



LA GIOVANE
*CORPORATE SOCIAL
RESPONSIBILITY REPORT*
2022 2023
issue

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LETTER FROM THE *CHAIRMAN*



Hopes that the year 2022 would be a year of recovery, after a two-year global pandemic, have come true even though the world has entered a dangerous vortex of war, once again.

The invasion of Ukraine by Russia, increasing energy costs, droughts and environmental problems related to climate change, have not slowed down the development of the world industrial system and especially our country's.

Certainly the policies introduced by Draghi's government have worked, helping to make our country more competitive but above all giving more credibility to an Italian system that was collapsing in every respect.

In this context, our Cooperative has been able to keep up with customers, despite the drastic deterioration of logistics management as a result of the many changes in goods mobility and the world trade.

In 2022, therefore, revenue increased by 2.5% but with increased difficulties with regard to staff recruitment. This is and will be 'the issue' of the near future, an issue on which - I believe - political decision-makers must take action to reverse the trend and change the attitude of our young people.

I am increasingly convinced that the Cooperative model, when it is "authentic", especially in these times must be a driving force through which the new generations can be spurred on by the so-called 'old' generations, those who firmly hold the founding principles of work, to pass on the values of attachment, cooperation and dedication that we need to make up for the shortcomings that this situation has been producing for several years.

And because I am aware and realistic about the qualities of our members, I have no fears for our near future.

To all this I would add that our Cooperative will celebrate its 50th anniversary in 2023. This year will be a time to re-establish the values that our Cooperative has stood for in half a century of life and from which to start again with reinvigorated spirit in order to meet the increasingly difficult challenges that await us in the years to come.

**A happy anniversary to us all and...
Go La Giovane!**



INTRODUCTION





This Social Report has been considered non only a tool for reflecting and assessing our progress, but also a powerful communication tool. It collects figures and reports, including the words of the social base. All these levels of assessment come together in this report, giving us a picture of our Cooperative, with 50 years of history. This goal is the foundation for planning ahead: a point of arrival and a starting point for the years to come.

Our path to date and the events of recent years have made us all more aware that what happens in a faraway country can have significant repercussions here as well.

It is therefore important to understand what has been done in the past in order to plan for the future. The fact of summarising in these pages a great deal of information about the identity of the cooperative is a moment for sharing and reflecting on the objectives, risks, successes and failures of a whole year.

We hope that, despite the complexity, we have managed to give a faithful representation of our cooperative life to all stakeholders.

The Editor



COMPANY PROFILE

CORPORATE IDENTITY

La Giovane, a Work Cooperative Company, was founded in Parma in 1973 by the union of 23 members. Since its origins to the present day, it has grown in personnel and professionalism. 50 years of history and customer loyalty have enabled us to specialise in third-party logistics management at *in-house* and *outsourced* warehouses.

As a strategic choice, the Cooperative has opted for a diversification of its customers, in terms of both numbers and product types, by operating in

different business segments:

- Textile & Leather
- Glass
- Manufacturing
- E-commerce

The main areas of specialization are:

- Clothing and accessories logistics
- E-commerce logistics
- Packaging & labelling of glass products

LA GIOVANE

GENERAL MEETING
OF SHAREHOLDERS

BOARD OF
DIRECTORS

PRESIDENT
SALES MANAGER
Ginetta Donati

SSA Manager – RSPP
Supervisory (OdV)
Marco Formaggini

La Giovane has always worked for its customers with the objective of being seen as a structured partner, able to bring innovation through its services. This policy has contributed its features as an up-to-date player in the logistic sector while maintaining its identity of first-degree work Cooperative Company

CORPORATE MISSION

Our Mission has set the path ahead, starting from the present and planning the future. The identity of **La Giovane** can be summarized as follows:

- Offering integrated logistics management activities aimed at creating operational synergy with customers, through high quality customised and innovative services;
- Adopting work procedures to protect the environment and the workers' health;
- Valuing the human capital and fostering an inclusive workplace;
- Operating to ensure the strengthening of capital soundness and to translate cooperation mutualistic spirit into its practices.

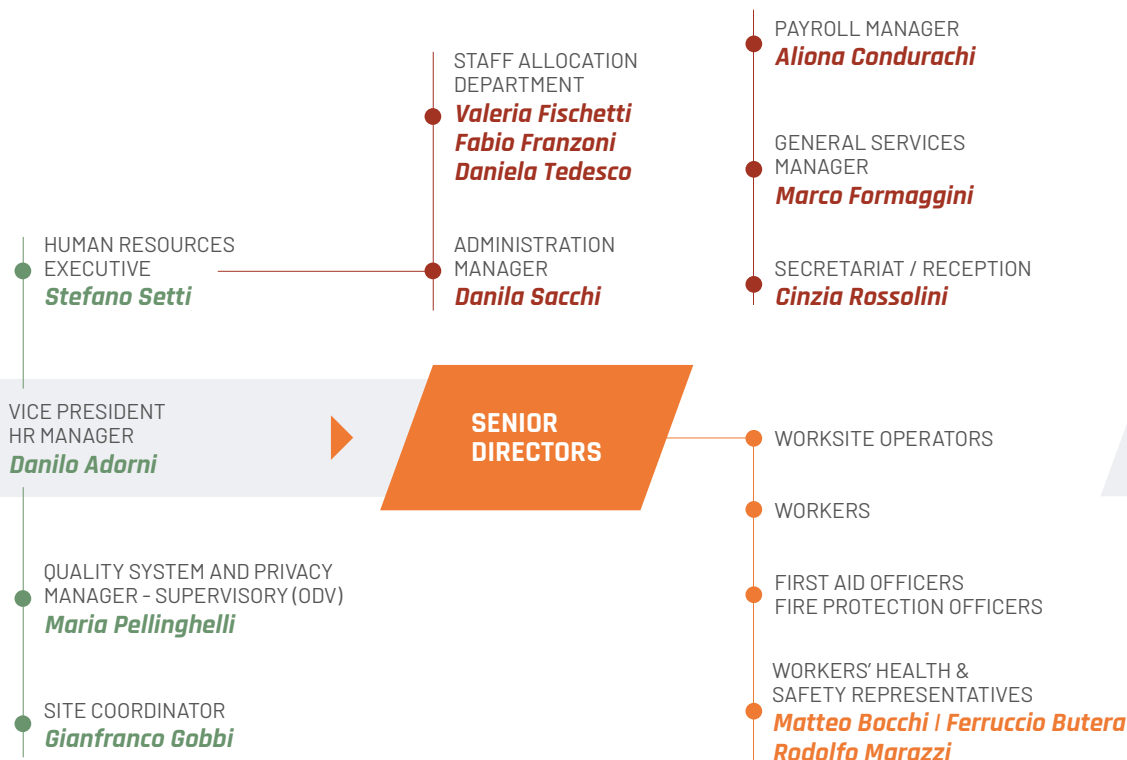
THE ENTERPRISE'S ORIGINAL VALUES IN ITS NEW DEVELOPMENT

La Giovane, while still following its business development, has always remained true to the founding shareholders' inspiration and its original nature of Cooperative Company has its guiding principles, seeing in the work of its Mutual Shareholders the founding pillar of its operations.

