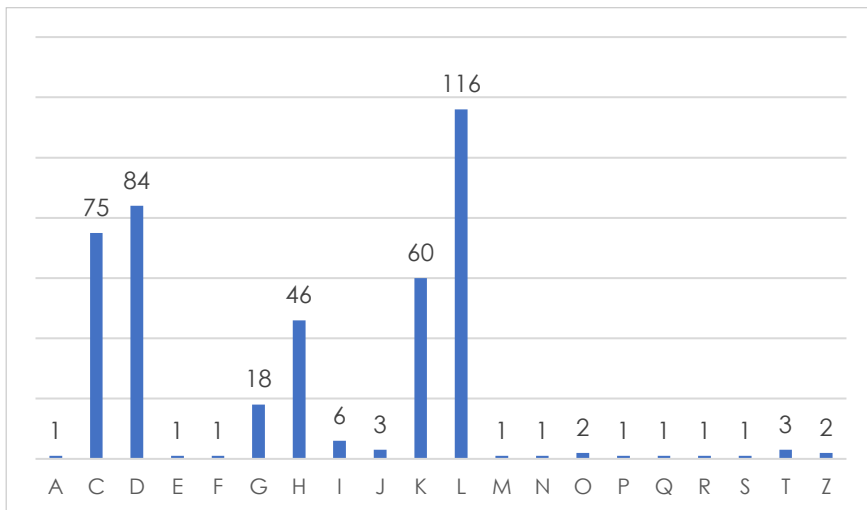
Source: ADAPT elaboration based on the FareContrattazione database

The analysis reveals a rather uneven level of development in company-level bargaining across the sectors considered, notwithstanding the greater concentration of agreements in certain industries.

As illustrated in the figure below, and consistent with the trends observed last year, approximately 27% of the agreements analysed regulate economic or productive activities falling within the macro-sector “**Financial and insurance activities**” (ATECO code L), including 81 agreements relating to companies in the banking sector, 34 relating to insurance companies, and one

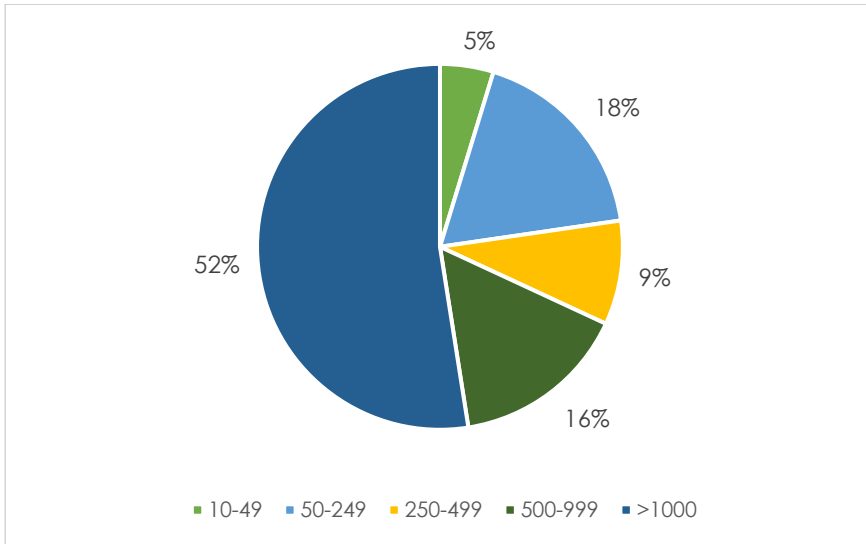
agreement concluded by the Poste Italiane Group. A further 75 agreements concern productive activities within the macro-sector “**Manufacturing**” (ATECO code C), which encompasses a wide range of industrial activities, among which the metalworking industry is the most strongly represented within the agreements collected. The macro-sectors “**Electricity, gas, steam and air conditioning supply**” (ATECO code D) and “**Telecommunications, computer programming and consultancy, IT infrastructure and other information service activities**” (ATECO code K) are likewise well represented.

Figure 4. Distribution of agreements by ATECO macro-sector



Source: ADAPT elaboration based on the FareContrattazione database

In terms of company size, 77% of the agreements analysed concern **large firms** employing more than 250 workers. More specifically, 52% of the agreements were concluded by companies with more than 1,000 employees, 9% by companies employing between 250 and 499 workers, and 16% by firms with a workforce of between 500 and 999 employees. These findings are likewise consistent with those reported in previous years.

