

# BroadVoice

Broadening the spectrum  
of employee voice  
in workplace  
innovation

## National report – Italy

Company case study 2T

ADAPT

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## Case study 2T

### 1. *Company characteristics and state of innovation*

Case 2T is an Italian leading telecommunications provider focused on the B2B market. It was formed in 2018 by the merger of five companies, previously acquired by an Italian asset management company. In the following years, it grew by merging with other two companies, until it was acquired by a pan-European private equity fund in 2022 and merged with another telecommunications provider in August 2024, by assuming a new corporate name. Its current business portfolio encompasses solutions for connectivity, data centers (including the largest Internet hub in Italy), cloud and cybersecurity, as well as wholesale services towards the so-called Over-The-Top (OTT). Case 2T operates in the national market delivering solutions and services for large, medium and small companies, from both the private and public sector. To do so, it relies on around 14 premises located all over the country (especially in the North-East and Centre-South of Italy).

«Our claim is to be very close to the customer, while having a national structure behind that guarantees a level of investments that local operators would not obviously be able to provide». (HR Manager)

As Case 2T's mission is to support the digitalisation of Italian companies, which is a constantly and rapidly changing process given the variable market requirements, organisational and technological innovation turns out to be essential for the development of the company.

«To be up to date with technological change is in our DNA, because if we set ourselves up as a guide for the digitisation of Italian companies to eliminate existing gaps, it is clear that we have to be very driven on this». (Industrial Relations Manager)

### 2. *Workforce characteristics*

Case 2T employs 752 workers. The most populated premises are in Milan, followed by the premises in Florence, Rome, Verona and Bolzano. More than 430 workers belong to the Operations (Technical) unit; over 200 workers are from the Sales unit and around 80 people are employed in Staff units. More than 50% of the total employed workforce are therefore technical profiles, with university degrees in telecommunications engineering or computer sciences. The vast majority of them are employed with open-ended contracts. In addition to employees, Case 2T collaborates with self-employed persons and temporary professionals sometimes provided by body rental agencies. Returning to employees, the female component amounts to around 31%: this quite low share is described by the HR Manager as coherent with the trend in the whole telecommunications sector, and it is addressed by the company through dedicated policies which allowed it to recently get the Certification of gender equality. Case 2T workforce's average age is above 40 years old. In order to

lower this figure and favour the transfer of expertise, the HR Manager reports that around 66 workers – 37% of them aged below 30 years old – has been recently hired. As regards personnel turnover, the share of people leaving the company compared to the total employed workforce now amounts to 3/4%, although it stood above 10% for certain job positions in the years of Covid-19 pandemic. Moreover, this data exhibits some differences across the various premises, depending on the characteristics of local labour markets. With reference to the involvement and development of human resources, Case 2T hires experienced figures generally to replace someone who left the company or to carry out very specific projects as in the area of cybersecurity, while it also hires recent graduates or less experienced workers in a view of company growth.

### 3. Industrial relations

Case 2T applies two different NCLAs: the one for workers employed in companies of the tertiary, retail and services sector, signed by the employers' association, Confcommercio and the trade union federations, FILCAMS-CGIL, FISASCAT-CISL and UILTUCS-UIL (latest renewal: March 22, 2024); and the one for workers employed in companies performing telecommunications services, signed by the employers' associations Asstel and Assocontact, and the trade union federations, SLC-CGIL, FISTEL-CISL and UILCOM-UIL (latest renewal: November 12, 2020). This is due to the fact that Case 2T, formerly applying the NCLA for the tertiary, retail and services sector, merged in August 2024 with a company applying the NCLA for telecommunications services. In addition to the two NCLAs for blue-collars, white-collars and middle-managers, there are further two different NCLAs applied to the executives coming respectively from the originally services company and the telecommunications operator: the first group is covered by the NCLA for executives of tertiary, retail and services companies (signed by Confcommercio and Manageritalia; latest renewal: April 12, 2023), and the second group is covered by the NCLA for executives of the industrial sector (signed by Confindustria and Federmanager; latest renewal: November 13, 2024). Differences in industrial relations between the two previous companies are not confined to NCLAs: most of the workers (belonging to the company applying the NCLA for the tertiary, retail and services sector) are indeed partly unionised, covered by workplace labour representation bodies and a company-level collective agreement; while the remaining that come from the telecommunications provider, are almost non-unionised and covered neither by workplace labour representatives nor by a company-level collective agreement. Overall, trade union density rate at Case 2T amounts to around 24%, although higher percentages are detectable in specific sites such as in Verona, Milan, Florence and Rome. All the three trade union federations signing the NCLA for the tertiary, retail and services sector have members in the company, although FILCAMS-CGIL and UILTUCS-UIL are found to be more representative than FISASCAT-CISL. In Case 2T there are overall 10 RSA appointed by all the three sectoral trade unions on the basis of their members, and 1 RSU. They are unevenly distributed across the various premises, with Florence, Verona, Milan and Rome premises boasting the higher number. Finally, very few workers formerly employed in the telecommunications company, are members of FISTEL-CISL.

