



**CONFLAVORO**  
Piccole Medie Imprese



**The National Confederation  
of Small and Medium Enterprises**

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# 01 Situation sketch

## Introduction

CONFLAVORO, the National Confederation of Small and Medium Enterprises, is a **nationally representative employers' association, officially recognized by the Italian Ministry of Labour** in June 2025, in accordance with Italian labour legislation.

Excluding any profit-making activities in the performance of its duties, the association carries out its mission in compliance with the Italian Constitution and the national and EU regulations, rejecting corruption and any illegal practices.



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With more than **1.000 collaborators** operating in **79 confederation offices** across **18 regions**, **70 provinces** and over **150 affiliated association offices**,  
Conflavoro represents approximately **92.000 enterprises** throughout Italy, employing over **720,000 workers**





## 02 Organization

**Roberto Capobianco** is among the founders of Conflavoro and serves as its **National President**, reconfirmed in office in 2025

As an entrepreneur, he is actively on the front lines, supporting business owners in facing the tough challenges of the modern era.

The President leads and directs Conflavoro's historical commitments and innovative actions daily, with the awareness that, to revive the country's economy and well-being, it is essential to first reduce bureaucracy, reform tax pressure, and focus on professional training. His mission is to protect businesses in every aspect and enhance labor efficiency, making it easier for Italian enterprises to compete in both domestic and international markets.

“

**Roberto  
Capobianco**

National President



## Regarding **Conflavoro PMI's national structure**, the main bodies are:

The National President and Founder

four National Vice Presidents

four Directors on the Board of Directors

the Secretary General, vested with legal representation powers

a three-member Board of Arbitrators, entrusted with statutory, ethical and regulatory oversight functions

the National Assembly, composed of the Presidents of all territorial offices, which votes by majority on the Confederation's annual budget and on major organisational decisions

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Conflavoro also has a **national team of qualified professionals**, located among Rome, Lucca, Florence and Milan, managing the various areas of activity of the Confederation at the national level, each coordinating their own team. This ensures constant visibility to the activities conducted by the President and the various experts and members within Conflavoro, thus guaranteeing the constant care of the reputation and the continuous development and growth of the Confederation.

**In particular, among these,  
the most important are:**

- ▶ Public Affairs & Advocacy
- ▶ Communication and Media Relations
- ▶ Industrial and Labor Relations
- ▶ Legal Affairs
- ▶ Marketing & Social Media
- ▶ Study and Research Center
- ▶ Training and Education Center
- ▶ Events, Partnerships and Conventions
- ▶ Coordination of Territorial Offices
- ▶ Associative and Commercial Development



## As part of the **union and contractual initiatives** that Conflavoro develops to protect and strengthen the business sector, a central role is played by the **Technical-Scientific Committee on Labor Law**

This body provides essential contributions to ensure **strategic and up-to-date support** for enterprises. The committee is composed of **lawyers, professors, accountants, and labor consultants** - highly qualified professionals with recognized expertise. Their specialized knowledge is instrumental in addressing **regulatory and contractual challenges** in an ever-evolving market.

In addition, another strategic pillar for the Confederation technical scientific background is the **Conflavoro Research & Study Center**, managed by its own Director

Its main role within Conflavoro is to conduct research and analysis on socio-economic issues, as well as to **collect, interpret, and disseminate economic, regulatory, and market data**, providing concrete tools to support businesses and the demands shared with institutional decision-makers. Thanks to this broad perspective, the research center is able to identify the interconnections between different business areas, offering more comprehensive responses and solutions that take into account the real operational dynamics of companies.

Within Conflavoro there are several **thematic divisions** dedicated to strategic business areas and key policy fields. These divisions focus on sector-specific representation, development, and advocacy activities:



It was created to promote economic development and cooperation between European businesses and African countries. Based in Nairobi - Kenya, it focuses on sustainable growth projects, encouraging trade, investment, and knowledge transfer in strategic sectors such as energy, agriculture, and infrastructure. It serves as a reference point for

SMEs seeking to expand into African markets, fostering mutually beneficial business opportunities and contributing to long-term economic partnerships. The division collaborates with the development of specific projects or initiatives according to the Mattei Plan established at the Presidency of the Council of Ministers of Italy.