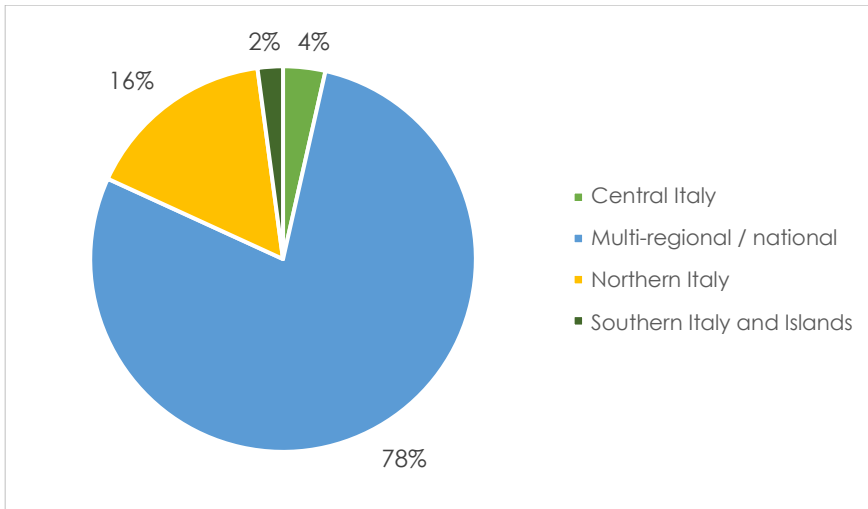
Figure 5. Distribution of agreements by company size

Source: ADAPT elaboration based on the FareContrattazione database

With regard to the geographical distribution of the agreements analysed, and in line with previous years, 78% have **multi-territorial coverage**, meaning that they apply to production sites located across several regions in different macro-areas of the country – North, Centre and South – or throughout the national territory. Among the agreements applying to a single area of the country, the majority concern companies located in Northern Italy (Figure 6).

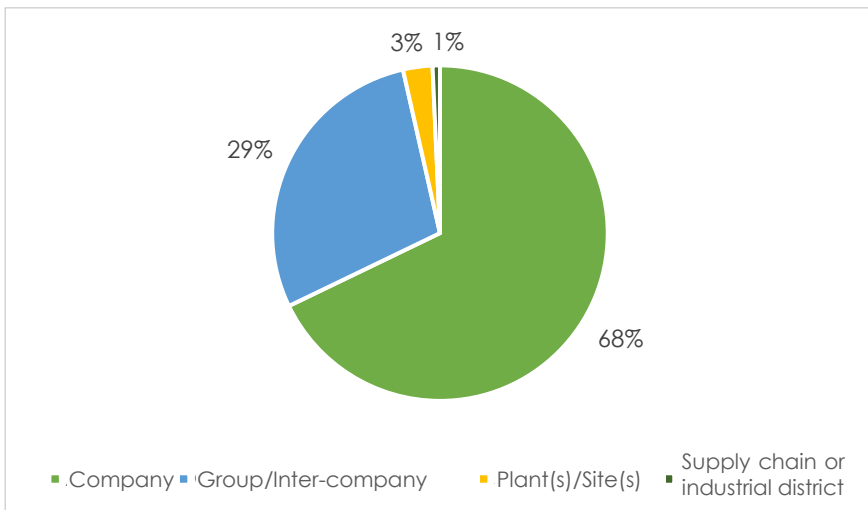
Finally, it should be noted that the agreements analysed were concluded predominantly at company level. Agreements applying at group level or only within one or more establishments belonging to the company or corporate group concerned account for a comparatively limited share (Figure 7).

Figure 6. Distribution of agreements by geographical coverage



Source: ADAPT elaboration based on the FareContrattazione database

Figure 7. Distribution of agreements by bargaining level



Source: ADAPT elaboration based on the FareContrattazione database

With reference to the **issues addressed through bargaining**, the figure below illustrates the frequency with which the principal subjects appear across the agreements analysed in the Report (Figure 8).

