



CENSIMENTI PERMANENTI  
**IMPRESE**

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PERMANENT CENSUS OF ECONOMIC UNITS  
MULTI-PURPOSE QUALITATIVE SURVEY ON COMPANIES

# QUESTIONNAIRE WITH COMPILATION GUIDE FOR COMPANIES EMPLOYING 10 OR MORE WORKERS YEAR 2022

## SECTION 1 – OWNERSHIP, CONTROL AND MANAGEMENT

**1.1 As of this date, is the company directly or indirectly controlled<sup>a</sup> by a natural person or a family?**

1. Yes
2. No → go to question X1.4

a: The control take the form of the ability to establish operational, financial and production policies

**1.2 Who is in charge of managing the company?**

1. The entrepreneur or the main/sole shareholder
2. A member of the owing or controlling family<sup>a</sup>
3. A manager selected within the company
4. A manager hired outside the company
5. Another subject

a: Family holding more than 50% of the company's share capital granting it control of the activity.

**Question 1.3 is not part of this questionnaire**

**X1.4 How centralised are the strategic decisions of the following company departments?**

- |   | A lot | Enough | A little | Not at all |
|---|-------|--------|----------|------------|
| a. Main activity                                |       |        |          |            |
| b. Support functions                            |       |        |          |            |
| c. Procurement                                  |       |        |          |            |
| d. Marketing, sales and after- sales services   |       |        |          |            |
| e. Distribution, transport and warehousing      |       |        |          |            |
| f. Administration/finances                      |       |        |          |            |
| g. Research and development, innovation, design |       |        |          |            |
| h. ICT  |       |        |          |            |
| i. Human resources management and training      |       |        |          |            |

**1.5 Does the company belong to a group?**

1. Yes
2. No

**X 1.6 Which strategic objectives have been pursued by the company in the 2021-2022 two-year period, and what was their outcome?**

	Pursued objective		X 1.6.1 Outcome as of this date		
	Yes	No	Objective fully achieved	Objective partly achieved	Obiettivo non raggiunto
1. Defending its competitive position					
2. Expanding the range of goods and/or services offered					
3. Gaining access to new market segments <sup>a</sup>					
4. Increasing activity abroad					
5. Increasing activity in Italy					
6. Bringing previously outsourced activities back into the company					
7. Downsizing <sup>b</sup> activity abroad					
8. Downsizing <sup>b</sup> activity in Italy					
9. Activating or increasing collaborations with other companies					
10. Increasing investments in new technologies					
11. Activating or increasing measures targeting social and environmental responsibility					
12. Other strategic objectives					

a: Economic activity sectors other than those the company previously had access to.

b: Company restructuring obtained through staff reduction and/or reduction in the total number of working hours..

**X1.7 Towards which objectives will the company's strategies be mainly oriented during the 2023-2025 three-year period?**

**Choose one or more of the following options**

1. Defending its competitive position
2. Expanding the range of goods and/o services offered
3. Gaining access to new market segments<sup>a</sup>
4. Increasing activity abroad
5. Increasing activity in Italy
6. Bringing previously outsourced activities back into the company
7. Downsizing<sup>b</sup> activity abroad
8. Downsizing activity in Italy
9. Activating or increasing collaborations with other companies
10. Increasing investments in new technologies
11. Activating or increasing measures targeting social and environmental responsibility
12. Other strategic objectives

a: Economic activity sectors other than those the company previously had access to.

b: Company restructuring obtained through staff reduction and/or reduction in the total number of working hours.

**If the company is controlled by a natural person or a family**

**1.8 Did the company face at least one generational change<sup>a</sup> from 2016 to date?**

1. Yes, between 2016 and 2018
2. Yes, between 2019 and 2021
3. Yes, in 2022
4. No, but it might face it by 2025 → go to question 2.1
5. No → go to question 2.1

a. Transfer and succession operations on running the company between subjects linked by blood relations and/or ties of kinship. In the event of several passages, indicate the latest one.

**1.9 What were the consequences of the generational change<sup>a</sup> on the role of the owning or controlling family<sup>b</sup>?**

1. Strengthening the role of the owning or controlling family (reduced weight of any shareholders from outside the family)
2. Maintaining the role of the owning or controlling family
3. Reduced role of the owning or controlling family (entry of new shareholders or strengthening of shareholders from outside the family)
4. Loss of control by the owning or controlling family

a. Transfer and succession operations on running the company between subjects linked by blood relations and/or ties of kinship. In the event of several passages, indicate the latest one.

b: Family holding more than 50% of the company's share capital granting it control of the activity.

## SECTION 2 – HUMAN RESOURCES

### 2.1 Did the company acquire human resources in the 2021-2022 two-year period?

It includes external collaborators with VAT registration number

Do not consider workers who only changed contractual form (for example, from fixed-term to indefinite duration).

1. Yes
2. No → go to question 2.5

### 2.2 Which types of human resources have been acquired?

Choose one or more of the following options

1. Employees<sup>a</sup> on indefinite duration contract
2. Employees<sup>a</sup> on fixed-term contract
3. Workers on staff leasing<sup>b</sup>
4. Workers on a collaboration relationship<sup>c</sup> including external collaborators with VAT registration number

a: Staff working, as subordinates, on behalf of a company pursuant to an explicit or implicit contract of work, who receive remuneration for the work performed in the form of salary, wages, fees, bonus, piece rate payment or payment in kind.

b: Person hired by a duly authorised temporary employment broker (supplier company) to cover a temporary production need (contract work) or on an indefinite duration basis (staff leasing).

c: This item includes all the resources acquired through collaboration relationships, inclusive of:

- mainly personal services;
- of an ongoing (i.e. not occasional) nature;
- the execution methods whereof are organised by the client.

### X.2.3 Which methods did the company use to identify and select the human resources acquired in the 2021-2022 two-year period?

Choose one or more of the following options

1. Informal channels (personal knowledge, feedback received from persons close to the company, etc.)
2. Use of information on potential candidates already available within the company (CVs sent to the company, information on potential candidates requested from internal staff, proprietary database, etc.)
3. Collaboration with subjects authorised to conduct labour brokerage activity (bilateral bodies, local bodies, schools and public or private universities, sectoral associations)
4. Active search for potential candidates by the company (advertisements or announcements on: media, company website, specialised portals or websites, public domain databases, etc.)
5. Private employment agencies (subjects performing labour placement, staff research and selection services)
6. Public employment agencies (Labour Recruitment Centres)
7. Other methods

### 2.4 In the 2021-2022 two-year period, which transversal skills<sup>a</sup> did the company consider most important in the selection of human resources?

You may indicate up to three transversal skills

1. Ability to foresee future scenarios and contemplate adequate responses
2. Ability to solve problems and critical situations
3. Ability to adapt to new working contexts and new roles within the company
4. Ability to work in a team
5. Ability to communicate and interact effectively with other subjects
6. Ability to elaborate innovative and original ideas and solutions
7. Other transversal skills
8. No transversal skill

a: Skills necessary to analyse a problem, communicate effectively, tackle situations (or tasks), intervene on problems, build and implement suitable action strategies.

**2.5 In the 2021-2022 two-year period, what were the main factors that hindered the acquisition of human resources?**

You may indicate up to three factors

1. The company did not take into consideration the possibility of acquiring human resources
2. Uncertainty on the future sustainability of the costs of new resources (due also to the evolution of the health emergency)
3. Financial difficulties experienced by the company
4. Excessively high tax and social security liabilities
5. Lack of space or other logistical problems
6. Difficulty in procuring staff with the required transversal skills
7. Difficulty in procuring staff with the required technical skills
8. Difficulty in gaining access to public funds and/or incentives for hiring
9. Other obstacles
10. No obstacle

**X.2.6 In the 2021-2022 two-year period, which practices have been used by the company to attract and/or retain qualified staff?**

Choose one or more of the following options

1. Definition and negotiation of accelerated career paths
2. Possible salary increase (e.g. productivity bonuses)
3. Incentives for self-training activities and professional growth, outside the company as well
4. Flexible working hours
5. Access to company benefits (company cars, facilitations in the enjoyment of services, personal insurance, etc.)
6. Formal acknowledgment of the work performed and the results obtained (e.g. specific products or patents)
7. Increasing degrees of working autonomy in relation to specific skills or duties
8. Involvement in company decisions
9. Sale of company shares, partnership skills, etc.
10. Other practices
11. No practice

**2.7 Between September and December 2022, what percentage of company staff performed a work capable of being undertaken also from remote, in smart working mode or teleworking?**

1. None or almost none, as the work performed requires their presence within the company premises → go to question X.2.10
2. Less than 15%
3. Between 15% and 30%
4. Between 31% and 50%
5. Over 50%

**2.8 Between September and December 2022, what was the percentage of company staff who worked from remote, in smart working mode or teleworking out of the total staff complement?**

Indicate an estimate of the percentage of company staff who worked from remote, in smart working mode or teleworking at least one day a week.

|\_| |\_| |\_| %

**2.9 Which factors prevent or limit the use of work from remote, smart working or teleworking at the company?**

You may indicate up to four factors

1. Lack of an adequate ICT infrastructure in the company
2. Lack of a reliable and fast connection in the area
3. Excessively high costs (for updating the ICT infrastructure, assistance to and/or provision of training to workers)
4. Need for significant organisational changes in staff management
5. Lack of adequate regulations (health, safety, etc....)
6. Difficulty in monitoring and assessing workers' results
7. Lack of digital skills among workers
8. Concern about the possible negative impact on the efficiency of the company's production processes and on inter-staff interaction and communication
9. Other factors
10. No factor

**X.2.10 In the 2021-2022 two-year period, were the following digital skills significant enough to carry out the company activities and were they adequately possessed by staff?**

	Significant skill for the company		Only for skills deemed significant X.2.10.1 Skill adequately possessed by staff	
	Yes	No	Yes	No
1. Researching, modifying and elaborating documents or data in digital format, on the Web as well				
2. Communicating via e-mail, collaborating or sharing information through digital technologies				
3. Protecting personal data and digital devices from viruses or external attacks				
4. Solving technical-IT problems or meeting needs of colleagues through solutions based on digital technologies				

**X.2.11 Which staff remuneration, management and appraisal policies were resorted to by the company in the 2021-2022 two-year period?**

Choose one or more of the following options

1. Incentives based on workers' individual results or productivity
2. Incentives based on the team/plant's overall results or productivity
3. Incentives based on the company's overall results or productivity
4. Periodic assessment of workers' skills
5. Mobility between functions and rotation of duties agreed with workers and their representatives
6. Flexible working hours
7. Communication between workers and owners/management to promptly intercept signs of dissatisfaction or inefficiency
8. Systematic collection of opinions on production processes and proposals for improvement
9. Activities aimed at reducing the gender gap in career opportunities, remuneration, duties and protection of maternity
10. Other remuneration, staff appraisal and management policies
11. No specific remuneration, staff appraisal and management policies

**2.12 In 2022, did the company undertake training activity other than the compulsory one<sup>a</sup>?**

Consider the entire company staff, trainees excluded.

