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AMIL Alliance Multi-stakeholders for Migrants Integration and Labour



Research Report: Sector Studies

- Full Version -

Guide to Identifying Employment Opportunities
Based on the Needs of Productive Enterprises

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Premise

This report pursues the objective of defining a methodology to support operators in identifying job opportunities consistent with the individual characteristics of the direct beneficiaries of the project, in our case Third-Country Nationals to promote greater employability and social and economic inclusion.

More specifically, the project aims to promote employment as a means of integration for people in the condition of refugees, asylum seekers, subsidiary protection, former unaccompanied foreign minors, with particular attention to the condition of women, to bridge the gender gap in migration, providing equal access to information and specialized gender information.

The necessary and sufficient prerequisite for following up on this methodology is obviously the activation of an indispensable path of career guidance: the identification, in summary, of the characteristics of the beneficiary, his aptitudes, his propensities, the skills acquired, his personal difficulties, his context of reference.

The operators involved certainly have the necessary skills to implement this process, but often the fundamental difficulty remains the identification of companies willing to consider the inclusion of these beneficiaries in their production system.

This difficulty, in our opinion, can be inscribed in the following problems:

- The skills of the operators;
- The awareness of the Business System;
- The use of a methodology adapted to needs.

The extent of this difficulty is specified below.

The skills of the operators

The vast majority of the Operators who exercise the function of guidance counsellors have professional training centred on taking charge of the Beneficiary (pedagogics, psychologists, social workers) and therefore little familiarity with the problems inherent in the work context, with the dynamics relating to the labour market, the needs of the Companies in the Territory where they operate, and the identification of employment needs.

Often this problem is solved through the construction of a network of companies selected through the awareness of the production system, often "occasioned" through the network of acquaintances of the individual operators and companies to which they refer.

A necessary but not sufficient condition to cover the needs that the Beneficiaries express.

It is therefore necessary to use a method that makes the activation of the integration process more efficient, a method that can be managed by those who do not have specific training in the economic field.

Raising awareness of the Business System

The target of AMIL beneficiaries, included in the so-called "weaker groups", has in itself difficulties in finding work due to social prejudices that constitute significant impediments. For example, the EU Action Plan 2021-2027 recognises that migrant women face intersectional structural barriers related to gender and migrant status. In fact, the employment rate is 20 percentage points lower than for national women in the EU (Eurostat 2023 data).

This problem can be solved by working to raise awareness in the local business system through the targeted establishment of functional networks. Action on which the AMIL *Alliance Multi-stakeholders for Migrants Integration and Labour* project is experimenting with the use of the MEIC (*Migrants Economic Integration Cluster*) methodology.

The use of a methodology adapted to the needs

Given the premises, the objective of using a "method that can be managed by those who do not have specific training in the economic field" substantiates this Research/Action Report.

It starts from the awareness that there are, both in the tools produced by the European Commission and in all member countries, databases available to Operators useful for identifying employment needs, identifying vacancies, training needs, labour market trends, and problems of matching labour supply and demand.

The central work was to identify the possible interactions between the various databases that can be used in order to build a tool that correlates the information that can be used by job seekers.

The key is to correlate this multitude of data to the identification of employment opportunities by creating an implementable method that is easy to use.

Research/Action

The Sector Studies Research Report is not a compilatory study, it is a Research/Action, so it will have further implementations. **It is a relationship that is constantly updated** and the result of experimentation with Users and Companies involved in the AMIL Project.

It is centred on the Italian case and functional to the AMIL Project located in the territory of the Lazio Region.

The methodology used is transferable and adaptable in all member countries.

For this reason, the report explains the sources of information to which it refers, in the logic of sharing with the project partners the adaptability to the various territorial contexts.

The work carried out so far has entailed:

- a) The identification and study of the Sources;
- b) The construction of a method for identifying employment needs;
- c) The identification of attractive sectors;
- d) The study of the identified sectors and the related production sectors of interest;
- e) The identification of vacancies for each production sector identified.

The proposed method is based on the consistent sequencing of the following actions:

1. Identification of general labour market problems in the context of the reference territory and sectors of interest;
2. Identification of the sectors of interest by Sector, in this in-depth Report on the Sectors of Construction, Large-scale Distribution and Services to Businesses and People on the basis of the data collected to date in the orientation phase with direct beneficiaries and in the scouting activity of local employment opportunities;
3. Identification of the professions in demand;
4. Selection of professions of interest;

5. Analysis of sectors, employment needs and vacancies by Sectors/Territories with the identification and explanation of the methodology and tools used;
6. Identification of the specific skills required for each identified profession;
7. Implementation of the necessary training courses related to the required skills.

In line with the logic of research/action, the method is used with the beneficiaries involved in the Project, directly involving the operators in the experimentation, thus effectively increasing the contents of the relationship.

Italian labour market and European context

Some macroeconomic data, with national and European comparisons

The overall picture of our country, as highlighted by the various reports of national and European research institutions¹, indicates a growing trend for 2023 in line with other European countries, although it manifests some specific challenges, such as productivity and the reduction of the workforce (600,000 people) caused in part by the failure to replace the new generations on retirements, but also by the increase in young adults, generally qualified, who have emigrated abroad.

Another crucial factor is the non-employment of women, whose rate has always been among the lowest in Europe. As the study conducted by the Chamber of Deputies' study centre on women's employment points out: "In the European context, the female employment rate in Italy turns out to be - according to data relating to the fourth quarter of 2022 - the lowest among the states of the European Union, being about 14 percentage points below the EU average: the employment rate of women aged between 20 and 64 was, in fact, equal to 55 percent, while the average EU employment rate was 69.3 percent". In addition, one in five women leaves the labour market as a result of maternity².

As illustrated by the Bank of Italy's Annual Report on regional economies in 2024³ based on 2023 data, Lazio's labour market recorded an increase in employment "for the third consecutive year, exceeding the pre-pandemic level: growth was 2.3 per cent, a dynamic in line with that of the previous year and slightly higher than the national average (Figure 3.1 and Tab. a3.1). The employment rate in the 15-64 age group rose from 61.8 to 63.2 per cent, remaining higher than in Italy.

It is interesting to note for AMIL purposes that the increase in employment has mainly affected the 15-34 age group, with increases of 5%, and the sectors most involved are services and, to a lesser extent, construction. Although this increase is due to fixed-term employment contracts, unlike what happened at national level where the stable component contributed more significantly.

The Report highlights the contribution of natives and foreigners to employment growth and a breakdown of the data shows that the dynamics of the Lazio region are attributable to the almost total contribution of

¹ In this overview we will refer to ISTAT and EUROSTAT data, to studies conducted by EURES, Bank of Italy, ANPAL, Excelsior System, Unioncamere, CEDEFOP as analytically reported later in the notes.

² Chamber of Deputies, Research Service, *Italian public policies. Women's employment*, December 2023, 3.

³ BANK OF ITALY EUROSISTEM, *Regional Economies. The economy in Lazio. Annual Report*, Rome 2024, 27. Available at: <https://www.bancaditalia.it/pubblicazioni/economie-regionali/2024/2024-0012/index.html>

foreign workers. According to Eurostat data, in 2023 the foreign component of employment in Lazio decreased slightly (-1.1 percent); the share of the total employed represented about 12 percent⁴.

It is also underlined that demographic decline affects the future supply of labour and the progressive ageing of the population, which at the beginning of 2023 counted 5.7 million residents in Lazio, almost a tenth of the national population, of which 11.1 per cent were foreigners, a share higher than the Italian average (8.7). The regional population has increased much more than the national average (4.5 per thousand against 0.5), but slightly lower when compared to other European regions similar to Lazio, which is 5.6 per thousand. The increase is due to the foreign migration balance and from other regions of the country, because the natural balance is negative.

As far as companies are concerned, our region is characterized by a significant presence of **multinational companies**, which operate mainly in the mining, energy and some manufacturing sectors. In 2021, the approximately 10,500 local units belonging to multinational groups, while representing only 2.2 percent of active plants, employed more than a fifth of employees and generated 44 percent of the added value of the non-agricultural and non-financial private sector. This incidence was higher in industry (53 per cent) than in services (40). In industry, the presence of these companies is concentrated in engineering, chemical-pharmaceutical, means of transport and energy; in the tertiary sector, the diffusion is wider for information and communication services, business consultancy and commerce. Between 2017 and 2021, the relevance of multinational companies in the Lazio economy in terms of added value decreased slightly, compared to a slight increase in the rest of the country⁵.

These show higher labour productivity and a higher wage level than other companies, with a higher share of permanent workers. The presence of multinational companies is also associated with the ability to generate innovation, and in comparison, Lazio contributes 41 percent to the registration of patents, lower than the national figure, and 64 percent to exports, higher than the figure for other regions.

This last strength of the multinational companies of Lazio, *exports, could represent an interesting employment pool for our potential candidates, who know several foreign languages*.

At the same time, exports in general recorded a decline in 2023, in the pharmaceutical (9.3 percent) and chemical (14.8 percent) sectors, as well as sales of transport equipment and base metals, while there was a slight increase in food products and machinery.

The **construction sector** in 2023 continues to grow, albeit at a slower pace than the previous year, and has been strongly influenced by public policies in this regard (super bonuses and tax deductions for individuals and public spending on infrastructure), also marking a slowdown in employment. Construction in Lazio has a lower percentage weight than the national figure, both in terms of production of added value and in terms of employment.

The **services sector**, including financial services, according to Prometeia has increased slightly (1.4 percent), while as far as tourism-related sectors are concerned, these have benefited from the further growth of tourist flows in the region: according to the new ISTAT survey on tourism⁶, Lazio was the first Italian region for

⁴ *Ibid.*, 28.

⁵ *Ibid.*, 8-9.

⁶ See Istat, *Tourism trends in Italy – first evidence of 2023*, 4 June 2024. The data on tourism were estimated by integrating the statistical data of the official Istat survey "Movement of customers in accommodation establishments" with those of the administrative archive "Lodged web" of the Ministry of the Interior which collects the reports of hotel and non-hotel establishments. In the Bank of Italy Eurosystem, *Regional Economies. The economy in Lazio. Annual Report*, 16.

growth in tourist presences (25.3 percent), exceeding by 15.4 percent the levels recorded in 2019, before the pandemic.

Tourist inflows are concentrated in the municipality of Roma Capitale, where 90 percent of presences are concentrated, and are affecting both the real estate market and the population density of the historic centre. In fact, the demand for non-hotel facilities in 2022 marked a presence in complementary facilities of 30.8 percent, compared to 61.8 in Venice, or 14.4 in Naples. While in the last ten years Lazio has recorded the highest increase compared to the other areas analysed (Venice, Florence, Naples, Milan) with an increase of 18.6 percent. In international exchange, outgoing tourist flows have also increased.

Overall, the demographic trend of Lazio companies reflects a substantial stability in both the birth rate and the death rate, remaining positive at 2.1 percent, in line with the previous year.

A widespread complaint from the business world concerns the difficulty of finding new workforce due to multiple factors, including the failure to meet business needs and the skills of candidates.

The EURES Country Factsheet, in the 2023 Labour Shortages and Surpluses Report, we read that among **the top 30 occupations identified** as the hardest to find in 2023, **12 belong to craft workers** in demand mainly in the **construction sector** (e.g. welders, plasterers, upholsterers, electricians in civil construction, plumbers) and in the **industrial sector** (e.g., mechanics and maintenance workers, equipment operators, iron workers). The Report also highlights the relationship with work permits for third-country nationals of the flows decree, and the strong misalignment between the requests of companies which are 4.4 times more than the permits available. Among the professions eligible for entry are electricians, plumbers, bus drivers, and family care and social-health care workers. The road transport, construction, tourism/hotel, mechanical, telecommunications, food and shipbuilding sectors are also mentioned. In the context of seasonal job opportunities, the agricultural and tourism/hotel sectors are highlighted (Ortensi, 2023; Gagliardi et al., 2023).

Also, with respect to the green transition, there are complaints of recruitment difficulties, among the various sectors, the construction sector has above-average values for applications requiring green skills, with recruitment difficulties evident for 53.9% of them. Among the industrial sectors with significant shares of green jobs, the branches of machinery, equipment and transport manufacturing (82.8%) and the metallurgical and metal products industry (82%) (Unioncamere – Excelsior ANPAL Information System, 2022) are worth mentioning.

However, the employment prospects to 2027 show that the articulation of professional needs has shifted to highly qualified levels for managerial, professional and technical positions, which account for 40% of vacancy forecasts. The estimated needs of skilled labour and plant operators are close to 17% of the total; Of these, artisans and skilled workers in the arts and entertainment sector (e.g., machinists, prop makers) show a high average annual demand rate (although it is modest in absolute terms).

Strong growth is expected for earthmoving, lifting and material handling equipment operators, particularly in **the construction and infrastructure sector**, followed by skilled tradesmen and workers in mining and building maintenance, construction and building maintenance workers, and building finishers. **Elementary occupations account for only 10% of total future demand** (Excelsior, 2023b).

CEDEFOP's study (2023) on the demand for skills by 2035 predicts rapid expansion in Italy especially in two sectors, hospitality and catering and the social and health sector.

The Manpower Group's survey on the "talent" shortages in national companies also highlights the skills needs that are predominantly lacking in the workforce, indicating IT skills (Information Technology) in first place.

The identification of sectors/territories in relation to the pool of beneficiaries

Excelsior's Annual Bulletin for 2023 with respect to employment in the region lists and sizes the most in-demand professions with the percentage indicating the difficulty of finding:

- 522-Operators and employees in catering activities (70,920, and 51 percent difficulty in recruitment)
- 814-Unqualified personnel in cleaning services (60,620, and 29 percent)
- 512-Sales Associates (47,670 and 29 percent)
- 813-Unqualified personnel in charge of moving and delivering goods (27,790 and 25 percent)
- 411-Secretarial and general affairs employees (27,470, and 25 percent)
- 742-Drivers of motor and animal-drawn vehicles (25,980 and 51 percent).

The **sectors** that expect a greater number of employees in 2023 are (in absolute values):

- Accommodation and food services; Tourist services (92.440)
- Operational support services for businesses and people (72,890)
- Retail, wholesale and repair of motor vehicles and motorcycles (69.230)
- Construction (56.960)
- Transport, logistics and warehousing services (45.140)

The expected entries into the world of work by age group indicate that up to 29 years of age, equal to 28 percent of companies' requests.

The **main sectors of activity that young people are looking for in the** region are:

- Accommodation and food services; tourist services (38 percent)
- Retail, wholesale and repair of motor vehicles and motorcycles (38 per cent)
- Advanced business support services (36 percent)
- Construction (24 percent)
- Operational support services for businesses and people (15 percent)

Professions for young people with **greater difficulty in finding**:

- Skilled construction finishing workers (73 percent, in absolute values 3,900 out of 5,360 expected revenues)
- Engineers (68 percent, in absolute values 1,550 out of 2,270 expected revenues)
- Engineering technicians (58 percent, in absolute values 800 out of 1,370 expected revenues)
- IT, telematics and telecommunications technicians (57 per cent, in absolute values 2,220 out of 3,890 expected entries)
- Skilled workers in the installation/maintenance of electrical/electronic equipment (54 per cent, in absolute values 940 out of 1,760 expected revenues)
- Beauty care operators (53 percent, in absolute values 2,440 out of 4,560 expected revenues)
- Skilled workers in charge of construction and maintenance of building structures (52 percent, in absolute values 2,170 out of 4,150 of expected revenues)
- Operators and employees in catering activities (51 percent, in absolute values 16,490 out of 32,050 expected revenues)
- Market relations technicians (51 percent, in absolute values 2,230 out of 4,360 expected revenues)
- Health technicians (45 percent, in absolute values 1,150 out of 2,550 expected revenues)

In the professions underlined, it is possible to identify some areas of activity (ADA) on which to focus training and accompaniment to job inclusion, and in anticipation of the educational qualifications possessed by candidates, we could attest our professional qualification objectives to levels EQF1, EQF2 and EQF3, without precluding the subsequent levels in the case of possession of a High School Diploma and beyond.

Referring to the European Qualifications Framework, the design of the training activities will be oriented towards the achievement of *Learning Outcomes* divided into:

- **distinct knowledge** into theoretical and/or practical;
- **skills** divided into cognitive (including the use of logical, intuitive and creative thinking) and practical skills (including manual skill and the use of methods, materials, tools and tools);
- **responsibility and autonomy**, i.e. the ability to apply knowledge and skills autonomously and responsibly (this dimension replaces that of the 2008 Recommendation).

In detail, our **reference descriptors** are:

Level	Knowledge	Skill	Responsibility and Autonomy
EQF1	General basic knowledge	Basic skills needed to perform simple tasks	Work or study, under direct supervision, in a structured context
EQF2	Basic practical knowledge in a field of work or study	Basic cognitive and practical skills necessary to use relevant information to perform tasks and solve recurring problems using simple tools and rules	Work or study, under supervision, with a certain degree of autonomy
EQF3	Knowledge of general facts, principles, processes and concepts, in a field of work or study	A range of cognitive and practical skills needed to perform tasks and solve problems by choosing and applying basic methods, tools, materials and information	Take responsibility for completing tasks within the scope of work or study. Adapt one's behaviour to the circumstances in solving problems

In also providing for the possibility of activating validation processes of non-formal and informal previous learning, the formal references for the selected levels correspond to the following third-party evidence:

Level	Educational qualification
EQF1	Diploma of final licentiate of the first cycle of education
EQF2	Certification of basic skills acquired as a result of compulsory education
EQF3	Certificate of qualification as a professional operator

Employment trends in Italy in the 2020-2024 range

The period between 2020 and the beginning of 2025 was characterized by contrasting but, overall, resilient dynamics for the Italian labour market. The post-pandemic phase has seen a significant economic recovery,

which has brought the Gross Domestic Product (GDP) back to the pre-crisis levels of 2019 already in the first half of 2021. However, this initial boost slowed from the second half of 2022 onwards, due to external factors such as the conflict in Ukraine and the resulting rise in interest rates, which made investment more expensive and weakened economic activity, particularly in the manufacturing sector.

Despite the slowdown in production, the employment side presented a surprisingly positive picture. In 2023, the number of employed people reached an all-time high and aggregate indicator improved in almost all metrics: the employment rate increased, the unemployment rate decreased and there was a growth in permanent contracts, which offset the decline in fixed-term contracts. This positive momentum continued in 2024.

This positive trend in employment, even in a context of less dynamic GDP, is not an exclusively Italian phenomenon. It is shared by most European countries, but in Italy it was particularly pronounced. The consequences of this disconnect between production and employment are reflected in a contraction in labour productivity, which recorded a decline of about 2% between the second quarter of 2022 and the same period in 2024. This is a critical aspect for the Italian economy, as multi-factor productivity growth (MFP), which measures the efficiency with which factors of production are used, has historically been one of the country's main weaknesses, with often no or negative contribution to value-added growth.

Outlook for the five-year period 2025-2029: scenarios and growth drivers

For the period 2025-2029, the forecasts prepared by the Excelsior Information System are based on two main scenarios, one positive and one negative, which consider the different macroeconomic assumptions. In a more favourable context, a total employment requirement of 3.7 million units is estimated, while in the negative scenario the need would stand at 3.3 million. The difference between the two scenarios, amounting to about 440 thousand jobs, underlines the high uncertainty linked to risk factors such as a possible slowdown in international trade, the increase in the prices of raw materials and difficulties in accessing credit for companies.