As for the part of the company covered, industrial relations are described by both company and worker representatives as respectful, constructive and continuous. They led to a company-level collective bargaining which is rich in content and conducted by national trade union federations

(FISASCAT-CISL, FILCAMS-CGIL and UILTUCS-UIL), that around six years ago replaced their different local branches originally negotiating a multitude of collective agreements applied to specific sites.

«In the past, there were really a lot of trade unionists and worker representatives, and there were also more collective agreements. So, it was a bit more difficult to manage. But now that there are only national unions at the negotiating table, the situation is more stable and less confusing. Then because they have a different professionalism than an employee might have, I feel as we are more organised and structured and I appreciate that more». (worker representative)

Company-level collective bargaining is therefore conducted mainly at the central level covering diverse issues, including equal opportunities, working time and remote working, work-life balance and welfare measures, business travels, performance-related pay and information and consultation procedures. Local negotiations at single premises with worker representatives still occurs as regards specific matters like video surveillance solutions and remote control, health and safety issues, and training plans financed by inter-professional funds. However, since this situation applies only to a part of the workforce, the management has recently decided for the termination of the existing decentralised agreements (with effect from January 1, 2025), in a view of reaching a new comprehensive collective agreement covering the entire company by the end of 2024.

«Our very challenging objective is to construct by the end of the year a single company-level collective agreement applied to all workers regardless of the primary source of regulation, which for some of them is the NCLA for telecommunications services. [...] We know that it is an obstacle course that needs to identify interlocutors from the telecommunications sector (otherwise the agreement would still only apply to people in the services sector). So, we will have to do a lot of mediation work, to build constructive trade union relations consistent with the goals we have set ourselves. This is the real initial hurdle». (Industrial Relations Manager)

## 4. Labour regulation

Given the different degrees of development of industrial relations at the company, labour regulation turns out to be quite fragmented. Except for some similar rules throughout the company as regards the regulation of travel expenses, it is worth underlining that while most of the workers are covered by collective bargaining solutions with reference e.g., to remote working and performance-related pay, the same matters are regulated via individual contracts for the remaining workers. A process of harmonisation of existing conditions is however ongoing: on the one hand, the Industrial Relations Manager is working on a new collective agreement covering the entire workforce; on the other hand, the HR department has already started building a common regulatory framework through, for instance, the definition of a universal training plan, general recruitment and staff development policies (including job posting), equal opportunities solutions (considering the maintenance of the Certification on gender equality), and a professional classification system, which identifies the various roles, responsibilities and related competences. According to company management, what is at stake is the creation of a common corporate identity, following the various mergers and acquisitions experienced by workers of Case 2T.

## 5. Direct worker participation practices

Case 2T carries out diverse direct worker participation practices. First of all, as regards top-down information, Case 2T ensures it by publishing the organisational chart and news on diverse issues, including possible internal vacancies, on company intranet, as well as by organising webinars, online events and roadshows at the local level where presenting to the workers company economic trends, future prospects and industrial plans, possible corporate changes, and ongoing or already developed innovation projects. These webinars or meetings are generally followed by Q&A sessions. According to the worker representative interviewed, communication from management has not always been constant and timely, though recently improving.