It includes courses run by videoconference or in virtual classes.

Exclude courses on the use of Personal Protective Equipment and on procedures to tackle the Covid-19 health emergency

1. Yes
2. No → go to question 3.1

a: Consider training courses and other training activities planned by the company (such as training on the job, participations in seminars/workshops, auto-training groups, quality circles, self-learning by means of remote training, webinars, e-learning, etc.). Exclude compulsory training (Legislative Decree No. 81/2008), as well as courses on the use of Personal Protective Equipment and on procedures to tackle the Covid-19 health emergency".

**X.2.13 In 2022, which training activities other than the compulsory one<sup>a</sup> were carried out by the company?**

Consider the entire company staff, trainees excluded.

It includes courses run by videoconference or in virtual classes.

Exclude courses on the use of Personal Protective Equipment and on procedures to tackle the Covid-19 health emergency

	Yes	No
<b>Internally and/or externally managed training courses <sup>a</sup></b>		
1. Training for newly hired staff		
2. Ongoing training of company staff		
3. Upgrading of staff allocated to new duties or functions		
4. Training on the job (Training through the use of normal work tools, on site or in work-related situation)		
5. Other non-compulsory training activities		

a: see note a of question 2.12.

**X.2.14 In 2022, what was the staff percentage that took part in at least one company training activity other than the compulsory one<sup>a</sup>?**

Consider the entire company staff, trainees excluded.

It includes courses run by videoconference or in virtual classes.

Exclude courses on the use of Personal Protective Equipment and on procedures to tackle the Covid-19 health emergency

1. Less than 5%
2. Between 5% and 14%
3. Between 15% and 29%
4. Between 30% and 49%
5. 50% and above

a: see note a of question 2.12.

## SECTION 3 – PRODUCTION RELATIONSHIPS AND SUPPLY CHAINS

### 3.1 Did the company entertain relationships with other companies or entities in 2022?

- |   | Yes | No |
|---|-----|----|
| 1. Job order (the company ordered/purchased goods or services from other companies or entities providing technical specifications and designs)  |     |    |
| 2. Supply/subcontracting/bid contract (the company supplied goods or services to other companies or entities pursuant to technical specifications and designs of the purchaser)                   |     |    |
| 3. Formal agreements ( <i>consortium</i> <sup>a</sup> , <i>network contracts</i> <sup>b</sup> , <i>joint venture</i> <sup>c</sup> , temporary associations of companies(ATI) <sup>d</sup> , etc.) |     |    |
| 4. Informal agreements <sup>e</sup>   |     |    |

a: Formal contract whereby two or more companies establish a common organisation having a mutual aim, i.e. coordination and implementation of specific phases of the activity performed.

b: Contract whereby several companies bind themselves, pursuant to a common network program, to collaborate in pre-established forms, exchange information or services of an industrial, commercial, technical or technological nature, or jointly exercise one or more economic activities.

c: Contract whereby two or more companies collaborate in the implementation of a specific project (creation of a specific product or researches conducted in a specific field) to divide the risks and exploit the reciprocal skills.

d: Temporary and occasional grouping of several companies with a view to submitting a unified offer in tenders for the implementation of specific works. It is endowed neither with juristic personality nor with autonomy for tax or social security compliance purposes.

e: Production agreements between two or more companies devoid of conventional structures (contracts, etc.).

If the company does not entertain any relationship → go to question 3.6

Answer questions 3.2, X.3.3, 3.4 and 3.5 only insofar as the relationships entertained by the company are concerned.

### 3.2 With which subjects has the company entertained the relationships indicated?

- |                                       | Group companies <sup>a</sup><br>in Italy | Group companies <sup>a</sup><br>abroad | Other companies<br>in Italy | Other companies<br>abroad | Universities or<br>research centres | Public administration <sup>b</sup> | Other subjects |
|---------------------------------------|--|--|-----------------------------|---------------------------|-------------------------------------|------------------------------------|----------------|
| 1. Job order                          |  |  |                             |                           |                                     |                                    |                |
| 2. Supply/subcontracting/bid contract |  |  |                             |                           |                                     |                                    |                |
| 3. Formal agreements <sup>c-e</sup>   |  |  |                             |                           |                                     |                                    |                |
| 4. Informal agreements <sup>e</sup>   |  |  |                             |                           |                                     |                                    |                |

a: Set of companies (which the respondent company belongs to) directly connected with each other at the financial and organisational level.

b: Central administrations, local administrations, pension institutions, etc.

c-f: see note a-d of question 3.1

g: see note e of question 3.1

### X.3.3 To perform which functions did the company entertain the relationships indicated in 2022?

- |                                       | Main activity | R&D, innovation,<br>design | ICT | Procurement <sup>a</sup> | Distribution,<br>transport and<br>warehousing | Marketing,<br>sales and<br>after-sales<br>services | Legal and/or<br>financial services | Other function |
|---------------------------------------|---------------|----------------------------|-----|--------------------------|---|--|------------------------------------|----------------|
| 1. Job order                          |               |                            |     |                          |   |  |                                    |                |
| 2. Supply/subcontracting/bid contract |               |                            |     |                          |   |  |                                    |                |
| 3. Formal agreements <sup>b-e</sup>   |               |                            |     |                          |   |  |                                    |                |
| 4. Informal agreements <sup>f</sup>   |               |                            |     |                          |   |  |                                    |                |



a: Procurement of raw materials, goods and/or services necessary to production operations.

b-e: see note a-d of question 3.1

f: see note e of question 3.1

### 3.4 What are the main reasons that led the company in 2022 to entertain the relationships indicated?

Choose up to a maximum of three reasons for each relationship entertained

	Cost reduction	Development of new products or processes	Access to new skills or technologies	Search for greater organisational flexibility	Access to new markets or customers	Internationalisation <sup>a</sup> (commercial and/or productive)	Other reasons
1. Job order							
2. Supply/subcontracting/ bid contract							
3. Formal agreements <sup>b-e</sup>							
4. Informal agreements <sup>f</sup>							

a: Expansion to foreign markets.

b-e: see note a-d of question 3.1

f: see note e of question 3.1

### X.3. 5 With how many subjects did the company entertain the relationships indicated in 2022?

	1	From 2 to 4	From 5 to 9	10 and over
1. Job order				
2. Supply/subcontracting/ bid contract				
3. Formal agreements <sup>a-d</sup>				
4. Informal agreements <sup>e</sup>				

a-d see note a-d of question 3.1

e: see note e of question 3.1

### 3.6 What were the main difficulties encountered by the company in initiating relationships with other companies or entities?

Choose up to three of the following options

1. No difficulty or not interested in initiating relationships
2. Difficulties associated with its location
3. Limited company size
4. Low availability of partners meeting the necessary requirements<sup>a</sup>
5. Legal/regulatory barriers or bureaucratic/ administrative burdens
6. Fear of losing decision-making autonomy
7. Other difficulties
8. No difficulty or not interested in initiating relationships

a: in terms of size, know-how, financial solidity, etc.

### 3.7 Indicate all supply chains which it believes it contributes to the most, with one or more activities.

What is meant by supply chain is: Sequence of all the economic activities, tangible or intangible, ranging from the procurement of raw materials to the sale of the good or the performance of the service to the end consumer. The activities of a specific supply chain also It includes:

- the production of specific instrumental goods necessary to the other companies in the supply chain for their processing works or transformations (e.g. agricultural machines, machines for the packaging of pharmaceutical products, spinning machines, medical equipment, concrete mixers, rotary presses, transmission towers).

- the services (e.g. R&D, logistics, assistance, consultancy) offered to the other companies in the supply chain or to the end users of the product.

What is meant by activities is:

- production/processing/packaging of raw materials, semi-finished or finished products;
- production of machines and equipment for specific use in the supply chain for the production/processing/packaging of raw materials, semi-finished or finished products and their components;
- services to companies and/or to the end user (e.g. distribution, consultancy, marketing, digital services, R&D, cleaning, maintenance, sales).