It is essential to distinguish between the two components that determine this total need: **expansion demand** and **replacement demand**.

- **Expansion demand**, i.e. the net demand for labour resulting from economic growth, is expected to be between a minimum of 237 thousand units in the negative scenario and a maximum of 679 thousand in the positive one. This component is closely linked to the investments of the National Recovery and Resilience Plan (PNRR). It is estimated that the full implementation of the PNRR could generate up to 809 thousand new jobs in the five-year period 2025-2029, with a particularly significant impact in sectors such as ICT, construction and advanced services.
- **Replacement demand**, which represents the need to replace workers who leave the market due to retirement or other reasons, is the largely predominant component. Its impact on total needs is estimated at between 93% in the negative scenario and 82% in the positive one. This figure clearly reflects the impact of demographic ageing, which manifests itself in a steadily decreasing working-age population. The analysis of the average age of outgoing workers shows that this demographic dynamic is the main structural driver of future employment needs.

The sectors that will express the greatest need in absolute terms are "trade and tourism" (574-702 thousand employees), followed by "other public and private services" (512-544 thousand), "health" (417-443



thousand), "training and culture" (373-421 thousand) and "finance and consultancy" (362-420 thousand). These supply chains, and in particular those related to public services, are also those characterized by the highest rates of need, mainly due to the high incidence of *replacement demand*.

Comparison with the trend of the labour market in the European Union

A comparison with the employment dynamics of the European Union reveals Italy's structural lag. In 2024, the Italian employment rate for the 15-64 age group was 67.1%, significantly below the EU average of 75.8%. This places Italy among the last countries of the Union in terms of employment rate, together with Romania and Greece. A closer look shows that the gap has become more and more established over time. Over a decade (2012-2021), Italy's employment rate increased by only 2.1 percentage points, modest growth compared to that of other countries such as Malta (+15 points) or Hungary (+14.5 points). This indicates that Italy has historically struggled to create new job opportunities with the same intensity as its European partners, a problem that goes beyond cyclical fluctuations.

Furthermore, within the national framework, a profound territorial inhomogeneity emerges that is not reflected elsewhere. In 2021, the employment rate in Sicily (41.1%) and Campania (41.3%) was among the lowest in Europe, with a difference of almost 30 percentage points compared to the autonomous province of Bolzano, which holds the Italian record. Only two Italian regions, the Autonomous Province of Bolzano and Emilia-Romagna, exceed the EU employment average. This marked heterogeneity underlines the need for targeted cohesion policies and the urgency of addressing the structural gaps between the different areas of the country.

Demand and difficulty: the paradox of low-skilled professions

Contrary to popular belief, the job market of the future will not be populated only by specialists in artificial intelligence or experts in ecological transition. Low-skilled professions, craft and blue-collar professions continue to represent a significant slice of the demand for labour in Italy. Forecasts for the five-year period 2025-2029 indicate that unskilled professions will absorb about 8% of total needs, while skilled workers and plant operators will require between 540 thousand and 628 thousand units. In 2024, out of 5.5 million new hires expected, it was estimated that about 840 thousand were precisely for specialized workers.

These figures, although not requiring advanced university training, are fundamental for the resilience of the production system and services. Traditional sectors, such as construction, manufacturing and personal services, continue to depend heavily on these professions.

The most worrying figure concerns the difficulty of finding these professionals. An analysis by the CGIA, based on Unioncamere data, found that in 2024 almost 64% of companies had problems finding skilled workers: a difficulty greater than that encountered for any other profession. In four out of ten cases, the failure in the search for personnel was caused by the total absence of candidates who showed up for interviews.

The supply chains most affected by this shortage are:

- **Construction:** there is a lack of figures such as carpenters, scaffolders, crane operators, tilers, plasterers and excavators.

- **Manufacturing:** the difficulties are particularly acute in the wood sector (painters, cabinetmakers), textile-clothing (pattern makers, garment makers), footwear (hemmers, seamstresses) and metalworking (turners, welders, operators of numerical control machines).

This report provides a detailed and prospective analysis of the Italian labour market, examining the dynamics of the five-year period 2020-2024 and formulating forecasts for the period 2025-2029. The analysis is based on data from the Excelsior Information System of Unioncamere and the Ministry of Labour, integrated with statistics from ISTAT, Eurostat and other specialist sources.

The Italian labour market presents a complex and contradictory picture. It has shown remarkable resilience in recent years, reaching record levels of employment in 2023 and continuing a positive dynamic in 2024 and early 2025. However, this growth has often been decoupled from GDP developments, highlighting a low productivity problem that represents one of the country's main structural challenges.

Forecasts for the next five-year period 2025-2029 indicate a total need of 3.3-3.7 million workers. The vast majority of this demand (82-93%) is driven by the need to replace workers who withdraw from the market (the so-called *replacement demand*), a phenomenon largely due to the demographic aging of the population. This factor, more than pure economic expansion, will drive future employment dynamics.

Italy is facing a profound mismatch between the skills required by the market and those available. **There is a high shortage of highly qualified profiles (STEM specialists) and, at the same time, a significant difficulty in finding low-skilled professions, in particular skilled workers and craft figures.** The policies of the National Recovery and Resilience Plan (PNRR) are aimed at mitigating these critical issues, promoting the digital and ecological transition and strengthening vocational training systems.

At the regional level, marked internal inequalities are confirmed. Although employment growth in the South has recently been more sustained, the North-West, and in particular Lombardy, continues to concentrate the largest share of labour demand.

In summary, to face the challenges of the next decade, Italy will have to:

1. **Strengthening the education system** to produce the required skills, particularly in STEM disciplines and technical-vocational training (ITS Academy and Initial and Continuous VET).
2. **Boosting productivity** not only by creating new jobs, but by promoting innovation and production efficiency.
3. **Improve the attractiveness of low-skilled jobs**, intervening on working conditions and flexibility to make them more attractive to the new generations.
4. **Strategically manage migration flows** to fill employment gaps that the internal market is unable to satisfy.

The labour market in the Lazio Region: a focus

The Lazio labour market has shown growth dynamics above the national average in the period 2021-2024. The regional employment rate reached 64% in 2024, marking an increase of 4.2 percentage points compared to 59.8% in 2021. This increase was particularly evident in the intermediate age groups (35-44 years and 45-54 years), where employment growth exceeded the Italian average by almost 1 percentage point.

The Lazio labor market stands out for some unique structural characteristics in the Italian panorama.

It is an economy strongly oriented towards the tertiary sector, with a particularly high concentration of business services, personal services and public administration. Lazio boasts the highest percentage of employed people with a degree or post-graduate in Italy, equal to 31.4%, against a national average of 24.3%. Despite a youth employment rate lower than the national average (15.2% in 2021), the percentage of young people not in education or employment (NEETs) is lower than the Italian figure (17% vs 19%), suggesting that young people in Lazio tend to continue their studies for longer.

The forecasts for the five-year period 2025-2029 place Lazio in second place nationally for employment needs, with an estimated demand between 327 thousand and 369 thousand units, equal to about 10% of the total Italian needs. Growth is mainly driven by services, which express the majority of demand:

- **Business services:** with a significant need;
- **Personal services:** which show a significant incidence;
- **Public sector:** which represents a crucial component of regional employment demand.

The construction sector is also of considerable importance, while the manufacturing industry has a smaller impact.

As far as professions are concerned, the need is concentrated in high-profile figures, typical of an economy of advanced services and public administration. About 44.6% of the total need in Lazio concerns managers, specialists and technical professions. Among these, the following are particularly sought after:

- Specialists in the humanities and management, with a weight of 77.3%.
- Engineers and architects, who represent 25.8% of the total requirement.
- Technical professions in the administrative, financial and scientific fields.

Medium and low-skilled professions are also in demand. For example, the demand for office workers and business workers is significant.

In the period 2025-2029, the demand for medium-low qualification profiles in the region will be concentrated in several economic sectors:

- **Construction:** this sector expresses a significant need, representing one of the areas with the greatest demand for unskilled labour and skilled workers.
- **Services:** Although personal and business services are a highly specialised sector, they also require a wide range of lower-skilled profiles. Unskilled professions in commerce and services are among the most sought-after figures in the region.
- **Industry:** although manufacturing has a smaller impact than services, it continues to require skilled workers, particularly in the metalworking and craft sectors.

The main low-skilled and high-demand professional figures in Lazio for the period 2025-2029, according to forecasts, are:

- **Skilled workers and artisans:** a need of about 31,100 units is estimated. In particular, skilled construction and building maintenance workers, who represent a prominent professional group in the region, are in high demand.
- **Plant operators and motor vehicles:** the requirement for this category is about 13,900 units. The most sought-after figures are the drivers of vehicles and mobile machinery, such as heavy vehicles.

- **Unskilled professions:** this category absorbs a demand of about 28,000 units. Most of this need relates to unskilled professions in commerce and services.

Despite the high demand, the Lazio labour market, as in the rest of the country, suffers from a marked mismatch between supply and demand. About 39% of companies in the region have difficulty finding the required profiles, a criticality that manifests itself for both highly specialized and low-skilled professions. This shortage is partly due to the lower interest of young people in physically demanding jobs or with inflexible hours, which are typical of these professions. The digital and ecological transition, supported by the investments of the PNRR, will act as an additional engine of growth for employment in Lazio, in particular for profiles with adequate skills.

Explanation of the methodology and tools – the Atlas of Work

The Genesis and Strategic Relevance in the National System of Competences

The Atlas of Work and Qualifications, developed by INAPP (National Institute for the Analysis of Public Policies), constitutes an institutional reference model for the mapping of job content and the transparency of the qualification system in Italy. Its creation is closely related to the regulatory obligation to establish the **National Directory of Education and Training Qualifications and Professional Qualifications**, a fundamental activity provided for by Article 8 of Legislative Decree No. 13 of 16 January 2013.

Originally, the Atlas was conceived as a model of universal representation, describing work activities independently of those who perform them. However, its role has evolved significantly. The integration with information from the world of training (*learning*) has allowed a crucial transition: from a purely informative value (research tool) to an operational and strategic use value. This change has placed the Atlas at the centre of active labour and lifelong learning policies, providing the standardised language necessary for the **planning of the public training offer** and for its evaluation in relation to the actual skills needs expressed by the market. Its strategic usefulness, therefore, is not limited to mere consultation, but is a fundamental prerequisite for the effectiveness and coherence of training and employability policies at both central and regional level.

The Atlas as a Universal Map of Work: Structure and Contents

The Labour Atlas is structured as a detailed map describing the universe of work in 24 Professional Economic Sectors (SEPs). This information architecture is divided into three main interconnected sections, each with specific functions to support the institutional system and citizens:

1. **Work Atlas:** It represents the descriptive taxonomy of the contents of the work, divided into hierarchical levels ranging from macro-sectors to individual activities.
2. **Atlas and Qualifications:** Contains the National Directory of Education and Training Qualifications and Professional Qualifications, serving as a reference framework for the certification of skills in Italy.
3. **Atlas and Professions:** It collects and references various professional profiles, including those regulated and the Directory of apprenticeship professions present in the National Collective Labour Agreements (CCNL).

The fundamental objective of the Atlas is to provide a robust and updatable model for reading the work and for analyzing the relationship between the evolutionary dynamics of production processes and the skills (human resources) necessary to preside over them.

The Hierarchical Taxonomy: From Professional Economic Sectors (SEP) to Areas of Activity (ADA)

The analysis of economic and productive sectors benefits from the *top-down* methodology adopted by the Atlas, which breaks down complex work functions into elementary and referenceable units. This hierarchical structure ensures maximum granularity and clarity in job descriptions.

The navigation in the Atlas proceeds through the following levels, providing an analytical and quantitative picture of the Italian labor system:

- **Professional Economic Sectors (SEP):** These are the 24 macro-aggregations of work contexts.



- **Work Processes:** The Atlas identifies 87 of them, representing the primary business functions. For example, the Process of "Construction of buildings and civil/industrial engineering works" in the Construction SEP.
- **Process Sequences:** There are 277 organizational sub-phases of the processes. For example, the "Building Design" Sequence.
- **Areas of Activity (ADA):** The minimum unit of reference, fundamental for the certification of skills. The ADAs are 949 and identify the expected result of the work and the set of skills needed to achieve it. For example, there are specific ADAs for "Building Design".



- **Activities:** The Atlas identifies 7199 activities, which are the specific actions that make up the ADAs, supported by 2438 Expected Results and illustrated by 10087 Example Cases.

Dettaglio Area di attività

SETTORE 09 Edilizia
PROCESSO - Costruzione di edifici e di opere di ingegneria civile/industriale
SEQUENZA DI PROCESSO - Progettazione edile

ADA.09.01.01 (ex ADA.11.7.7) - Progettazione edilizia preliminare



The breadth of this taxonomy is summarized in the following table:

TAXONOMIC COMPONENT	TOTAL UNITS	ANALYTICAL FUNCTION
Professional Economic Sectors (SEP)	24	Macro-aggregation of work contexts
Work Processes	87	Primary business functions within the SEP.
Process Sequences	277	Organizational sub-phases of work processes
Areas of Activity (ADA)	949	Minimum Certification Units and Competencies
Activity	7199	Specific actions carried out in work contexts

The Decomposition of Work Contents: Competences (Knowledge and Skills)

The real usefulness of the Atlas lies in its ability to break down work into the skills required. Each ADA is associated with a defined set of Knowledge (theoretical knowledge) and Skills (practical know-how).

For example, the **mathematical, scientific-technological competence** required in a professional profile is specified not only as an abstract concept, but through operational elements that make it measurable and teachable. Knowledge includes the elements of professional calculation, the complements of mathematics in the field and the elements of methodology of scientific research. At the same time, the **Skills** define practical actions, such as applying calculation techniques and procedures to address specific problems of the context, or collecting, processing and representing significant data for the sector's activity.

This detailed and standardized description is essential for the definition of precise training curricula and for the objective assessment of *skills*.

The Qualification Design Function and the Evolution of Work

The Atlas does not limit itself to photographing the current state of work, but acts as a forecasting and adaptation tool for the design of qualifications (*Qualification Design*). In fact, it allows us to grasp the evolution of organizational and work needs in order to identify learning objectives that are suitable for the changing context.

A crucial aspect of this model is its resilience in the face of rapid technological and production changes (such as Artificial Intelligence or ecological transition). While traditional professional labels (such as those of the CP-ISTAT classification) can quickly become obsolete, the job description based on individual Areas of Activity (ADA) offers a more stable system. The underlying skills (the ADAs) tend to evolve, but the taxonomic scaffolding resists.

The model, by describing work through elementary activities, provides a robust framework for detecting new *skill-based* needs that emerge, regardless of job titles. This capability is supported by an annual maintenance process. This maintenance directly involves specialized sectoral bodies. For example, the 2024 update included UNINFO (Information Technologies) for the review of Processes and ADAs in the DIGITAL SERVICES sector. This approach ensures that the system promptly integrates the new Areas of Activity (e.g. advanced digital skills) without the need for an overall refoundation of classifications, maintaining a constant alignment between training offer and production dynamics.

Internal Referencing and Standardization

To ensure interoperability and policy effectiveness, Atlas units are referenced to recognized external classifications. ADAs are linked to:

- **Classification of Occupations (CP-ISTAT):** To ensure consistency with national employment statistics.
- **ATECO codes:** To link activities to specific economic production categories.
- **National Repertory Unit:** To facilitate certification and recognition processes.

The importance of this standardization is highlighted by the integration of the Labour Atlas into *Labour Market Intelligence* (LMI) tools managed by other institutional bodies. For example, the LMI platform of Sviluppo Lavoro Italia (SLI) has been updated to reflect the classification of the INAPP Atlas and the CP-ISTAT 2021, demonstrating that the Atlas serves as an essential lexical and methodological framework for the analysis of the labour market at the national level.

The Directory of Qualifications and Professions: A Vertical Map

The Atlas acts as an information crossroads, mapping and referencing the training offer and professional profiles recognized in the country, providing a vertical view of the demand and supply of skills.

Atlas and Qualifications: National Training Standardization

The "Atlas and Qualifications" section contains the entire National Directory of Education and Training Qualifications and Professional Qualifications. This directory is organised into three categories covering the entire spectrum of lifelong learning:

1. **Second cycle of education:** It groups together the qualifications of general education and training and Vocational Education and Training (IeFP). For IeFP, 53 qualifications are registered in the three-year courses and 63 in the four-year courses, distributed in 24 sectoral areas (for example, 16 qualifications in Mechanics for the three-year courses and 19 for the four-year courses).
2. **Higher education:** Includes qualifications from Universities, Higher Education in Art, Music and Dance (AFAM) and Higher Technical Institutes (ITS).
3. **Regional Vocational Training and IFTS:** Includes the National Framework of Regional Qualifications (QNQR) and Higher Technical Education and Training (IFTTS).

The QNQR section illustrates the deep integration of the system, with thousands of qualifications referenced at regional level. This regional mapping is essential to understand local production specializations and the territorial training response. For example, the Campania Region alone has 420 total qualifications, with a notable concentration in Mechanics (70 qualifications) and in Social and Health/Personal Services (39 combined qualifications). Tuscany, with 366 qualifications, shows a specialization in Mechanics (42) and in the Textile, Clothing and Fashion System sector (28).

The act of referencing the thousands of regional qualifications (QNQR) to the Atlas Areas of Activity (ADA) requires the adoption of a common and standardized language. This means that the content of a professional qualification, in terms of skills, is immediately readable and comparable throughout the country, regardless of the Region that issued it. This transparency mechanism is crucial to reduce frictions in interregional labour mobility and to build a homogeneous national labour market with regard to the certification of training quality.

Atlas and Professions: Mapping of Contracted and Regulated Demand

This section links the analysis of descriptive activities (ADA) to recognized professional profiles, divided into key areas:

1. **Repertoire of Apprenticeship Professions:** Organized according to the 14 sectors of the CNEL classification, it allows you to consult the training profiles contained in the CCNL relating to professional apprenticeship. Each profile, extracted from the CCNL, is referenced to one of the SEPs of the Labour Atlas through the CP, ATECO and ADA codes, ensuring a direct link between the contractual regulations and the standard of competence. This repertoire includes, for example, 1120 profiles for Chemists, 250 for Food/Agro-industrial and 68 for Mechanics.
2. **Regulated Professions:** They can be consulted according to the relevant Professional Economic Sector. They are presented with an information sheet that includes a brief description, the requirements for practice in Italy, the regulatory references that govern them, and the competent authority for the recognition of the professional qualification, in accordance with the European Directive 2005/36/EC.

The mapping of apprenticeship profiles extracted from the CCNL directly to the ADA is a fundamental bridge between the sphere of contractual regulation (managed by the social partners) and the sphere of standardization of skills (managed by INAPP). This ensures that the training provided in the context of apprenticeship, which is vital for the integration of young people, is aligned with the competence standards defined at national level, offering a robust quality verification mechanism for companies and institutions.

The Atlas as a Navigator for Job Orientation and Training

The Atlas is an "effective navigator for orientation" in *career guidance*. In practices with an orientation value, the consultation is aimed at exploring the characteristics of the job and qualifications, helping the person to recognize and enhance his or her wealth of experience and skills.

Practical use by operators and citizens is versatile, as it can be used for:

- The analysis of the application and the drafting of the *Curriculum Vitae* (CV).
- Support and accompaniment to transitions (educational and professional).
- The Skills Balance and the PCTO paths (Paths for Transversal Skills and Orientation).