## **CONFLAVORO ASSOFOTO**

It supports the photography sector by promoting the value of printed photography, enhancing the professional recognition of photographers, and strengthening the entire imaging supply chain as a cultural and social asset. It works to ensure

professional standards, quality certification, and reliability within the sector, while supporting the coexistence of physical and digital photography services and safeguarding small local businesses operating in this field.



## **CONFLAVORO COSTRUZIONI**

The section represents and supports companies in the construction sector. It promotes fair competition, greater flexibility in labor relations, and sustainable cost structures for businesses. The division encourages reinvestment in workforce

training, health and safety standards, employee welfare, and professional development, aiming to balance business sustainability with improved working conditions.



## **CONFLAVORO IMPRESA DONNA**

This division promotes gender equality in the labor market and supports equal opportunities in entrepreneurship. It works to foster women's entrepreneurship as a driver of economic growth and independence, creating networking opportunities and strategic partnerships to enhance competi-

tiveness and leadership. The division also collaborates with public institutions and stakeholders to address structural barriers that women entrepreneurs face and to promote inclusive economic development.

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**CONFLAVORO**  
**SALUTE**

Dedicated to the healthcare sector, this division promotes efficiency, collaboration, and best-practice sharing among healthcare professionals and organizations. It supports continuous profession-

al training and skills development, contributing to higher professional standards and the overall improvement of healthcare services, while safeguarding the well-being of the community.



**CONFLAVORO**  
**TERZO SETTORE**

This division focuses on supporting non-profit organizations and social enterprises. It provides analysis and guidance on regulatory, fiscal, and organizational matters, helping strengthen gov-

ernance, management capacity, and service innovation. Through strategic partnerships with social and economic stakeholders, it aims to enhance community well-being and social cohesion.



# 03

## Associative Ethics

Protects. Promotes. Represents.

Conflavoro is oriented in guaranteeing all its members **assistance and support in their entrepreneurial life**, offering support for access to credit, legal protection, financial consultancy, multisectoral training, as well as effective union assistance for the entire company, often underestimated but vital, paying particular attention to the correct application of the National Collective Labor Agreements signed.

In carrying out its activities, the Confederation aims to achieve its objectives through the following values:

“

### Protecting

and assisting its members through specific functions, primarily entrepreneurial education, support services in accessing credit and consultancy, and multisectoral training, especially in workplace safety.

“

### Promoting

solidarity and collaboration among entrepreneurs, believing that “networking” is essential for Italy’s fragmented economy.

“

### Representing

member companies in relations with institutions, administrations, political-economic organizations, trade unions, and other components of society, maintaining its independence and affirming its non-partisan stance.

There are also some cross-cutting values, such as **workplace safety, youth entrepreneurship, and women’s entrepreneurship**, in which Conflavoro directly invests, as these are considered fundamental for all businesses. For workplace safety, Conflavoro provides training centers, and for the other two areas, the Confederation has established dedicated sections.

# 04

## Product sectors

The association stands out for its **cross-sectoral representation**, covering businesses across multiple industries and enabling it to address diverse economic challenges. **Companies are currently under strong pressure** due to the global crisis, intensified by post-pandemic effects, geopolitical tensions, trade frictions, inflation, and rising energy costs, with SMEs particularly affected. This broad representation **allows the association to advocate targeted support**, strengthen economic resilience, and promote innovative responses to an increasingly complex and uncertain environment.

### Manufacturing Activities

- ▶ Mechanical Engineering and Industrial Components
- ▶ Chemicals and Plastics
- ▶ Textiles, Clothing and Footwear
- ▶ Goldsmithing, Jewelry and Watchmaking
- ▶ Handicrafts and Restoration
- ▶ Upholstered Furnitures

### Trade and Distribution

- ▶ Wholesale and Retail Trade
- ▶ Distribution and Logistics

### Catering and Public Concerns

- ▶ Restaurants, Trattorias, and Pizzerias
- ▶ Bars, Cafés, Ice Cream Shops and Pastry Shops
- ▶ Catering and Event Services

### Construction and Plant Engineering

- ▶ Construction and Infrastructure
- ▶ Plant Engineering, Domatics and Automation
- ▶ Renewable Energy



## **Business Services and Professionals**

- ▶ Consulting and Technical Assistance
- ▶ IT, Software Development and Digital Services
- ▶ Marketing and Communication

## **Logistics, Transport, and Multi-services**

- ▶ Road Transport and Logistics
- ▶ Cleaning, Handling and Goods Portering Services