The social base is given space in the final part of this document, in a series of testimonials.

THE ORGANIZATIONAL MODEL

The Organizational Model and the structure of the **La Giovane** Cooperative are the result of its evolution in almost fifty years since its establishment. The Organizational Chart below highlights the features of a highly structured organization where all different specializations can develop



THE GOVERNANCE SYSTEM

The *Governance* system is made by:

- **Board of Directors:** responsible for all planning and steering activities of the Cooperative. It consists of eleven members, elected every three years during a General Meeting of Shareholders. The Board appoints its Chairman and Deputy Chairman from among its members.
- **Board of Statutory Auditors:** supervising the compliance with all legal requirements and the articles of association, the adequacy of the organisational, administrative and accounting structure adopted by the company and its operation
- **The Management** supervises all management and operational coordination

The cooperative has grown over time by developing safety policies and setting quality and com-

petitiveness standards with a focus on safeguarding the human factor.

La Giovane firmly believes that the relationship between *Safety at Work* and *Quality at Work* cannot be ignored. That the resources responsible for these areas work in close coordination with each other.

La Giovane also adopted an **Organisational, Management and Control Model** in accordance with the provisions of Legislative Decree 231/01 and appointed a **Supervisory Body** having independent acting and control powers to ensure supervision on the Model's proper functioning and compliance. The purpose of this set of procedures and organisational structures, which ensures an "environment" of legality, transparency, ethics and fairness, is to prevent possible criminal acts within the entity as well as to protect the Cooperative and its stakeholders.

THE BOARD OF DIRECTORS

- ▶ Chairman
Ginetto Donati
- ▶ Deputy Chairman
Danilo Adorni
- ▶ Directors
Ferruccio Butera
Massimiliano Carboni
Fabio Franzoni
Marco Fornari
Gianfranco Gobbi
Alessandra Malpeli
Gianluca Senati
Marco Vernizzi
Mauro Zannoni

THE TOP MANAGEMENT

- ▶ Chairman | Sales Manager
Ginetto Donati
- ▶ Deputy Chairman | Operating Management Manager
Danilo Adorni
- ▶ Human Resources Executive
Stefano Setti
- ▶ General Services
Marco Formaggini
- ▶ Administration Manager
Stefania Mariani
- ▶ Payroll Manager
Cinzia Zambelli

THE BOARD OF STATUTORY AUDITORS

- ▶ Chairman
Villiam Bolognesi
- ▶ Standing Auditors
David John Ferrari
Elisa Venturini
- ▶ Prevention and Protection Service Manager (Italian acronym: RSPP)
Marco Formaggini
- ▶ Quality Management and Privacy System Manager
Maria Pellinghelli

THE NEW POLICIES IMPLEMENTED

The paragraphs below will detail four sectors in which **La Giovane** implemented innovative Policies over the years: Equity Investments, Technological Innovation, Quality Certification, Corporate Social Responsibility (CSR), Commitment towards Environmental Sustainability.

A) EQUITY INVESTMENTS

The acquisition of equity investments in special-purpose companies is one of the choices made for business growth.

The following tables show the equity investments acquired by **La Giovane**. They can be classified based on two main objectives:

- a) Equity investments intended for cooperation and support of the cooperative movement
- b) Equity investments in enterprises operating in the same sectors as the **La Giovane**

For the latter objective, the two controlling equity investments are held, namely Piazza S.r.l., which operates in the sale-hire and maintenance of fork lifts and L.G. Logistics S.r.l. (of whose share capital **La Giovane** holds 100%).

SUBSIDIARIES	Euro
PIAZZA S.R.L.	26.000,00
L.G. LOGISTICS	594.000,00
L.G. S.R.L.	10.000,00

SISTER COMPANIES	Euro
LA C.A. SERVIZI	24.400,00
PVS	100.000,00

OTHER ENTERPRISES	Euro
COOP. DI GARANZIA	103,29
BOREA EMILIA OVEST	58.517,53
C.C.F.S.	91.357,69
CE.P.I.M.	11.698,11
FINANZA COOPERATIVA	100.000,00
CELERE	75.000,00
CUT NORD SOC. COOP	896,29
BANCA REGGIANA	14.407,56
CONAI	76,16

B) TECHNOLOGICAL INNOVATION

One of the Cooperative's strengths is technological innovation.

The organisation of warehouse space together with efficient operating methods have led to an evolution in the work towards integrated logistics. The transformations of handling methods have also led to the need for an adaptation of the tools used in **La Giovane**, with the aim of increasing service quality and improving the everyday work of its shareholders, without neglecting the safety. The use of technologies for internal storing and handling have changed the workers' job, by qualifying and enhancing the planning and control role rather than a purely manual role.

The transformation of computerised goods management systems, which have streamlined activities and optimised the performance, accuracy and speed of our operational flows, has contributed to this development.

In 2017, in addition to the Cooperative head office, which uses radio-frequency, a wire-guide system for forklift trucks, shelving for the clothing sector, a new operation facility was unveiled in Gainago-Torrile. The new facility is fitted with fixed shelves with 40,000 pallet spaces, a compactable warehouse with 12,000 pallet spaces, a 30m long automated order preparation line, packaging tables and a multi-storey warehouse for e-commerce, for a total of 10.500sqm, as well as a warehouse dedicated to the management of returns and preparation of orders for e-commerce for 5,200.

These new, fully equipped facilities over around 35,000sqm and are dedicated to storing glass products and to e-commerce logistic management; they have allowed the development both of the new *core business segment* of the Cooperative and its traditional activities.

C) QUALITY CERTIFICATION POLICY

The primary objective of the Cooperative's growth, supported by the Quality Management System according to UNI EN ISO 9001, has been customer satisfaction.

The planning, execution, monitoring and improvement of processes (Italian acronym P.D.C.A.) represent the key steps for the execution of our activities.

The **Processes** taken into account concern:

- The identification of the Customers' expectations, their translation into requirements;
- The execution of the service itself;
- The control and monitoring of the activities contributing to the quality of the services provided;

The **Objectives** that the Cooperative has set regarding the adoption of its Quality Assurance System are:

- Improving the services offered, generating positive results and customer and business partner satisfaction;
- Valuing our staff through their involvement, participation and growth;
- Improving the Cooperative reputation as an efficient and reliable company;

- Ensuring full implementation of the Code of Ethics;
- Maintaining our focus on environmental sustainability, social and economic objectives.

In 2022, an audit for the certification renewal was carried out by Certiquality and the corporate Quality System was found fully compliant. **La Giovane** constantly strives to involve Worksite Managers in improving the System peripheral management, both in terms of paperwork and operations.

D) OUR CORPORATE SOCIAL RESPONSIBILITY COMMITMENT

La Giovane's history and its cooperative nature show a particular focus on Corporate Social Responsibility (CSR).