Navigation can take place both along the hierarchical taxonomy (from SEP to ADA, an approach from general to particular), and by processes and sequences, useful for highlighting the boundaries and "adjacencies" of the individual Areas of Activity.

The Skills Assessment and IVC Processes

The application of the Atlas model reaches its maximum usefulness in Skills Assessment services and in the Identification, Validation and Certification (IVC) processes.

For the operator, Sectors, Processes, Sequences and ADA support the analysis of the training and professional needs of the citizen. Tools such as Case Sheets are essential to support the self-assessment interview, allowing the person to understand the importance of an experience and the operator to contextualize the information during the evaluation phase. Support and accompaniment to transitions, as well as *profiling* for reintegration into the workforce, benefit from the precision of the ADA in monitoring the transition phases and in the development of summary sheets of the counselling pathway.

The Atlas model is the fundamental institutional infrastructure for the IVC, as it allows the formal recognition of training credits and skills acquired in non-formal and informal learning contexts. This aspect is vital for workers with atypical paths or for those who have to relocate, as it allows the isolation of individual operational skills (ADAs) and to assign them a certifiable value, freeing the value of the work from the formal qualification alone. The Atlas, in this sense, operates a "dematerialization" of professional value, shifting the focus to actual competence, and acts as a powerful tool for transparency and social inclusion.

INSTITUTIONAL/TARGET SERVICE	APPLICATION OF THE ATLAS	STRATEGIC OUTPUT/BENEFIT
Planning of the training offer	Support for Educational Design (Qualification Design)	Alignment of the public offer with the skills needs expressed by the market
Guidance and Counselling	Demand analysis and navigation for SEP/ADA, CV drafting	Exploration of experiences and support for the identification of training-professional itineraries
Skills Assessment and <i>Profiling</i>	Use of Case Forms and ADA for self-assessment and contextualization.	Preparation of summary documents of professional assets for reintegration
Certification (IVC)	Transparency of the Qualifications system and support for credit recognition	Formal certification of competencies

Integration with Professional Needs (Labour Market Intelligence)

The Atlas provides the framework for defining *what* is required in terms of skills, but it does not directly produce forecast data on labour demand. For the analysis of current and future needs, the INAPP model integrates with data from external *Labour Market Intelligence* (LMI) systems.

The Atlas serves as an indispensable lexical reference framework for the interpretation of these data. Integration with the new version of the Work Atlas, for example, has made LMI platforms (such as SLI's) more efficient and functional for users.

Systems such as Unioncamere Excelsior, which estimate medium-term employment needs, provide the "compass" of the direction of demand (how *much* and *where*). Their analysis indicates, for example, a high need for personnel with STEM (*Science, Technology, Engineering and Mathematics*) qualifications. However, without the granularity of the Atlas, these forecasts would remain generic. It is the Atlas that translates generic needs (STEM) into ADA specifications (e.g., skills related to Mathematical and Scientific-Technological Competence).

The effectiveness of public policies lies, therefore, in the ability to cross-reference the "universal map" of the Atlas (the structure and content of the work) with the "dynamic compass" of forecasting data. This interaction is necessary to ensure that the planning of the training offer is not only structurally sound (defined by the ADA), but is also volumetrically and directionally adequate to the projections of employment demand.

INAPP's Atlas of Work and Qualifications is a multidimensional analytical model, whose strategic utility goes beyond the simple descriptive function. Thanks to its taxonomic architecture based on Areas of Activity (ADA), it represents the fundamental infrastructure for the transparency, standardization and dynamism of the Italian skills system. It is indispensable for sectoral analysis, allowing production processes to be broken down into their elementary components of competence.

In terms of job placement policies, the Atlas is the crucial operational tool for guidance, reskilling (IVC) and transition management, offering a fair mechanism to recognise and enhance skills acquired in any context.

Strategic Recommendations for Institutional Optimization

1. **Institutionalization of Cross-Consultation:** It is recommended to formally integrate *Qualification Design* processes (using Atlas ADAs) with predictive analytics derived from LMI systems (such as Excelsior). The aim is to calibrate the volumes and priority sectors of training investment not only on the basis of the structure of work (Atlas), but also on the direction and intensity of future demand (LMI).
2. **Strengthening of the IVC-Training Feedback Loop:** The data generated by the Identification, Validation and Certification (IVC) processes represent a wealth of information on emerging and unconventional skills acquired in the territories. It is suggested to actively exploit this information to feed and update the training planning process, ensuring that the new curricula respond promptly to the skills actually validated in the field.
3. **Enhancement of the Skill of Operators:** In order to maximize the use value of the Atlas, it is crucial to invest in the specialized training of operators of employment services. These professionals must master the use of granular tools (such as Process Sequences and Case Sheets) to raise the quality of *profiling* and Skills Assessment, thus facilitating a more targeted and effective job placement for citizens.

Explanation of the methodology and tools – the Excelsior System

The Excelsior Information System is recognized at national level as the most complete and authoritative monitoring project on the evolution of the employment scenario and the training and professional needs expressed by Italian companies. Historically launched in 1997 by Unioncamere, in collaboration with the Ministry of Labour and Social Security and with the support of European structural funds (such as the European Social Fund and the PON SPAO), Excelsior has established itself as an essential tool for knowledge of labour market dynamics.

Its role is not limited to statistical research; it is integrated into the National Statistical Programme (NSP) with the code UCC-00007, which entails the obligation to respond for the more than 100,000 companies sampled annually. This institutional status ensures its representativeness and reliability on a large scale. Over the years,

in particular since 2013, the Excelsior Information System has been formally integrated into the architecture of the national "Active and Passive Policies Database". This integration is fundamental, positioning Excelsior as a binding regulatory and programming pillar for central and regional authorities that manage labour policies.

Strategic Objectives of Monitoring

The primary strategic objective of the Excelsior System is to intercept the characteristics and trends of the actual employment and training needs expressed by private companies in industry and services. The detailed analysis of the dynamics, critical issues (e.g., difficulties in finding qualified personnel) and potential (sectors in employment expansion) serves to optimally guide the choices of the competent bodies.

By providing a structured and dynamic information base, Excelsior actively supports the definition and implementation of active labour policies. A relevant example is its use as an information foundation to outline the interventions of the Youth Guarantee Implementation Plan, allowing to proactively intercept the demand for work focused on young people "under 30".

The Hybrid Methodological Architecture: The Dynamic Forecasting of Labour Demand

The predictive effectiveness of Excelsior derives from an advanced methodological architecture that combines a large-scale sample survey with the statistical modelling of administrative flows, overcoming the limitations of static surveys.

Sampling and Frequency Evolution

The survey reference universe includes companies with employees from all economic sectors (agriculture, industry and services) and of all sizes. Every year, a representative sample of more than 100,000 companies is involved. These companies are required to provide for planned hires and exits (due to retirements or contractual deadlines), providing specific details on the professional profile required.

A turning point in the methodology occurred starting in 2017, when the frequency of survey was changed from annual to monthly. This transformation is strategically crucial, as it has allowed the System to grasp the economic dynamics of the labor market with a timeliness that was previously unattainable. The results, available at national, regional and provincial level, are obtained mainly through the CAWI (*Computer Assisted Web Interviewing*) technique managed by the Chambers of Commerce.



Hybrid Integration and Granularity

The robustness of Excelsior lies in its hybrid methodology. The processing of the data is based on the integration of a specific modelling of the time series of data taken from **administrative sources** with the data collected through the direct monthly survey. This fusion of administrative data (characterized by a high timeliness and territorial significance) with survey data (which offer a qualitative richness on needs) ensures that the system is constantly updated and able to quickly grasp variations.

The transition to a monthly survey and the integration with rapid flows of administrative data are an imperative for the management of active policies. Policy decisions, such as the allocation of funds for training, require a real-time reaction that an annual figure cannot support, thus providing the necessary agility to Employment Centres and regional administrations.

As regards the analytical detail, the sectoral results are presented according to the ATECO classification (e.g., ATECO 2025). The professional detail, a key element for orientation and training, uses aggregations of the ISTAT CP2021 classification. The information is often made available up to the fifth level of detail of this classification, allowing a very high level of precision, essential for a surgical calibration of training courses.

Quantitative Analysis of Vacancies: Structural Components and Demand Dynamics

The analytical core of the Excelsior System is the quantification and dynamic analysis of employment needs, i.e. the identification and forecasting of *vacancies* in the Italian labour market.

Definition and Composition of Employment Needs

Employment needs, or *vacancy* in the broadest sense, are operationally defined by the planned hires (or expected income) required by companies for a given time horizon. The total requirement is broken down into two distinct structural components, which are fundamental for economic analysis and strategic planning:

1. *Replacement Demand*: Represents the need to replace workers who leave the labour market, typically due to retirement or contract expirations.
2. *Expansion Demand*: Represents the need deriving from the net employment growth of the production system, indicating the sectors and professions that are increasing.

Structural Dynamics: Preponderance of Substitution

The analysis of the structural dynamics conducted by the Excelsior System shows that the demand for replacement is the component that has the greatest impact on the total employment requirement. This structural component accounts for a preponderant share, ranging from 80% (in the most favourable economic scenario) to 92% (in the worst scenario).

This finding has far-reaching strategic implications: most of the demand for labour in Italy is not driven by net economic expansion, but by the need for maintenance and generational renewal of existing sectors. Consequently, basic training policies (such as secondary schools and vocational training) must be oriented primarily towards ensuring a constant flow of standard skills for the operational continuity of the production

system. Only 8-20% of demand is for expansion. It is in this minority that the opportunities for highly specialized skills (Digital, Green) are concentrated, signalling the future directions of the economy.

Time Horizons and Quantification

Excelsior produces forecasts in both the short and medium term. In the short term, the monthly and quarterly bulletins offer a short-term view of expected hiring. In the medium term, Excelsior draws up five-year estimates.

The Strategic Indicator of Difficulty in Finding

In addition to the pure quantification of *vacancies* (planned hires), Excelsior focuses on measuring skills *mismatch* through the indicator of the **difficulty of finding** by companies. This indicator represents the crucial element that connects the demand for labour with the training offer.

The sampled companies are not simply asked how many people they intend to hire (*vacancy*), but also whether and to what extent they find it difficult to find suitable candidates for open positions. The analysis of this *gap* between supply and demand is one of the main objectives of the system. The difficulty of finding is measured for each profession, related to the skills and levels of study required.

The identification and mapping of these areas of friction in the labour market, made possible thanks to the granularity of the ISTAT CP2021 professional classification (often up to level V of detail), generate a precise signal: it does not limit itself to indicating that there is a generic lack of "experts," but specifies which exact profiles (V digit CP2021) cannot be found. This allows the training system and active policies (such as the Youth Guarantee) to intervene with surgical precision to fill the skills gap.

The Structural Analysis of Production Sectors and Quality Requirements

In addition to quantification, the Excelsior System provides an in-depth and qualitative analysis of labour demand, which is essential for addressing *skills mismatch* and directing education.

In-Depth Analysis by Sectors and New Skills

Excelsior goes beyond the general ATECO aggregation, producing sector-specific reports that dissect production dynamics and related professional needs. These include targeted analyses for the Crafts, Tourism, Social Economy and Cultural and Creative Enterprises (CCI) sectors, as well as a detailed portrait of neo-entrepreneurship.

Particular attention is paid to the demand for emerging skills that drive economic transformation:

- Digital Skills: The system monitors digital transformation trends in the industrial and service sectors, identifying the demand for specific professionals and their qualifications.
- Green skills: An up-to-date analysis of green economy trends and related job opportunities is provided, specifying the "Green" skills required for different professions.

Correlation between Professional Needs and Levels of Education

The system offers a capillary mapping of professional opportunities in relation to all qualifications, making it a crucial orientation tool for students and families. The publications outline specific perspectives for Graduates, ITS Academy Graduates, High School Diplomas and Vocational Training courses.

Excelsior is essential to identify areas of friction in the labour market through the indicator of difficulty in finding by companies. The effectiveness in this fight against *skills mismatch* is linked to the use of the ISTAT CP2021 professional classification up to level V of detail. This combination (high professional detail and difficulty in recruitment) generates a precise signal: it does not just indicate that there is a generic lack of "digital experts," but specifies which exact profiles (V digit CP2021) cannot be found, thus allowing the training system to intervene with surgical precision.

Excelsior as a Strategic Platform for Active Policies and Vocational Training

The final value of Excelsior lies in its ability to translate needs analysis into concrete public policy actions and training support.

Integration into Labour Policies

Being an integral part of the architecture of the Active and Passive Policies Database, Excelsior data are directly used for policy planning and evaluation. Information on critical issues and expanding sectors guides the decisions of institutional bodies. This integration allows for a continuous feedback mechanism. For example, if the data indicate an unmet demand in a particular segment of the Green economy, policy makers can immediately plan and finance targeted training courses through the Employment Centres and the Regions.

An exemplary application is the use of Excelsior data to define interventions under the Youth Guarantee. The data make it possible to proactively intercept the demand for youth work, strengthening policies to support self-employment and *job creation*.

Support to the Training System and *Data-Driven Orientation*

Excelsior is configured as a valuable information tool for all those responsible for training policies at all territorial levels, including regional administrations, Employment Centres, Regional School Offices, schools and universities. It actively promotes dialogue and alignment between the world of work and the training system, overcoming the traditional distance between these two areas.

Finally, the system provides students, families and workers with reliable and objective elements for the construction of professional paths, "anchoring" the orientation process to proven information and not to prejudices or cognitive distortions. Detailed information on professions (description, employment trends, required skills and levels of education) are also integrated into operational tools such as the Atlas of Work and Qualifications.

The structural and methodological parameters that guarantee this predictive and strategic value are summarized below:

PARAMETER	DESCRIPTION/DETAIL	ANALYTICAL AND STRATEGIC RELEVANCE
Primary Implementing Body	Unioncamere, in collaboration with the Ministry of Labour	Authoritative governance, inclusion in the National Statistical Programme (NSP)
Detection Frequency	Monthly (from 2017) and Medium-Term Forecasts (five-yearly)	Timeliness for active policies and short-term/structural analysis
Sample Universe	Companies with employees in all economic sectors (>100,000 sampled annually)	Maximum representativeness of private sector needs
Classification Occupations	ISTAT CP2021 (up to level V of detail)	Precision essential for training guidance and the fight against mismatch

Explanation of the methodology and tools – *Labour Market Intelligence*

Labour Market Intelligence (LMI) is the structured set of data, statistical analysis and predictive capabilities used to understand labour market dynamics, focusing in particular on the alignment between skills supply and employment demand. The strategic objective of the LMI is to provide a solid information base to a wide range of *stakeholders*, including *policy makers*, public employment services and vocational education and training providers.

Historically, LMI has operated with significant limitations, often related to costly data collection cycles, delayed updating of information, and insufficient granularity to identify *skill gaps*. Technological advancement and the digitalisation of work processes have marked the transition to a *Real-Time Labour Market Information* (RLMI) model. This new paradigm leverages the analysis of *big data*, from near-real-time sources such as online job postings, resumes, and job profiles, to overcome the shortcomings of the traditional model. The ability to instantly exploit the information available online is not simply a methodological improvement, but responds to a *policy time* imperative. A quick and detailed LMI allows institutions to overcome the decision-making delay that, with traditional data, would have led to outdated training programs, allowing instead the implementation of proactive interventions to address emerging *skill shortages*.

LMI is an essential catalyst for the analysis of economic sectors, offering a dynamic picture of growth and contraction trends. For example, the analysis of the Italian forecasts for the fourth quarter of 2024 showed a positive trend in planned hiring, but with significant sectoral differences. There was a strong concentration of demand in Tourism and Commerce, followed by Services, while there was a decline in manufacturing, industry and construction. This territorial and sectoral segmentation of *Labour Insights* is crucial for directing resources.

In the Italian context, the LMI platform, managed by Sviluppo Lavoro Italia S.p.A. (formerly ANPAL), was introduced as an "interactive dashboard" available to Employment Centres. Its primary purpose is to facilitate reintegration into the workforce. The platform combines the analysis of market needs with the in-depth analysis of the skills required by companies. The LMI works in close synergy with the *Skill Gap Analysis* (EMS) tool, which estimates the gap between a candidate's skills and those required for a given Professional Unit, thus allowing the design of targeted and personalized training interventions.

The reliability of the LMI comes from its ability to integrate heterogeneous data sources under a single taxonomic framework. The Italian platform operates as a *statistical hub* that must harmonize national administrative standards with European occupational classifications.

To analyse the demand *for* work, LMI relies on the Statistical Information System of Mandatory Communications (SISCO), exploiting data from Mandatory Communications (COB. STAT) relating to hiring, terminations and transformations of employment relationships. The use of these administrative data guarantees a timely and objective view of the actual needs of companies.

For the standardisation of occupational profiles and qualifications, LMI is anchored to updated national classifications, which are essential for internal consistency:

1. **CP-ISTAT 2021:** The national classification of professions, which guarantees homogeneity in the definition of occupational roles.
2. **Atlas of Work and Qualifications (INAPP):** This framework provides the framework for mapping qualifications and, more importantly, Areas of Activity (ADA).

The effectiveness of the LMI for sectoral analysis and mobility is enhanced by harmonisation with European standards. This is where ESCO (*European Skills, Competences, Qualifications and Occupations*) comes into play, a multilingual classification that serves as a common "dictionary" for occupations and competences in 27 languages.

ESCO is essential because it translates the specific needs of the Italian market, detected through CP-ISTAT and ADA, into a language that can be understood and used at EU level. With over 2,942 occupations and 13,485 associated skills, ESCO not only supports CV matching with job vacancies in different IT systems, but also links

occupational descriptors to international frameworks such as NACE (economic sectors) and ISCO (international occupations). The operational success of outplacement programmes depends on the ability of the LMI system to cross-pollinate recruitment streams (COB. STAT) with the required qualifications (ADA) and to translate them into a set of competences (ESCO) that can be recognized at European level. LMI serves, in this sense, as a crucial point of statistical and semantic intersection.

Functional Analysis 1: Labour Insights

Labour Insights are the predictive and diagnostic analytical component of the LMI, focused on identifying market trends, forecasting future employment needs and analysing *skills gaps*. This function is vital for informing *policy makers*, guidance practitioners and VET providers.

The feature provides a segmented view of labour demand by industry, profession, and geography. For example, the LMI analysis on employment trends in the fourth quarter of 2024 in Italy showed a clear polarization: low-specialization and seasonal services (Tourism, Commerce) continue to drive total employment, while the traditional sectors of Industry and Construction show a significant contraction.

The detailed sectoral analysis reveals that workforce management needs to focus on **cross-sectoral reconversion**. If the data indicate a continuous decline in Industry (-4.4%) and growth in Services, *Labour Insights* indicate that active labour policies, such as the GOL Programme, must be aimed not only at inserting new workers, but above all at retraining workers displaced from sectors in crisis. In addition, LMI provides essential data on the demand for immigrant labour, which is needed in crucial sectors such as Transport, Logistics, Services and Construction, where it covers a significant share of expected hiring.

Labour Insights set out the professional goals and skills needs required by companies. Their operational effectiveness is maximized by coupling them with Skill Gap Analysis (EMS). While the LMI identifies the *target* (the demand), the EMS measures the actual *deficit* (the supply gap) of the candidate. This synergy allows for a strictly calibrated training intervention: The *Labour Insight* defines the need of the market, and the EMS determines the minimum and efficient path for the acquisition of the missing skills.