## **Agri-food**

- ▶ Agricultural Production, Fishing and Aquaculture
- ▶ Food Industry and Processing
- ▶ Food Trade and Distribution (Wholesale and Retail)
- ▶ Bakeries, Pastry Shops, Dairies and Sausage Factories

## **Personal Services and Welfare**

- ▶ Aesthetics, Wellness and Hairdressers
- ▶ Private Healthcare and Medical Assistance

## **Tourism and Hospitality**

- ▶ Accommodation Facilities (Hotels, B&Bs, Hostels, Agritourisms)
- ▶ Travel Agencies and Tour Operators
- ▶ Tourist Entertainment

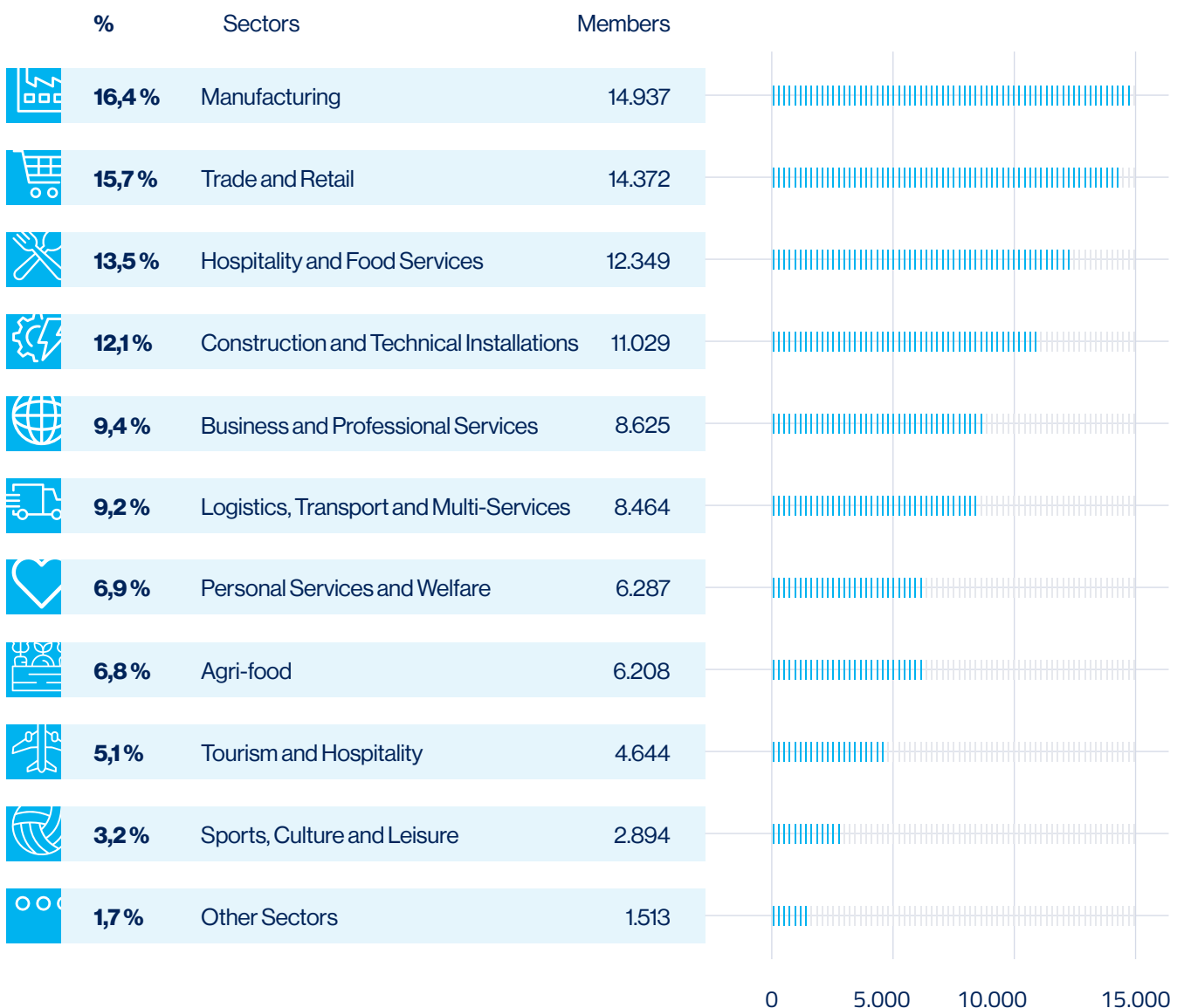
## **Sports, Culture and Leisure**

- ▶ Sports Centers, Swimming Pools, Gyms and Fitness
- ▶ Events and Shows

# 05 Conflavoro by the numbers

Over the past three years, SMEs have operated in a highly volatile macroeconomic environment characterised by energy market disruptions, inflationary pressures, supply chain instability and tightening financial conditions. In this context, **Conflavoro has reinforced its proximity-based support model**, expanding advisory services, strengthening information flows, and activating dedicated crisis-support mechanisms aimed at facilitating access to finance, enhancing resilience and supporting business continuity. Looking more closely at the Confederation’s profile, the following figures provide a **detailed overview of the sector composition and types of businesses that make up Conflavoro’s membership base.**

## Referring to Members by sector breakdown





## Revenue Distribution

Turnover	Companies*	%
Under € 1 million	43.736	<b>47,9 %</b>
€ 1–2 million	29.733	<b>32,6 %</b>
€ 2–5 million	10.610	<b>11,6 %</b>
€ 5–10 million	4.462	<b>4,9 %</b>
Above € 10 million	2.781	<b>3 %</b>