«Until recently, the company's good habit of communicating with employees had been somewhat lost. We pointed this out and they [*corporate managers*] listened to us, so now – I have to admit – communication from the company regarding projects involving a large part of the employees always takes place, either by e-mail or via webinars or meetings». (worker representative)

Bottom-up consultation is performed mainly through periodic surveys aimed at assessing employees' satisfaction and wellbeing. With reference to the organisational structure, Case 2T is structured around three main directorates (Staff, Sales and Operations), which in turn are divided into various areas containing different organisational units. Everyday work is performed within structured and formalised teams, coordinated by a manager and whose members share the same professional roles and belong to the same organisational unit. However, cross-departmental and inter-functional groups, are frequently set up to design and implement specific projects. Control, coordination and improvement of everyday processes is performed through the adoption of a quality management system. Moreover, on the basis of PRINCE project management method, assessments of the activities performed by project groups are scheduled and carried out by business executives and hierarchical superiors from the various corporate functions involved. Continuous improvement is highly valued at Case 2T: not only a Transformation unit is established reporting directly to the CEO; but the Net Promoter Score (NPS) has been introduced in 2024 to measure customer satisfaction with the products and services provided, in key moments of company-customer relationships (e.g., when a service/product is sold to the customer, when it is delivered, when an incident is managed, etc.). NPS scores are then analysed within focus groups, composed of the workers directly involved in that specific phase of customer relationships, as well as – if needed – professionals from other organisational units, with the aim to outline an ad hoc improvement plan.

While, as before mentioned, communication to the entire workforce about an improvement project usually takes place when it is already developed and ongoing, workers directly concerned with a specific innovation appear to be involved since the beginning, as their knowledge and skills are essential for its implementation. This has occurred with the reference to the technicians involved in the planning of the technological renovation of data centers, as well as the HR team directly contributing to the integration of all HR processes within the new HCM system.

«For example, thinking about the HR department, we are equipped with an HCM [*Human Capital Management*] system for the management of the entire employee life cycle, encompassing recruitment, onboarding, hiring, training, compensation and benefits, performance management. So, all HR processes are now integrated within our HCM system. To do so, that is to enable the integration of all processes, all HR functions did not only the design and writing of all processes, but we turned each process into a system. To help us we had on the one hand the external supplier relating to the technologies that we bought, but also our internal IT department that ensured the progress of the work, and the integration of the various existing systems. So, it has been a job done with the involvement of different company functions». (HR Manager)

Finally, Case 2T allows for a considerable degree of workers' autonomy in the temporal and spatial management of their work, since up to 80 days within six months can be worked, after consulting the hierarchical superior, outside the company premises only in compliance with maximum working time limits and disconnection time slots. Coherently, workers at Case 2T are generally autonomous in organising their activities as long as they achieve the objectives set for them within the framework of the performance management system adopted by the company. It is however worth specifying that workers' autonomy and discretionary power in the management of their tasks may vary across work teams depending on the specific leaders' approach; notably, they cannot fully apply to areas working closely with customers, such as the Customer Support unit, where the timing and procedures to fix an incident or malfunction are quite rigidly written in service-level agreements.

«The – let's say – technical departments, in performing their work, have to be more adherent to the events. Indeed, when we provide a service to customers, we are also bound by so-called service level agreements, which stipulate that in the event of an incident we have a specific resolution timing, so the work must be very timely and proceduralised; therefore, the level of autonomy, inventiveness or deviation from protocols must be very low. That is, there are areas where the level of autonomy is definitely a winning factor, such as the Sales area. Instead, there are areas where the level of autonomy must be lower, and it would be a problem if it were higher». (Industrial Relations Manager)

## 6. *The interplay with industrial relations*

As in Case 1T, the main area of interplay between industrial relations and direct participation is remote working, which was promoted by the trade unions and firstly introduced in the company-level collective agreement in February 2020 as an experimentation limited to certain organisational units; it then expanded in later agreements, in terms of both corporate areas involved and days possibly worked outside premises: the major innovation in 2023 was moving from setting a number of remote working days per week to a number of days that can be spent over a six-month period. A further important provision collectively agreed is the joint bilateral commission, composed of both company and worker representatives, which was initially established to intervene in case of criticalities or problems in the implementation of remote working and recently charged with a more proactive role for the formulation of ideas to improve the overall collective regulation of the issue.

Another area of possible contact between industrial relations and direct participation concerns the NPS, whose scores are not only analysed by the workers concerned within dedicated focus groups also charged with making proposals for improvement, but they are also linked to the payment of a

performance-related bonus whose regulation is included in the company-level collective agreement. However, as revealed by a trade union official interviewed, not all indicators associated with the performance-related pay directly depend on workers' contribution.