Figure 8. Main topics addressed in company-level bargaining in 2025

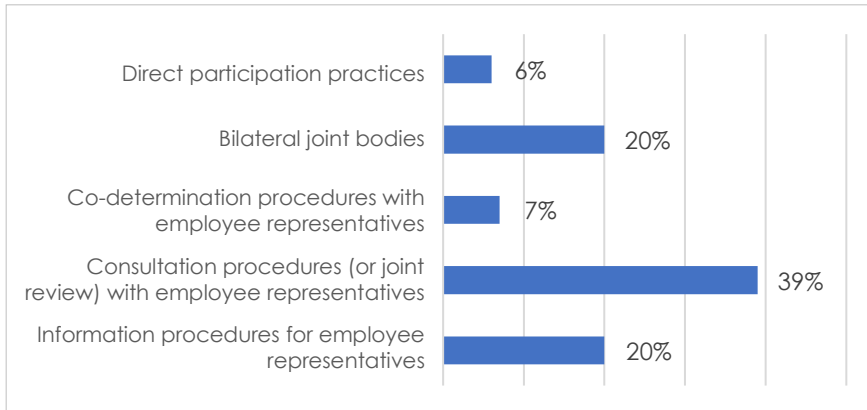


Source: ADAPT elaboration based on the FareContrattazione database

Approximately **47%** of the company-level agreements analysed in 2025 provide for some form of **worker involvement in company decision-making processes**, without significant variation compared with previous years. **Participation takes place predominantly in an indirect form**, namely through

workplace trade union representatives, and is expressed mainly through information and consultation procedures, sometimes accompanied by joint review and monitoring activities. **Bilateral joint bodies** also play an important role, frequently carrying out analytical and advisory functions on matters such as training, health and safety, welfare and sustainability. By contrast, **experiences of joint decision-making and worker participation** within company governance structures **remain limited, as do forms of direct worker participation**, which are generally confined to suggestion schemes or cross-functional working groups. Overall, participation continues to be concentrated more on organisational than on strategic matters, highlighting the **still only partial implementation of recent legislative innovations**.

Figure 9. Practices of worker participation in company decision-making (% of total agreements analysed)



Source: ADAPT elaboration based on the FareContrattazione database

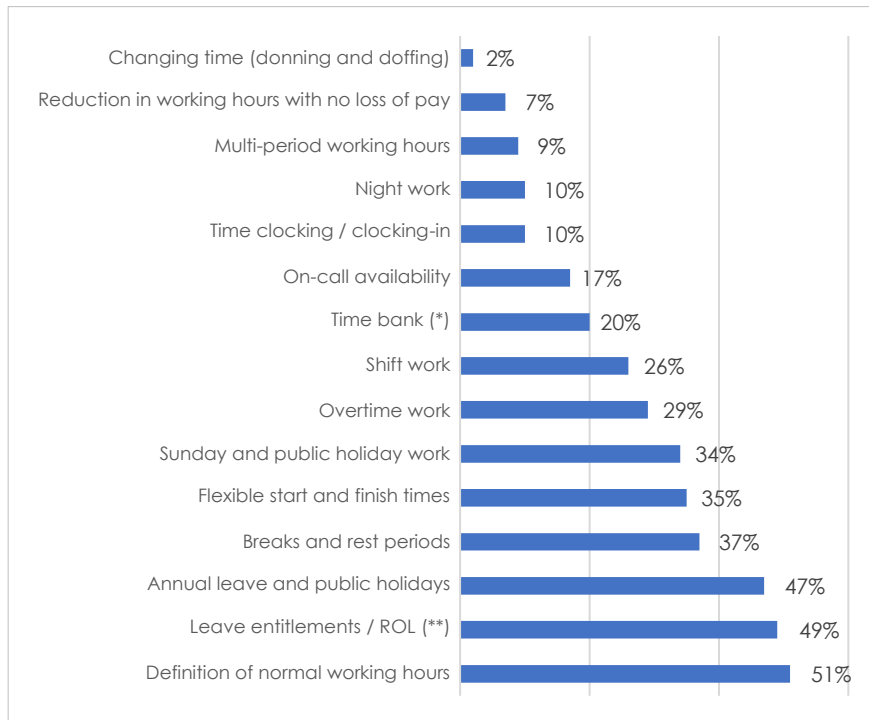
As in previous editions of the Report, **the regulation of working time does not emerge as a particularly prominent issue within collective bargaining in 2025**, appearing in only 21% of the agreements analysed. Measures focus mainly on the **definition and organisation of normal working hours**,

generally in continuity with the provisions of the relevant sectoral collective agreements, most commonly based on five-day working patterns but adapted to production requirements, including shift work and multi-period flexibility arrangements. Of particular interest are **measures reducing working time without any corresponding reduction in pay**, although these are often implemented on an annual basis through working time reduction leave (ROL) and additional paid leave, as well as experiments with the so-called “short working week”. Considerable attention is also devoted to the **regulation of holidays, breaks and rest periods**, frequently under conditions more favourable than those provided by law, together with the **management of overtime, night work and work on public holidays**, including the definition of limits, activation procedures and financial or compensatory time-off arrangements. Clauses concerning **flexible starting and finishing times and time-banking** schemes are also widespread. More limited, though still noteworthy, are measures relating to specific issues such as changing time, on-call availability, categories exempted from ordinary working time limits and clocking systems, some of which introduce **innovations that increase workers’ autonomy in managing their working activities** (Figure 10).