Functional Analysis 2: Activations (COB. STAT) and Entrepreneurial Demand - The Role of Activations in Operational Monitoring

The *Activations* function is based on the analysis of administrative data deriving from Mandatory Communications (COB. STAT), managed through the SISCO system. This function provides a direct measurement of the demand for labour *actually achieved* and *communicated* by companies at the time of the start of an employment relationship. Unlike forecasts or sample surveys, Activations offer a timely and administratively validated view of the real needs.

The analysis of the Activations allows the disaggregation of hiring flows based on fundamental criteria such as type of contract (fixed, open-ended), duration, professional qualification according to CP-ISTAT and economic sector of reference.

This section of the LMI serves as an empirical validation mechanism for the entire system. It links predictive analytics (*Labour Insights*) to the operational reality of recruitment, ensuring that *matching* and guidance policies are focused on professions that demonstrate a high and sustained recruitment frequency. Using COB data. STAT, the Employment Centres can avoid directing training resources towards roles whose demand is only theoretical or transitory, focusing instead on the intervention where the effective activation is maximum.

Functional Analysis 3: ADA Proximity and Professional Flexibility

The *ADA Proximity* feature uses a *Job-to-job transition* algorithm to quantify the gap, in terms of *skills gap*, between a worker's starting qualification and an arrival qualification required by the market.

This tool is crucial for the efficiency of reskilling. If an unemployed person comes from a sector in crisis, LMI, through the Proximity Index, suggests the employment paths that require the least investment in training, maximizing the use of the skills already possessed.

Proximity to ADAs acts as a macroeconomic indicator of **professional permeability and systemic resilience**. The ease of transition between declining and growing sectors (e.g., between Construction and Logistics, as suggested by sectoral demand data) indicates a high transferability of skills. This analysis allows active labour policies to prioritise training courses that cover the minimum *necessary skill gap* between neighbouring Areas of Activity, accelerating the reallocation of human capital from sectors with low structural demand to those with high demand, thus ensuring the efficiency of interventions.

Functional Analysis 4: ESCO Skills and European Classification of Competences

ESCO (*European Skills, Competences, Qualifications and Occupations*) is the standardized classification system developed by the European Commission to provide a common and interoperable language for the labour market, education and training across the EU. ESCO, with its more than 13,485 skills related to occupations and qualifications, strategically supports labour mobility in Europe, contributing to a more integrated and efficient labour market. The adoption of ESCOs in the LMI is what allows different platforms to exchange information on CVs and job vacancies, linking national classifications (CP-ISTAT/ADA) to international standards such as NACE and ISCO.

The *ESCO Skills* section of the LMI leverages this granularity to detail the skills associated with each occupational role. This level of detail is critical for Real-Time LMI (RLMI) analysis, enabling the identification of *micro-skills* required in real-time by the market, overcoming the limitations of aggregated occupational descriptions. Big *data* analytics is actively used to continuously improve and update the ESCO classification, ensuring that it remains relevant to job transformations.

The Focus on Emerging Skills (Green and Digital Skills)

ESCO is a dynamic framework used to classify and monitor the evolution of skills, in particular those related to the twin ecological and digital transitions (*Digital Skills* and *Green Skills*).

The inclusion of *ESCO Skills* in the LMI is essential because it ensures that the training programs delivered are aligned not only with current demand (identified by the *Activations*), but also with future needs dictated by innovation and sustainability. This function is the only structural element of the LMI that ensures the **international comparability** of analytical results and training output. The use of ESCOs facilitates interoperability with European platforms such as EURES and Europass, ensuring that national reskilling policies actively contribute to the EU's objective of a unified labour market.

INTEGRATION OF THE THREE TOOLS AND METHODOLOGICAL PERSPECTIVE

In this context, the development of a methodological strategy to guide operators, guidance counsellors and trainers in search of employment opportunities starting from the needs of productive companies is an absolute priority. What we want to explore here, therefore, is not so much the economic scope of production flows but the ways in which to pursue the efficiency of job placement. The method that will be explained below is based on the Athens meeting: "*the analysis of vacancies by sectors/territories*" and is configured as a universal tool, applicable to any target. The integration of the three tools just presented constitutes the framework within which the methodological strategy is structured.

SOURCE	RESPONSIBLE BODY	MAIN FUNCTION IN ANALYSIS	TAXONOMY	NATURE OF THE DATA
Excelsior System	Unioncamere / ANPAL	Demand and Finding Difficulty Rate Measurement	CP-ISTAT 2021	Quantitative (Forecast)
Atlas of Work	INAPP	Standardization of Qualifications and Detailed Analysis of Skills	Areas of Activity, Expected Results	Qualitative (Taxonomic)
Labour Market Intelligence (LMI)	Job Development Italy	Supply/Demand Integration Platform	CP-ISTAT 2021 and Atlas	Hybrid



DEFINING THE FUNCTIONAL SEQUENCE

The combination of all the elements considered so far allows the definition of a Functional Sequence, as an operational methodology to support operators in the labour market.

The functional sequence consists of seven fundamental and preparatory steps, which can be oriented starting from the target audience.



The functional sequence

1. Identify areas of interest

The choice of areas of interest is the starting point of the research. It is therefore crucial that it is developed following the criterion of maximum adherence to the target audience and the territory. In fact, the choice will fall on different sectors depending on whether the target is a group of migrant women, a group of NEETs, a specific group of unemployed, etc. Furthermore, Italy has great differences internally in terms of the sectors driving the labour market and this makes it necessary to consider the territorial variable, at least on a regional scale, in the implementation of the functional sequence.

In this case, targeting a mixed group of migrant men and women in the Lazio region, based on the experiences gained in the inclusion of this specific group, five reference sectors were chosen: Construction; Agriculture; large-scale retail trade (GDO); Health, social assistance and private health services; Operational support services for businesses and people. Of these five sectors, the only exception is that of Agriculture, which will be dealt with separately.

2. Identify, for each sector under analysis, the sectors of interest

Each sector groups together different sectors, or processes, which in turn need to be selected according to the same criterion: maximum adherence to the target audience.

SECTOR	SECTOR OF INTEREST
BUILDING	CONSTRUCTIONS
LARGE-SCALE DISTRIBUTION (G.D.O.)	RETAIL TRADE
HEALTH, SOCIAL WORK AND PRIVATE HEALTH SERVICES	CARE SERVICES
OPERATIONAL SUPPORT SERVICES FOR BUSINESSES AND PEOPLE	CLEANING
	DISINFECTION

As can be seen, for each sector there can also be several sectors of interest.

3. Identify the required professionalism for the sectors of interest

Each sector brings together different professions. It will be noted that some professions are transversal to various sectors or sectors. In addition, the professions associated with each sector are very different from each other: from highly qualified figures, to technical figures, to more operational or low-skilled figures. It is therefore necessary to examine all of them in order to arrive at point 4 of the functional sequence.

4. Select the professions of interest

The selection of the professions of interest is the second key point of the functional sequence. Also at this stage, it is advisable to respect the criterion of maximum adherence to the target audience but not only: the choice must also be made in relation to how many entries have been recorded or are expected for that specific professionalism. It is in this phase that the concept of **Business Needs** begins to emerge, which is the keystone for the optimization of job placement processes, as a measure of "how many jobs are made available by companies". In the case presented here, the target of migrant women and men requires the selection of professions that can be learned easily and in a short time even by those who do not have an in-depth knowledge of the Italian language and work culture.

5. For each profession identified, analyse the needs in terms of vacancy

Once the professions and the needs of the companies have been identified, it is then necessary to compare the data on total income with that on the difficulty of finding the selected figures. In this way, the **vacancies** associated with each professional figure for the specific sector will emerge. This survey will make it possible to direct the training and job placement processes towards a strategic response to the needs of the labour market.



As will emerge later, recruitment difficulties are volatile: it is not automatic that a high number of expected hires also corresponds to a high rate of recruitment difficulties, just as it is not possible to correlate high degrees of specialization with high vacancies. This is why an accurate and punctual study is important.

6. Identify the relevant professional specificity

For each of the identified figures, it is advisable to deepen their professional specificity in order to be able to proceed in the best possible way to the specialized orientation of the target group of reference. The specificities of each figure will be illustrated below, considering specific indicators, such as:

- gender;
- percentage of hires from employees;
- number of young people hired;
- types of privileged experiences;
- difficulty in finding and related obstructive factors;
- immigrant population hired;
- main qualifications obtained;
- need for further training at the expense of companies.

6.1 Professional specificity – construction sector

The construction sector, in line with ISTAT classifications, is a production sector of strategic importance. Within this sector, the construction sector is not only an economic driver, but also a crucial employment reservoir, with peculiar labour market dynamics.

In construction, the SME and micro-enterprise model is predominant. This fragmentation of the market poses significant challenges, as small companies often have fewer resources to invest in specialized staff training and technological adaptation, as required for the Building *Information Modelling* (BIM) obligation in public procurement.

Another structural element is the high reliance on immigrant labour, which covers an average of 22.2% of new contracts in the construction sector, indicating a significant labour need not met by the domestic market. The main employment challenge is therefore not only the creation of jobs, but the qualitative updating of skills (*upskilling* and *reskilling*) to meet the requirements of digitization and sustainability imposed by the new regulations.

In the Lazio Region, for the construction sector, 52,330 entries are expected, divided as described in the following table.

TOTAL REVENUE	ALL ASSOCIATED PROFESSIONS	52330
TOTAL REVENUE PER PROFESSIONAL FIGURE	6121 - Stone, brick, refractory masons	21240
	6137 - Electricians in civil construction	7990
	3152 - Construction site management technicians	3950
	7441 - Earthmoving machinery operators	1790
	6136 - Plumbers and plumbing and gas pipe layers	1620
	7423 - Truck and truck drivers	1610
	6233 - Industrial machinery mechanics and fitters	1570
	8421 - Labourers and unskilled civil construction personnel	1290
	4112 - General affairs attachés	1270
	3334 - Sales and distribution technicians	1170
	8143 - Unqualified personnel in charge of cleaning services for offices/commercial establishments	830
	6123 - Carpenters and carpenters in the building industry (excluding parquet workers)	690
	3135 - Civil Construction Technicians	660
	4111 - Secretarial workers	650
	8132 - Unskilled packaging and warehouse personnel	590
	2522 - Legal experts in companies or public bodies	440
	6241 - Electrical and electromechanical equipment installers and repairers	440
	6245 - Power line installers, repairers and cablers	410
	6214 - Structural metal fitters	370
	2512 - Management and control specialists in private enterprises	220
	4122 - Data Entry Clerks	220
	6212 - Flame welders and cutters	220
	6235 - Mechanics/fitters of thermal/hydraulic/air conditioning industrial appliances	220
	6134 - Installers of insulation and soundproofing systems	210
	2216 - Civil engineers	180
	6124 - Scaffolders	160
	6138 - Window and door installers	160



TOTAL REVENUE PER PROFESSIONAL FIGURE	6522 - Woodworking machinery carpenters and toolmakers	150
	6127 - Assemblers of prefabricated and preformed products	140
	7272 - Electrical equipment assemblers and cablers	140
	3137 - Industrial designers	130
	3312 - Accountants	110
	4221 - Reception and information workers in businesses and public bodies	100
	6132 - Pavers and wall layers	100
	1313 - Entrepreneurs and managers of small companies in construction	90
	4312 - Warehouse management workers	80
	2221 - Architects, planners, landscape architects, land recovery/conservation spec.	60
	3126 - Broadcasting and telecommunications technicians	60
	3131 - Mechanical technicians	60
	6133 - Plasterers	60
	7443 - Operators of cranes and lifting equipment	60
	1223 - Directors and general managers of construction companies	50
	2514 - Accounting and financial specialists	50
	2721 - System designers and administrators	50
	4114 - Personnel management officers	50
	4321 - Accounting clerks	50
	6141 - Painters, plasterers, lacquers and decorators	50
	4311 - Procurement managers	40
	6122 - Reinforced concrete masons	40
	6152 - Sewage maintenance workers	40
	6244 - Installers and repairers of telecommunications equipment	40
	3331 - Procurement and purchasing managers	30
	6131 - Roof coverings	30
	7113 - Oil well drillers/probers, natural gas, prospecting operators	30
	8161 - Unqualified personnel Building/Equipment/Asset Custody Services Officer	30
	8431 - Unskilled personnel in industrial activities	30
	1237 - Research and development directors and executives	20

TOTAL REVENUE PER PROFESSIONAL FIGURE	3134 - Electronics technicians	20
	8422 - Labourers and unskilled personnel in the construction/maintenance of roads/dams/public works	20
	2217 - Industrial and Management Engineers	10
	2515 - Market Relations Specialists	10
	3133 - Electrical engineering	10
	3315 - Technicians in the organization and management of production factors	10
	3321 - Financial management technicians	10
	4421 - Archiving and filing cabinets	10
	5122 - Retail salespeople	10
	6125 - Tunnel owners, railway superstructure workers	10
	6217 - Specialists in electrical welding and ASME standards	10
	7444 - Forklift drivers	10
	8133 - Delivery workers	10

From the table just shown, it is possible to extrapolate the most suitable professional figures for the target audience, considering: a. the level and degree of specialization; b. the number of entries expected for that specific professional figure; c. the associated difficulty of recruitment. In the case of this sector, the following professional figures have been chosen.

CONSTRUCTIONS

PROFESSIONALS	REVENUE
6121 - Stone, brick, refractory masons	21240
6137 - Electricians in civil construction	7990
7441 - Earthmoving machinery operators	1790
6136 - Plumbers and plumbing and gas pipe layers	1620
7423 - Truck and truck drivers	1610
6233 - Industrial machinery mechanics and fitters	1570
8421 - Labourers and unskilled civil construction personnel	1290

Below, for each professional figure chosen, the rate of difficulty in finding is reported, both in absolute value and in percentage value.

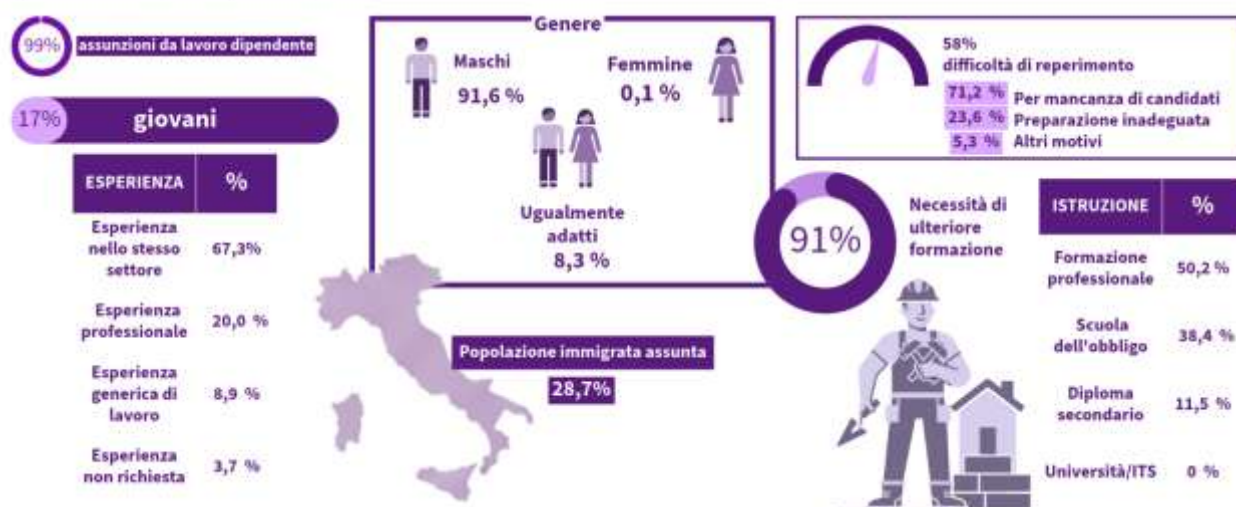
CONSTRUCTIONS

PROFESSIONALS	REVENUE	DIFFICULTY IN FINDING (V.A.)	DIFFICULTY OF FINDING (%)
6121 - Stone, brick, refractory masons	21240	12250	58%
6137 - Electricians in civil construction	7990	5550	69%
7441 - Earthmoving machinery operators	1790	1250	70%
6136 - Plumbers and plumbing and gas pipe layers	1620	930	57%
7423 - Truck and truck drivers	1610	790	49%
6233 - Industrial machinery mechanics and fitters	1570	1320	84%
8421 - Labourers and unskilled civil construction personnel	1290	520	40%

Below is a detailed description of each professional figure

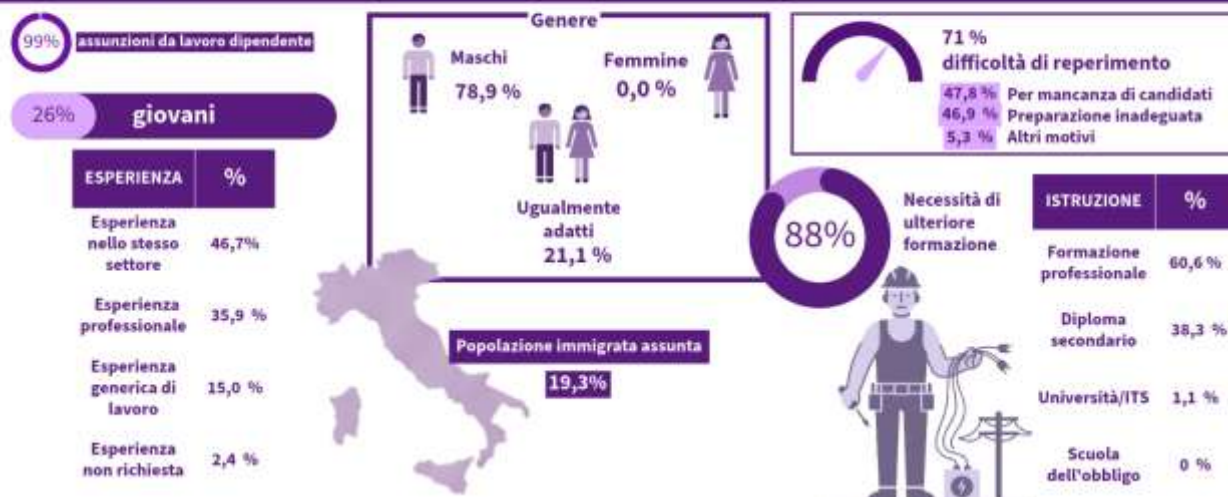
6.1.2.1.0 : Muratori in pietra e mattoni

Le professioni comprese in questa unità costruiscono strutture edili in muratura, interpretano e traducono operativamente i disegni e le indicazioni del progettista; scelgono e predispongono gli impasti e le malte adatte ai materiali utilizzati e al tipo di muratura da edificare, sagomano e posano in opera pietre, mattoni e materiali refrattari.



6.1.3.7.0 : Elettricisti ed installatori di impianti elettrici nelle costruzioni civili

Le professioni comprese in questa unità si occupano della installazione, della riparazione e della manutenzione, secondo norma, degli impianti elettrici di edifici adibiti ad usi civili o provvedono all'adattamento di impianti elettrici già esistenti installando linee, interruttori e prese adatti all'assorbimento di energia delle singole apparecchiature previste, sistemi di illuminazione, apparati di sicurezza, linee telefoniche, televisive e di trasmissione dati.