Supply chains		
1	<b>Agribusiness</b> (Plant and animal productions for human or animal consumption of food, beverages and tobacco. <u>It includes machines and equipment dedicated to the supply chain, and plant protection products</u> )	<input type="checkbox"/>
2	<b>Furniture for home or office</b> (e.g.: sofas, furniture, fabrics and linen for home or office, vases, frames, lamps. <u>It excludes the following products: for hygienic use, for the production of cinema and live shows, and for the furnishing of means of transport, schools and universities, hotels and restaurants, to be included in the relevant supply chains. In any event, they are products other than electrical equipment. It includes machines and equipment dedicated to the supply chain</u> )	<input type="checkbox"/>
3	<b>Clothing, footwear, clothing accessories, for use in sports as well</b> (e.g.: clothes, shoes, glasses, bags, boots, gloves, hats. <u>It excludes products for hygienic use, to be included in the relevant supply chain. It includes machines and equipment dedicated to the supply chain</u> )	<input type="checkbox"/>
4	<b>Publishing</b> (e.g.: books, newspapers, magazines, periodicals on print or digital support. <u>It excludes products for school use, to be included in the relevant supply chain. It includes machines and equipment dedicated to the supply chain</u> )	<input type="checkbox"/>
5	<b>Pharmaceuticals, products for personal, animal and household care and cleaning</b> (e.g.: drugs, perfumes, creams, detergents, toothpastes, cosmetics, descalers. <u>It excludes plant protection products, to be included in the agribusiness supply chain. It includes machines and equipment dedicated to the supply chain</u> )	<input type="checkbox"/>
6	<b>Healthcare and social assistance</b> (e.g.: medical, physiotherapy and veterinary services. <u>It includes: medical equipment and devices, healthcare furniture, clothing and footwear for hygienic use, medical transport and social assistance services</u> )	<input type="checkbox"/>
7	<b>Means of transport on road</b> (e.g.: cars, trucks, buses, motorcycles, bicycles. <u>It includes: furniture for means of transport on road, machines and equipment dedicated to the supply chain</u> )	<input type="checkbox"/>
8	<b>Road transport infrastructures and services</b> ( <u>It excludes road transport services dedicated to specific supply chains</u> )	<input type="checkbox"/>
9	<b>Means of transport on water</b> (e.g.: ships, yachts, boats, rafts. <u>It includes: furniture for means of transport on water, machines and equipment dedicated to the supply chain</u> )	<input type="checkbox"/>
10	<b>Water transport infrastructures and services</b> ( <u>It excludes water transport services dedicated to specific supply chains</u> )	<input type="checkbox"/>
11	<b>Rail and cable means of transport</b> (e.g.: trains, trams, cableways, cable cars. <u>It includes: furniture for rail and cable means of transport, machines and equipment dedicated to the supply chain</u> )	<input type="checkbox"/>
12	<b>Rail and cable infrastructures and services</b> ( <u>It excludes rail transport services dedicated to specific supply chains</u> )	<input type="checkbox"/>
13	<b>Aero-space and defence</b> (e.g.: aircraft, helicopters, crawlers, drones, weaponry, satellites, rockets, furniture for aircraft, cyber security systems. <u>It includes machines and equipment dedicated to the supply chain</u> )	<input type="checkbox"/>
14	<b>Air transport, aero-space and defence infrastructures and services</b> ( <u>It excludes air transport services dedicated to specific supply chains</u> )	<input type="checkbox"/>
15	<b>Electrical or electronic equipment for domestic use</b> (e.g.: home appliances, hoods, ovens, boilers, telephones, printers, hi-fi systems. <u>It excludes products for hygienic use, for audio and audio-visual, theatrical or artistic production, for schools and universities, for hotels and restaurants, to be included in the relevant supply chains</u> )	<input type="checkbox"/>
16	<b>Industrial electric equipment, machines and finished products other than for use dedicated to specific supply chains</b>	<input type="checkbox"/>

	(e.g.: non-dedicated industrial automation machines, metalworking machines and moulds, machines for lifting and handling goods, compressors, pumps, valves, gears, fluid dynamic equipment. <u>It excludes electrical equipment, machines and finished products dedicated to specific supply chains</u> )	
17	<b>Non-electric tools and small items for domestic, industrial and professional use</b> (e.g.: cutlery, screwdrivers, pens, crayons, containers for foods or objects, hand saws, keys, plates, trays, adhesive tapes, sheets and paper napkins, bolts and screws. <u>It includes machines and equipment dedicated to the supply chain</u> )	<input type="checkbox"/>
18	<b>Valuable items</b> (e.g.: jewellery, watches, wrought precious stones. <u>It includes machines and equipment dedicated to the supply chain</u> )	<input type="checkbox"/>
19	<b>Energy</b> (e.g.: production, storage, distribution of energy from fossil and renewable sources, inclusive of energy from waste. <u>It includes infrastructures and services for energy, machines and equipment dedicated to the supply chain</u> )	<input type="checkbox"/>
20	<b>Circular economy and waste management</b> (e.g.: recovery of material, by-products, industrial symbiosis, waste disposal, wastewater processing, waste transportation. <u>It excludes the production of energy from waste, to be included in the energy supply chain. It includes machines and equipment dedicated to the supply chain.</u> )	<input type="checkbox"/>
21	<b>Water service</b> ( <u>It includes:</u> water infrastructures, machines and equipment dedicated to the supply chain)	<input type="checkbox"/>
22	<b>Construction</b> (e.g.: works and specialised works for residential and industrial building (including hospital and school buildings). <u>It includes machines and equipment dedicated to the supply chain. It excludes infrastructures for mobility, energy, waste, water and telecommunications, to be included in the relevant supply chains</u> )	<input type="checkbox"/>
23	<b>Finance</b> (Financial and insurance services rendered to companies, consumers, other private and public subjects, live or digitally)	<input type="checkbox"/>
24	<b>Tourism and leisure</b> (e.g.: restaurants, hotels, museums, live shows, sports events, amusement parks, wellness centres. <u>It includes:</u> furniture and electrical equipment for hotels and restaurants, live shows, sports events, amusement parks, gyms and wellness centres)	<input type="checkbox"/>
25	<b>Audio and audio-visual content</b> (e.g.: cinema, television, radio services, content on digital platform, recordings, video games. <u>It includes:</u> furniture and electrical equipment for audio and audio-visual production)	<input type="checkbox"/>
26	<b>Telecommunication infrastructures and services</b> (Landline, mobile, satellite and Internet telecommunications. <u>It includes:</u> machines and equipment dedicated to the supply chain)	<input type="checkbox"/>
27	<b>Professional education and training</b> (e.g.: all levels of school and university services, professional training centres, employment centres, conference activities. <u>It includes:</u> furniture, electrical equipment and publishing for use in schools and universities, school transport services)	<input type="checkbox"/>
28	<b>Other supply chains</b> (e.g.: toys, sports equipment not used for a gym or wellness centre, personal and public services other than those mentioned above. <u>It includes machines and equipment dedicated to other, previously unspecified supply chains</u> )	<input type="checkbox"/>

**3.7.1 From the supply chains selected, indicate the turnover percentage relating to the 4 supply chains the company contributes to the most.**

The electronic questionnaire will only display the supply chains the company has indicated it is contributing to

	Turnover percentage
Name of supply chain 1	...%
Name of supply chain 2	...%
Name of supply chain 3	...%
Name of supply 4	...%

Please answer questions 3.8 and 3.9 for each of the supply chains indicated under question 3.7.1

**3.8 In relation to the asset or service purchased in 2022 for the highest cost within the supply chain, indicate whether you agree or disagree with the following statements:**

<b>NAME OF SUPPLY CHAIN</b>	<b>D'accordo</b>	<b>In disaccordo</b>	<b>Non so</b>
<b>A</b> Our company has the ability to significantly influence the <b>price</b> of the purchased asset or service			
<b>B</b> Our company has the ability to significantly influence the <b>quality</b> of the purchased asset or service			
<b>C</b> Our company has the ability to significantly influence the <b>quantity</b> of the purchased asset or service			

**3.9 In relation to the asset or service sold in 2022 at the highest revenue within each supply chain, indicate whether you agree or disagree with the following statements:**

<b>NAME OF SUPPLY CHAIN</b>	<b>D'accordo</b>	<b>In disaccordo</b>	<b>Non so</b>
<b>A</b> Our company has the ability to significantly influence the <b>price</b> of the sold asset or service			
<b>B</b> Our company has the ability to significantly influence the <b>quality</b> of the sold asset or service			
<b>C</b> Our company has the ability to significantly influence the <b>quantity</b> of the sold asset or service			

## SECTION 4 – MARKET

### 4.1 In 2022, did the company's end-customers<sup>a</sup> mainly consist in families?

1. Yes → go to question X 4.6
2. No

a: Person or company to whom the good or service produced is destined and who benefits from its use. In this sense, it is at the end of the production process.

### X.4.2 In which sector do the top four customers and the top four suppliers of the company operate and where are they located?

choosing between the 32 listed in the drop-down menu of the electronic questionnaire

choosing between the territories listed in the drop-down menu of the electronic questionnaire

	Economic sector	Location
<b>Customers</b>		
1° customer		
2° customer		
3° customer		
4° customer		
<b>Suppliers</b>		
1° supplier		
2° supplier		
3° supplier		
4° supplier		

### 4.3.1 In 2022, what was the percentage of revenues achieved in Italy and abroad out of the total revenues from the sale of goods?

Indicate zero if no revenues were earned in Italy or abroad

	In Italy	Abroad	Total	
Sale of goods	_ _ _ %	_ _ _ %	100%	<input type="checkbox"/> The company did not sell any goods

### 4.3.2 In 2022, what was the percentage of revenues achieved in Italy and abroad out of the total revenues from the performance of services?

Indicate zero if no revenues were earned in Italy or abroad

	In Italy	Abroad	Total	
Performance of services	_ _ _ %	_ _ _ %	100%	<input type="checkbox"/> The company did not perform any services

If the company belongs to a group and the end-customers do not consist in families

### 4.4 In 2022, did the company carry out exchanges with other companies belonging to their group that reside abroad (international intra-group exchanges<sup>a</sup>)?

1. Yes
2. No → go to question X 4.6

a: They are a subset of the company's overall exchanges and refer to exchanges carried out with (foreign) companies belonging to the same international group (intra-firm trade). The calculation therefore excludes exchanges carried out with other companies that reside in Italy and belong to the same international group. Please adopt the same criteria as those used to fill in VAT registers and the VAT return.