Around 25% of company-level agreements concluded in 2025 contain provisions relating to new technologies, confirming that the issue remains relatively underdeveloped despite the growing digitalisation of production processes. These provisions are concentrated mainly in large firms and within the financial and ICT sectors, and are often linked to the regulation of remote or agile working. Nevertheless, more varied forms of regulation are beginning to emerge compared with previous years, including – albeit still to a limited extent – **some initial attempts to regulate artificial intelligence (AI)**. **Agreements concluded under Article 4 of the Workers’ Statute**, aimed at regulating technologies potentially capable of enabling remote monitoring of workers, also remain highly significant, confirming

that **new technologies** continue to be **approached primarily from the perspective of regulation and worker protection rather than as a strategic lever for jointly managed innovation.**

Figure 10. Working time organisation measures (% of agreements addressing the issue)



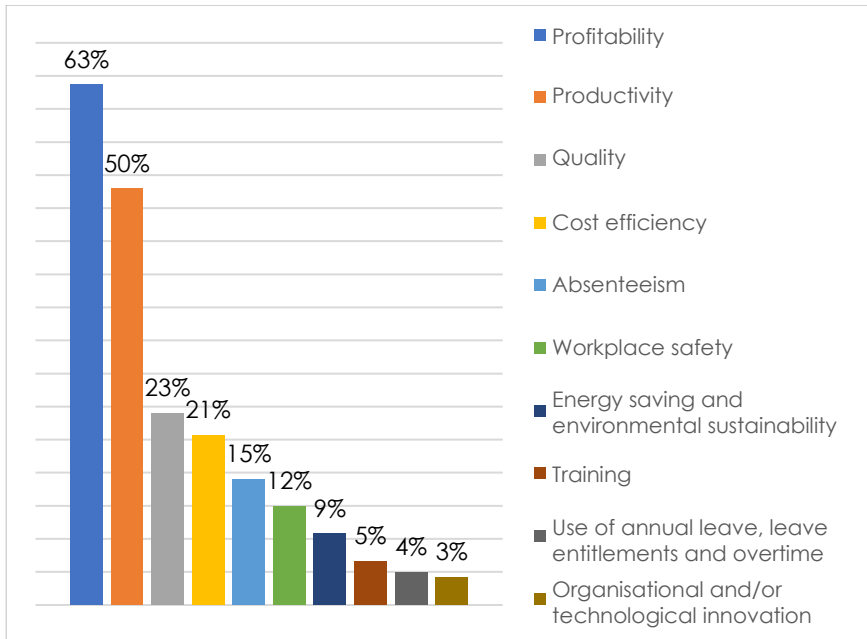
(*) Agreements introducing schemes for the solidarity-based transfer of holidays and rest periods pursuant to Article 24 of Legislative Decree No. 151/2015 are excluded from the calculation of agreements concerning time-banking arrangements; see below, Part II, Chapter I, § 6.1.

(**) Agreements granting leave related to work-life balance needs (for example, family and care responsibilities or workers' health conditions) are excluded from the calculation of agreements concerning leave arrangements; see below, Part II, Chapter I, § 6.1.

Source: ADAPT elaboration based on the FareContrattazione database

Focusing on **wage dynamics**, almost half of the **company-level agreements concluded in 2025** (48% of the total) **address pay-related matters**, with a clear **predominance of variable pay measures** and, in particular, **performance-related bonuses**, which represent the principal subject of company-level bargaining in relation to remuneration. Alongside this instrument, a significant number of agreements regulate allowances linked to working time and place of work, arduous working conditions or specific professional skills, whereas interventions concerning one-off payments and fixed elements of remuneration remain more limited. Bargaining on performance-related bonuses is concentrated mainly in **large firms** and within the manufacturing, energy and financial sectors, with indicators generally linked to **profitability** and **productivity**, although criteria relating to **quality**, **safety** and **sustainability** also appear. Equally significant is the widespread availability of options allowing performance bonuses to be converted into welfare benefits, sometimes accompanied by additional incentives or the possibility of conversion into leave, while **profit-sharing schemes and employee share ownership plans remain relatively uncommon**.