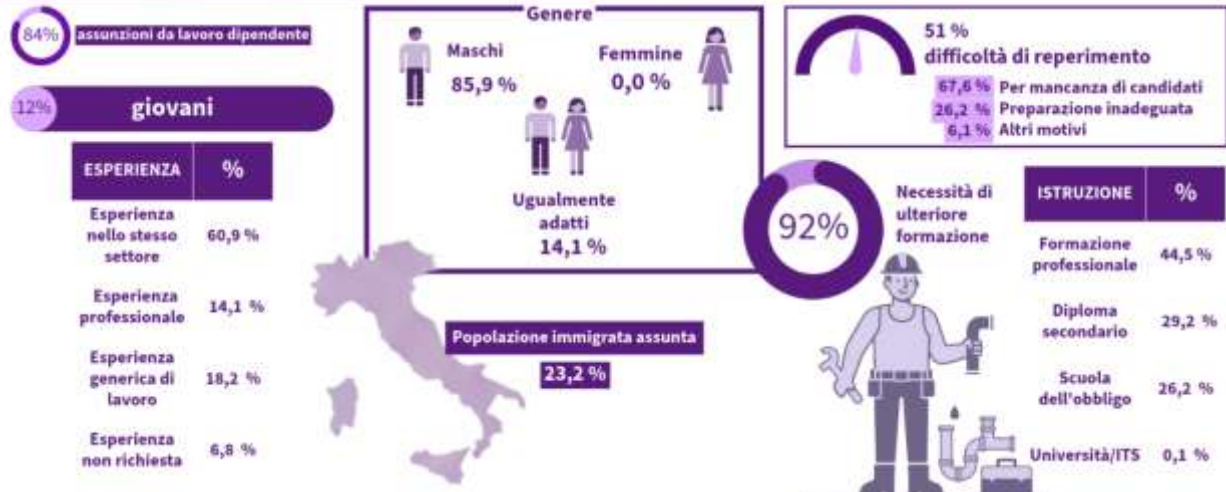
7.4.4.1.0 : Conduttori di macchinari per il movimento terra

Le professioni comprese in questa unità manovrano macchine per il movimento terra e simili, ne curano l'efficienza delle attrezzature, ne dirigono e controllano l'azione durante il lavoro, provvedono al rifornimento, agendo nel rispetto delle caratteristiche meccaniche, delle condizioni del terreno, del tipo di scavo o di sterro da svolgere e delle norme applicabili.



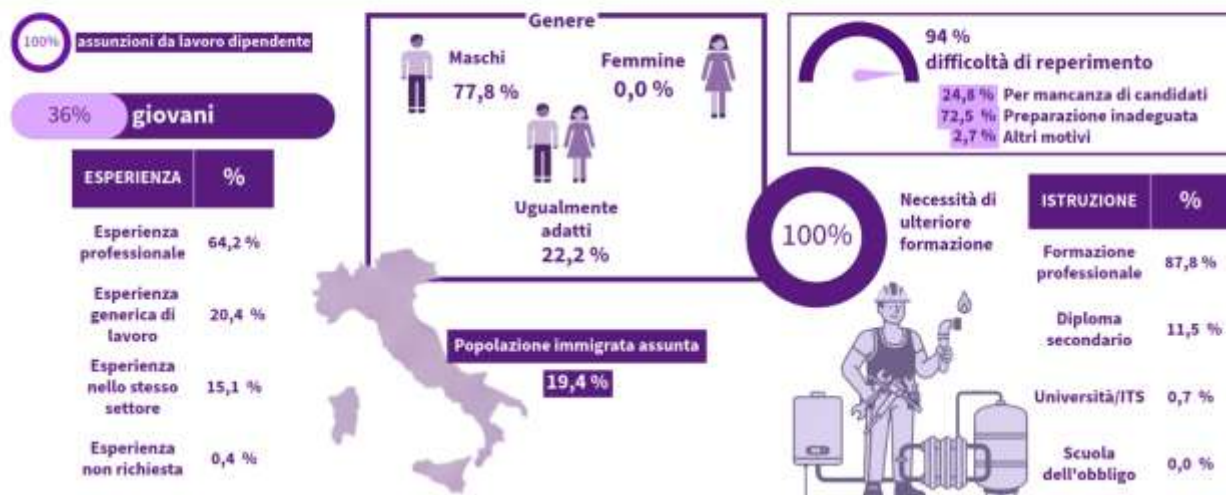
6.1.3.6.1 : Idraulici nelle costruzioni civili

Le professioni comprese in questa unità si occupano della costruzione, della messa in opera secondo le norme e della manutenzione degli impianti idraulici nei manufatti edilizi ovvero installano, riparano e mantengono le tubazioni di scarico delle acque reflue e di adduzione di gas e di acqua potabile o sanitaria, calda o fredda, ai servizi di abitazioni o di altre costruzioni civili, ne definiscono e ne regolano la portata considerando le pressioni disponibili e le pendenze da superare, utilizzano i materiali prescritti dalle norme.



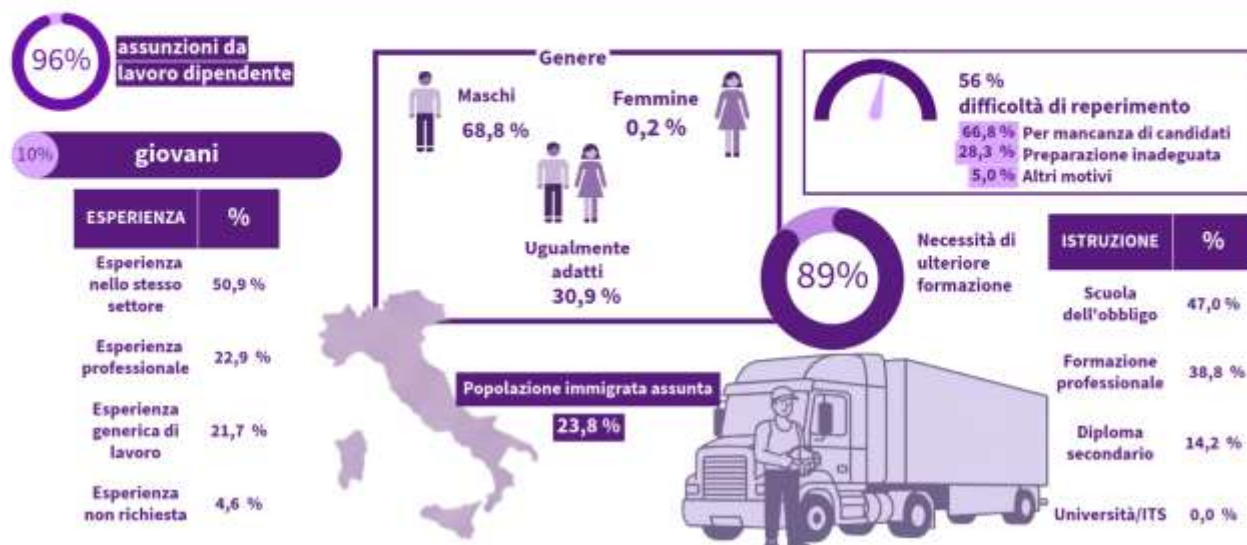
6.1.3.6.2 : Installatori di impianti termici nelle costruzioni civili

Le professioni comprese in questa unità installano, riparano e mantengono gli impianti di riscaldamento e di condizionamento degli edifici utilizzando le tubature di alimentazione, le superfici e i sistemi radianti, i supporti, le coibentazioni e le apparecchiature prescritti dalle norme.



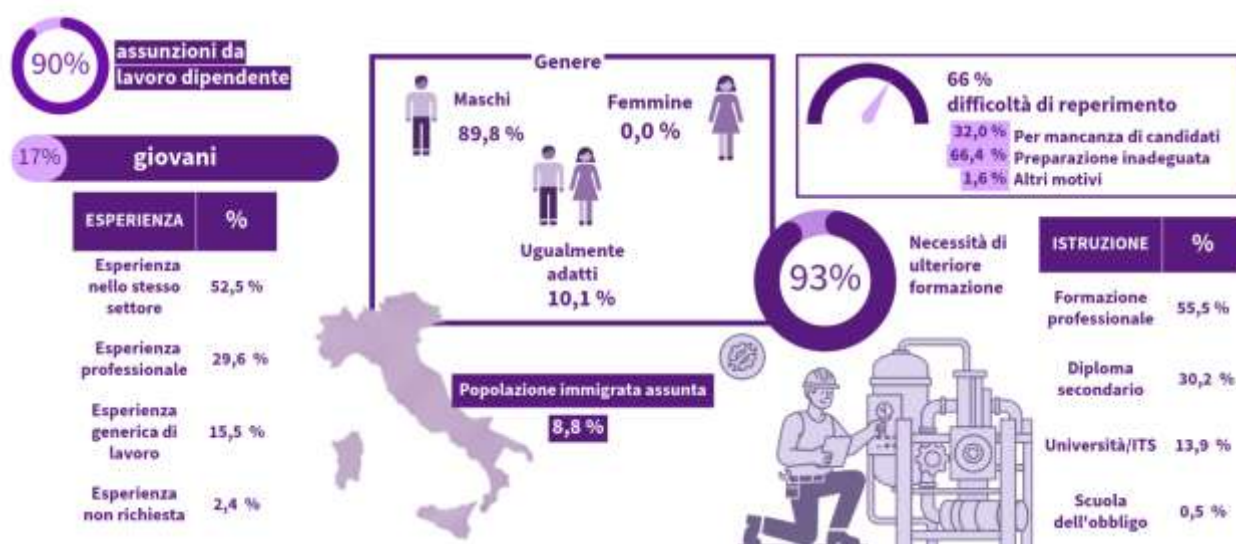
7.4.2.3.0 : Conduuttori di mezzi pesanti e camion

Le professioni comprese in questa unità guidano autotreni e mezzi pesanti per il trasporto di merci, sovrintendono alle operazioni di carico e di scarico, provvedendo al rifornimento, agendo nel rispetto delle caratteristiche meccaniche, delle condizioni viarie e delle norme applicabili.



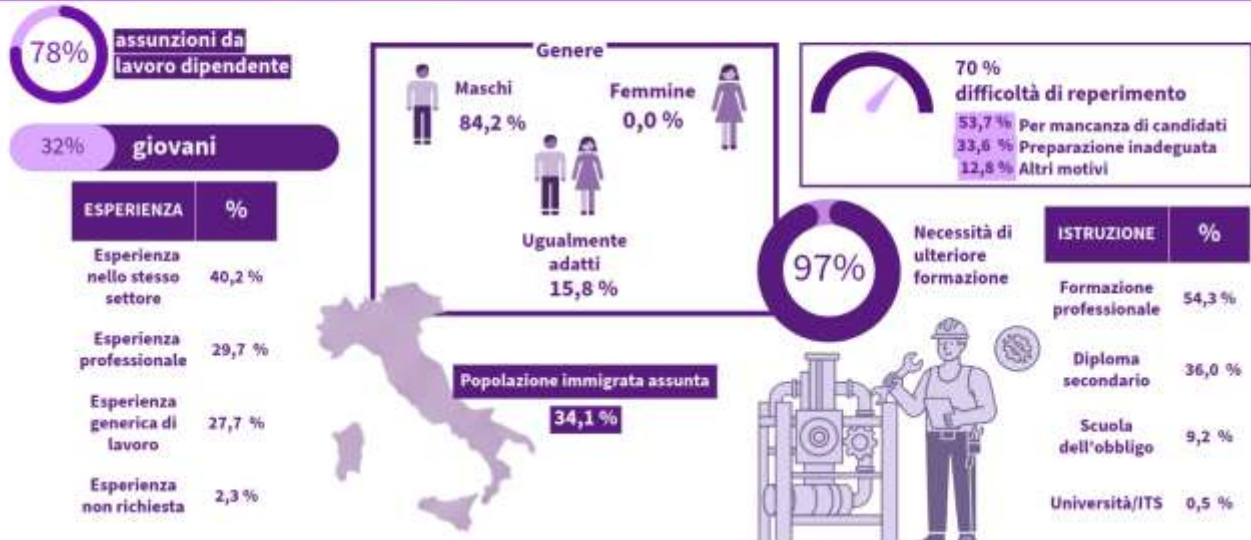
6.2.3.3.1 : Riparatori e manutentori di macchinari e impianti industriali

Le professioni comprese in questa unità costruiscono artigianalmente, mantengono e riparano, in officina o sugli impianti stessi, macchinari, impianti industriali o le loro parti.



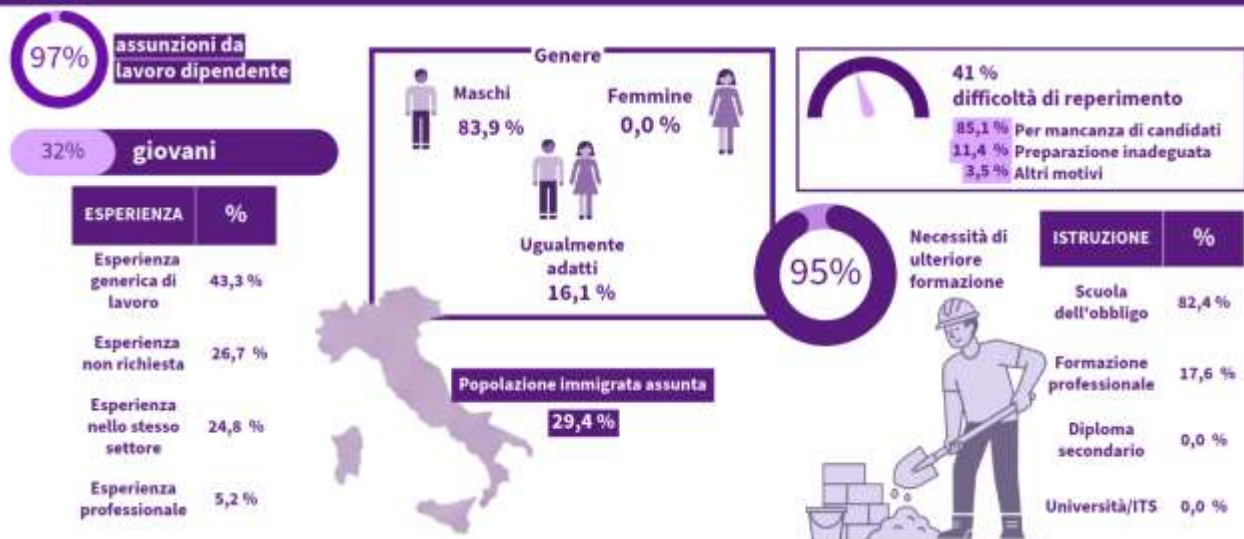
6.2.3.3.2 : Installatori e montatori di macchinari e impianti industriali

Le professioni comprese in questa unità montano i componenti di macchinari e impianti industriali nei luoghi di installazione partendo da progetti, istruzioni o da altre rappresentazioni, verificano la corrispondenza del contesto ai requisiti richiesti, modificano o adattano eventualmente le parti da montare e collaudano le macchine o gli impianti così realizzati.



8.4.2.1.0 : Manovali e personale non qualificato dell'edilizia civile e professioni assimilate

Le professioni classificate in questa unità svolgono lavori manuali non qualificati nell'edilizia civile, caricano e scaricano materiali e attrezzature, li movimentano manualmente, puliscono e preparano i cantieri, porgono le attrezzature e il materiale da costruzione, mantengono sgombra da impedimenti l'area di lavoro, rimuovono macerie e residui.



As can be seen from the infographics, the construction sector is characterized by being:

- with a high rate of male presence for the professions considered;
- high rate of employment contracts;



- young people's hiring rate of less than 40% for all the professions considered;
- work experience in the same sector is privileged for almost all the professions considered, with the exception of unskilled manual workers;
- All the professions considered have a difficulty rate of more than 50%, with the maximum peak of 94% for installers of heating systems, with the exception of unskilled labourers who have a difficulty in finding 41%. In almost all cases, the main obstructive factors are the lack of candidates and the lack of preparation;
- the rate of immigrant workers, for the professions considered, is less than 30%;
- vocational training is the preferred educational path for access to all the professions considered, with the exception of drivers of heavy vehicles/trucks and unskilled labourers for whom compulsory schooling is preferred;
- All the professions considered have a high need for further training at the expense of companies, with maximum peaks of 100% in the case of earthmoving vehicle drivers and installers of heating systems.

6.2 Professional specificity – retail sector

The commercial sector contributes significantly to wealth creation and employment in the country. The Commercial Distribution sector is divided into two distinct sectors, differentiated according to the volume of transactions and the type of customers served.

- **Wholesale (Wholesale):** Defined by the purchase of goods in large volumes directly from manufacturers or distributors. This sector essentially operates in a B2B (*Business-to-Business*) model, reselling products mainly to retailers, companies or other institutions. The efficiency of wholesale derives from economies of scale and the ability to negotiate competitive prices thanks to the bargaining power generated by massive purchases.
- **Retail Trade:** The retail sector is the last link in the supply chain, focusing on selling products in smaller quantities directly to the end consumer (B2C). Detail stands out for the management of proximity logistics and direct interaction with the end customer, factors that are crucial for determining the shopping experience.

In this report, we have chosen to focus on retail trade as the wholesale trade sector has job placement methods that are not suitable for the target audience.