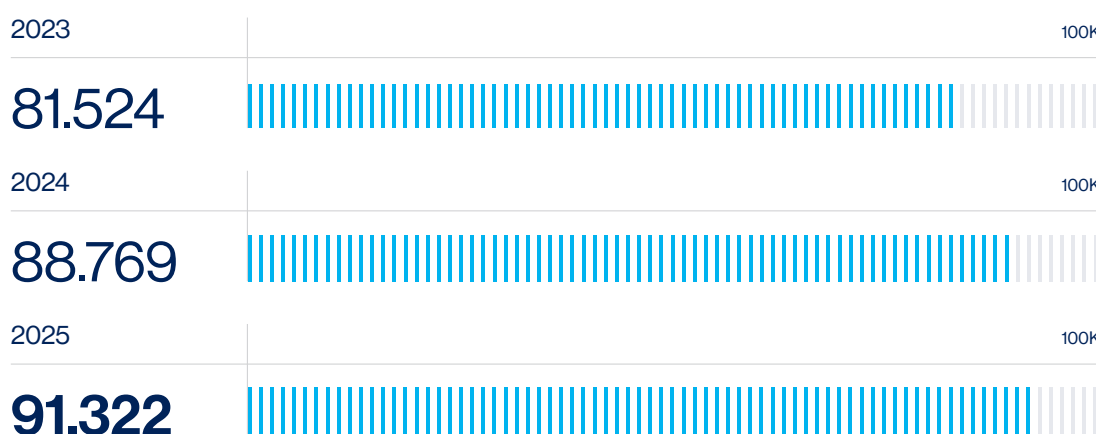
\*Number of companies out of a total of 91,322 members

## Company Size Structure

Enterprise	Companies*	%
Micro Enterprises	64.839	<b>71 %</b>
Small Enterprises	16.442	<b>18 %</b>
Medium Enterprises	9.127	<b>10 %</b>
Large Enterprises	914	<b>1 %</b>

\*Number of companies out of a total of 91,322 members

## Three-Year Membership Trend



# 06

## Main Challenges

As previously highlighted, **Conflavoro's main goal is to support entrepreneurs in facing the many challenges ahead.** To revitalize the country's economy and overall well-being, it is essential to first reduce bureaucracy, reform tax pressures, and focus on professional training. Our commitment is to protect businesses in every aspect and streamline the labor system to help Italian companies thrive both domestically and internationally. This mission is reflected in Conflavoro PMI's longstanding and daily dedication.

There are some continuative actions to remain a **solid point of reference in the Italian SME landscape**, in a market where there are numerous intermediate bodies representing businesses, and these are:

### ▶ **Manufacturing Activities**

With frequent changes in labor laws, tax policies, and European Union regulations, Conflavoro must stay agile and continuously update its resources and guidance to remain relevant to its members.

### ▶ **Addressing the Needs of Diverse Enterprises**

Representing a wide range of businesses - from micro to medium-sized enterprises, across both traditional and emerging sectors - requires a nuanced approach to advocacy and support. Balancing these varied needs could be complex.