Among the various activities put in place, the following can be reminded:

- Collaboration with the Italian College of Osteopathy, for free treatments for workers, during working hours, for improving their physical well-being and the prevention of osteoarticular diseases;
- The company's Injuries and Illness Policy, which



provides for compensation in the event of occupational accidents and serious illnesses;

- Salary support for longer than the statutory period in case of serious illness;
- The choice of company clothing with a Oeko-Tex Standard 100 label, a textile certification and control standard, which allows the identification of products that do not present any health risks;
- The audits carried out, during regular inspections, both on quality and safety, with the aim of assessing **La Giovane's** compliance with all requirements in terms of workers' health and safety, as well as their integrity.

E) COMMITMENT TO ENVIRONMENTAL SUSTAINABILITY

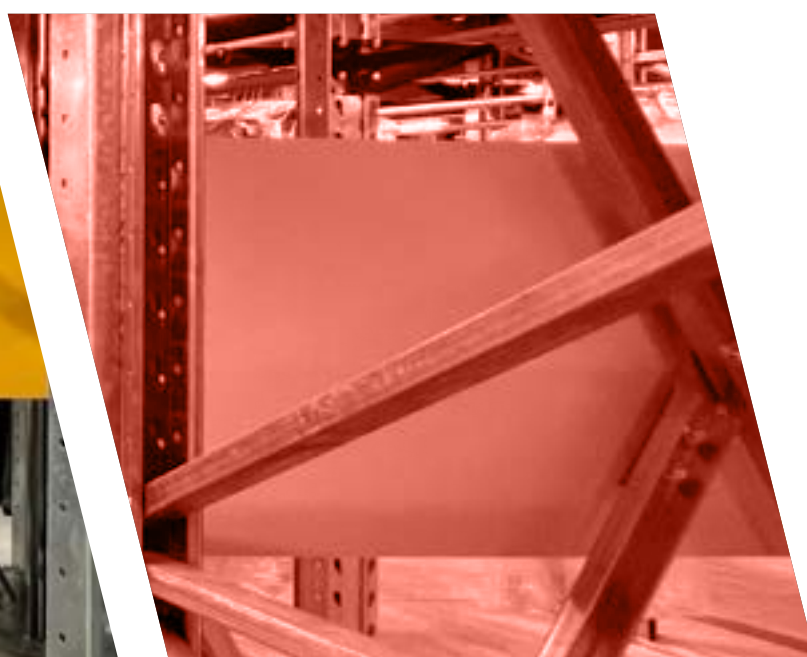
Over the years, **La Giovane** has implemented a number of measures in order not to cause negative impacts on the ecosystem. In handling activities electrical forklifts are used, which combine low consumption to low emissions. They are gradually being replaced with lithium battery trolleys that require less recharging time and last longer.

La Giovane implemented a number of addition-

al actions for promoting sustainability, among which:

- Waste reduction and recycling;
- Partnership for recovering and reconditioning wooden pallets;
- repair of damaged shelving with Dekra certified method, with a 70% reduction in CO2 emissions;
- Reduction of paper usage in the organisation;
- Implementation of photovoltaic systems;
- Car sharing with company cars available for members to drive to the workplace;
- Construction of low maintenance impact structures.

The Cooperative also launched a bio-diversity project in cooperation with Oasi dei Ghirardi and WWF Parma. In the roundabout near our site, under maintenance management for years, a garden with aromatic plants has been created and a bee-hotel positioned that was made from wooden pallets discarded by the company. This project aims to promote supply and nesting areas for pollinating insects, which have been under considerable danger in recent times. It is intended to be the first step in the path of **La Giovane** to the benefit of other green areas of its own.





SOCIAL REPORTING

The core of the Corporate Social Responsibility Report is reporting the annual performances (with the relevant time series) in accordance with the guidelines and standards set forth in CSR models. **La Giovane** has adopted the standards recommended by the Gruppo di Studio per il Bilancio Sociale (an Ital-

ian Study Group for establishing the Social Reporting Standards).

Accounting statements are given below: the Income Statement, the Statement of calculation of Value Added and the Statement of Value Added distribution.

DESCRIPTION	2021	2022
Value of production in the textile segment	20.075	19.819
Value of production in the agri-food segment	37	16
Value of production in the manufacturing segment	12.258	13.426
Value of production in the glass segment	9.140	8.980
Value of production in the logistics-transportation segment	1.202	205
Value of production in the e-commerce segment	1.412	2.696
Value of production in other segments	1.242	1.368
Other income	964	791
Value of total production	46.330	47.301
Costs of Production	-45.144	-45.955
Financial Income and Expenses	-701	-842
Non-recurring Income and Expenses		
Taxes	-421	-336
Provisions		
Write-downs of equity investments		
PROFIT (LOSS) FOR THE YEAR	64	84

THE INCOME STATEMENT

The performance in 2022 featured: a) production increasing by 2%; b) costs increasing by approximately 2%; c) a profit for the period.

VALUE ADDED

The calculation and distribution of value added are based on the “Principles and Standards for So-

cial Reporting”, issued by the Gruppo di Studio per il Bilancio Sociale (GBS). Therefore, value added is reported in two separate statements:

1. The Statement of calculation of Value added reports the enterprise’s ability to generate new net wealth;
2. The Statement of Value Added distribution reports how the generated wealth is distributed to the Stakeholders.

FORMATION AND COMPOSITION

DESCRIPTION	2021	2022
A - VALUE OF PRODUCTION/OUTPUT		
1. Revenues from sales and services - adjustments to revenues	44.971	46.401
2. Changes in production inventories Products in the course of manufacture, semi-finished and finished products	395	109
3. Change in construction contracts		
4. Other revenues and income	964	791
REVENUES FROM OPERATIONS	46.330	47.301
5. Revenues from non-recurring operations		a
B - INTERMEDIATE COSTS OF PRODUCTION		a
6. Costs for and consumption of raw, ancillary, consumable materials and goods	-1.230	-1.497
7. Costs for services	-11.342	-12.720
8. Costs for leases and rentals	-3.564	-4.426
9. Provision for risks	-67	
10. Other provisions		
11. Other operating expenses	-1.424	-863
GROSS VALUE ADDED FROM OPERATIONS	28.703	27.795
C - INCIDENTAL AND EXTRAORDINARY COMPONENTS		
12. +/- Balance of incidental components		
13. +/- Balance of extraordinary components		
GROSS GLOBAL VALUE ADDED	28.703	27.795
- Depreciation/amortization for the year by homogeneous groups of assets		
- Intangible Fixed Assets	-198	-500
- Tangible Fixed Assets	-459	-930
NET GLOBAL VALUE ADDED	28.046	26.365

VALUE ADDED DISTRIBUTION

The table below reports the distribution of value added (calculated as a decrease in net Value Added):

DESCRIPTION	2021	2022
A) REMUNERATION OF STAFF		
Employees		
a) Direct pays	26.595	24.692
b) Indirect pays		5.070
B) REMUNERATION OF THE PUBLIC ADMINISTRATION		
Direct taxes		
Indirect taxes	421	336
Grants for operating expenses		
C) REMUNERATION OF BORROWED CAPITAL		
Interest expenses on short- and long-term loans	701	842
Remuneration of shareholders' loan		
Write-downs of equity investments		
D) REMUNERATION OF RISK CAPITAL		
Dividends (distributed profits)		
- Increase in shares free of charge		
- Dividends		
- Issue of shares free of charge		
E) REMUNERATION OF THE ENTERPRISE		
+/- Changes in reserves		31.780
Depreciation and amortization		
F) DONATIONS		
Donations	28	20







SOCIAL RELATIONSHIPS

La Giovane has multiple stakeholders who operate within (Members and Employees) and outside (Customers and Suppliers) the Cooperative. We have other relationships of a different nature with the local community, institutions, associations and the territory: these social relationships are of utmost importance. All these parties, on various grounds, bear some kind of stake in the company's activity and, therefore, they can all be defined "Stakeholders".