Figure 11. Presence of different indicators in agreements on performance-related bonuses (% of agreements regulating the measure)

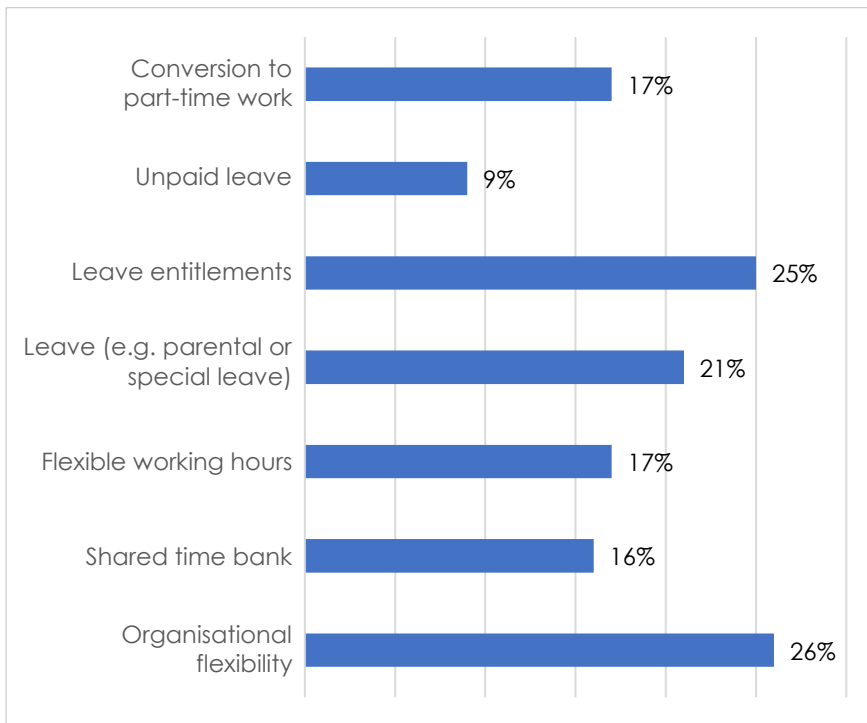


Source: ADAPT elaboration based on the FareContrattazione database

Fifty-nine per cent of the company-level agreements collected in 2025 contain **at least one occupational welfare measure**, confirming the centrality of such instruments within contemporary bargaining practices. Measures relating to so-called “organisational welfare” focus primarily on **organisational flexibility**. Innovative provisions are also widespread, including **leave for medical appointments, school enrolment, voluntary work or family-related events**, as well as conditions more favourable than those established by legislation in relation to **leave for employees with children**. **Flexible working-time arrangements and access to solidarity-based time-banking schemes** – often regulated at company level following provisions contained in the applicable national collective agreement – are likewise relatively common within the agreements concluded in

2025, together with clauses facilitating the **conversion of employment contracts from full-time to part-time work for work-life balance purposes**. By contrast, the least widespread category of organisational welfare concerns **unpaid leave** arrangements guaranteeing job retention without any direct or indirect financial compensation. Overall, organisational welfare appears to be a rapidly expanding area of bargaining, characterised by more sophisticated content than in the past and **increasing attention to workers' emerging needs, particularly in support of care responsibilities**.

Figure 12. Organisational welfare measures (% of agreements containing at least one occupational welfare measure)