## ▶ **Promoting Innovation in Traditional Sectors**

Encouraging digital transformation, AI adoption, and other technological advancements in traditional industries can be challenging, especially when smaller companies lack resources or awareness about such shifts.

## ▶ **Navigating Economic Uncertainty**

Given recent crises and economic slowdowns, Conflavoro may face difficulty in helping businesses secure financial stability, manage rising costs, or find growth opportunities in a volatile market.

## ▶ **Maintaining a Skilled Workforce**

Ensuring that their young, skilled staff is continually trained and motivated, while keeping up with a growing demand for specialized knowledge, can be challenging. Retaining expertise within the network of professionals Conflavoro relies on could also be an ongoing concern.

## ▶ **Strengthening Institutional Relations**

Building and sustaining effective relationships with governmental and European bodies, especially when advocating for smaller or underrepresented enterprises, may require strategic negotiation skills to ensure the voices of smaller businesses are heard.

# 07

## Services provided

**All the services provided by Conflavoro to businesses have full coverage across the entire national Italian territory,** ensuring that member companies receive constant and widespread support, regardless of their geographical location. Thanks to this extensive assistance network, businesses can benefit from consultancy, training, regulatory updates, and tailored solutions wherever they operate in Italy.

**Quality and accessibility** are the fundamental pillars of Conflavoro's service offering: each service is designed to effectively meet the needs of the business sector, providing concrete tools for growth and competitiveness. Companies can rely on prompt and qualified assistance at any time, enabling them to better face market challenges and seize new development opportunities.

### Union assistance and Industrial relations

Conflavoro guarantees a comprehensive **trade union assistance service for employers**, supporting them during inspections by regulatory authorities and in any disputes with employees. Our team of business union representatives works alongside companies throughout the negotiation and dispute resolution processes, ensuring that employers' rights are upheld. We assist employers and professionals to conduct **entrepreneurship activities respecting best practices** to manage industrial relations and relationships with their own employees, in order to improve the quality of business climate and to invest in the avoidance of conflicts.

### Quality and Improvement NLA

The most suitable and advantageous National Labor Agreement (NLA) for your company exists and is signed by Conflavoro. **From traditional sectors to those of more recent establishments**, we value the companies and the professionals who manage them. The Conflavoro NLA includes every possible precaution in accordance with the law so that they are always improving and in line with new market needs.



## Public affairs & Lobbying

Conflavoro facilitates relations with local and national institutions, providing **support and representation primarily before the Government, Parliament, and Government Agencies**. Conflavoro monitors regulatory developments affecting small and medium-sized enterprises across all sectors and ensures its active participation in shaping public policies. It takes part in **key ministerial** roundtables and regularly attends **hearings in the Italian Parliament** on major topics of interest, such as labor, economic development, industry, education, health and safety, economy, internationalization, sustainability, and innovation. Lobbying activities are also oriented in strengthening relationships with authoritative third parties (such as think tanks, universities or other associations) useful to increase the consensus building around the principle instances of interest.

## Occupational safety and health

Conflavoro provides mandatory training to accomplish health and safety labour standards, in order to eliminate occupational accidents through safety culture dissemination. **The Confederation is the only one in Italy** to prepare our entrepreneurs to best pass company inspections, thanks to the exclusive vademecum compiled with ATISL labor inspectors.

## Workplace safety Check-up and Inspection assistance

The Conflavoro team of qualified workplace safety experts will conduct a **comprehensive check-up to verify businesses' compliance with legal obligations regarding health and safety in the workplace**. This process ensures that the company has met all regulatory requirements and results in a detailed report. The report will enable businesses to make any necessary adjustments, such as training courses, risk assessments, medical check-ups, and structural interventions, ensuring full compliance with current regulations and avoiding the risk of legal violations and potential penalties. Additionally, Conflavoro has established **an immediate support service available through a dedicated hotline**. In the event of inspections by regulatory authorities, businesses can contact this service to receive real-time legal and operational assistance, ensuring proper representation during the inspection.

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### Human resource management check-up

The Conflavoro team of business labor relations experts will conduct a **company audit to identify any practices that could lead to labor disputes** from employees or penalties from regulatory bodies due to non-compliance with labor laws or contractual regulations.