INTERNAL STAKEHOLDERS

THE HUMAN CAPITAL

Human Resources represent the success factor of our Cooperative as they bring in the know-how, knowledge and skills on which the competitive advantage of our organisation is based. **La Giovane** has stood out for the value it has always attached to staff's specificities, also in a historical time when the workers of portage Cooperatives were

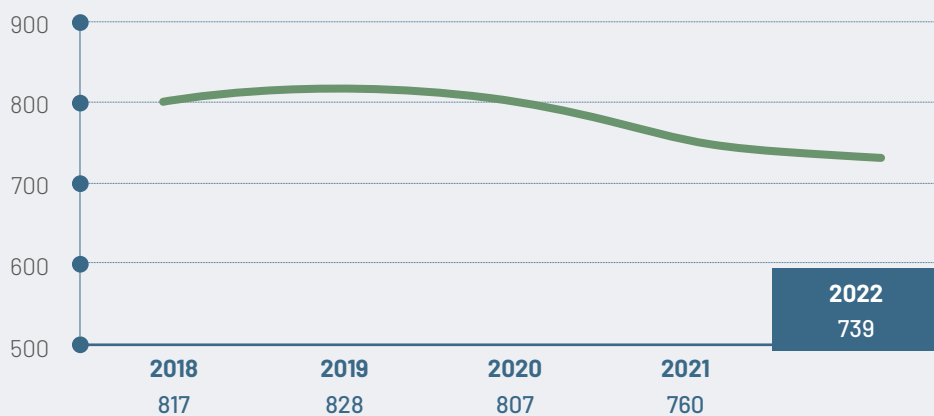
considered labour force with no specific identity, distinctiveness and only as mere figures. Therefore, the definition of *Human Capital*, because of the importance of the individual within the Cooperative, goes hand in hand with the term *Social Capital* (financial resources). The promotion of Human Capital has allowed the Cooperative to stand out in terms of credibility in its relations with Clients, strengthening historical collaborations and fostering loyalty and new partnerships. In addition to this, the Cooperative showed great care in the selection and training of the Management, who, for the most part, have been chosen directly from the social base.

THE STAFF

In the five-year period 2018 - 2022, the Cooperative experienced different trends, but with a good holding of occupational rates (*)

Developing human resources means strengthening their engagement, participation and identification with the Cooperative.

THE STAFF (*)



(*) The survey does not include staff provided by temporary work agencies.

JOB CATEGORIES

The breakdown of staff by job category clearly conveys the cooperative character of **La Giovane**, with a markedly higher number of blue-collar workers vs. other job categories.

STAFF	2016	2017	2018	2019	2020	2021	2022
Senior Directors	1	1	1	1	1	1	1
Junior Managers	3	3	3	3	3	3	3
White-collar workers	24	23	23	21	21	21	16
Blue-collar workers	760	711	790	803	782	735	719
TOTAL	788	738	817	828	807	760	739

TYPE	2021				2022			
	Senior Managers	Junior Managers	White-collar workers	Blue-collar workers	Senior Managers	Junior Managers	White-collar workers	Blue-collar workers
Men	1	3	5	401	1	3	3	377
Women	0	0	16	334	0	0	13	342
Total	1	3	21	735	1	3	16	719
GRAND TOTAL	760				739			

TYPES OF CONTRACTS

In terms of contracts, fixed-term contracts are used only in exceptional situations and often are the first step to permanent employment within the Cooperative.

TYPES OF CONTRACTS	2021	2022
Open-ended contracts	755	736
Apprenticeship contracts	0	0
Fixed-term contracts	5	3
Atypical staff	0	0
TOTAL	760	739

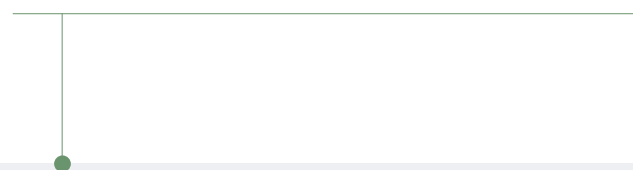
The table below reports the dynamics of recruitment hiring.

RECRUITMENT ANALYSIS

M	2018	2019	2020	2021	2022	Permanent % 2018	Permanent % 2019	Permanent % 2020	Permanent % 2021	Permanent % 2022
Hired men Mutual Shareholders	99	54	4	30	45	86%	91%	100%	93%	91%
Of whom still on staff	85	49	4	28	41					
F	2018	2019	2020	2021	2022	Permanent% 2018	Permanent % 2019	Permanent % 2020	Permanent % 2021	Permanent % 2022
Hired women Mutual Shareholders	71	46	6	24	58	94%	91%	100%	96%	93%
Of whom still on staff	67	42	6	23	56					

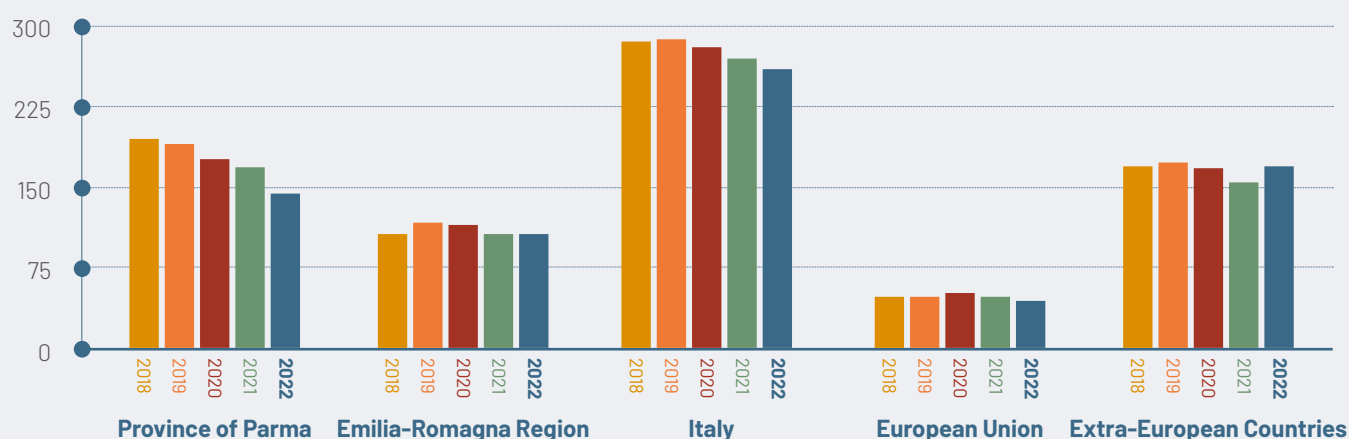
GEOGRAPHICAL ORIGIN: A DIVERSE AND MULTI-ETHNIC SOCIAL BASE

The geographical origin of our personnel shows two significant aspects: on the one hand, the close link with the Emilia region and in particular Parma, where the Cooperative was founded and has taken an important role in its industry; on the other hand, the development of a particularly strong internationalisation process, with the presence of a quota of personnel from foreign countries, especially non-European countries. (*)