TOTAL REVENUE	ALL ASSOCIATED PROFESSIONS	47410
TOTAL REVENUE PER PROFESSIONAL FIGURE	5122 - Retail salespeople	33430
	8132 - Unskilled packaging and warehouse personnel	3840
	3334 - Sales and distribution technicians	950
	2315 - Pharmacists	1850
	4112 - General affairs attachés	300
	7423 - Truck and truck drivers	330
	5124 - Cashiers	920
	3346 - Commercial representatives	240
	5121 - Wholesale salespeople	0
	5123 - Sales Organizational Workers	420
	8131 - Porters, goods movers	460
	4221 - Reception and information workers in businesses and public bodies	300
	5125 - Home sellers, distance sellers	600
	3312 – Accountants	290
	4312 - Warehouse management workers	70
	5126 - Fuel station workers	480
	8143 - Unqualified personnel in charge of cleaning services for offices/commercial establishments	100



	5134 - Customer information and service workers	340
	3214 - Technical and Health Professions - Technical Assistance Area	320
	6233 - Industrial machinery mechanics and fitters	20
	6412 - Farmers and skilled agricultural workers in woody agricultural crops	20
	3216 - Other technical health professions	290
	5224 – Bartenders	280
	7444 - Forklift drivers	0
	2515 - Market Relations Specialists	50
TOTAL REVENUE PER PROFESSIONAL FIGURE	3315 - Technicians in the organization and management of production factors	0
	2112 – Chemists	0
	4223 - Switchboard operators	140
	6511 - Butchers, fishmongers	50
	3134 - Electronics technicians	30
	3331 - Procurement and purchasing managers	100
	2217 - Industrial and Management Engineers	30
	2522 - Legal experts in companies or public bodies	60
	7281 - Workers in industrial packaging machines	0
	8133 - Delivery workers	30
	8144 - Vehicle wash workers	100
	1314 - Entrepreneurs and managers of small businesses in commerce	90
	5132 - Demonstrators	90
	6533 - Tailors and artisan cutters, pattern makers and hatters	90
	2711 - Software analysts and designers	10
	3122 - Application Engineers	20
	3335 - Marketing Technicians	30
	2221 - Architects, planners, landscape architects, land recovery/conservation spec.	50
	3341 - Freight forwarders and distribution technicians	20
	4111 - Secretarial workers	20
	4323 - Financial operations workers on behalf of the firm or organization	50
	1233 - Sales and marketing directors and executives	0



	3323 - Insurance agents	40
	4114 - Personnel management officers	20
	4311 - Procurement managers	40
	4321 - Accounting clerks	20
	4421 - Archiving and filing cabinets	0
	5133 – Window dressers	40
	6522 - Woodworking machinery carpenters and toolmakers	40
	1224 - Directors and general managers of companies in commerce	20
	2512 - Management and control specialists in private enterprises	10
	3121 - Technical programmers	0
	4122 - Data Entry Clerks	20
	4213 - Employees at the counters for the collection of taxes/contributions and debt collection	10
	5223 - Waiters	30
	5512 - Beauticians and make-up artists	30
	6223 - Machine tool toolmakers	0
	6231 - Craft mechanics, repairers and maintenance workers of motor vehicles	10
	3123 - Web technicians	10
	3155 - Service manufacturing technicians	0
	4224 - Information Agents in Call Centers (No Sales Functions)	20
	4313 - Administrative managers of freight transport	0
	5221 - Cooks in hotels and restaurants	20
TOTAL REVENUE PER PROFESSIONAL FIGURE	5222 - Food preparation, cooking and distribution workers	20
	8122 - Meter readers, coin collectors	20
	2514 - Accounting and financial specialists	0
	2516 - Public relations and image specialists	10
	2721 - System designers and administrators	0
	3131 - Mechanical technicians	0
	3137 - Industrial designers	10
	3182 - Occupational safety technicians	0
	3221 - Agronomists and forestry technicians	0

	3311 - Administrative secretaries, archivists, general affairs technicians	10
	3422 - Teachers in vocational training	10
	4411 - Personnel in charge of control and verification tasks	10
	5113 - Operators of fuel stations	10
	6217 - Specialists in electrical welding and ASME standards	10
	6234 – Refrigeration Technicians	0
	6241 - Electrical and electromechanical equipment installers and repairers	0
	6512 - Artisan bakers and pasta makers	10
	7171 - Operators of automated assembly lines	0
	8111 - Peddlers of goods	10
	8431 - Unskilled personnel in industrial activities	10

From the table just shown, it is possible to extrapolate the most suitable professional figures for the target audience, considering: a. the level and degree of specialization; b. the number of entries expected for that specific professional figure; c. the associated difficulty of recruitment. In the case of this sector, the following professional figures have been chosen.

RETAIL TRADE

PROFESSIONALS	REVENUE
5122 - Retail salespeople	33430
8132 - Unskilled packaging and warehouse personnel	3840
3334 - Sales and distribution technicians	950
7423 - Truck and truck drivers	330

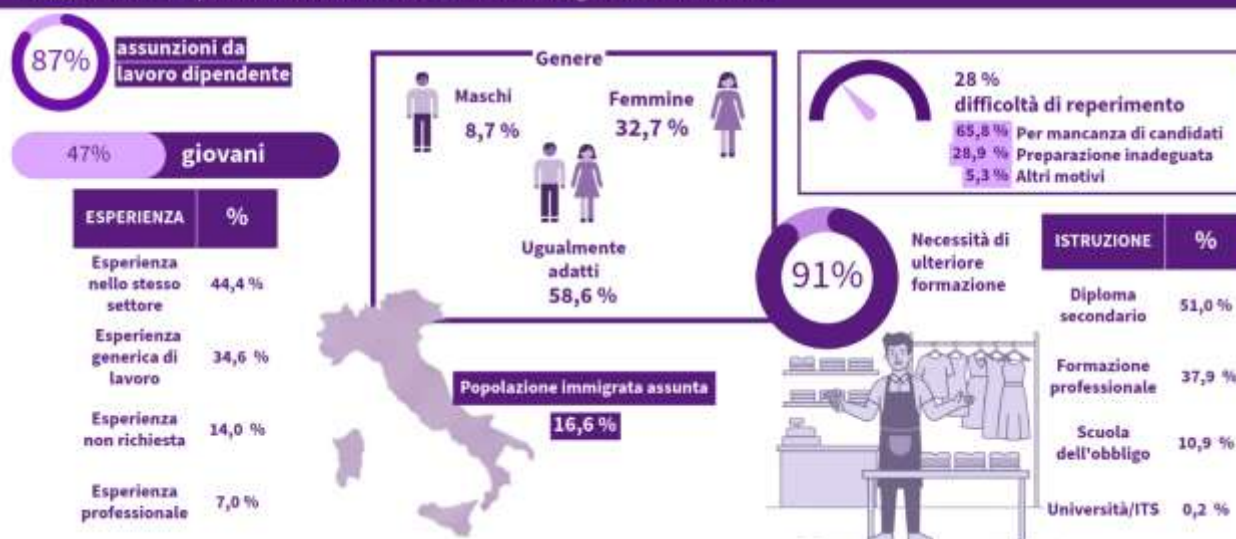
Below, for each professional figure chosen, the rate of difficulty in finding is reported, both in absolute value and in percentage value.

RETAIL TRADE			
PROFESSIONALS	REVENUE	DIFFICULTY IN FINDING (V.A.)	DIFFICULTY OF FINDING (%)
5122 - Retail salespeople	33430	9050	27%
8132 - Unskilled packaging and warehouse personnel	3840	1300	34%
3334 - Sales and distribution technicians	950	420	44%
7423 - Truck and truck drivers	330	280	85%

Below is a detailed description of each professional figure

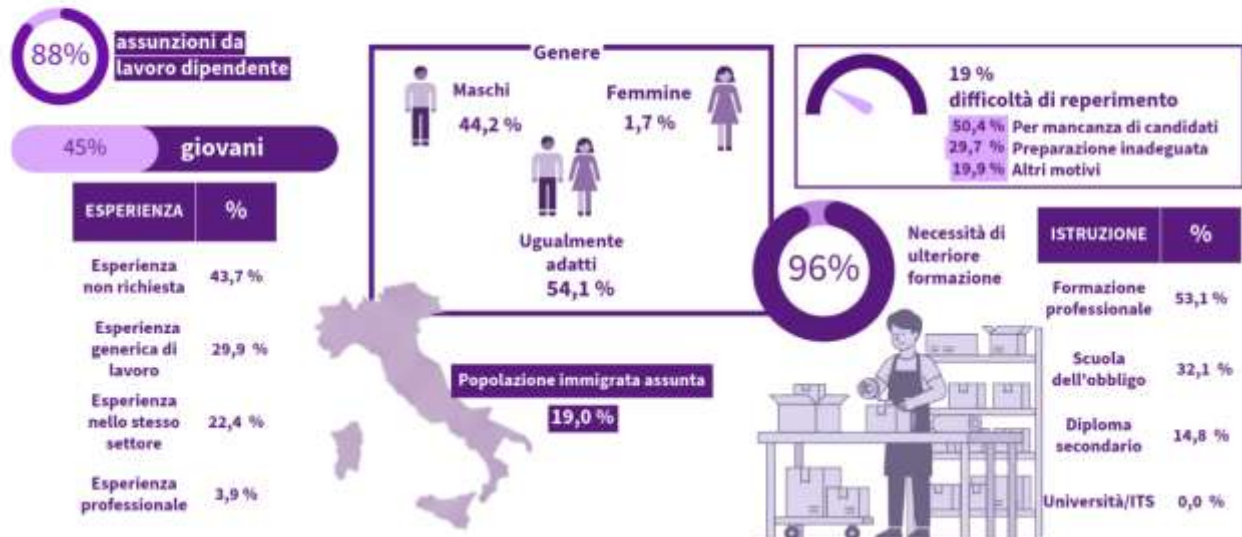
5.1.2.2.0 : Commessi delle vendite al minuto

Le professioni comprese in questa unità assistono, consigliano e informano i clienti sugli acquisti di prodotti e la fornitura di beni, inclusa la fornitura di energia e i servizi di telefonia e assimilati. Possono svolgere compiti organizzativi di base dell'attività come smistare merci, prendere nota di quelle in entrata e in uscita dal negozio, incassare i corrispettivi delle vendite e mansioni organizzative simili.



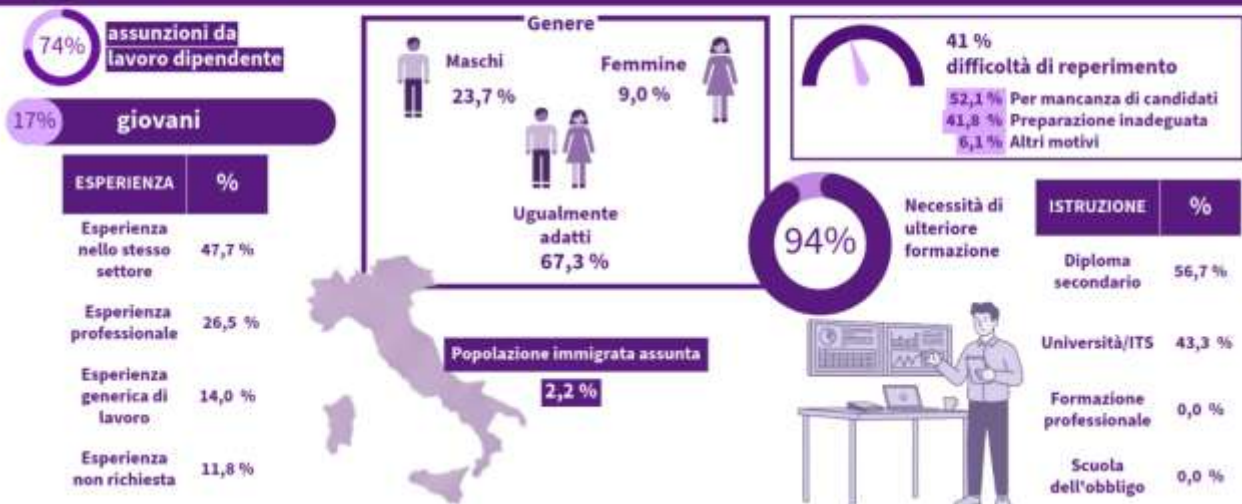
8.1.3.2.0 : Personale non qualificato addetto all'imballaggio e al magazzino

Le professioni classificate in questa unità supportano le attività dei magazzini imballando e disimballando merci, etichettandole, consegnandole ai clienti o ai commessi, ricevendole dai fornitori e spostandole all'interno del magazzino.



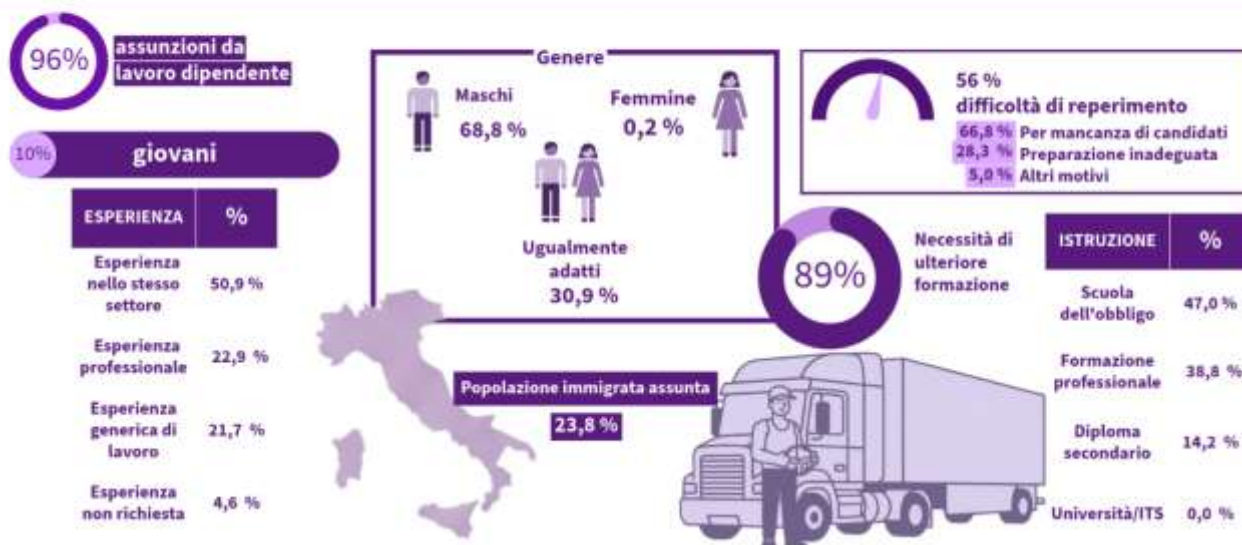
3.3.3.4.0 : Tecnici della vendita e della distribuzione

Le professioni comprese in questa unità assistono gli specialisti nella implementazione delle strategie di vendita delle imprese, nel controllo della efficienza della rete distributiva e commerciale e nel monitoraggio delle vendite, ovvero applicano le procedure fissate per raccogliere informazioni sulle vendite e sulle attività di distribuzione, per analizzarle, organizzarle e presentarle in maniera rilevante e significativa a specialisti e responsabili del settore.



7.4.2.3.0 : Conduttori di mezzi pesanti e camion

Le professioni comprese in questa unità guidano autotreni e mezzi pesanti per il trasporto di merci, sovrintendono alle operazioni di carico e di scarico, provvedendo al rifornimento, agendo nel rispetto delle caratteristiche meccaniche, delle condizioni viarie e delle norme applicabili.



As can be seen from the infographics, the retail sector is characterized by being:

- accessible equally to males and females for the professions considered, with the exception of drivers of heavy vehicles and trucks;
- high rate of employment contracts;
- the profession of sales assistants and that of packaging workers has a recruitment rate of young people of over 40%;
- work experience in the same sector is privileged for all the professions considered, with the exception of unskilled packaging and warehouse personnel;
- The rate of difficulty in finding them reaches considerable percentages only in the case of sales technicians (41%) and drivers of heavy vehicles (56%). In all cases, the main obstacle factor is the lack of candidates;
- the rate of immigrant workers, for the professions considered, is less than 20%, the lowest peak is for sales technicians (2.2%) while the highest peak is for drivers of heavy vehicles (23.8%);
- the educational paths are profoundly varied;
- All the professions considered have a high need for further training at the expense of companies.

6.3 Professional specificity – care services sector

The care services sector in Italy represents one of the most critical and complex social and economic infrastructures, characterized by a deep fragmentation between the health component, social assistance and the wide sphere of informal and unpaid work. For a strategic analysis, it is necessary to circumscribe its institutional boundaries and assess its structural inequalities.

The decision to deepen this sector derives precisely from the dual co-existence of: a formal structure (health and social) that is seriously undersized, fragmented geographically and suffocated by constraints on personnel spending; on the other, an underground economy with an estimated value of 473 billion euros, which in fact supports the system but remains invisible for the purposes of economic planning. In this context, meeting the needs of the labour market and, at the same time, contributing to the emergence of informal work is an absolute priority for those involved in active labour market policies, at all levels.

TOTAL REVENUE	ALL ASSOCIATED PROFESSIONS	28490
TOTAL REVENUE PER PROFESSIONAL FIGURE	5311 - Skilled occupations in health and social services	7640
	5523 - Personal assistance workers	4910
	3211 - Nursing and Midwifery Health Professions	4700
	3212 - Rehabilitation Health Professions	4350
	2411 - General practitioners	1590
	8143 - Unqualified personnel in charge of cleaning services for offices/commercial establishments	850
	2642 - Pre-primary school teachers	820
	3452 - Reintegration and social integration technicians	660
	5522 - Child supervisors	390
	4221 - Reception and information workers in businesses and public bodies	290
	2653 - Teachers and experts in educational and curricular planning	260
	2412 - Medical treatment specialists	250
	2414 - Laboratory specialists and clinical pathologists	180
	4114 - Personnel management officers	180
	2533 - Specialists in psychological and psychotherapeutic sciences	170
	4112 - General affairs attachés	140
	2651 - Specialists in the education and training of people with disabilities	130



TOTAL REVENUE PER PROFESSIONAL FIGURE	4111 - Secretarial workers	130
	3451 - Social workers	120
	8152 - Sedan chairs	120
	2641 - Primary school teachers	70
	2413 - Surgical Therapy Specialists	60
	5222 - Food preparation, cooking and distribution workers	60
	3413 - Tourist entertainers	50
	7421 - Taxi drivers, car drivers, vans, other passenger transport vehicles	50
	2218 - Biomedical Engineers and Bioengineers	40
	2514 - Accounting and financial specialists	30
	4223 - Switchboard operators	30
	4224 - Information Agents in Call Centers (No Sales Functions)	30
	4321 - Accounting clerks	30
	2532 - Specialists in sociological and anthropological sciences	20
	3312 - Accountants	20
	8431 - Unskilled personnel in industrial activities	20
	1225 - Director/Director. General companies in accommodation and food services	10
	1228 - Directors and general managers of companies providing services to businesses and individuals	10
	1315 - Impr./resp. Small companies in accommodation and food services	10
	2312 - Pharmacologists, bacteriologists	10
	2314 - Veterinarians	10
	2416 - Specialists in diagnostic imaging and radiotherapy	10
	2418 - Anesthesiologists and resuscitators	10
	2515 - Market Relations Specialists	10
	8161 - Unqualified personnel in charge of custody services of buildings/equipment/assets	10



From the table just shown, it is possible to extrapolate the most suitable professional figures for the target audience, considering: a. the level and degree of specialization; b. the number of entries expected for that specific professional figure; c. the associated difficulty of recruitment. In the case of this sector, the following professional figures have been chosen.

CARE SERVICES	
PROFESSIONALS	REVENUE
5311 - Skilled occupations in health and social services	7640
5523 - Personal assistance workers	4910
8143 - Unqualified personnel Cleaning services employee for offices/commercial establishments	850
3452 - Reintegration and social integration technicians	660
5522 - Child supervisors	390

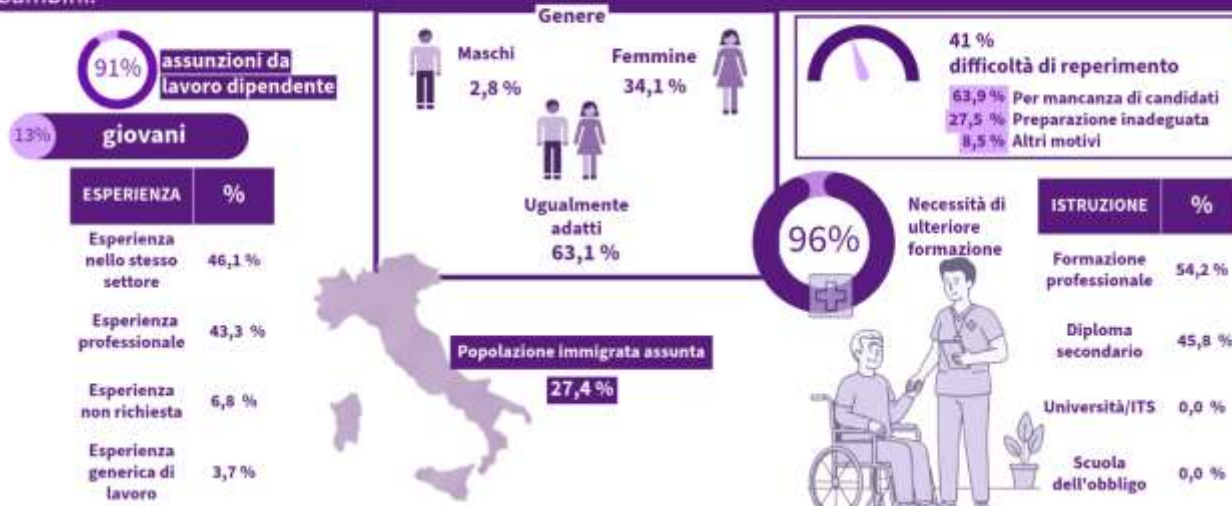
Below, for each professional figure chosen, the rate of difficulty in finding is reported, both in absolute value and in percentage value.