«If I am not mistaken, in the performance-related pay, there are also some indicators on the subject of environmental sustainability, that are particularly interesting and not so common in collective agreements. But I think that a problem, which, in my opinion, also stems from a shortcoming on our part, is that the indicators that the company has included are something that we cannot positively affect. It seems to me that there is the construction of photovoltaic plants, the reduction of polluting emissions, etc.: these are interesting things that it is nice and useful to include in a performance-related pay, but workers have little impact on them». (trade union official)

It must be noticed, though, that this does not apply to business executives and workers provided with MBO (Management by Objectives) plans, which turn out to be frequently linked to the level of implementation of innovation projects where the same workers are involved.

With regard to organisational aspects other than working time and remote working, though, industrial relations do not seem to have a role. According to the Industrial Relations Manager, this may derive, on the one hand, from the fact that industrial relations are largely conducted by national trade unionists who do not know organisational dynamics in detail, and on the other hand, from the general satisfaction of workplace labour representatives with Case 2T's management of work organisation.

«Industrial relations dynamics have certainly changed over time, in the sense that now the national trade unions have taken over and they operate at the corporate central level, and right now they see the new company-level agreement and possibly a new remote working regulation, as goals; and they do not intervene in local, organisational issues by their nature. There are certainly the RSAs who are colleagues and therefore know all the organisational dynamics very well. But quite frankly, at the moment they do not feel the need for involvement on the subject of organisation; that is, they seem to find themselves satisfied with the internal dynamics, so there is no debate on work organisation and they just listen to the information we give». (Industrial Relations Manager)

The trade unionist interviewed, instead, attributes the lack of industrial relations' involvement in work organisation to the scant competences of both trade unionists and workplace labour representatives in the area, despite its growing importance from a labour perspective. Added to this is also the traditional focus of industrial relations at Case 2T on different topics.

«Certainly, the organisation of work is a frontier for trade unions, but it is clear that it also needs competence, not only of trade unionists but also of RSAs. [...]. In my opinion it's not that there are preclusions to intervene on the organisation of work. Rather, there may be a contingency that the trade unions have to manage and perhaps it is also a matter of comfort zone with respect to the competencies and issues that we can most easily claim or manage. But, as far as everything else is concerned, it is an untapped potential. But I mean I can't manage the agenda I have ... I scheduled a meeting during another meeting today, I don't know how I am going to do it». (trade union official)

According to the same trade unionist, the lack of competence on the trade union side, may also depend on the fact that trade union members are generally low skilled workers and not business executives, managers or white-collars, who might have more expertise to be used for the improvement of work organisation. Beyond this, the worker representative interviewed raises the problem that most workers may lack an overall view on business processes, which compromises their capacity of having a say in this domain.

«It depends on where you are placed in the organisational chart, but it is difficult to understand sometimes certain company choices. For employees who work in their own little group of – I don't know – 10 people and follow a certain element of the company process, the company choices may be bizarre, absurd, but they think that way not because they are wrong, but because they don't have a long-term view of the company's choice, so it is difficult to get in them». (worker representative)

## **7. Overall impact of the practices and future prospects**

Company management declares to be strongly committed to listening to workers, being as transparent as possible and informing them of the various company challenges, goals and available resources. The HR Manager seems to be aware of the importance for workers to have a long-term view and overall perspective on company projects, as moreover expressed by the worker representative interviewed. She/he specifies Case 2T's willingness to intensify its efforts in this direction, given workers' positive feedback in this regard and the demands of some of them for even more openness and involvement. Moreover, worker participation and active contribution are regarded as necessary to allow Case 2T to keep up with the innovations and changes that constantly characterise the telecommunications market.

«The problem is that we are an entity that relies on infrastructure and infrastructure must be maintained, so there is certainly an infrastructure maintenance activity that requires planning and knowledge of the tools, but on the other hand, we are also an entity that operates in the market with customers, and customers have variable and extemporaneous needs that are not on average knowable beforehand. So, the employee's daily routine is both one of planning, and of unforeseen situations to be managed, so employee involvement and their ability to interact with colleagues are absolutely paramount». (Industrial Relations Manager)

No significant difficulty is reported by management in relation to the implementation of participation procedures which are inherent to Case 2T organisational structure, apart from some workers' attitudes interpreted as a bit passive, and the possible negative impact of remote working on workers' commitment. In this sense, as suggested by the HR Manager, it can be argued that some areas of direct participation may get into conflict with one another: notably, the individual autonomy in the temporal and spatial management of work, by enabling individualisation and isolation, could jeopardise the effectiveness of work teams, project groups and other more 'relational' participation initiatives. Similarly, the worker representative interviewed hints at the risk





of loss of corporate identity, as it is built through the direct dialogue with colleagues and the joint development of new ideas. However, she/he also highlights that considering the organisational structure of Case 2T, it is not necessarily the case that going to the office facilitates relations between a working team's members, because they may reside in different territories. Overall, she/he calls for a more fruitful organisation of the days spent in the office.