GEOGRAPHICAL ORIGIN	2018	2019	2020	2021	2022
Province of Parma	198	192	180	170	148
Emilia-Romagna Region	108	118	117	108	108
Italy	290	293	286	275	266
European Union	51	49	54	50	46
Extra-European Countries	170	176	170	157	171
TOTAL	817	828	807	760	739

(*) The data on geographical origin are based on the staff's place of birth



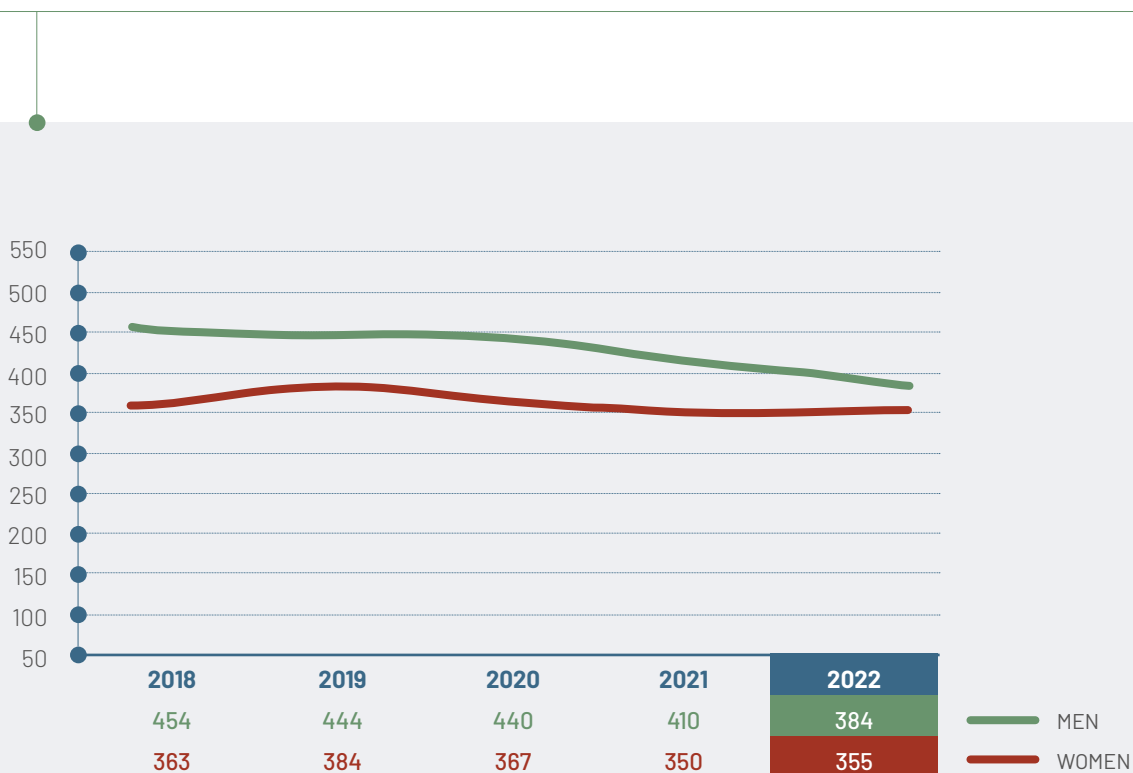
GENDER: A DIVERSE SOCIAL BASE

Today, the Cooperative's personnel is characterised by a social base with an equal gender distribution. At the beginning, the type of work justified a clear majority of male staff, but with the evolution of working methods and the introduction of innovative handling systems, the female component has grown up to account for, in 2022, around

48% of the total workforce.

This component is the foundation for the Cooperative's commitment towards the development of female staff and equal opportunities at work, while respecting the specific sex differences.

The different components are shown in the chart below.

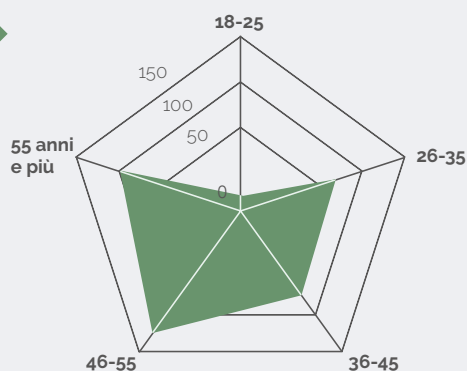


AGE RANGES

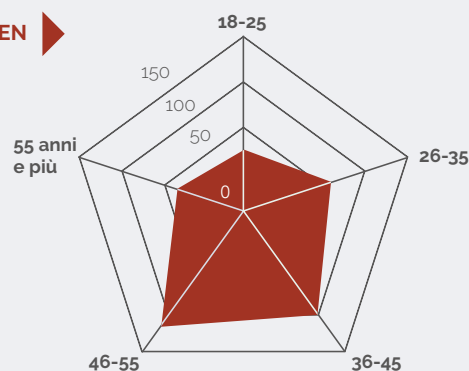
The staff mainly falls within the 36 - 55 years range.

Proof of the stability of work relationships and of the sense of belonging to the Cooperative is given by the data on seniority.

MEN



WOMEN



2022			
AGE	M	F	Totale
18-25	13	34	47
26-35	67	65	132
36-45	78	98	176
46-55	127	119	246
55 years and older	99	39	138
TOTAL	384	355	739

JOB CATEGORIES	2022				Total
	from 0 to 4	from 5 to 10	from 11 to 20	over 20	
Senior Directors	0	0	0	1	1
Junior Managers	0	0	1	2	3
White-collar workers	3	3	5	5	16
Blue-collar worker Mutual Shareholders/employees	287	191	144	97	719
TOTAL	290	194	150	105	739

TRAINING POLICIES

Employee training is a tool for creating high standards, closely linked to the enhancement of our Human Capital.

During the year 2022, we organised training initiatives for Members and Employees that mainly focused on compulsory safety courses, according to the requirements of Legislative Decree 81/08 as amended, without excluding subjects to develop and strengthen other individual workers' skills, both for white and blue collar workers.

Approximately 2,326 hours of mandatory training were provided for a total of 393 people involved in training (including leased staff).