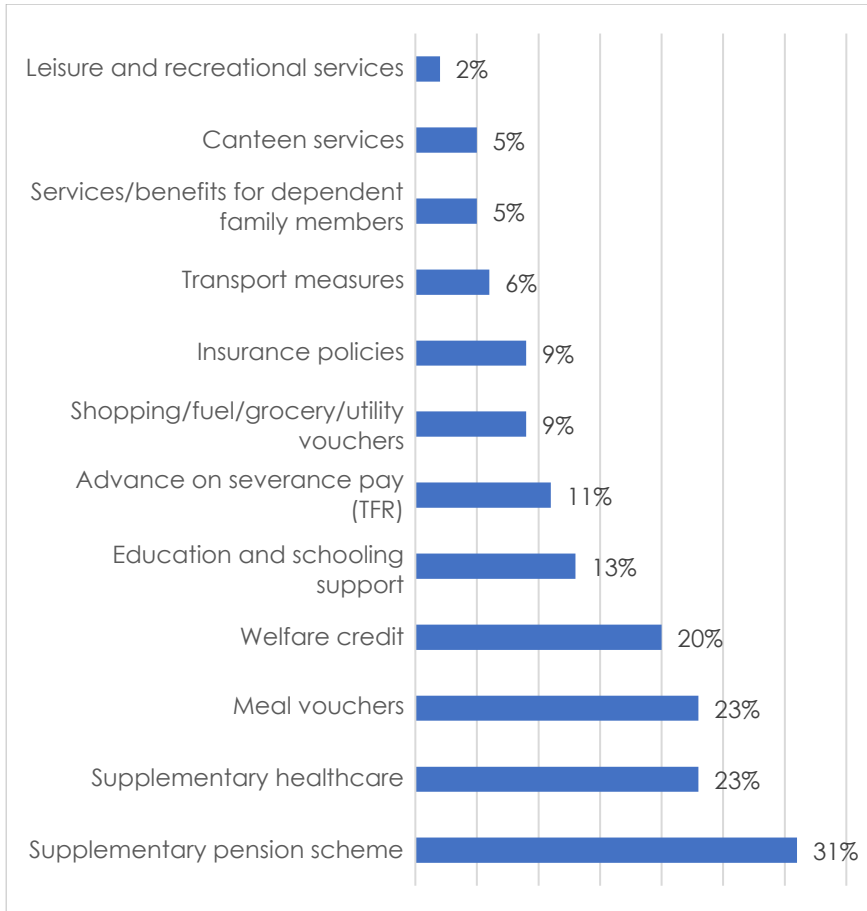


Source: ADAPT elaboration based on the FareContrattazione database

Eighty per cent of the agreements containing at least one occupational welfare measure regulate instruments falling within

the scope of Article 51 of the Consolidated Income Tax Act (TUIR), commonly referred to as “corporate welfare”. The most common measures concern **supplementary pension schemes**, followed by **supplementary healthcare, meal vouchers, welfare credits and measures supporting education and training**. Alongside these provisions, many agreements introduce more **favourable conditions for advances on severance pay entitlements (TFR)**, extending both the grounds and methods of access, while others regulate **additional insurance policies** or provide **shopping vouchers, fuel vouchers or reimbursement of utility expenses**. The agreements reveal an increasingly sophisticated articulation of welfare measures, including enhanced employer contributions, extensions of benefits to family members, the use of residual welfare credits for supplementary pensions or healthcare, and differentiated credits according to employee categories, thereby shaping a form of corporate welfare increasingly tailored to supporting both workers’ income and their overall wellbeing.

Figure 13. Corporate welfare measures (% of agreements containing at least one occupational welfare measure)



Source: ADAPT elaboration based on the FareContrattazione database

Approximately 34% of the company-level agreements concluded in 2025 – an increase compared with the previous year – contain at least one measure relating to **Diversity, Equity and Inclusion (DE&I)**, confirming the growing importance attached to these issues. The measures focus primarily on **disability and vulnerability support, gender equality and, to a lesser extent, age management and multiculturalism**. Considerable

attention is devoted to support for **parenthood**, which is addressed in around three quarters of the agreements containing DE&I measures.

Thirty-seven per cent of the agreements address **health and safety** issues, introducing **measures that go beyond the mere implementation of statutory requirements and instead engage** with broader concerns such as workers' psychosocial wellbeing, reasonable accommodation and phased return-to-work programmes following prolonged absences from work. This points to an increasingly integrated approach to the protection of individuals in the workplace.

Around 3% of the agreements analysed address the issue of **corporate volunteering** – namely the participation of companies and workers in social and community development projects or the granting of leave for employees engaged in voluntary activities – while approximately 13% refer to **environmental issues**, for example through the announcement of specific company investments, the introduction of training and discussion initiatives on environmental sustainability, or the inclusion of green indicators linked to performance-related bonuses.

Approximately 34% of all the agreements collected and analysed in 2025 contain provisions concerning **workers' professional development and the management of workforce transitions in cases of organisational change, transfers of undertakings or company crises**. In particular, compared with 2024 there has been a gradual increase in agreements dealing with training (25%) and with employee grading and classification systems (19%).

Clauses regulating **contractual forms of employment**, which appear in 24% of the agreements analysed, reveal a strategic use of such instruments, aimed primarily at **balancing organisational requirements with workers' needs for work-life balance and the stabilisation of more precarious forms of employment**. Among the clauses relating to contractual

arrangements, those concerning part-time work are especially frequent – also because of provisions regulating the possibility of converting employment contracts from full-time to part-time status – followed by clauses relating to fixed-term contracts.