«Direct dialogue between colleagues is a different thing than just being present remotely. [...] It is true that it was wrong that there was no remote working and in fact it was introduced. In my opinion, however, we also need to think about organising office presence a little better, to make it not just a day where you go to the office and nothing changes, but a day that is a little more productive from that point of view ... I don't have clear ideas in mind yet, but we need to find them». (worker representative)

A further critical issue raised by the trade unionist interviewed concerns the reluctance of the middle management towards the development of remote working due to their lack of competence to manage workers remotely, and generally, the difficulty to revise the entire organisation in order to make it efficient even if strongly relying on remote working. To address these issues, training has already been conducted, but further efforts seem to be needed.

As for future prospects, Case 2T appears to be particularly concerned with market dynamics posing more and more emphasis on issues like cloud and cybersecurity, which will require considerable investments in workers' knowledge and skills.

## 8. Summary of the case study

. Case 2T is a leading large-sized telecommunications provider in Italy that focuses on the B2B market. Established in 2018 through the merger of five companies, Case 2T expanded through additional mergers and acquisitions, ultimately becoming part of a pan-European private equity fund in 2022. The company's services include connectivity, cloud, cybersecurity, data centers (featuring Italy's largest internet hub), and wholesale services for OTT clients. Case 2T aims to support the digitalisation of Italian companies, requiring continual technological and organizational innovation to stay competitive.

Industrial relations at Case 2T involve four distinct NCLAs, reflecting the recent merger between two former companies covered respectively by telecommunications and services sector's agreements. Union density stands at 24%, with higher rates in specific sites. Case 2T is currently working towards unifying workplace conditions and establishing a comprehensive company-level collective agreement that covers all employees by 2025. The primary focus of collective negotiations, mainly conducted by national trade unionists, has been on issues, such as remote work, performance-related pay, and equal opportunities.

Case 2T actively promotes direct worker participation through structured teams, cross-functional groups, feedback mechanisms like focus groups and satisfaction surveys, and individual autonomy in the management of working time. The essential area of interplay between industrial relations and direct participation is remote working, firstly promoted by the trade unions and now regulated in

the company-level collective agreement, which moreover envisages a joint labour-management commission charged with providing ideas on how to improve the topic. With regard to organisational aspects other than working time, industrial relations do not seem to have a role. This is attributed by the Industrial Relations Manager to the fact that industrial relations are largely conducted by national trade unionists who do not know organisational dynamics in detail, and to the general satisfaction of worker representatives with Case 2T's management of work organisation. Worker representatives, instead, point to the lack of specific competences and overall view on business processes compromising their voice in the area.

Worker participation and active contribution are regarded by management as necessary to allow Case 2T to keep up with the innovations and changes that characterise the telecommunications market. Case 2T, however, recognises challenges in sustaining high engagement levels in a remote work environment, where individualisation risks undermining team cohesiveness. Further, middle management has shown reluctance towards remote work expansion. To address these challenges, the company has implemented management training programs, though more comprehensive organisational adaptations are under consideration.

**Table 1.** Case T2 in brief

<b>Company characteristics</b>	<b>Company context.</b> Case 2T is a leading large-sized telecommunications provider in Italy that focuses on the B2B market. Established in 2018 through the merger of five companies, Case 2T expanded through additional mergers and acquisitions, ultimately becoming part of a pan-European private equity fund in 2022.
	<b>State of innovation.</b> The company's services include connectivity, cloud, cybersecurity, data centers (featuring Italy's largest internet hub), and wholesale services for OTT clients. Case 2T aims to support the digitalisation of Italian companies, requiring continual technological and organizational innovation to stay competitive.
<b>Industrial relations</b>	<b>Trade union density rate at the company level.</b> 24%, with higher rates in specific sites. All the three trade union federations signing the NCLA for the tertiary, retail and services sector have members in the company, although FILCAMS-CGIL and UILTUCS-UIL are found to be more representative than FISASCAT-CISL. Very few workers are members of FISTEL-CISL.
	<b>Workplace labour representation structure characteristics.</b> There are overall 10 RSA appointed by all the three sectoral trade unions on the basis of their members, and 1 RSU. They are unevenly distributed across the various premises, with Florence, Verona, Milan and Rome premises boasting the higher number.
	<b>Company-level collective bargaining.</b> It is conducted mainly at the central level with national trade unions covering diverse issues, including equal opportunities, working time and remote working, work-life balance and welfare measures, business travels, performance-related pay and information and consultation procedures. Local negotiations at single premises with worker representatives still occurs as regards specific matters like video surveillance solutions and remote control, health and safety issues, and training plans financed by inter-professional funds. However, since this situation applies only to a part of the workforce, the