The analysis of data on accidents and the outcomes of inspections at worksites has shown that safety training has contributed in creating awareness of work-related risks and improving the workers' behaviour.

SAFETY POLICIES

La Giovane has introduced a System for the management of health and safety, which integrates objectives and policies in the design and management of work and production systems, in order to progressively reduce the risks and relevant costs for accidents.

Among the safety policies implemented, it is worth to mention the introduction, within the sites of Parma and Gainago, of 4 defibrillators, with the primary objective of protecting people's health.

La Giovane also believes that recurring and constant training is key for preventing accidents, alongside effective analysis of risk levels, ade-

quate work tools and Personal Protective Equipment (PPE), as well as Manuals and Instructions that are certain and can be understood by all.

The Prevention and Protection Service carried out thorough technical and statistical analyses on the types of accidents occurred and on their frequency, in order to have data available which are fit to constantly improve safety levels. This is a primary objective with a dedicated annual "Dossier" within our Quality System. The good practices implemented allowed to achieve significant success in terms of prevention.

An analysis of the root causes showed that also in 2022 the highest peak of temporary disabilities was related to driving accidents (on the move), foul foot and hit incidents. The critical body parts concerned are the limbs directly involved in the working activities (hand, knee, leg, foot).

Compared to 2021, the incidence and frequency index increased while the severity index decreased.

The breakdown of costs for safety management by year of the 2019-2022 four-year period:

COST ITEMS	2019	2020	2021	2022
Clothes	137.115	73.599	100.731	74.000
Advisory Services	141.962	141.577	121.845	189.462
Occupational Physician	56.135	42.699	55.696	52.000
Training	60.231	26.076	38.490	37.500
Specialist Examinations	9.041	6.118	5.991	5.165



THE SOCIAL BASE

The Cooperative, in compliance with the provisions of its statute and mutualistic principles, places the work of its members at the centre of all company's policies. For this reason, the Mutual Shareholders themselves constitute the main element of wealth of the enterprise.

Mutual Shareholders account for around 91% of our human resources. Also for the Social Base, changes in terms of gender had the same trend as reported for the "Human Capital" above.

MUTUAL SHAREHOLDERS BROKEN DOWN BY GENDER	2019	2020	2021	2022
Men	435	430	400	366
Women	368	352	335	304
TOTAL	803	782	735	670

* this figure does not include administration employees.

THE SHARE CAPITAL

Due to the very nature of a cooperative shareholding structure, especially for work cooperatives, the formation of this item of the Statement of Financial Position is particularly gradual and its amount is modest.

CATEGORY (€ X 1.000)	2019	2020	2021	2022
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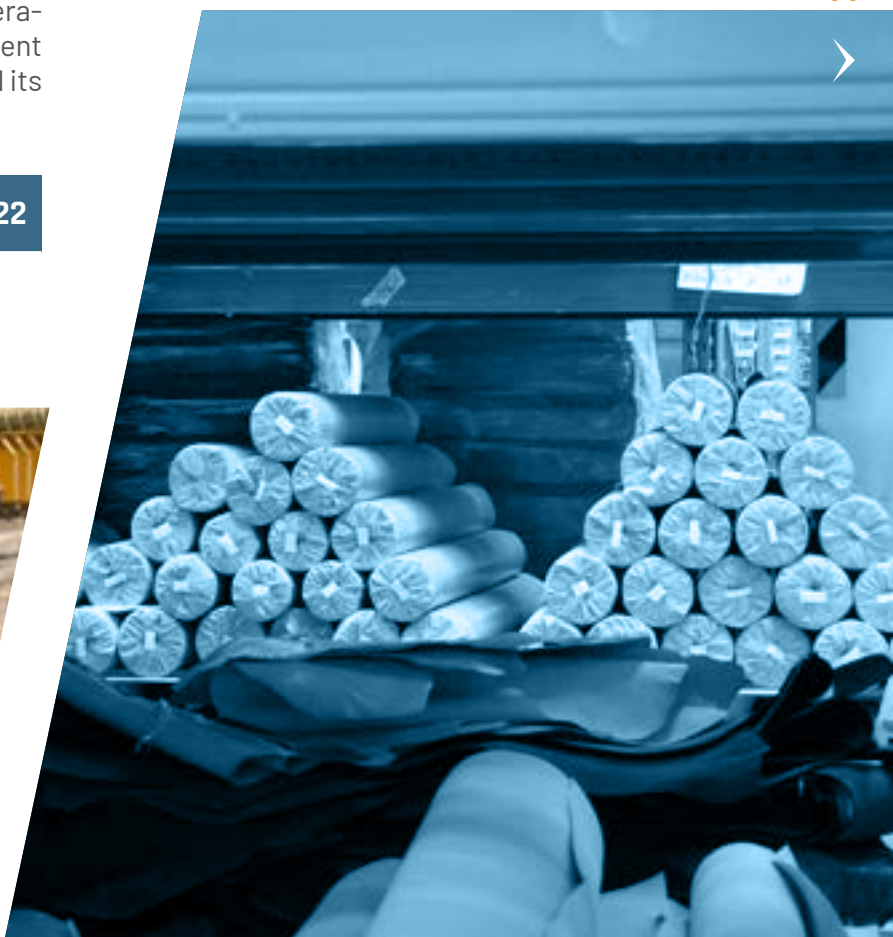
Capital subscribed by ordinary Mutual Shareholders	4.737	4.517	5.049	5.030
Capital paid-in by ordinary Mutual Shareholders	2.863	3.164	3.889	3.665

INTERNAL MUTUALITY POLICIES

The pursuit of the "social function" and the "mutualistic purpose" are supported by a series of initiatives, including the availability of a **Company Car Fleet**, with the aim of facilitating the transfer from the company headquarters to the place where the shareholders are to carry out their work. Long term hiring agreements and the addition of some owned vehicles have allowed to rationalize the use of the vehicles and related costs, and, at the same time, have cancelled the need, in some cases, to use private cars.

In 2022, the overall fleet consisted of:

- 4 cars for top managers
- 12 cars for transport of people
- 7 vans for transport of people
- 10 vans for transport of goods



THE SOCIAL BASE'S VOICE

The last part of the chapter on internal Stakeholders is dedicated to *Social Dialogue*. A series of **interviews** are carried out among the Members and the Site Managers, both individually to talk about

their experience within the Cooperative, and in focus groups, in order to discuss specific topics.

INTERVIEWS



ALESSANDRO ZIZZO

Position within the organization:

Manager c/o Warehouse
DIFFUSIONE TESSILE 2
CAVRIAGO (RE)

Seniority in the Cooperative:

7 anni

“When **La Giovane** landed in Diffusione Tessile in 2016, I was already working there with the previous Cooperative. I was in charge of the sorter. In the handover, there was a period of internal reorganisation and after gaining further experience I was made warehouse manager. Apart from a small previous period, my main and most important experience has been at Diffusione Tessile.