CARE SERVICES			
PROFESSIONALS	REVENUE	DIFFICULTY IN FINDING (V.A.)	DIFFICULTY OF FINDING (%)
5311 - Skilled occupations in health and social services	7640	3350	44%
5523 - Personal assistance workers	4910	1600	33%
8143 - Unqualified personnel Cleaning services employee for offices/commercial establishments	850	90	11%
3452 - Reintegration and social integration technicians	660	210	32%
5522 - Child supervisors	390	10	3%

Below is a detailed description of each professional figure.

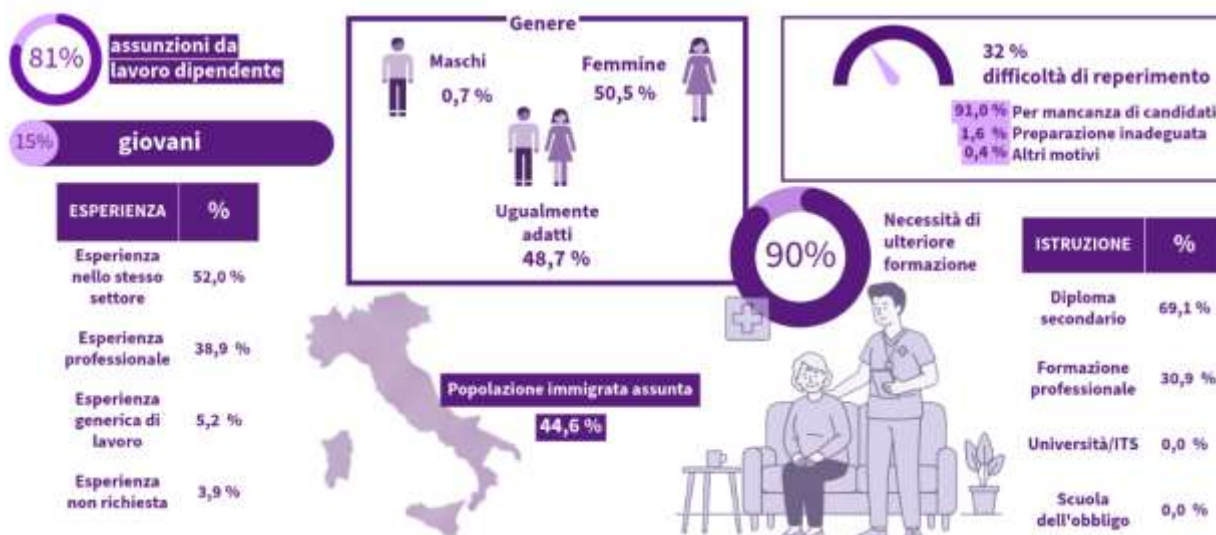
5.3.1.1.0 : Professioni qualificate nei servizi sanitari e sociali

Le professioni comprese in questa categoria supportano il personale sanitario nella somministrazione di terapie e nella sorveglianza e nella tutela dell'igiene e della sicurezza sanitaria pubblica; effettuano assistenza fisico manuale svolgendo, nell'ambito delle proprie competenze, la prevenzione, la cura, la riabilitazione e il recupero funzionale mediante massoterapia, balneoterapia e idroterapia; svolgono interventi di assistenza finalizzati a soddisfare i bisogni primari dei pazienti; si occupano dello sviluppo psicologico, motorio, ludico e sanitario dei bambini.



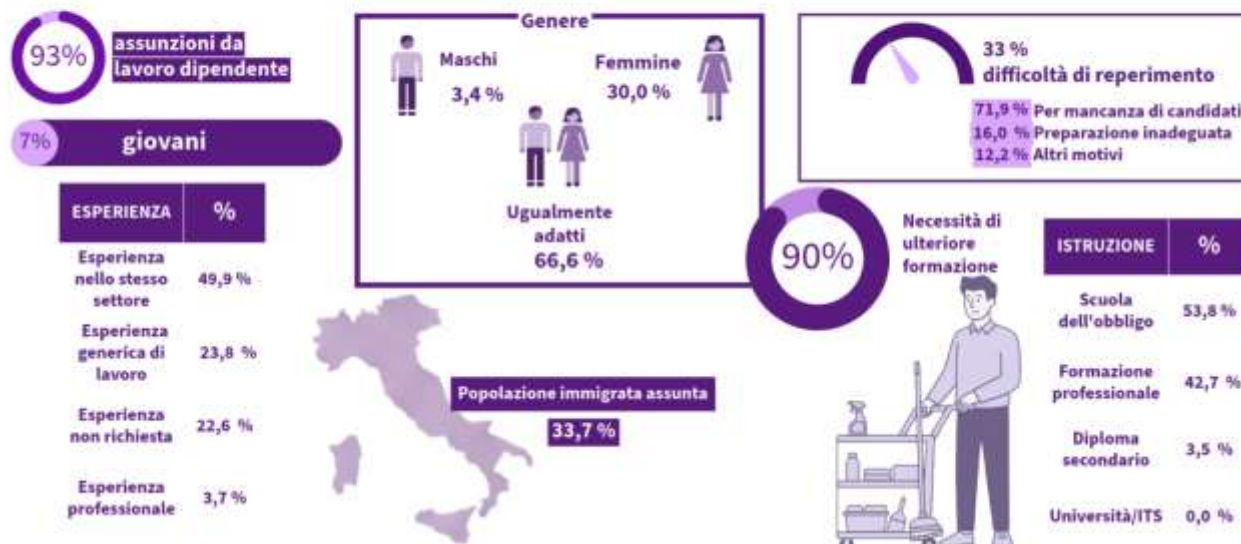
5.5.2.3.0 : Addetti all'assistenza personale

Le professioni comprese in questa unità assistono, nelle istituzioni o a domicilio, le persone anziane, in convalescenza, disabili, in condizione transitoria o permanente di non autosufficienza o con problemi affettivi, le aiutano a svolgere le normali attività quotidiane, a curarsi e a mantenere livelli accettabili di qualità della vita.



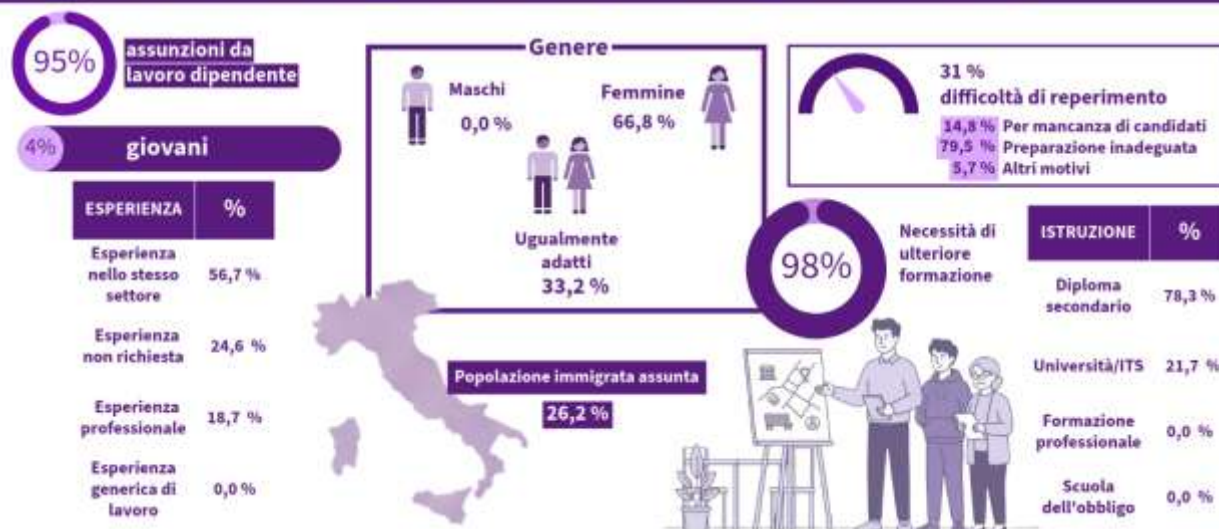
8.1.4.3.0 : Personale non qualificato addetto ai servizi di pulizia di uffici ed esercizi commerciali

Le professioni classificate in questa unità mantengono puliti e in ordine gli ambienti di imprese, organizzazioni, enti pubblici ed esercizi commerciali.



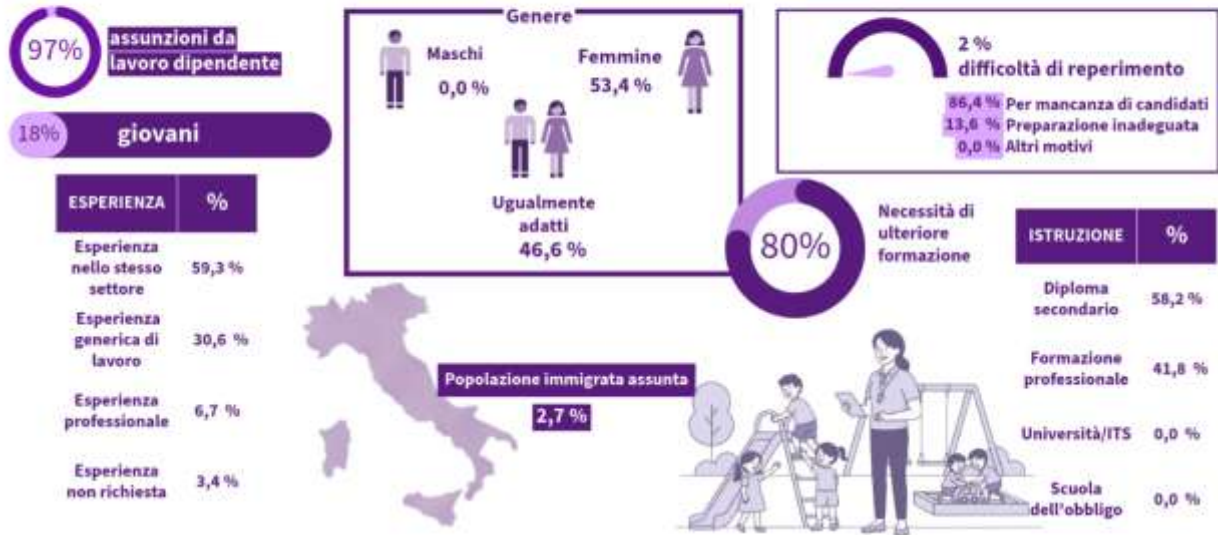
3.4.5.2.0 : Tecnici del reinserimento e dell'integrazione sociale

Le professioni classificate in questa unità forniscono servizi finalizzati a prevenire il disagio di adulti in difficoltà di inserimento sociale e lavorativo, a riorganizzare le relazioni familiari in presenza di una separazione, a rimuovere l'emarginazione sociale di bambini e adolescenti, a riabilitare adulti e minori in prigione, in libertà vigilata e fuori dal carcere e a recuperare alla vita attiva adulti scoraggiati o ritirati dal lavoro.



5.5.2.2.0 : Addetti alla sorveglianza di bambini e professioni assimilate

Le professioni comprese in questa unità sorvegliano le attività ludiche dei bambini e li assistono nei loro bisogni presso le famiglie o nelle istituzioni, li intrattengono facendoli giocare, li accompagnano e li riprendono nei luoghi delle attività quotidiane.



As can be seen from the infographics, the care services sector is characterized by being:

- mainly female-driven, with minimum rates of exclusively male presence;
- high rate of employment contracts;
- the hiring rate of young people is on average very low, equal to or less than 15%, with the minimum peak recorded for reintegration and social integration technicians;
- work experience in the same sector is privileged for all the professions considered;
- the rate of difficulty in finding it reaches an average of 30% for the professions considered, with the exception of child supervisors and similar professions which records only 2%;
- the rate of immigrant workers, for the professions considered, is volatile: the highest is recorded for personal assistance workers (44.6%), the lowest is associated with child surveillance workers and similar professions (2.7%);
- the educational paths are profoundly varied;
- All the professions considered have a high need for further training at the expense of companies.

6.4 Professional specificity – cleaning and pest control sector

The cleaning and pest control services sector in Italy represents a vital and labour-intensive economic sector, whose structural analysis reveals a deep fragmentation combined with significant employment challenges, exacerbated by cost competition and recent regulatory and technological pressures. The operating scope of the sector is defined by the ATECO 81.2 Group, falling under Section O ("Administrative and support services"). This group is highly heterogeneous, including different categories of essential services for the hygiene and maintenance of civil and industrial environments. The main activities include general cleaning of buildings, other building cleaning activities and industrial cleaning, and other specialized cleaning activities (such as internal cleaning of tankers and tankers, cleaning of industrial machines, street cleaning, and snow and ice removal). Crucially, the group also includes the disinfection and disinfestation of buildings and industrial machinery.

TOTAL REVENUE	ALL ASSOCIATED PROFESSIONS	70460
TOTAL REVENUE PER PROFESSIONAL FIGURE	8143 - Unqualified personnel in charge of cleaning services for offices/commercial establishments	39880
	4224 - Information Agents in Call Centers (No Sales Functions)	2100
	8161 - Unqualified personnel in charge of custody services of buildings/equipment/assets	2040
	4112 - General affairs attachés	1960
	7423 - Truck and truck drivers	1700
	3334 - Sales and distribution technicians	1620
	8132 - Unskilled packaging and warehouse personnel	1620
	4213 - Employees at the counters for the collection of taxes/contributions and debt collection	1590
	6151 - Workers in the cleaning and hygiene services	1470
	5616 - Private security guards	1400
	3312 - Accountants	1390
	4221 - Reception and information workers in businesses and public bodies	1320
	8312 - Unqualified staff in charge of the maintenance of green areas	1110
	4111 - Secretarial workers	1000
	2512 - Management and control specialists in private enterprises	760
	5125 - Home sellers, distance sellers	730
	3345 - Real estate agents	610
	4421 - Archiving and filing cabinets	590



TOTAL REVENUE PER PROFESSIONAL FIGURE	4122 - Data Entry Clerks	530
	5124 - Cashiers	470
	6413 - Farmers/agricultural workers specialized in gardens/nurseries, colt. flowers/plants/vegetables	450
	5132 - Demonstrators	420
	7444 - Forklift drivers	420
	2711 - Software analysts and designers	380
	6137 - Electricians in civil construction	350
	2217 - Industrial and Management Engineers	320
	6121 - Stone, brick, refractory masons	310
	8131 - Porters, goods movers	310
	8431 - Unskilled personnel in industrial activities	310
	3182 - Occupational safety technicians	300
	4411 - Personnel in charge of control and verification tasks	300
	4321 - Accounting clerks	260
	2522 - Legal experts in companies or public bodies	220
	7281 - Workers in industrial packaging machines	220
	5122 - Retail salespeople	140
	8133 - Delivery workers	140
	3121 - Technical programmers	130
	2515 - Market Relations Specialists	120
	8145 - Waste collectors and other waste collectors and separators	120
	3322 - Banking Technicians	110
	4114 - Personnel management officers	100
	3336 - Advertising and public relations technicians	90
	3321 - Financial management technicians	80
	3315 - Technicians in the organization and management of production factors	70
	4311 - Procurement managers	70
	2221 - Architects, planners, landscape architects, land recovery/conservation spec.	60
	2514 - Accounting and financial specialists	50



TOTAL REVENUE PER PROFESSIONAL FIGURE	4322 - Payroll clerks	50
	3335 - Marketing Technicians	40
	4324 - Statistical service attachés	40
	6134 - Installers of insulation and soundproofing systems	40
	6233 - Industrial machinery mechanics and fitters	40
	8141 - Unskilled cleaning personnel, accommodation services and ships	40
	2513 - Specialists in the management and development of personnel and work organisation	30
	2516 - Public relations and image specialists	30
	3125 - Network and telematics systems management technicians	30
	3155 - Service manufacturing technicians	30
	3311 - Administrative secretaries, archivists, general affairs technicians	30
	5123 - Sales Organizational Workers	30
	2531 - Specialists in economics	20
	4312 - Warehouse management workers	20
	6127 - Assemblers of prefabricated and preformed products	20
	6152 - Sewage maintenance workers	20
	6231 - Craft mechanics, repairers and maintenance workers of motor vehicles	20
	6245 - Power line installers, repairers and cabling	20
	1233 - Sales and marketing directors and executives	10
	1235 - Procurement and distribution directors and executives	10
	2721 - System designers and administrators	10
	3122 - Application Engineers	10
	3134 - Electronics technicians	10
	3172 - Operators of audio-visual recording and production equipment	10
	3183 - Environmental control and remediation technicians	10
	3331 - Procurement and purchasing managers	10
	3412 - Technicians in the organization of fairs, conferences and cultural events	10
	4113 - Protocol and document sorting clerks	10
	5231 - Stewardess, steward	10



	5523 - Personal assistance workers	10
	5617 - Lifeguards	10
	7162 - Operators of waste recovery/recycling, water treatment/distribution plants	10
	7421 - Taxi drivers, car drivers, vans, other passenger transport vehicles	10

From the table just shown, it is possible to extrapolate the most suitable professional figures for the target audience, considering: a. the level and degree of specialization; b. the number of entries expected for that specific professional figure; c. the associated difficulty of recruitment. In the case of this sector, the following professional figures have been chosen.

CLEANING - DISINFESTATIONS

PROFESSIONALS	REVENUE
8143 - Unqualified personnel Cleaning services employee for offices/commercial establishments	39880
8161 - Unqualified personnel Building/Equipment/Asset Custody Services Officer	2040
6151 - Workers in the cleaning and hygiene services	1470

Below, for each professional figure chosen, the rate of difficulty in finding is reported, both in absolute value and in percentage value.