### Legal assistance

Conflavoro's team of specialized lawyers offers members a **free initial legal consultation in civil and criminal law**. This service provides businesses with support in contractual matters, commercial disputes, and breaches of agreements, as well as legal assistance in criminal cases to protect corporate interests.

### Credit access

Conflavoro provides dedicated support to companies seeking financial resources to sustain and expand their activities, **offering expert guidance to help businesses navigate the complex landscape of public finance, with a particular focus on programs designed specifically for small and medium-sized enterprises**. Thanks to the in-depth knowledge of public procedures and regulatory frameworks, Conflavoro assists companies in identifying the most suitable financing opportunities available at both national and international levels. Moreover, Conflavoro has established strategic agreements with public agencies, financial institutions, and specialized organizations that promote business development and investment. Whether a company is looking to invest in innovation, international expansion, or infrastructure improvements, our team ensures a streamlined process, maximizing the chances of obtaining financial support essential for long-term success.

### Networking and Entrepreneurial training

Conflavoro fosters networking among member businesses through targeted initiatives and the sharing of valuable contacts. These relationships not only contribute to the **development of business networks but also promote corporate growth**. This activity is further reinforced by the organization and delivery of training and professional development courses for both entrepreneurs and employees. The goal is to equip businesses with the necessary skills to keep up with socio-economic developments and remain highly competitive.



## Subsidized finance

For businesses aiming to grow, innovate, and maintain a competitive edge in their industry, financial constraints often represent a major obstacle. At Conflavoro, we understand the challenges that enterprises face when trying to implement ambitious projects, which is why **the Confederation offers specialized consultancy in the field of subsidized finance**. The dedicated team of strategic consultants works closely with companies to identify and leverage public funding opportunities that align with their specific needs and objectives. The support is aimed at supporting the analysis of available grants, tax incentives, and government-backed financing programs, ensuring that businesses can access the resources they need to thrive. **The general approach goes beyond simple financial assistance**, helping companies in developing a structured and strategic investment plan that optimizes funding utilization, enhances financial sustainability, and drives long-term growth.

## Partnerships

Conflavoro continuously starts new **strategic and commercial partnerships** to enhance daily private enterprises' well-being. Through these partnerships, the Confederation guarantees goods and services to its members on particularly advantageous and competitive terms. The main ones are:

- **Insurance and Banking:** Discounts on business and personal insurance policies; special conditions for bank accounts, loans, and credit cards.
- **Energy and Telecommunications:** Discounts on electricity, gas, and telecom services.
- **Office Supplies:** Discounts on office materials and equipment.
- **Cars and Commercial Vehicles:** Reduced prices on leasing and vehicle purchases.
- **SIAE - Italian Authors' and Publishers' Association:** Discounts on the use of copyrights for commercial and hospitality activities.
- **Transport and Hotels:** The best deals for long-distance travel and accommodations.

# 08

## Conflavoro - Ebiasp welfare system

Conflavoro, thanks to its bilateral system Ebiasp, an organization that supports the contractual welfare of businesses and workers -ensures concrete measures of economic, professional, and social support. These measures consistently attract a significant number of new members. This structured system allows Conflavoro to stand out among industry associations, offering specific and advantageous solutions that meet the real needs of businesses and workers.

The **Ebiasp Notices** are the primary tool through which the organization implements contractual welfare, transforming it into economic and training opportunities. Through these notices, member companies can access funding, reimbursements, and services that enhance employee well-being and strengthen business competitiveness.

The main types of interventions are divided into **measures supporting workers** (e.g., economic contributions for personal or family emergencies, reimbursement of expenses for professional training, purchasing school supplies for children, supplementary healthcare, and incentives for work-life balance) **and measures supporting businesses** (e.g., reimbursement of expenses for mandatory safety training and updates, corporate welfare programs and flexibility policies, contributions for investments in digitalization tools or business growth).

This offering is more advantageous compared to others due to its simplified bureaucratic access, tailored solutions for SMEs, tangible cost savings for businesses through an integrated system of welfare and collective bargaining, and its ability to enhance companies' competitiveness in the market. The opportunity to access such beneficial welfare tools is a strong motivation for businesses to join **Conflavoro**, helping them differentiate from competitors who often fail to provide equally concrete and personalized solutions. It also fosters loyalty among existing members.



**Conflavoro PMI**

The National Confederation of Small and Medium Enterprises

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