### 4.5.1 Out of the total exports of goods, what percentage involved international intra-group exchanges?

|\_|\_|\_|%

**4.5.2 Out of the total exports of services, what percentage involved international intra-group exchanges?**

|\_|\_|\_|%

**4.5.3 Out of the total imports of goods, what percentage involved international intra-group exchanges?**

|\_|\_|\_|%

**4.5.4 Out of the total imports of services, what percentage involved international intra-group exchanges?**

|\_|\_|\_|%

**X.4.6 In 2022, what was the main criterion pursuant to which the company set the prices of its goods or services on the main reference market?**

1. As a margin on total costs
2. As a margin on variable costs
3. Based on the market trend
4. Regulated prices or tariffs
5. Another criterion

**4.7 In 2022, where are the company's main competitors<sup>a</sup> located?**

**You may choose up to three answers**

1. Same municipality as the company
2. Other municipalities in the same region
3. Other regions in Italy
4. EU countries<sup>b</sup>
5. European countries in crisis areas (Russia, Ukraine)
6. Other European countries
7. Other countries in the BRIC (Brazil, India, China) area
8. Rest of the world

a: entities that operate in the same market as the company producing the same goods or services.

b: Austria, Belgium, Bulgaria, Czech Republic, Cyprus, Croatia, Denmark, Estonia, Finland, France, Germany, Greece, Ireland, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden and Hungary.

**X.4.8 In 2022, what were the main strengths of the company's competitive ability?**

**You may choose up to three strengths**

1. Prices of goods and/or services
2. Quality of goods and/or services
3. Ability to quickly adjust production volumes to changing demand
4. Extension of the distribution network
5. Diversified offer of goods and/or services
6. Introduction of new or improved goods and/or services
7. Location of the company
8. Professionalism and competence of staff
9. Other strengths
10. No strength

**4.9 In 2022, what were the obstacles to the company's competitive ability, if any?**

**You may indicate up to three obstacles**

1. Insufficient financial resources
2. Difficulty in finding information on the reference market
3. Poor socio-environmental context
4. Administrative and bureaucratic hurdles
5. Insufficient infrastructures
6. Insufficient level of qualified personnel

7. Low and/or no demand
8. Difficulty in finding personnel
9. Difficulty in finding suppliers
10. Lack of technological adaptation
11. Other obstacles
12. No obstacles

## SECTION 5 - INNOVATION AND DIGITISATION

**5.1 In the 2021-2022 two-year period, did the company, fully or through an external service provider, perform any of the following activities within the scope of its innovation projects<sup>a</sup>?**

**Choose one or more of the following options**

1. Research and development activity carried out within the company
2. Purchase of external research and development services
3. Staff training on the innovations adopted and/or foreseen
4. Technical and aesthetic design
5. Acquisition of licences and/or patents
6. Acquisition or development of software, database and data analysis services
7. Acquisition of computer hardware, network and telecommunication equipment
8. Acquisition of machinery, equipment and systems for the innovations adopted and/or foreseen
9. Marketing activity for the launch of new goods and/or services
10. Other activity
11. The company is not engaged in any innovation activity → go to question 5.3.1

a: Totality of activities, coordinated and managed in a unified manner, targeting the development of new products or processes within a set time through the use of dedicated financial, technical and human resources.

**5.2.1 Is there, within the company, a structure or person in charge of innovation projects (e.g. innovation manager)?**

1. Yes
2. No

**5.2.2 Does the company set aside an annual budget to finance innovation projects?**

1. Yes
2. No

**5.2.3 Did the innovation projects underway in the 2021-2022 two-year period involve internal staff or staff from outside the company?**

1. Only internal staff
2. Only external staff → go to question 5.2.5
3. Both internal and external staff

**5.2.4 Had the internal staff already collaborated on previous innovation projects?**

1. Yes
2. No

**5.2.5 Which of the following external entities did the company make use of, pursuant to consultancies and/or collaborations, for the innovation projects underway in the 2021-2022 two-year period?**

**Choose one or more of the following options**

1. Highly specialised competence centres
2. Digital company points (PID) of the Chambers of Commerce
3. Digital Innovation Hubs promoted by trade associations (e.g. Confindustria)
4. Digital Innovation Hubs promoted by the EU
5. Entities operating within Innovation Cluster
6. Entities operating within technological districts
7. Entities operating within the scope of network contracts
8. Consulting companies or private consultants
9. Qualified innovation managers of the Ministry of Economic Development (MISE)
10. Universities
11. Other public institutions
12. None of those listed



**5.2.6 Does the company apply in its innovation projects the innovation management principles laid down by the UNI EN ISO 56002 standard<sup>a</sup>?**

1. Yes
2. No

a: ISO 56002 "Innovation management – Innovation management system – Guidance" is the first international Standard (adopted in Italy as well) on innovation management systems. It promotes, in the organisations that adopt it, some fundamental cultural principles capable of improving their innovative activity.

**Only for companies operating in the ATECO 10, 11, 13-18, 20-33, 45-47 and 58-62 divisions**

**5.3.1 In 2022, did the company use digital platforms<sup>a</sup> of commercial intermediation<sup>b</sup> (marketplace) to sell goods and/or perform services?**

1. No
2. Yes, Amazon, Ebay, Etsy, Aliexpress, Privalia, Groupon, Wish or Google shopping
3. Yes, other platforms

a: Economic intermediary, identifiable with an Internet website or with an application, which enables the interaction via Internet between companies and customers without the need for a physical venue in the countries where it operates.

b: Entities operating on the Web that sell, through their Internet websites, products made or marketed by other companies. To this intermediation activity, we should add, in some cases, the sale of products made or marketed on their own.

**5.3.1.1 Indicate the name of the most widely used platform**

| \_\_\_\_\_ |

**Only for companies operating in the ATECO 55, 56, 68 and 79 divisions**

**5.3.2 In 2022, did the company use digital platforms<sup>a</sup> to offer short-term real estate leasing and/or for tourist services<sup>b</sup>?**

1. No
2. Yes, Airbnb, Booking or Expedia, eDreams, Opodo, Momondo or Kayak
3. Yes, other platforms

a: Entities operating on the Web that sell, through their Internet websites, tourist services (packages or individual services), hotel services or short-term real estate leasing, offered by third parties.

**5.3.2.1 Indicate the name of the most widely used platform**

| \_\_\_\_\_ |

**Only for companies operating in the ATECO 45, 49-52 e 77**

**5.3.3 In 2022, did the company use digital platforms to offer transport services, including air transport and rental of vehicles with or without driver<sup>a</sup>?**

1. No
2. Yes, Volagratis, Skyscanner, Trainline, Freenow or Netferry
3. Yes, other platforms

a: Entities operating on the Web that sell, through their Internet websites, public transport services (airplanes, trains, buses, etc.) or private ones (taxis). They include platforms brokering the rental of vehicles without driver (e.g. car rental).

**5.3.3.1 Indicate the name of the most widely used platform**

| \_\_\_\_\_ |

**Only for companies operating in the ATECO 10, 11, 13-18, 20-33, 46, 47, 55 e 56**

**5.3.4 In 2022, did the company use digital platforms for home delivery of its own products?**

1. No
2. Yes, Deliveroo, Just Eat, Glovo, Uber Eats or MyMenu
3. Yes, other platforms

#### 5.3.4.1 Indicate the name of the most widely used platform

| \_\_\_\_\_ |

**Only for companies operating in the ATECO 41-43, 45, 49-53, 58-63, 68-86, 88-96**

#### 5.3.5 In 2022, did the company use digital platforms to offer technical and professional services or other types<sup>a</sup> of digital platforms to sell goods and/or perform services?

1. No
2. Yes, ProntoPro, Preventivi.it, Ernesto.it, Instapro.it, Fiverr.com
3. Yes, other platforms (please specify)

a: Entities operating on the Web that offer, through their Internet websites, technical and professional services by third parties (companies or professionals). They include IT services, administrative and accounting services, real estate maintenance and restructuring services, etc.

#### 5.3.5.1 Indicate the name of the most widely used platform

| \_\_\_\_\_ |

**If the company does not use any of the proposed platforms**

#### 5.3.6 If, in 2022, the company used one or more digital platforms not included among the aforementioned ones to sell its own goods or services, indicate the name of the most widely used platform.

| \_\_\_\_\_ |

#### 5.3.7 In 2022, did the company use digital platforms to market its own goods or services via the Internet?

1. Yes
2. No → go to question 5.4

#### 5.3.7.1 Indicate the name of the most widely used platform

| \_\_\_\_\_ |

#### 5.4 In the 2021-2022 two-year period, did the company use software for company management (for example, ERP, CRM, etc.)<sup>a</sup>?

1. Yes
2. No → go to question 5.6

a: Totality of software that automates management processes within companies.

#### 5.5 What functions did it use them for?

**Choose one or more of the following options**

1. Management of corporate documentation <sup>a</sup>
2. Industrial accounting <sup>b</sup>
3. Business management planning <sup>c</sup>
4. Planning of production activities <sup>d</sup>
5. Production management <sup>e</sup>
6. Customer relations <sup>f</sup>
7. Supplier and warehouse management <sup>g</sup>
8. Other functions

a: Digitalisation and archiving of documents produced in the various company processes through the use, for instance, of Document Management Systems, Enterprise Content Management, etc.

b: Management of books of original entry, management of VAT registers and VAT settlements, printouts and reclassifications of financial statements, management of account numbers/due dates, invoicing.

c: Planning, management and monitoring of company functions as a whole using ERP, Enterprise Resource Planning, applications.

d: Planning and organisation of production using PLM, Product Lifecycle Management, applications.

e: Planning, management and monitoring of production functions by the use of applications, e.g. MES, Manufacturing Execution System.

f: Automated liaising with customers, analysis of customer data, integration of communication channels, by using, e.g., CRM, Customer Relationship Management, applications.

g: Registration of supply needs, management of orders, optimisation of production capacity and use of materials, integration between production, logistics and marketing, by the use, e.g., of SCM, Supply Chain Management, applications.

