

Ludovica Morgia

Senior Associate

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OVERVIEW

Ludovica Morgia is a senior associate in the firm's Labor, Employment, and Workplace Safety practice. She focuses on matters such as union negotiations, business restructurings, lay-offs, disciplinary measures and employment disputes.

PROFESSIONAL BACKGROUND

Before joining the firm, Ludovica was a trainee at another law firm in Milan.

She has gained experience in disputes of labor law, commercial law, capital markets, trade union negotiations and restructuring. She graduated in Law at the University LUISS “Guido Carli” - Rome in 2016 with a thesis having as object a comparative analysis regarding multiple voting stock in United States of America and in the main European countries.

SPEAKING ENGAGEMENTS

- Speaker, “HR Coffee Talks: EU Pay Transparency Directive,” March 2026

EDUCATION

- Law Degree, University LUISS Guido Carli Rome, 2016 *(cum laude*

ADMISSIONS

- Milan Bar
- Solicitor, England and Wales (non-practising)

LANGUAGES

- English

- Italian

THOUGHT LEADERSHIP *POWERED BY HUB*

- 8 April 2026, Smart Working: New Rules and Sanctions for Italian Employers Effective As of 7 April 2026
- 20 February 2026, AI News: Italy Sets the Rules for AI in the Workplace
- 1 December 2025, Employer Protection Against the Safety Responsibilities of Workers With Overseas Activities—Part 1
- 1 December 2025, Employer Protection Against the Safety Responsibilities of Workers With Overseas Activities—Part 2
- 1 December 2025, Employer Protection Against the Safety Responsibilities of Workers With Overseas Activities—Part 3
- 24 July 2025, Unlawful Dismissals: What Changes for Small Companies in Italy After Decision No. 118 of 21 July 2025
- 8 June 2023, Whistleblowing: Upcoming Obligations for Companies
- 27 January 2022, Italian Fight to Gender Equality
- 18 January 2022, New Legislation Regarding COVID-19 and Access to Workplace
- 11 November 2021, Green Pass Decree - Q&A
- 24 March 2020, COVID-19: Italian Public Schemes and Social Measures During COVID-19 Emergency
- 12 March 2020, COVID-19: Tools for Italian Employers in Facing the Emergency

OTHER PUBLICATIONS

- "Whistleblowing, business groups and reporting channel sharing," *Il Sole 24 Ore* (Italy), 20 February 2024
- "Whistleblowing and Economic Incentives: A Comparative Analysis," *Lavoro Diritti Europa*, 29 January 2024

AREAS OF FOCUS

- Labor, Employment, and Workplace Safety

REPRESENTATIVE EXPERIENCE

- Assisted the Italian branch of an international company active in the 3D printing sector, in implementing its organizational chart, in the drafting of employment agreements and of agreement with free-lance consultants. Assistance in the re-organization of the Italian finance department and management of individual dismissals due to objectively justified reasons.

- Assistance to the client a U.S. Pharmaceutical company, in different activities including: (i) reorganization of the Italian company's organizational chart; (ii) implementing changes of level and positions to a number of employees; (iii) assignment of employees to different tasks; (iv) management of individual redundancies; (v) new distribution of powers amongst executives and directors and drafting of relevant minutes of the Board of Directors' meetings.
- Assisted a Italian company part of an industrial group active in the heavy & civil engineering construction industry in the acquisition of 80% of one of the main European players in the visual merchandising and window display sector for some of the main international brands in the fashion industry, which is also present in the strategic markets of China and the United States through two subsidiaries.
- Assisted an Italian leader in exhibition shipments and logistics in labor law issues arising in relation to a service agreement taken over by the client, including hiring of employees from the old employer, management of the information and consultation procedure with the trade unions, management of the strikes on behalf of the employer.
- Assisted an Italian foundation in labor law matters related to a network of companies established for the purpose of launching the challenge and participating in the XXXVI America's Cup (2018 - 2019)
- Assistance to a U.S. provider of cloud-based business automation technology, in different activities: (i) management of employees' redundancies; (ii) drafting of MBOs and bonus plans for employees; (iii) individual dismissals due to objectively justified reasons and (iv) execution of the relevant settlement agreements with the dismissed employees.
- Assisted a U.S. global leader in energy-efficient air treatment and climate solutions in the reorganization of its Italian operations, including individual dismissals due to redundancies and relevant settlement agreements with the employees involved.
- Assisted the client, owner of an Italian hotel group based in Rome, in a transfer of business having as object a luxury hotel in downtown Rome. Our assistance included due diligence on labor and employment-related aspects, drafting of the Business Transfer Agreement's clauses regarding personnel, management of the mandatory information and consultation procedure with works council and trade unions. We have been continuously assisting the client post-closing, within the context of the re-organization of the hotel's workforce and management of trade union relationships entailing execution of collective agreements at a company level.
- Assisted one of the leading international companies in the distribution of spare parts in the acquisition of an important distributor in the aftermarket segment for the automotive sector. We have assisted the company in the Labor due diligence process and in drafting and negotiation the employment-related clauses of the Share Purchase Agreement.
- Assisted a French global engineering group in the management of employment-related issues, such as: (i) information and consultation procedure with the trade unions; (ii) terms and conditions of employment of the employees to be transferred, including drafting of employment agreements containing non-competition covenants, stability covenants and incentives schemes; (iii) negotiation and drafting of clauses of the Business Transfer Agreement connected with employment aspects, including the relevant representations and warranties and indemnification clauses; (iv) post-closing assistance regarding the integration of the newly

acquired employees in the organization; (v) management of trade union relationships and kick-off for renewal of collective agreements at a company level.

- Assisted an Italian steel company in labor law issues, redundancy management, trade union relationships, and labor litigation.
- Assisted an Italian steel company in the process of renewal and execution of a collective agreement at a company level, including management of trade union relationships and negotiation with works council.
- Assisted a a leading British telco analytics solution provider in disciplinary procedure and dismissal due to bad performance of a top manager.
- Assisted a technology company operating in the grocery delivery, in the drafting of agreement with self-employees and in the review of labor legal framework for workers operating through the digital platform
- Assisted an Italian group leader in the tourism and hospitality sector in restructuring its workforce at a global level. Labor law assistance included: (i) re-organization of personnel and organizational chart; (ii) day-by-day assistance in HR extrajudicial matters; (iii) implementation of individual dismissals due to redundancy; (iv) disciplinary procedures and measures against employees; (v) labor litigation having as object challenge of dismissals; (vi) labor litigation established by personnel of client's supplier.
- Assisted an Italian company active in the field of the zoo technical food, in the following issues: (i) transfer of the company’s registered office from Verona to Bologna and relevant triggering of the procedure for the transfer of the Italian employees; (ii) drafting letter of transfer of employees; (iii) triggering and management of disciplinary procedures against the employees refusing transfer; (iv) disciplinary dismissals of employees refusing transfer; (v) drafting employment agreements for new workforce.
- Assisted the Italian branch of a Japanese glass-manufacturing company in non adverse labour law issues.