Finally, of the 424 company-level collective agreements collected in 2025, only 32 contain specific provisions relating to **subcontracting**, corresponding to around 8% of the total. The measures adopted, which address various aspects of outsourcing, concern above all the **involvement of workers' representatives in subcontracting procedures**.

Thematic Focuses

The **nine thematic studies are organised into five sections**. The first section, devoted to economic and social bargaining, includes an analysis of public financial incentives for decentralised bargaining and a quantitative and qualitative study of social bargaining. More specifically, the **first contribution shows that the quantitative data periodically published by the Ministry of Labour and Social Policies between 2016 and 2024 do not make it possible to assess the effectiveness of public incentives supporting productivity bargaining**. Moreover, although the overall number of agreements deposited has increased over time, the number of agreements actually in force in any given year has risen only marginally. **The proportion of Italian workers covered by productivity agreements also remains very limited** – around one fifth of private-sector employees – while **the average value of performance-related bonuses has increased only slightly, reaching €1,494 in 2024**, equivalent to approximately 4% of a worker's overall remuneration.

The second contribution highlights **the widespread nature of social bargaining within trade union practice, with more than 11,000 documents** – including agreements, bargaining

platforms and minutes – **signed between 2011 and 2022**. Social bargaining **takes place primarily at municipal level and is particularly well established in Northern Italy**. The main issues addressed concern industrial and institutional relations, health, employment, taxation, the environment and culture. The study concludes by emphasising the **many points of connection between social and economic bargaining, particularly in relation to health, environmental policy and welfare**, and therefore underlines the **need for greater integration** – still incomplete at present – **between these two spheres**, in order to strengthen trade union action from a territorial, inclusive and quality-of-life perspective extending beyond the workplace itself.

The second section of Part III, devoted to contractual and legislative innovations in 2025, contains an initial commentary on the latest renewal of the national collective agreement for the metalworking industry, together with an analysis of the possible implications of Law No. 76/2025 for worker participation practices in publicly owned enterprises. With regard to the first contribution, the **renewal of the 2025 Metalworkers' Agreement is interpreted** not as a retreat from the 2016 model, but rather as **a deliberate choice to consolidate the existing bargaining framework**. **The agreement confirms the core pillars of the bargaining model** – including the mechanism linking minimum pay rates to the IPCA-NEI index, the central role of national bargaining in establishing common guarantees, and the functional distinction between national and company-level bargaining – thereby ensuring both protection of purchasing power and predictability for firms. At the same time, **it strengthens the institutional role of the sectoral collective agreement as an instrument for governing the labour market within the sector**: it intervenes in defining the scope of application of the agreement, regulates competitive dynamics (also in light of the new Public Procurement Code), combats fragmentation and contractual dumping, consolidates the role of

training and skills policies, and selectively updates key institutions without resorting to symbolic but unsustainable innovations.

With regard to worker participation, **the analysis shows that the implementation of recently adopted Law No. 76/2025 may generate both opportunities and challenges, depending on the forms of participation involved**, potentially affecting governance models and industrial relations dynamics within publicly owned companies. The contribution also stresses that, given the promotional logic underpinning Law No. 76/2025, **the concrete development of participatory mechanisms in public enterprises – traditionally more inclined to experiment with forms of participation – is likely to depend largely on the initiative of the social partners and on collective bargaining itself.**

The third section of Part III, dedicated to housing and family-related measures, includes both a mapping of company and collectively negotiated policies designed to address the housing crisis and a review of Corporate Family Responsibility (CFR) measures promoted through collective bargaining in the banking sector. In particular, **the first contribution highlights how companies and social partners are increasingly playing a central role in developing housing solutions for workers** across different firms, sectors and territories. The unilateral and collectively negotiated measures examined intersect with various dimensions of the employment relationship, **ranging from remuneration policies to the organisation of work.** Particularly promising developments emerge from the incorporation of housing solutions into company welfare policies and remote working arrangements. The analysis therefore suggests that **a constructive interaction between public policies and private initiatives in the field of housing – although not sufficient in itself to resolve the wider housing crisis affecting large sections of the population – can nevertheless provide an initial set of effective responses** capable of

reconciling the needs of firms, faced with labour shortages in many sectors and regions, with those of workers confronted with increasingly high housing costs.