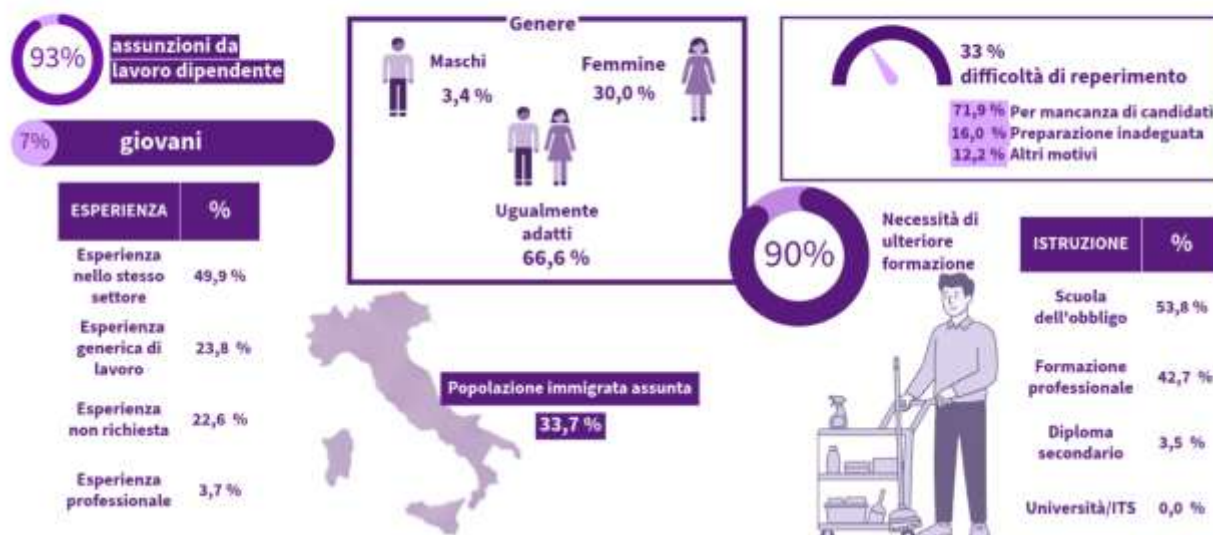
CLEANING – DISINFESTATIONS

PROFESSIONALS	REVENUE	DIFFICULTY IN FINDING (V.A.)	DIFFICULTY OF FINDING (%)
8143 - Unqualified personnel Cleaning services employee for offices/commercial establishments	39880	13780	35%
8161 - Unqualified personnel Building/Equipment/Asset Custody Services Officer	2040	560	27%
6151 - Workers in the cleaning and hygiene services	1470	840	57%

Below is a detailed description of each professional figure.

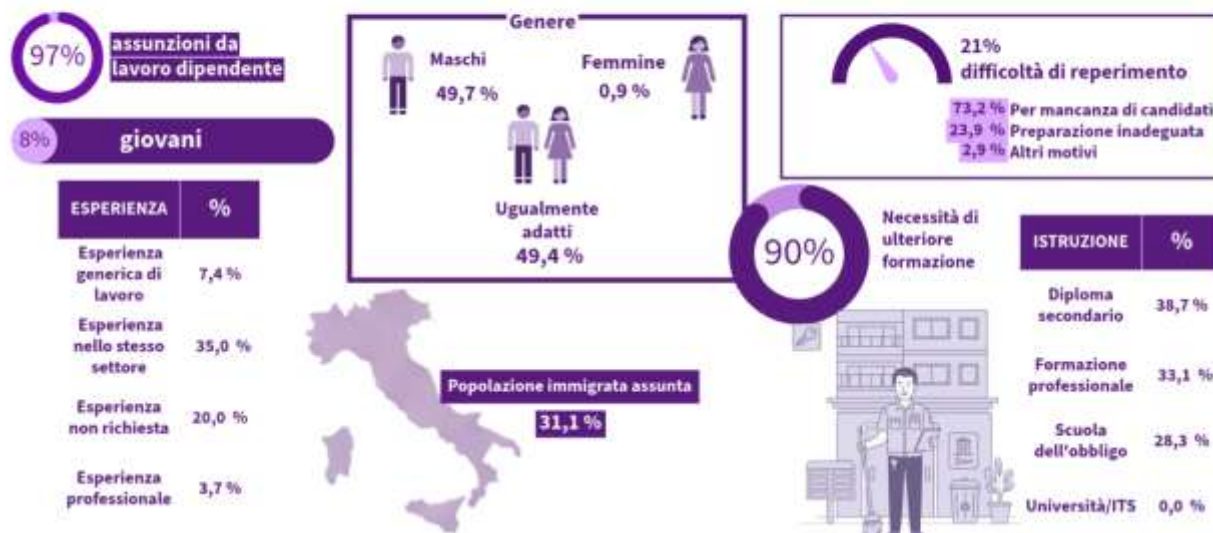
8.1.4.3.0 : Personale non qualificato addetto ai servizi di pulizia di uffici ed esercizi commerciali

Le professioni classificate in questa unità mantengono puliti e in ordine gli ambienti di imprese, organizzazioni, enti pubblici ed esercizi commerciali.



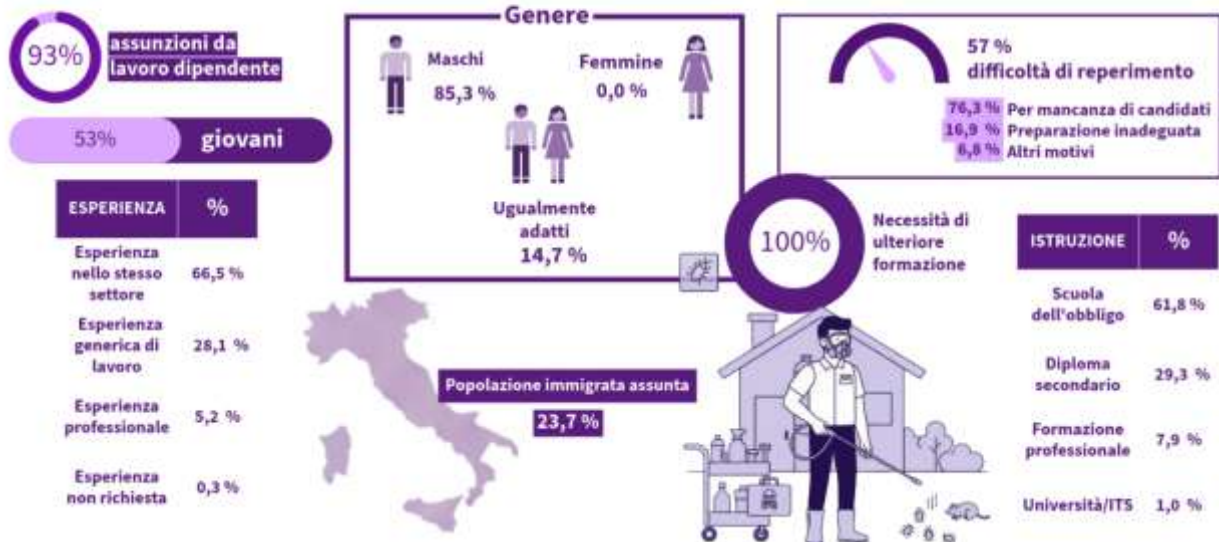
8.1.6.1.1 : Personale non qualificato addetto ai servizi di custodia di edifici

Le professioni classificate in questa unità custodiscono edifici, vigilano sugli accessi, prevengono l'ingresso di persone indesiderate, garantiscono il rispetto dei regolamenti segnalando eventuali trasgressioni; svolgono attività di portierato presso condomini privati.



6.1.5.1.0 : Operai addetti ai servizi di igiene e pulizia

Le professioni comprese in questa unità svolgono attività di igienizzazione su vasta scala degli ambienti interni ed esterni di edifici e di altri manufatti edili, in genere con l'ausilio di macchinari, tecniche e materiali specifici; ne eseguono la pulizia straordinaria; la disinfezione e la disinfestazione da parassiti, roditori o da altri animali.



As can be seen from the infographics, the cleaning and pest control services sector is characterized by being:

- highly diversified according to the specific professions → for unskilled personnel more than half of the jobs are intended for both sexes but with a prevalence of only women compared to men only; the staff in charge of care services divided equally between males (49.7%) and both sexes (49.4%); workers in charge of hygiene and cleaning services are predominantly male; with 85.3%;
- high rate of employment contracts;
- the hiring rate of young people is on average very low for cleaners and custodial service workers (less than 10%) while for hygiene and cleaning service workers it is over 50%;
- work experience in the same sector is privileged for all the professions considered, with the exception of unqualified personnel assigned to building custody services;
- the rate of difficulty in finding them reaches an average of 30% for the professions considered, with the exception of hygiene and cleaning service workers who record 57%;
- the rate of immigrant workers, for the professions considered, is on average 29% for the professions considered;
- the educational paths are profoundly varied;
- All the professions considered have a high need for further training at the expense of companies.

6.5 Preliminary considerations

The analysis carried out so far requires reflection, useful for the development of point 7 of the functional sequence. In fact, the vacancies explained in point 5 refer to the professional figures for the specific sector considered and in the specific region chosen, while point 6 expresses the characteristics for each professional figure for the chosen region, regardless of the sector. This distinction is of priority importance especially for those transversal figures who appear in several sectors. For this reason, it could be useful to analyse the vacancies for professional figures, in each important sector.

UNQUALIFIED CLEANING STAFF			
ECONOMIC SECTORS	REVENUE	DIFFICULTY IN FINDING (V.A.)	DIFFICULTY OF FINDING (%)
TOTAL	58790	19570	33%
0601030125 - Operational support services for businesses and people	40030	13820	35%
0501010119 - Accommodation and catering services; Tourist services	7760	3260	42%
0201090214 - Public utilities (energy, gas, water, environment)	1800	850	47%
0601020123 - Advanced business support services	3250	410	13%
0601040120 - Transport, logistics and warehousing services	1420	340	24%
0602010328 - Cultural, sports and other personal services	720	270	38%
0602010126 - Education and private training services	410	180	44%
0301010115 - Construction	830	170	20%
0401010318 - Retail	200	100	50%
0602010227 - Health, social work and private health services	850	100	12%
0201070209 - Metallurgical and metal products industries	80	50	63%



0201070310 - Machinery and equipment manufacturing industries and transport equipment	40	10	25%
0401010217 - Wholesale	280	10	4%

TRUCK AND TRUCK DRIVERS

ECONOMIC SECTORS	REVENUE	DIFFICULTY IN FINDING (V.A.)	DIFFICULTY OF FINDING (%)
TOTAL	20310	11430	56%
0601040120 - Transport, logistics and warehousing services	12930	7920	61%
0601030125 - Operational support services for businesses and people	1700	340	20%
0301010115 - Construction	1610	790	49%
0201090214 - Public utilities (energy, gas, water, environment)	730	530	73%
0401010217 - Wholesale	620	350	56%
0601020123 - Advanced business support services	600	480	80%
0501010119 - Accommodation and catering services; Tourist services	560	20	4%
0401010318 - Retail	330	280	85%
0601010122 - Information Technology and Telecommunications Services	320	210	66%
0201010102 - Food, beverage and tobacco industries	160	90	56%
0201070310 - Ind. fabbric. machin. and equipment and means of transport	140	100	71%
0201060208 - Non-metallic mineral processing industries	100	60	60%

This reflection is useful because the same professional figure can be employed in different sectors and, for this reason, will need to develop specific skills as the sector in which it will be inserted varies.

Furthermore, as we have seen, for all the professional figures analysed in the previous pages the need for further training is very high, with three cases in which it reaches 100% and for all other cases it is never less than 80%. This scenario opens up important questions about vocational training paths, reinforcing the evidence of the mismatch between the skills required by the market and those available, among the main indicators of the dysfunctions of the Italian labour market. This trend is also consistent with the percentage of young people hired, which remains very low for almost all the professions considered. Even in manual jobs, apparently with low qualifications, as in the case of bricklayers, the majority of jobs are occupied by people between the ages of 45 and 64, highlighting how the experience gained in the work is a fundamental requirement for hiring.

7. Identify the skills required

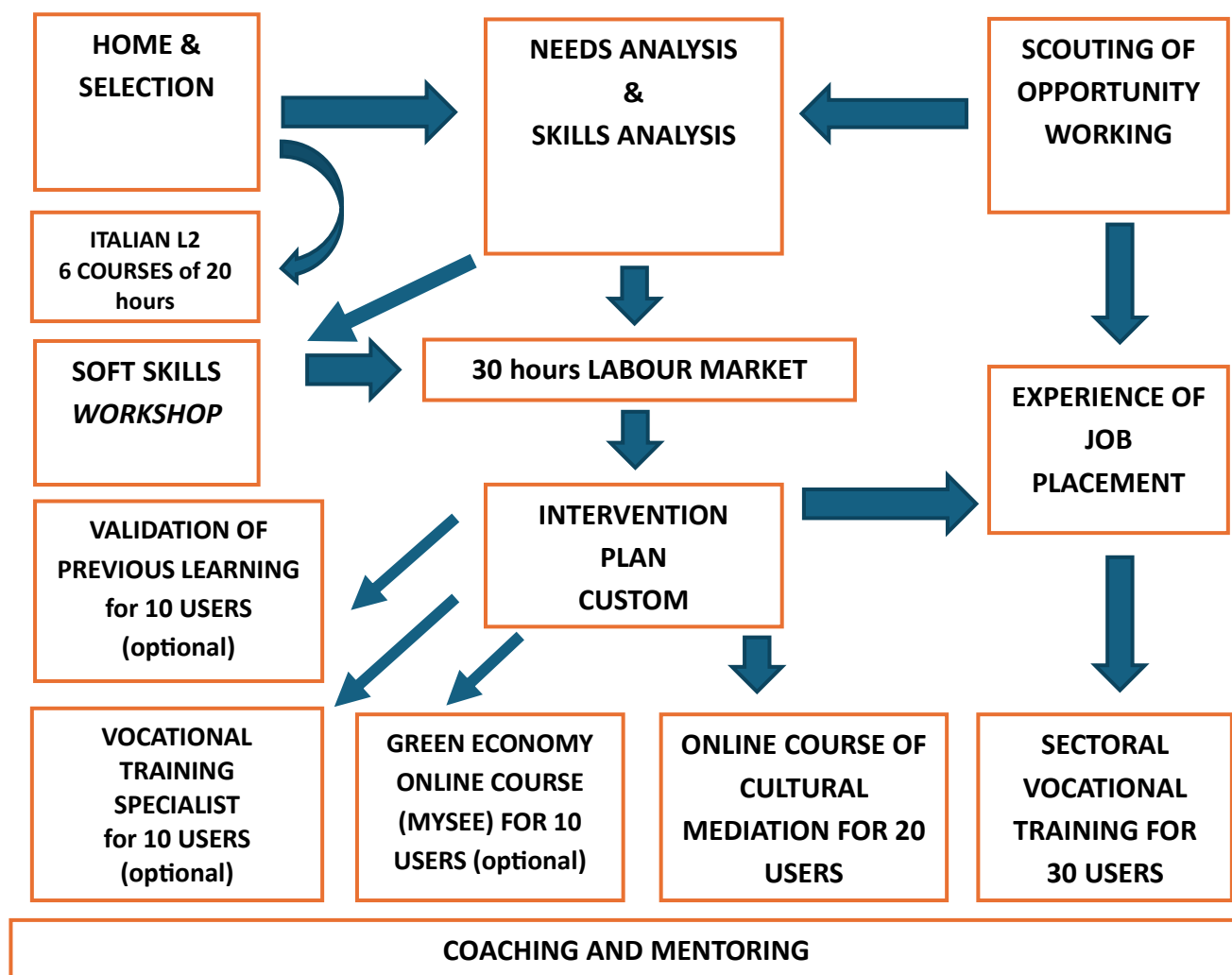
For each of the professional figures identified, it is then appropriate to deepen the skills required. In fact, as seen above, the mismatch between the skills acquired and the skills required by the labour market is among the weak points of employment in Italy.

To remedy this gap, it is necessary to integrate what is contained in the Atlas of Work with the training needs expressed by companies. The work that the team is carrying out analyses the skills highlighted for each profession by the Atlas of Work, relating them to the specific needs identified by the companies involved.

This work will be the subject of an Appendix to the Research/Action Report, which will contain the lessons learned from the AMIL pilot experiment and possible extensions of the sectoral insights and sectors of interest to third-country nationals.

Training to support the meeting of labour supply and demand

The overall picture of the support offer under the AMIL Pilot Action can be summarized as follows:



The link between guidance and specialized training, in the integrated chain of services for work inclusion, is the **Personalized Intervention Plan (PIP)**, which ferries candidates within the production system or towards specialized professionalization paths.

Teamwork in this phase is crucial in targeting the training offer to the group of participants with respect to the local workforce needs. The drafting of the PIP therefore implies an in-depth analysis of the candidates, and in the case of young people, especially of their potential, coming from the reception, selection, orientation and preparatory training services, to be reconciled with the analysis of local employment opportunities.

The role of the AMIL cluster in the context of active employment policies

The tool of the **Database of Companies**, included in the AMIL Cluster, as well as the **functional sequence** illustrated in the previous paragraphs, can facilitate the relational process between operators and between them and the participants in the work inclusion path, and in cascade the respective sending organizations.

The dense network of stakeholders involved in this process presupposes a clear adherence to the project aims of AMIL and a coherent organizational plan, oriented towards *Agile Management*. The Letter of adhesion to the AMIL network of companies can be requested from the project partners.

The concrete outcome of the involvement of companies does not end with providing job placement opportunities for direct beneficiaries, as representatives of the production system can also play the role of mentors. In addition, through an additional integrated and specialized training offer on the sectors/sectors of reference, a comparison between company managers and socio-educational operators is facilitated for the transparency of the knowledge and skills acquired during the *learning-by-doing period*.

This phase is aimed at strengthening awareness of the world of work and the skills necessary to act the professional role in objective, enhancing the experience of work inclusion and launching a bridge on further paths of professional qualification, through the regional training offer, also, where the conditions exist, offer a service of identification and validation of skills.

Regulatory and procedural insights into the National Skills Certification System are available on the INAPP website.⁷

In the Lazio Region, the Regional Skills Certification System⁸ launched in 2016 saw the approval of the criteria for the accreditation of entitled subjects for the provision of Identification and Validation Services and the Skills Certification Service in 2018. This opportunity allows the full enhancement of the wealth of experience and skills acquired by people in formal, non-formal and informal learning contexts.

⁷ <https://www.inapp.gov.it/atlantelavoro/sistema-nazionale-di-certificazione-delle-competenze/>

⁸ <https://www.regione.lazio.it/enti/lavoro/sistema-regionale-certificazione-competenze>

Ideas for process and methodological innovations

From the shared analysis conducted by CIES and Speha Fresia on the strengths and weaknesses of the local pilot experimentation, some areas for improvement can be seen in the following professional situations:

- Create a routine for sharing work in progress, paying attention to both informal and qualitative aspects, as well as formal and quantitative, measurable and demonstrable aspects.
- To take the perspective of the participants as a priority in the planning and implementation of the activities aimed at them, paying attention to critical issues related to the location of implementation, urban mobility, the availability of IT devices, the reconciliation with other educational obligations or personal commitments.
- Pay particular attention to the reconciliation with care commitments, which mainly concerns young women with children, with the need to provide additional services on the side to be entrusted to early childhood educators, to facilitate their participation in preparatory training activities (workshops on *soft skills* and the general course on the labour market) and to achieve the objective of drafting the PIP.
- Make the most of complementarity with other devices or measures of active policies, as in the case of the Guarantee Employability Workers Program (GOL); the SALGO Program dedicated to young people between 18 and 35 years old; or the system action of the Ministry of Labour and Social Policies, PUOI PLUS, for the promotion of the socio-labour integration of vulnerable migrants who are third-country nationals.
- Provide further opportunities for continuous training for operators engaged in AMIL, especially with regard to the relationship with the production system and the local labour market.
- Experimenting with mixed training courses, distance and face-to-face, to be calibrated in relation to the candidates' language competence (basic, intermediate, advanced), one of the major critical issues felt among the participants in the preparatory training activities of the first phase of experimentation.

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