**5.6 In the 2021-2022 two-year period, did the company use cloud services<sup>a</sup> for remote management of company data and processes?**

1. Yes
2. No → go to question 5.8

a: It services for storing, processing or transmitting data capable of being used via the Internet or the Intranet. The best-known examples include Google Drive, Microsoft Azure and Telecom's Nuvola store.

**5.7 Which cloud services did it use?**

**Choose one or more of the following options**

1. Database hosting and file storage
2. Remote management software (finance, accounting, customer relations, etc.)
3. Analysis of business data remotely (Data Analytics, including Big Data analysis)
4. Office software like Microsoft Office 365 (writing programs, spreadsheets, etc.)
5. Communication and collaboration services (e-mail, remote desktop applications, etc.)
6. E-commerce services
7. Other services

**5.8 In the 2021-2022 two-year period, did the company use any of the following artificial intelligence solutions<sup>a</sup> in company processes?**

**Choose one or more of the following options**

1. Controlling access to places, data or services (biometric recognition systems: face, fingerprints, voice, etc.)
2. Automation of production processes (using "intelligent" software capable of automatically performing the activities of operators, imitating their conduct and interacting with IT applications). Robots are excluded
3. Collaborative robotics (cobots, i.e. robots who interact with human operators)
4. Predictive (or preventive) maintenance of machinery (including vehicles)
5. Automation of sales functions in physical stores (in-store customer support, digital assistants, automatic check-outs)
6. Automation of functions relating to online sales of goods and services (support to navigation, automatic payment and invoicing, autoresponders, etc.)
7. After-sales customer support (chatbots, autoresponders, intelligent management of call-centres, etc.)
8. Support to staff selection and management (automatic analysis of professional CVs, analysis of activities performed by employees, etc.)
9. Optimised use of energy, consumption of raw materials and waste processing.
10. Prevention of, and response to, cyberattacks or attempts at stealing data
11. Management of logistics (incoming and outgoing, warehousing, deliveries, vehicle fleet management, etc.)
12. Prevention, diagnostics and healthcare applications (also with regard to occupational medicine)
13. Accounting and finance applications (including credit rating assessments at agencies or stores)
14. The company did not make use of any artificial intelligence solutions

a: Artificial intelligence (AI) is the ability of a machine to show itself capable of establishing logical connections, learning concepts and processes and planning activities. In the corporate sector, the most widespread AI solutions concern the control of places or people, the automation of processes, the interaction with human beings and support to their activities.

## 5.9 In the 2021-2022 two-year period, did the company use or plan to invest in the following digital technologies?

You must provide an answer for each line

	It has invested in the 2021-2022 two-year period, and will continue to invest in the 2023-2025 three-year period	It has invested in the 2021-2022 two-year period, but does not plan to invest in the 2023-2025 three-year period	It has not invested in the 2021-2022 two-year period, but plans to invest in the 2023-2025 three-year period	It has not invested in the 2021-2022 two-year period, and does not plan to invest in the 2023-2025 three-year period either
1. Internet connection via optical fibre ultra-broad band <sup>a</sup>				
2. Internet connection on the move <sup>b</sup> (4G-5G)				
3. Internet of Things <sup>c</sup>				
4. Immersive technologies <sup>d</sup>				
5. Big Data processing and analysis <sup>e</sup>				
6. Advanced automation, collaborative robots and smart systems <sup>f</sup>				
7. 3D printers <sup>g</sup>				
8. Simulation between interconnected machines <sup>h</sup>				
9. Blockchain for the certification of products or processes				
10. IT Security <sup>i</sup> (Cyber-security)				

a: FIXED Internet connections that use optical fibre technology and allow a download speed of at least 30 Mb/s (normally around 100 Mb/s).

b: MOBILE Internet connections via cellular mobile radio networks with download speeds of at least 326 Mb/s (4G) and 1000 Mb/s (5G), respectively.

c: Sensors, monitoring and remote control systems applied to objects through the Internet.

d: Technologies that enhance human perceptive capacity by superimposing additional information on common sensory perception or by creating a simulated environment (virtual reality and augmented reality).

e: Management of extensive masses of data in terms of volume, speed and variety, including by the use of cognitive computing applications such as Artificial Intelligence, Machine learning and Deep learning.

f: Collaborative robots and intelligent systems for safety, product quality and predictive maintenance.

g: Devices enabling the creation of three-dimensional objects through additive production, starting from a digital 3D model.

h: Virtual or numerical simulation technologies to support decisions (e.g. DSS, Decision Support System), product design and engineering technologies and technologies for the analysis of processes of the manufacturing and process industry (e.g. CAM, Computer Aided Manufacturing; CAPP, Computer Aided Process Planning).

i: Technologies aimed at preventing and combating possible threats to the integrity of IT infrastructures and data confidentiality.

If the company has used or plans to invest in at least one of the aforementioned digital technologies

## 5.10 In the 2021-2022 two-year period, did the company use public incentives<sup>a</sup>, such as tax credit, super or hyper tax amortisation, for investments relating to the abovementioned technologies?

1. Yes
2. No → go to question 6.1

a: For example, non-refundable grants for the capitalisation of micro and small companies defined by regional laws.

If the company has used public incentives

**5.11 Indicate whether the use of public incentives for the adoption of digital technologies had one or more of the following positive consequences on company activities**

Up to 3 answers are allowed

1. Greater efficiency of company processes
2. Increased productivity/profitability
3. Containment of operating costs
4. Improvement in the environmental sustainability of processes and products
5. Improvement in the quality of processes and products
6. Improvement in product design and aesthetics
7. Use of more advanced software, systems and machinery
8. Safer and more ergonomic workplaces
9. None of those listed

**This section must be filled in only by non-financial companies.**

**6.1 In 2022, what were the company's main sources of financing?**

**Choose one or more of the following options**

1. Self-financing <sup>a</sup>
2. Equity deriving from capital increase in IPO (Initial Public Offering)
3. Equity <sup>b</sup> (own funds)
4. Venture capital <sup>c</sup> and/or private equity <sup>d</sup>
5. Short-term)
6. Medium or long term bank credit (12 months or over)
7. Commercial credit
8. UE contributions and/or funds
9. Securities lending <sup>e</sup>
10. Intra-group loans <sup>f</sup>
11. Public financing
12. Leasing <sup>g</sup> or factoring <sup>h</sup>
13. Public incentives and/or incentives
14. Project finance <sup>i</sup>
15. Crowdfunding <sup>l</sup>
16. Minibond <sup>m</sup>
17. Promissory notes <sup>n</sup>
18. Other sources of external financing

a: Company's ability to cover its own financial requirements without resorting, or resorting to a lesser extent, to an increase in indebtedness or equity.

b: Sale of shares or stakes in the company.

c: Venture capital contribution from an investor to finance the launch or growth of an activity in sectors with a high potential for development.

d: Investment in a company, not listed in the Stock Exchange but with high growth potential, to obtain capital gains from the subsequent sale of the shareholding.

e: Loans backed up by financial securities owned by the company.

f: Loan issued by a company to a subsidiary.

g: Lease agreement for real estate, vehicles, plants, machinery or industrial equipment, with the option to redeem the leased asset against payment of an amount set at the time of its conclusion.

h: Transfer of trade receivables to a specialised company that sees to their management – incurring the risk of any insolvency of debtors – and to the payment of advances on them.

i: Technique for the long-term financing of specific projects of the company through third party capital. Debt repayment is secured by the cash flows arising from project management.

l: Practice of bottom-up microfinancing of entrepreneurial projects through the mobilisation of people and resources.

m: Bonds or medium- to long-term debt securities issued by unlisted Italian companies.

n: Debt instruments payable to order issued in series and with a maturity of no less than three months and no more than twelve months from date of issue. They can also be issued by corporations, cooperatives and mutual insurance companies other than banks and micro-enterprises, in addition to companies and entities with no securities traded on the markets.

**If the company uses external sources of financing**

**6.2 In 2022, to what extent did the company's activity depend on external financing<sup>a</sup>?**

	Nothing or almost nothing	Low	Average	High	Very high
a. Dependence on all sources of external financing (including banks)					
b. Dependence on banks alone					

a: NB: do not include self-financing.

## If the company uses external sources of financing

### 6.3 In 2022, for what reason did the company not resort to external financing?

Choose one or more of the following options

1. Investments for the expansion of production capacity
2. Investments for implementing measures aimed at social and environmental responsibility
3. Investments in new technologies of a digital type
4. Investments in new technologies of a non-digital type (e.g.: green technologies)
5. Internationalisation
6. Stakes (including equity stakes) in other companies
7. Liquidity and/or liquid capital requirements
8. Ordinary activity (e.g.: staff, current expenses, etc.)
9. Another reason

### 6.4 In 2022, did the company request loans from banks or other financial intermediaries?

1. Yes
2. No → go to question 6.7

### 6.5 Did the company obtain the requested loan?

1. Yes, for the requested amount
2. Yes, but for a lower amount than the one requested
3. The outcome is not yet known
4. No

### 6.6 Was the loan backed by a public guarantee (e.g.: Measures laid down by the 2022 Budget Law)?

1. Yes, completely
2. Yes, partially
3. No

## Only for companies that did not request loans

### 6.7 For what reasons did the company not request loans?

Choose one or more of the following options

1. There was no need for new loans
2. We were convinced that banks or other intermediaries would have replied in the negative
3. It was too difficult to access the measures (e.g.: of a bureaucratic or administrative type)
4. The cost was too high
5. The indebtedness was already too high
6. Another reason

## Only for joint stock companies

### 6.8 In 2023, does the company plan to implement recapitalisation strategies<sup>a</sup>?

1. Yes, mainly with contribution from private capital of private equity funds or IPOs
2. Yes, mainly with contribution from shareholders' capital
3. Yes, mainly with contribution from private capital of new shareholders
4. Yes, mainly with the support of public incentives<sup>b</sup>
5. No

a: For example, non-refundable grants for the capitalisation of micro and small companies defined by regional laws.

b: Capital increase by means of contribution from shareholders or external subjects, if need be backed up by public support measures.