Initially, the environment was a bit ‘closed’, we struggled to integrate. Today, however, we have formed a very nice and close-knit group, especially with regard to the male personnel. A ‘healthy’ group leads to greater willingness to solve daily tasks and to work better. For female staff, on the other hand, I find it more difficult to create a larger group because there are more frictions and I notice a tendency to create small groups.

We have established a good working relationship with the customer - the more stressful moments, which occur during peak seasons, are always manageable.

In general, I am very happy with the environment that we have created; our intention is to maintain a positive work environment, open to con-

structive dialogue, in which everyone can express themselves without fear: where possible, we try to accommodate the various requests in a proactive manner.

Relationships with the Cooperative management and central offices are also positive. I feel supported, from all functions, especially Human Resources. All offices are always ready to answer my questions so that I can be prepared on the topics a manager should know about. I constantly communicate with my contact persons so that they are updated on the progress of the site.

As I have to interface with many people, I would like the Cooperative to organise internal courses to acquire more skills in personnel and conflict management and to boost workers’ motivation.

I see ambitious plans for **La Giovane** and a desire to consolidate in the market to acquire new accounts. Given the underlying problem of finding personnel, one strategy the Cooperative could deploy is to increase specialisation and become more attractive to quality resources, in order to be consistently recognised as a leader in warehouse logistics.

FOCUS GROUP

The Focus Group interviews were conducted in a form that was free of any hierarchical-functional conditioning. Consolidated themes considered to be the most meaningful were preferred.

The Report shows the importance of the value of cooperation and the strong attitude to reaching objectives.

In this issue, the Mutual Shareholders listed below accepted to take part in the Focus Group:

- A. FRANCESCO ROMANAZZI** | Box Department Operator
c/o Marella | Seniority in the Cooperative: **20 years**
- B. MARIA CALENDÀ** | Returns and Readers | c/o
Coccinelle warehouse | Seniority in the Cooperative: **25 years**
- C. SIMONA FERRARI** | Packaging and Picking Operator
c/o PVS | Seniority in the Cooperative: **6 anni**



FOCUS GROUP REPORTING

1. DOES COOPERATING MEAN ONLY WORKING?

ROMANAZZI: "It means helping each other when we work. This added value is intrinsic in the Cooperative. Based on my experience, the different departments help each other. If someone's missing or work increases, we step in and support. Thanks to the Cooperative I have grown as a person and as a professional".

CALENDA: "It means collaborating, all together, to help each other, without jealousy. For me, it also means teaching new members the work to be done and thus passing on what we have learnt over the years, including the spirit of cooperation. I like working in the cooperative very much because I am keen on doing things together with others".

FERRARI: "For me cooperation means achieving goals with the collaboration of colleagues and thus delivering results. Cooperation involves mutual help and the creation of a close-knit team".

2. CORPORATE SOCIAL RESPONSIBILITY REPORT: WHY IS IT USEFUL/KNOWN/WHAT IS IT FOR?

ROMANAZZI: "The publication of the Report, in my opinion, is little known among the personnel. In order to facilitate its dissemination, it might be useful to distribute a hard copy in the rooms where we have lunch and coffee. The Report is made and distributed to create transparency, towards members and customers alike".

CALENDA: "It is important that we account for what happens in our cooperative. As members, it allows us to improve and realise what we have done. It is also useful for all external players to bring them closer to our world and to show how solid and organised we are".

FERRARI: "I believe that the Social Report is also designed to compare the years, to evaluate chang-

es, both for the better and the worse. From this comparison we can gain insights for improvement. By participating in the cooperative general meetings, we as members can better understand the results achieved - in figures - and act accordingly".

3. SOCIAL DIALOGUE: WHAT IS IT? USEFUL, DISCRETIONARY OR NECESSARY?

ROMANAZZI: "Among members, in the department and between departments, we always have moments of exchange and dialogue. Although I am not a manager, I am often asked for suggestions to improve the work organisation. The 'young' members have a different attitude than the 'old' members in their approach to work, although they are willing and proactive: in the past, people joined to stay and create a lasting working relationship. Today, perhaps because the employment world has changed, they are more willing to change".

CALENDA: "In my experience, social dialogue is practised and we discuss the progress of the business. We are very collaborative at our site and ask for help to get the job done in the best possible way".

FERRARI: "We talk to each other and listen to each other, this also means helping each other. When new customers arrive and work may initially be slower due to the necessary organisation, we help each other and ask our manager for advice on how best to handle the new activities".

4. ENGAGEMENT IN THE CORPORATE OBJECTIVES

ROMANAZZI: "The site's objectives are usually communicated by our Manager, every season. In my site I see good commitment to delivering our objectives and it could not be otherwise, considering the quality of our customer".

CALENDA: "Each of us, in the morning, receives the planning from the manager, depending on the role. We strive to complete the assigned tasks



within the given deadline. We are all very cohesive in achieving our daily goal”.

FERRARI: “As far as I can see on a daily basis, we all participate in realising the cooperative objectives, which are passed on to us by our warehouse manager based on the e-commerce orders and the incoming goods. On the basis of the tasks and priorities assigned, we carry out the activities with the aim of meeting the required deadlines”.

5. PROPOSALS AND SUGGESTIONS

ROMANAZZI: “When I joined the Cooperative, we had about 300 people and today we are more than double. In the future, I see **La Giovane** becoming more and more structured and operating in many areas, despite the difficulty in finding personnel. I would like to see more welfare actions being implemented within the cooperative to support fam-

ilies with their expenses”.

CALENDA: “I would like health insurance for reimbursement of specialist medical expenses, this would be an important goal for the future. Many people have a need for this type of service. Over the years we have overcome big crises and I hope that **La Giovane** will work better and better. For future generations, I hope the leadership will have the same strength and ability, and the same love for the cooperative”.

FERRARI: “I can’t think of any ideas at the moment, but I would like, within the limits of our possibilities, the cooperative to distribute shopping vouchers to members. Since I joined **La Giovane** I have witnessed many transformations and looking back I realise that I have grown together with the organisation. I hope that **La Giovane** can continue to grow and to have more and more work in the future”.

EXTERNAL STAKEHOLDERS

CUSTOMERS

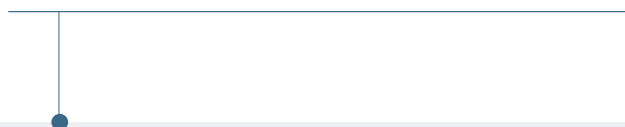
For a Cooperative of services, the relationship with the customer is essential: they are an active party and not merely a buyer.

Driven by the objective to establish a relationship based on transparency, and trust, **La Giovane** has constantly operated to provide efficient services and to qualify as a business partner for its clients. The analysis of data shows that there is a significant bond with the territory, with most Customers

based in Parma, Reggio Emilia and their provinces.

This care translates into an annual satisfaction survey by means of an annual *Customer Satisfaction Questionnaire* followed by further analysis based on the Questionnaire's results.