With regard to CFR policies in the financial sector, the study demonstrates the central role increasingly played by collective bargaining in this area. National collective agreements provide a uniform framework of rights, strengthening statutory protections, while company-level agreements represent the principal site of innovation, introducing measures concerning remote working, time-banking schemes, supplementary financial support and assistance for parenthood and caregiving responsibilities. **Nevertheless, an imbalance persists between the development of structural measures – which is increasing – and investment in the cultural dimension,** which remains insufficient, with potentially negative consequences for the effectiveness of the measures adopted.

The fourth section, focusing on equal opportunities and inclusion, includes a review of measures supporting gender equality introduced through company-level bargaining and an investigation into the treatment of workers with disabilities within national collective agreements. **Drawing on the CNEL archive of decentralised bargaining agreements, the first contribution shows that approximately 39.5% of the company agreements analysed contain initiatives aimed at supporting gender equality.** Many of these measures, however, continue primarily to support family care responsibilities, which still disproportionately fall upon women. By contrast, interventions aimed at addressing the structural causes of gender inequality – for example through measures promoting equal pay or equal access to training and career development – remain comparatively marginal.

As regards the inclusion of persons with disabilities, **the second contribution in this section highlights the heterogeneity of the provisions contained in national collective agreements**

concerning the labour market integration of workers with disabilities. Such provisions are often limited to general principles – including declarations of commitment to inclusion, the granting of leave or the removal of architectural barriers – **while more concrete measures**, such as the introduction of workplace tutors or tailored vocational training programmes, remain relatively rare. **Despite growing social and legislative attention** to diversity, inclusion and disability, collective agreements **still appear to lack a coherent and specific regulatory framework dedicated to workers with disabilities.**

Finally, the last section of Part III includes a contribution on **site-level and territorial agreements aimed at promoting health and safety in the construction sector.** The study of around 100 collective agreements identifies **three distinct forms of social dialogue** affecting health and safety on construction sites: site agreements between trade unions and employers (corresponding to the so-called “third-level bargaining” in construction); protocols concerning legality and workplace safety for major infrastructure projects and construction sites; and territorial legality and safety protocols. More specifically, **the agreements examined address health and safety both through existing instruments** – such as performance-related bonuses linked to health and safety indicators and participatory governance structures – **and through more innovative measures**, including the creation of databases or “site logs” for monitoring compliance, as well as cooperation with labour inspectorates, municipalities and prefectures. **The analysis also highlights the interconnections between workplace safety and broader issues of legality, training and transparency**, as demonstrated in particular by the cases of Expo 2015 and the agreement relating to the Milan-Cortina 2026 Olympic and Paralympic Games.

(III) Structure of the Research

As in previous years, the Report is organised into three parts.

Part I is devoted to **national collective bargaining** and is divided into two chapters. The first provides an **overall assessment of the renewals of national collective agreements concluded during 2025**, focusing in particular on economic provisions, the coordination between national and decentralised bargaining, and the interaction between legislation and collective bargaining. The second chapter examines the **relationship between inflationary dynamics and collectively agreed wages in 2025**, drawing on data provided by ISTAT.

Part II develops a systematic analysis of **company-level bargaining during 2025**. The first section is devoted to the general **trends emerging from the 424 company agreements collected**. The second offers a more **detailed examination of the main bargaining topics**, including worker participation, work organisation and working time, new technologies, pay systems, welfare, diversity and inclusion, health and safety, environmental sustainability, transitional protections, training and skills, contractual forms of employment and subcontracting. A third section develops **two case studies**, reconstructing both their origins and the bargaining dynamics involved.

Part III is devoted to summaries of the **nine thematic studies**, organised into **five sections**. The first contains an assessment of **public incentives for productivity bargaining** and a study of the phenomenon of **social bargaining**. The second includes an **initial technical commentary on the 2025 renewal of the national agreement for the metalworking industry** and an analysis of the possible effects of Law No. 76/2025 on **worker participation in publicly owned enterprises**. The third section, dedicated to housing and family-related measures, includes a mapping of **company and collectively negotiated initiatives addressing the housing crisis** and a review of **CFR measures**

promoted through bargaining in the **banking sector**. The fourth section contains an analysis of **measures supporting gender equality** within **company agreements** and an investigation into the treatment of **inclusion and labour market integration of persons with disabilities within national collective bargaining**. The fifth and final section presents a study of **100 site-level and territorial agreements aimed at promoting health and safety in the construction sector**.