### 6.9 For what reasons does the company not plan to implement recapitalisation strategies in 2023?

Choose one or more of the following options

1. Keeping the proprietary structure unchanged
2. Impossibility for shareholders to provide new capital
3. Difficulty in accessing external (public or private) capital
4. Lack of adequate incentives
5. Another reason

## SECTION 7 - INTERNATIONALISATION OF PRODUCTION / GLOBAL VALUE CHAINS

**This SECTION must be filled in only by companies with at least 10 employees.**

**X.7.1 In the 2021-2022 two-year period, did the company perform at least part of the production activity abroad (outsourcing)?**

**Choose one or more of the following options**

1. Yes, through Foreign Direct Investments (FDI), for example [greenfield<sup>a</sup>](#), foreign affiliates/subsidiaries, [brownfield<sup>b</sup>](#), [M&A<sup>c</sup>](#)
2. Yes, through [outsourcing<sup>d</sup>](#) agreements or contracts
3. No → [go to question X.7.7](#)

a: Investments abroad made through the start-up from scratch of new production units

b: purchase or lease transactions concerning pre-existing production plants to launch a new production activity

c: corporate transactions such as mergers and acquisitions of at least 10% of the ordinary shares of a foreign company for the sake of gaining a lasting interest in the country and a significant influence in the management of the company.

d: Technical and/or production collaboration agreements with foreign companies (e.g. contract work, subcontracting, assignment of production licences to independent foreign companies).

**If the company performed part of the production activity abroad through Foreign Direct Investments (FDI)**

**X.7.2 In the 2021-2022 two-year period, did the company outsource the production activity through Foreign Direct Investments (FDI) in the following geographical areas?**

- |   | Yes, through a <a href="#">foreign branch<sup>a</sup></a><br>or affiliate of the company | Yes, through a <a href="#">subsidiary<sup>b</sup></a><br>or joint-venture | No |
|---|--|---|----|
| 1. EU countries <a href="#">in the euro area<sup>c</sup></a>      |  |   |    |
| 2. EU countries <a href="#">outside the euro area<sup>d</sup></a> |  |   |    |
| 3. <a href="#">Non-EU European countries<sup>e</sup></a>          |  |   |    |
| 4. China  |  |   |    |
| 5. India  |  |   |    |
| 6. Other Asian countries  |  |   |    |
| 7. North America  |  |   |    |
| 8. Central and South America                                      |  |   |    |
| 9. Other countries  |  |   |    |

a: Companies whose shares or stakes are held by other companies in sufficient quantity to exercise a dominant influence on their administration.

b: Fixed business venue whereby the company not residing in the foreign state exercises its activity, in whole or in part, in the territory of that state.

c: Austria, Belgium, Cyprus, Estonia, Finland, France, Germany, Greece, Ireland, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Portugal, Slovakia, Slovenia and Spain.

d: Bulgaria, Czech Republic, Croatia, Denmark, Poland, Romania, Sweden and Hungary.

e: Andorra, Armenia, Azerbaijan, Belarus, Vatican City, Georgia, Iceland, Liechtenstein, Moldova, Monaco, Norway, United Kingdom, Russia, San Marino, Switzerland, Ukraine, Albania, North Macedonia, Montenegro, Serbia, Turkey, Bosnia and Herzegovina e Kosovo.

**If the company performed part of the production activity abroad through Foreign Direct Investments (FDI)**

**X.7.3 In the 2021-2022 two-year period, what were the purposes of the production carried out abroad through Foreign Direct Investments (FDI)?**

**Choose one or more of the following options**

1. Sale in the country of delocalisation
2. Import into Italy for sale on the Italian market
3. Import into Italy for use in local production
4. Import into Italy for subsequent export to third countries
5. Direct sale in third countries in which the company did not produce
6. Direct sale in third countries in which the company produced other goods and/or services
7. Other purposes



If the company performed part of the production activity abroad through outsourcing agreements or contracts

**X.7.4 In the 2021-2022 two-year period, what were the main geographical areas in which the company outsourced the production activity through agreements or contracts?**

Choose one or more of the following options

1. EU countries in the euro area<sup>a</sup>
2. EU countries outside the euro area<sup>b</sup>
3. Non-EU European countries<sup>c</sup>
4. China
5. India
6. Other Asian countries
7. North America
8. Central and South America
9. Other countries

a-c: see note c-e of question X 7.2

If the company performed part of the production activity abroad through outsourcing agreements or contracts

**X.7.5 In the 2021-2022 two-year period, what were the objectives of the production carried out abroad through agreements or contracts?**

Choose one or more of the following options

1. Sale in the country of delocalisation
2. Import into Italy for sale on the Italian market
3. Import into Italy for use in local production
4. Import into Italy for subsequent export to third countries
5. Direct sale in third countries in which the company did not produce
6. Direct sale in third countries in which the company produced other goods and/or services
7. Other purposes

If the company performed part of the production activity abroad through outsourcing agreements or contracts

**X.7.6 In the 2021-2022 two-year period, what were the main reasons that led to the decision to outsource the production activity in each of the geographical areas indicated?**

Choose one or more options for each geographical area

	Containment of labour costs	Containment of other costs	Access to new markets	Strategic decision taken by the parent company	Following strategies or examples of customers competitors	Tax-related reasons or financial incentives	Other reasons
1. EU countries in the euro area <sup>a</sup>							
2. EU countries outside the euro area <sup>b</sup>							
3. Non-EU European countries <sup>c</sup>							
4. China							
5. India							
6. Other Asian countries							
7. North America							
8. Central and South America							
9. Other countries							

a-c: see note c-e of question X 7.2

**X.7.7 Wat were the main factors that hindered or prevented the production activity from being outsourced?**

**You may indicate up to three obstacles**

1. Legal and/or administrative barriers (e.g. duties)
2. Linguistic and/or cultural barriers
3. Need to stay close to current customers
4. Tax-related reasons
5. Outsourcing production is in conflict with the company's social values
6. Uncertainty brought about by external events (e.g.: Pandemic, Russia-Ukraine Conflict)
7. Other obstacles
8. The company was not interested in outsourcing its activity
9. No obstacle

**If the company performed part of the production activity abroad through Foreign Direct Investments (FDI)**

**X.7.8 In the 2021-2022 two-year period, did the company relocate abroad all or part of the production carried out?**

1. Yes
2. No → go to question X.7.10

**X.7.9 What types of goods, services or production phases were relocated in the 2021-2022 two-year period?**

**You may indicate up to three products or production phases**

1. Goods or services with a high innovation content for the company
2. Standard/non-customised goods or services for the company
3. Non-standard goods or services or others with a high customization level for the company
4. Highly labour-intensive production phases
5. Highly automated production phases
6. Other

**If the company entertained supply/subcontracting/contracting relationships**

**X.7.10 In the 2021-2022 two-year period, did the company provide processes ng services to other companies located abroad?**

**You may indicate both group companies and other companies**

1. Yes, with group companies
2. Yes, with other companies
3. No

**If the company entertained supply/subcontracting/contracting relationships**

**X.7.11 In the 2021-2022 two-year period, did the company commission processes ng services from other companies located abroad?**

**You may indicate both group companies and other companies**

1. Yes, from group companies
2. Yes, from other companies
3. No

**X.7.12. In the 2021-2022 two-year period, did the company experience difficulties or interruptions in the procurement of supplies?** For example, due to a rise in the costs of logistics, raw materials or semi-finished products arising from the termination or suspension of activity on the part of suppliers.

1. Yes
2. No → go to question 8.1

**X.7.13. What strategies did it implement in response to the difficulties or interruptions in supplies during the 2021-2022 two-year period?**

1. It did not implement any specific strategies, as it deemed the difficulties purely temporary → go to question 8.1
2. It changed the number of suppliers while keeping purchased volumes unaltered
3. It changed purchased volumes while keeping the number of suppliers unaltered
4. It changed both the number of suppliers and the volumes purchased

**X.7.14. During the 2021-2022 two-year period, has the company:**

1. Increased the percentage of purchases from Italian suppliers while decreasing that from foreign suppliers
2. Increased the percentage of purchases from foreign suppliers while decreasing that from Italian suppliers
3. Changed neither the percentage of purchases from Italian suppliers nor that from foreign suppliers

## SECTION 8 - INTELLIGENT SPECIALISATION

### 8.1 In which of the following areas of specialisation<sup>a</sup> did the company operate in the 2020-2022 three-year period or plans to operate in the 2023-2025 three-year period?

a: The areas of specialisation identified for implementation of the National Intelligent Specialisation Strategy (General regulation laying down the common provisions on European Structural and Investment Funds-Regulation (EU) 1303/2013) identify areas for which investments in research, development and innovation are priorities, as they complete the resources and production capacity of a territory and thereby create comparative advantages and sustainable growth programs in the mid- to long-term.