	<p>management has recently decided for the termination of the existing decentralised agreements, in a view of reaching a new comprehensive collective agreement covering the entire company by the end of 2024.</p>
<p><b>Direct worker participation</b></p>	<p><b>Direct participation as the subject of organisational tools.</b> 1) Top-down information (via company intranet, webinars, roadshows, etc.) on organisational issues, corporate changes, economic trends, etc.; 2) Surveys on workers' satisfaction and wellbeing; 3) Focus groups to assess the results of the Net Promoter Score and identify possible improvement actions; 4) Individual autonomy over the content (within the framework of the performance management system) and the organisation of work (well-developed remote working), except for people closely working with customers (e.g., the Customer Support unit); 5) Team- and project-based work assessed and coordinated by superiors also within the framework of a quality management system. All above practices are unilaterally designed and implemented by management.</p>
	<p><b>Direct participation as a vehicle for workplace innovation</b>  While communication to the entire workforce about an improvement project usually takes place when it is already developed and ongoing, workers directly concerned with a specific innovation appear to be involved since the beginning, as their knowledge and skills are essential for its implementation. This has occurred with the reference to the technicians involved in the planning of the technological renovation of data centers, as well as the HR team directly contributing to the integration of all HR processes within the new HCM system.</p> <p>Top-down information, bottom-up consultation (partly, joint assessment), and individual autonomy over the content and the organisation of work are the main forms of direct participation at Case 2T.</p>
<p><b>The role of industrial relations in direct worker participation</b></p>	<p>The essential area of interplay between industrial relations and direct participation is remote working, which was promoted by the trade unions and firstly introduced in the company-level collective agreement in February 2020 as an experimentation limited to certain organisational units; it then expanded in later agreements, in terms of both corporate areas involved and days possibly worked outside premises: the major innovation in 2023 was moving from setting a number of remote working days per week to a number of days that can be spent over a six-month period. A further important provision collectively agreed is the joint bilateral commission, composed of both company and worker representatives, which was initially established to intervene in case of criticalities or problems in the implementation of remote working and recently charged with a more proactive role for the formulation of ideas to improve the overall collective regulation of the issue. With regard to the other organisational aspects, industrial relations do not seem to have a role.</p>
	<p><b>Model of integration b/w direct participation and industrial relations</b></p> <p>There are elements of both the HRM model (with direct participation practices significantly developed and worker representatives largely not involved in the area) and the bipartite (adversarial) model (with collective bargaining mainly focused on traditional normative issues).</p>

	<p><b>Breadth and depth of participation</b></p> <p>Both breadth and depth are not particularly developed. As regards the breadth, worker participation tackles strategic, organisational and executive issues through both representative and direct voice. However, there are limits to the intensity and scope of both representative and direct voice. Indeed, worker representatives are unevenly distributed across the various sites and largely not involved in organisational issues. Moreover, the functional integration between different practices seems not to be promoted. As regards the depth, participation practices seem to be quite legitimised by the actors involved. However, their institutional embeddedness would mainly occur in informal ways or unilateral managerial procedures, apart from the role of collective bargaining in regulating individual autonomy over the management of time</p>
<b>Difficulties</b>	<p>1) Passive attitude of some workers; 2) Possible negative impact of remote working, jeopardising the effectiveness of work teams, project groups and other more 'relational' participation initiative; 3) Reluctance of middle management towards the development of remote working.</p>
<b>Impacts</b>	<p>Worker participation and active contribution are regarded by management as necessary to allow Case 2T to keep up with the innovations and changes that characterise the telecommunications market. There is workers' positive feedback and increasing demands for more openness and involvement.</p>
<b>Future prospects</b>	<p>Case 2T appears to be particularly concerned with market dynamics posing more and more emphasis on issues like cloud and cybersecurity, which will require considerable investments in workers' knowledge and skills.</p>