	Has the company operated in this area during the 2020-2022 three-year period?		Does the company plan to operate in this area in the course of the 2023-2025 three-year period?	
	Yes	No, but it has engaged in productions, services and technologies susceptible of being used for this area	No	Yes
1. Aerospace <sup>b</sup>				
2. Agribusiness <sup>c</sup>				
3. Marine economy <sup>d</sup>				
4. Green chemistry <sup>e</sup>				
5. Design, creativity and made in Italy <sup>f</sup>				
6. Energy and environment <sup>g</sup>				
7. Smart factory <sup>h</sup>				
8. Sustainable mobility <sup>i</sup>				
9. Health <sup>l</sup>				
10. Intelligent, safe and inclusive communities <sup>m</sup>				
11. Technologies for living environments <sup>n</sup>				
12. Technologies for the cultural heritage <sup>o</sup>				

b: Tecnologie per la propulsione sostenibile; tecnologie per aeromobili a pilotaggio remoto e aeromobili ultraleggeri a motore; sistemi per l'avionica avanzata; sistema avanzato di gestione del traffico aereo; robotica spaziale; sistemi per l'osservazione della terra, la navigazione e il telerilevamento; materiali avanzati per l'avionica e l'esplorazione spaziale; sistemi e tecnologie per la **cantieristica** militare.

c: Agricoltura di precisione; agricoltura del futuro (senza terra, senza pesticidi e con pochissima acqua); accelerazione agricola (*speed breeding*); genomica e biotecnologie applicate all'agricoltura; agricoltura nello spazio; sistemi e tecnologie per il confezionamento, la conservazione, la qualità, la tracciabilità e sicurezza delle produzioni alimentari e delle bevande; alimenti funzionali; nutraceutica (farmalimenti); genomica nutrizionale; sistemi per l'autenticazione dei prodotti per la lotta alla contraffazione.

d: Genomica applicata ai metodi di allevamento e fenotipizzazione di precisione; utilizzo integrato delle risorse biologiche marine e dei sottoprodotti della pesca e dell'acquacoltura per la produzione di prodotti farmaceutici, cosmetici e nutraceutici unitamente a prodotti chimici, materiali e combustibili; valorizzazione sostenibile dei biosistemi marini profondi e delle connessioni terra-mare; design innovativo ed efficienza energetica per la nautica, i mezzi navali e refitting.

e: Tecnologie per biomateriali, bioprodotto e bioraffinerie; Bio-processi di trattamento delle biomasse (inclusi sottoprodotti da trasformazione alimentare) per la produzione di energia (biocarburanti).

f: Sistemi di progettazione e modelli di design per il disassemblaggio e il riciclo dei prodotti (inclusi *virtual simulation e prototyping*); tecnologie indossabili (wearables) e materiali smart per il made in Italy; tecnologie per il design evoluto e l'artigianato digitale; tecnologie per le produzioni audio-video, giochi (*gaming*) ed editoria digitale.

g: Tecnologie per le reti elettriche intelligenti nella produzione, nello stoccaggio e nella distribuzione di energia (smart grid); tecnologie per le fonti rinnovabili e la generazione distribuita; tecnologie per l'efficienza energetica; sistemi e tecnologie per il trattamento circolare delle acque e dei rifiuti; sistemi e tecnologie per le bonifiche di siti contaminati; tecniche e dispositivi per la diagnosi, il monitoraggio e la gestione del rischio idrogeologico e degli altri rischi ambientali.

h: Processi produttivi innovativi, ad alta efficienza energetica e sostenibilità ambientale; sistemi produttivi evolutivi e adattativi per la produzione personalizzata; robotica e meccatronica per sistemi avanzati di produzione, materiali innovativi ed ecocompatibili.

i: Sistemi di mobilità intelligente per la logistica e le persone (pianificazione e gestione della mobilità urbana pubblica e privata, tecnologie per la sicurezza e comfort nei trasporti, sistemi di *smart ticketing*) comprese le operazioni di trasporto aereo (areoporti efficienti, intermodalità, accesso, operazioni per la soddisfazione del cliente) e marittimo (sistemi e tecnologie per l'automazione navale, delle attività portuali e dei varchi portuali, ICT per la gestione del processo logistico portuale, pianificazione e gestione del trasporto intermodale, sicurezza delle navi); tecnologie per la riduzione dell'impatto ambientale nei trasporti.

l: Tecnologie per l'invecchiamento attivo e l'assistenza domiciliare; *e-health*, diagnostica avanzata, *medical devices* e mini invasività; medicina rigenerativa, predittiva e personalizzata; biotecnologie, bioinformatica e sviluppo farmaceutico; tecnologie omiche e biotecnologie per lo sviluppo di metodi di prevenzione, diagnosi e cura personalizzata.

m: Sistemi per la sicurezza dell'ambiente urbano; sistemi elettronici "*embedded*"; reti di sensori intelligenti; tecnologie per la generazione di nuovi di servizi basati su open data, big data e internet of things; tecnologie per la diffusione della web economy; tecnologie informatiche per la generazione di servizi a sostegno delle comunità reali e virtuali.

n: Tecnologie per *smart building* e efficientamento energetico degli edifici; domotica e automazione per il miglioramento degli ambienti di vita (incluso internet of things); bio-edilizia e nuovi materiali.

o: Tecnologie e applicazioni per la conservazione, gestione e valorizzazione dei beni culturali, artistici e paesaggistici; tecnologie per la digitalizzazione, la catalogazione e la divulgazione di beni culturali materiali e immateriali (incluso rilievo 3d e realtà aumentata); sistemi e applicazioni per il turismo e per la fruizione dei beni culturali.

## 8.2 In 2022, did the company produce the following enabling technologies<sup>a</sup>?

	Yes	No
1. Advanced materials <sup>b</sup>		
2. Advanced manufacturing systems <sup>c</sup>		
3. Life sciences <sup>d</sup>		
4. Micro/nanoelectronics and photonics <sup>e</sup>		
5. Artificial intelligence <sup>f</sup>		
6. Security and connectivity <sup>g</sup>		

a: Technologies with a high knowledge content and intense R&D activity, rapid innovation cycles, substantial investment costs and highly skilled jobs. They are multi-disciplinary, concern technologies from different sectors and tend to integrate. What is meant by production is the capacity within the company to develop new knowledge in the indicated technological areas.

b: Synthetic polymers, bio- polymers, metals and ceramics that incorporate innovative technologies; self-regenerating, self-diagnostic, functional electronic materials; environmental materials to facilitate the reuse of raw materials and the capture and/or use of CO<sub>2</sub>; industrial materials, including catalysts, membranes, adhesives, filters; resistant and light high performance materials; energy storage and generation materials; smart and multi-functional materials, including phase change, shape memory, self-repair and self-production.

c: Production systems - associated services, processes, plants and equipment - including: automation; robotics; measurement systems; information processing; signal processing; production control by means of high speed information and communication systems.

d: Technologies designed to improve human health or the general quality of human life, for example:

- systems, processes or equipment for pharmacological or genetic therapies;
- biosensors;
- tests;
- medical devices, bioplastics;
- polymers;
- bio-based chemical products;
- biofuels;
- proteins, molecules, vitamins, high value foods;
- feed additives, enzymes, amino acids, antibiotics;
- DNA coding processes;
- cellular, tissue and sub-cellular engineering.

e: Quantum technologies, optoelectronics (optical networks, optical sensors), power electronics, printed/flexible electronics, memory and storage, analogue and mixed signal devices, information technology (low power processing, high performance computing, new computing, heterogeneous components).

- Nanoelectronics, including nanophotonics, nano-optical devices, nano-optical sensors or nano-optical light emitters (solar cells, photodiodes, phototransistors).

- Technologies dealing with light and its applications (e.g. detection, imaging, screens and displays, advanced lighting, laser systems)

f: Technologies for the learning and automation of processes, control of places or people, interaction with human beings and support to their activities, based on the programming and design of software and hardware systems.

g: For instance: technologies related to IT, network, application and information security, technologies for mobile or fixed broadband and satellite connections, or for wireless networks, such as 5G.

**8.3 In the 2020-2022 three-year period, did the company use<sup>a</sup> the following enabling technologies<sup>b</sup> to innovate processes , goods and services?**

	Yes	No
1. Advanced materials <sup>c</sup>		
2. Advanced manufacturing systems <sup>d</sup>		
3. Life sciences <sup>e</sup>		
4. Micro/nanoelectronics and photonics <sup>f</sup>		
5. Artificial intelligence <sup>g</sup>		
6. Security and connectivity <sup>h</sup>		

a: Consider the use of technologies, whether produced by the company or by others, that are essential to innovation.

b-h: see note a-g of question 8.2

**8.4 In the 2020-2022 three-year period, what was the intensity<sup>a</sup> of the company's investments in the following areas?**

	High	Average	Low	No investments were made
1. Research and development				
2. Technologies and digitisation <sup>b</sup>				
3. Human capital and training				
4. Internationalisation				
5. Environmental sustainability				
6. Social responsibility				

a: To identify the intensity, weigh the tangible and intangible investments of the company in each area compared with the other areas

b.: For example, Technologies 4.0, Industry 4.0

**8.5 In the 2023-2025 three-year period, what will be the intensity<sup>a</sup> of the company's investments in the following areas?**

	High	Average	Low	No investments will be made
1. Research and development				
2. Technologies and digitisation <sup>b</sup>				
3. Human capital and training				
4. Internationalisation				
5. Environmental sustainability				
6. Social responsibility				

a-b: see note a-b of question 8.4

**8.6 In the 2020-2022 three-year period, did the company try out the following development processes?**

Yes No

Technological **modernisation<sup>a</sup>** of its business area

Diversification through the creation of a **new business area<sup>b</sup>** in addition to the main activity

**Transition<sup>c</sup>** to a new area of main activity

**Innovative transformation<sup>d</sup>** of its activity, which entails the production of new goods and/or services not introduced on the market by rival companies

a: Innovation of its business area, also by applying the results of research and development activities and making use of new technologies in production processes.

b: Expansion of its business area, thanks also to synergies with parties from outside the company through collaborative production processes or to the common exploitation of production factors.

c: Switch to a new area of activity thanks to the acquisition of new production knowledge stemming from research and development activities or thanks to technological innovations, also carried out in a collaborative form with parties from outside the company.

d: The company has profoundly innovated its area of activity, anticipating its competitors as regards the introduction into the market of totally novel and highly innovative products or services.

**8.7 Is the company aware of the following measures in support of innovation and R&S in companies, as laid down by the National Recovery and Resilience Plan (PNRR in Italian)<sup>a</sup> for the period from 2022 to 2026?**

Yes, and it already took steps to subscribe thereto (directly or indirectly)

Yes, but it is not interested

No, but it might be interested

No, and it is not interested

1. **Broader partnerships extended<sup>b</sup>** to universities, research centres and companies and funding of basic research projects (at least 10 Partnerships are envisaged)
2. Enhancement of research facilities and creation of **"national R&S champions"<sup>c</sup>** on some key technologies (for 5 National Centres)
3. Creation and consolidation of **"innovation ecosystems"** and identification of **"territorial R&S leaders"<sup>d</sup>** (a maximum of 12 Ecosystems is envisaged)
4. Fund for the implementation of an integrated system of **research and innovation infrastructures<sup>e</sup>** (a maximum of 30 infrastructures is envisaged)
5. Funding of **collaboration projects<sup>f</sup>** to develop (or improve) products, processes and services for the sake of the sustainability and digitisation of the production system
6. Financial support to small- and medium-sized companies for their **Internationalisation<sup>g</sup>** (access to foreign markets and development of e-commerce)

a: The National Recovery and Resilience Plan (PNRR in Italian) is the document drawn up by the Italian government to illustrate to the European Commission how it intends to invest the funds that will be received as part of the Next generation EU program.

b: Misura del PNRR italiano finalizzata a finanziare almeno 10 grandi programmi di ricerca fondamentale o applicata realizzati da reti di imprese, università e altri enti pubblici.

c: Italian PNRR measure aimed at financing the creation of 5 aggregations of universities and public research bodies with the possible involvement of companies or other private subjects.

d: Italian PNRR measure aimed at financing networks of companies, universities and local public bodies to facilitate the integration and promotion of innovation at the local level.

e: Italian PNRR measure aimed at financing up to 30 large-size research or technological infrastructures for innovation with the contribution of companies, universities and other public bodies.

f: Italian PNRR measure aimed at financing collaboration projects between companies, universities and other public bodies in order to develop (or improve) products, processes and services for the sake of the sustainability and digitisation of the production system.

g: Italian PNRR measure aimed at financing the disbursement of non-refundable grants to support access to foreign markets and the development of e-commerce on the part of small- to medium-sized companies.

### 8.8 Is the company aware of the following measures in support of digitisation and technological development of companies, as laid down by the National Recovery and Resilience Plan (PNRR in Italian) for the period from 2022 to 2026?

	Yes, and it already took steps to subscribe thereto (directly or indirectly)	Yes, but it is not interested	No, but it might be interested	No, and it is not interested
Tax credit to finance the purchase of <b>4.0 tangible instrumental goods</b> <sup>a</sup> (production machines controlled by IT systems, machines and systems for the control of products or processes, and interactive systems)				
Tax credit to finance the purchase of <b>4.0 intangible instrumental goods</b> <sup>b</sup> (3D, systems intra-factory communication systems, artificial intelligence and automatic learning software; systems, platforms and applications)				
Tax credit to finance the purchase of <b>software relating to business management</b> <sup>c</sup>				
Tax credit to finance <b>research and development</b> and <b>green innovation and/or digital activities</b> <sup>d</sup>				
Tax credit to finance <b>digital training activities</b> <sup>e</sup>				
<p>a: Public incentive in the form of tax relief for companies that invest in new <u>tangible</u> instrumental assets targeting the technological and digital transformation of production processes. Incentive introduced by Law 232/2016 and reconfirmed by the PNRR.</p> <p>b: Public incentive in the form of tax relief for companies that invest in new <u>intangible</u> instrumental assets targeting the technological and digital transformation of production processes. Incentive introduced by Law 232/2016, amended by Law 205/2017 and reconfirmed by the PNRR.</p> <p>c: Public incentive in the form of tax relief for companies that invest in <u>management software</u> (also referred to as <u>standard investment intangible</u> assets) that are new to the company and target the technological and digital transformation of production processes. Incentive introduced as part of the 4.0 Transition policies and reconfirmed by the PNRR.</p> <p>d: Tax relief measure aiming to support the competitiveness of companies by stimulating investments in research and development, technological innovation, including within the scope of the 4.0 paradigm and circular economy, design and aesthetic conception. The measure is regulated by the Ministry of Economic Development Decree of 26 May 2020 and by the implementing rules of the PNRR.</p> <p>e: Tax relief measure aimed at supporting companies in the technological and digital transformation process by creating or consolidating skills in the enabling technologies necessary to implement the 4.0 paradigm 4.0. The measure, introduced by Law 205/2017, is currently regulated by Decree-Law No. 50/2022 and by the implementing rules of the PNRR.</p>				



## SECTION 9 - ENVIRONMENTAL AND SOCIAL SUSTAINABILITY

**9.1 In the 2021-2022 two-year period, did the company implement the following actions to improve the environmental sustainability of its activity?**

	Yes	No	For each of the actions performed	
			Compared to the 2019-2020 two-year period, has there been a deeper commitment to the implementation of such actions?	9Compared to the 2019-2020 two-year period, has there been a deeper commitment to the implementation of such actions?
	One answer per line			
1. Monitoring of environmental pollution (atmospheric emissions, acoustic and soil pollution)				
2. Monitoring of CO <sub>2</sub>				
3. Draft of energy efficiency improvement plans				
4. Use of renewable energy sources				
5. Monitoring of water consumption				
6. Reuse and recycling of waste water				
7. Waste treatment, separate waste collection and significant spills				
8. Use of recycled materials				
9. Streamlining of the company transport system				
10. Plans for sustainable staff mobility (electric cars, ...)				
11. Activity to manage impacts on biodiversity				
12. Activity to facilitate circular economy				
13. Adoption of the taxonomy of eco-compatible economic activities (European legislation on sustainable finance)				

**9.2 In the 2021-2022 two-year period, did the company undertake the following initiatives to improve or facilitate its own social sustainability?**

	Yes	No	For each of the actions performed	
			Compared to the 2019-2020 two-year period, has there been a deeper commitment to the implementation of such actions?	On the 2022 turnover, indicate an estimate percentage of expenses incurred for the implementation of such actions
	One answer per line			
1. Monitoring and practical plans for workers' well-being				
2. Ad hoc plans to facilitate equal opportunities				
3. Monitoring system on workers' health and safety				
4. Monitoring system on product safety				
5. Collaboration with local associations that promote social, charitable, cultural and recreational initiatives				
6. Free or subsidised company crèche				
7. Economic support for work-family reconciliation				
8. Extended parental leave and leave for serious reasons				
9. Collaboration with high schools and universities to implement projects with an environmental and social impact				
10. Sponsorship of philanthropic projects				

**9.3 In 2022, did the company draw up or will it draw up a document for Non-Financial Reporting (NFR) <sup>a?</sup>**

1. Yes
2. No → go to question 9.6

a: sustainability reporting: Periodic report that examines the performance of a company from the viewpoint of social, environmental and economic impacts. It sets out the values, policies and governance model of the organisation, with the aim of highlighting the degree of consistency between company strategy and the commitment to adopt a sustainable economy.

**9.4 How was the document disseminated or how will its dissemination be achieved?**

1. As part of the management report
2. In the budget file
3. Through a specific report
4. In another way
5. The document is not disseminated

**9.5 Which of the following standards does the company use for reporting on aspects linked to economic, social and environmental sustainability?**

**Choose one of the following options**

1. GRI
2. ISO9001
3. ISO45001
4. ESG
5. SOA
6. Circular economy
7. SDG
8. Other
9. No standard

**9.5.1 Specify**

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**9.6 Has the company activated a remuneration system to accomplish its environmental sustainability and social objectives?**

1. Yes
2. No

**9.7 In the 2021-2022 two-year period, which of the following information was directly communicated to customers, for instance by printing things on the product packages, the presence of information notices on the company website, etc.?**

**Choose one of the following options**

1. Traceability of the production chain of the product
2. Environmental and social impact of its goods or services
3. Directions for the correct use and disposal of its products and packages
4. Information on how to avoid unfair commercial and/or “green washing” practices
5. Directions on how to take part in customer satisfaction initiatives

**9.8 In the 2021-2022 two-year period, did the company adopt the following practices with its suppliers?**

	Yes, with the suppliers in Italy	Yes, with the suppliers abroad	No
1. Monitoring the environmental impact			
2. Monitoring the working, health and safety conditions of the staff employed by suppliers			
3. Development of training events on the subject of "sustainable supply chain"			

**9.9 In the 2021-2022 two-year period, did the company make investments for the efficient and sustainable management of energy and transports, both in the production process and at the company's operational premises?**

	Yes, by taking advantage of incentives	Yes, without benefiting from incentives	No
1. Thermal insulation of buildings and/or construction of low-energy consumption buildings			
2. Installation of plants for the production of ELECTRICITY from <b>renewable sources</b> <sup>s</sup>			
3. Installation of plants for the production of THERMAL energy from <b>renewable sources</b> <sup>a</sup>			
4. Installation of cogeneration or trigeneration (CCHP) plants or for heat recovery			
5. Purchase of low-emission vehicles (electrical, hybrid or gas-powered)			
6. Installation of high-efficiency machinery, plants or equipment that reduce <b>energy consumption</b> <sup>b</sup>			

a: Sunlight, wind, rain, geothermal heat, etc.

b: Inverter, thermostats, thermostatic valves, heat pumps, condensing boilers, energy saving lamps, smart meters, etc.

## SECTION 10 – INFORMATION ON FILLING IN THE QUESTIONNAIRE

**10.1 Compilers ISTAT can approach to obtain clarifications on the answers provided.**

**You can indicate up to three compilers**

Name	Surname	Office	Telephone	Fax	E-mail address
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**X.10.2 which of the following offices have been involved in the completion of the questionnaire?**

1. General Affairs
2. Accounting and Budget
3. Payroll and Personnel
4. Other office
5. No office

**10.3 Were external consultants involved in the process of filling in the questionnaire?**

**10.4 What difficulties were encountered when filling in the questionnaire?**

1. Difficulty in going through the questionnaire
2. Large number of questions
3. Questions lacking sufficient clarity
4. Shortage of instructions in support of its completion
5. Difficulties in providing information on the company the way it is requested
6. Other difficulties
7. No difficulty

**10.5 Specify the type of difficulty encountered**

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**10.6 If there is something you feel it is important to add, you can write it hereunder:**