The Questions asked to Customers every year are given below:



STAFF ORGANIZATION “How satisfied are you with”

1. Flexibility and willingness of our Mutual Shareholders to accept changes in working hours and procedures
2. Adherence between the profile requested by you and the one provided
3. Easiness of communication with the persons in charge of staff distribution
4. The turnover of our staff
5. Propositional approach of our managers for new operating solutions and improvement actions



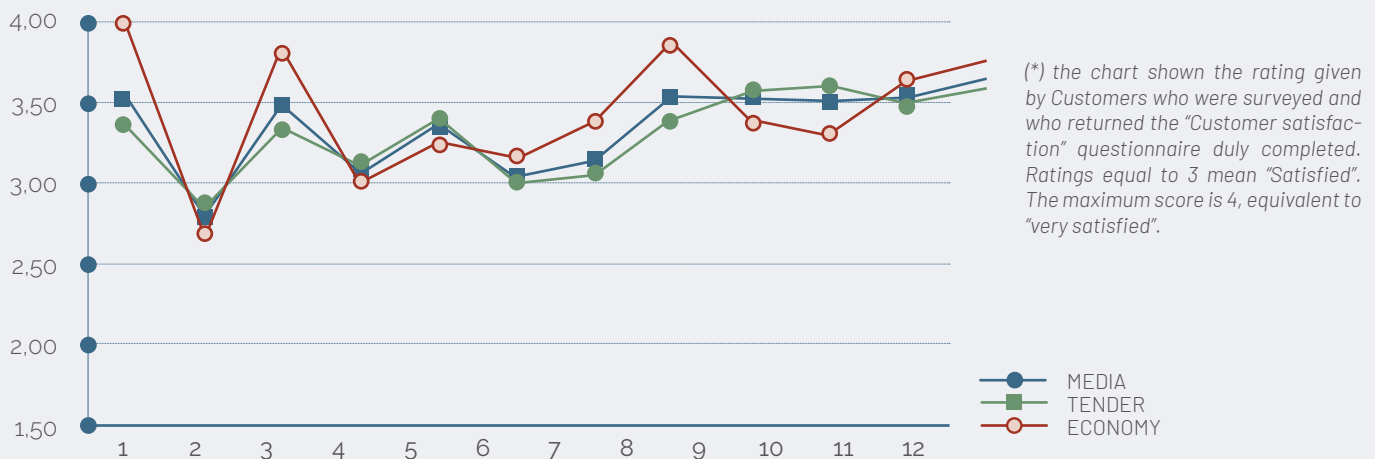
OUR MUTUAL SHAREHOLDERS “How satisfied are you with”

6. Competence and professionalism of our members
7. Conduct of our Mutual Shareholders on the job (reliability, engagement in doing their tasks)
8. Punctuality of our Mutual Shareholders on the job
9. In case the Cooperative's means and equipment are used, adequacy of said means and equipment for the execution of the activities

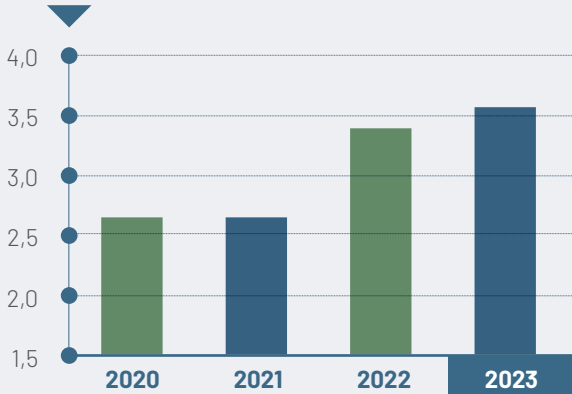
OUR ENTERPRISE “How satisfied are you with”

10. Adequacy and promptness of our responses
11. Communication with our offices (are the members of staff you want to speak to easy to contact?)
12. Ability to respond effectively to changes or unforeseen events

One of the analysed features is the type of contract, either Full Outsourcing (whereby the service is fully organized and managed by the Cooperative) or Execution only (the Cooperative is simply the executor): the chart below reports the performances for 2022 regarding the Questionnaire items given above (*).



CUSTOMER SATISFACTION INDEX



The completed questionnaires received correspond to 47% of the people contacted and 56% of the 2022 turnover, data that we consider satisfactory for the significance of the survey. The survey carried out showed that the average rating given by Customers, as for the previous surveys, is around grade 3.34% equivalent to "Good". The entire system for Customer Satisfaction monitoring is an integral part of the Quality Assurance System.

SUPPLIERS/PROVIDERS

Suppliers are other important stakeholders, essential partners in the performance of the service, and a key element to effectively meet the Customers' requirements.

In their regard, the cooperative develops selection policies and qualification methods as defined by the company's Quality System: the growing complexity of the processes-information to manage has led to the monitoring and assessment of each phase of the procurement cycle.

The strategies for Suppliers/Providers procurement are a key element for competitiveness and provide for assessments and research to be car-

ried out on a regular basis considering price, quality and territorial proximity.

For key strategic supplies, the Cooperative has long-standing suppliers/providers. Also in 2022, the Cooperative supply chain consisted, for a large part, of local players, thus contributing to the local economy: 42% of overall supplies was commissioned to suppliers located in the province of Parma.

QUALITY REVIEW

In compliance with the UNI EN ISO 9001 Standard, **La Giovane**, on a yearly basis, carries out the Management Review for quality. This entails a review

PLACE OF HQ	2019	2020	2021	2022
Province of Parma	143	124	139	147
Emilia-Romagna Region	92	86	88	77
Italy	122	117	112	119
Abroad	5	4	3	4
TOTAL	362	331	342	347

TYPE (NUMBER)	2019	2020	2021	2022
Private Suppliers/Providers	348	319	324	327
Cooperatives and consortia	14	12	18	20
TOTAL	362	331	342	347

TYPE (VALUE € X 1,000)	2019	2020	2021	2022
Private Suppliers/Providers	11.709	12.869	9.732	10.244
Cooperatives and consortia	575	451	660	776
TOTAL	12.284	13.320	13.392	11.524

of the objectives achieved in the previous year and the definition of new goals; it also means to identify critical aspects and risks, in order to plan relevant improvements.

The Review follows a standard structure, as described below.

RELATIONS WITH THE LOCAL COMMUNITY

The Cooperative has established, developed and maintained over time a number of positive relationships with the local community.

The importance given to sports has brought us to support Oltretorrente Baseball, a sport association promoting baseball and the development

of young baseball players. Over the years, to this sponsorship we added other sponsorships, for large and small organisations, including Parma Calcio.

Moreover, **La Giovane** focussed also on the needs of the territory, supporting reconstruction projects following natural disasters and transport projects for fragile people, as well as initiatives for the Oncology Centre of Parma Hospital. We also contributed to cultural events such as the opera season of the Teatro Regio and publications linked to the promotion of Parma's artistic heritage.

PART 1 - 2022 Assessment

1. Review of the minutes of the previous Management Review

2. Analysis of the Context and the Parties involved

- 2.1 Review of context factors
- 2.2 Review of the parties involved, their needs and expectations and identification of relevant players
- 2.3 Change in the organization

3. General assessment of the organization's performance

- 3.1 General considerations on the status and progress of the Quality Assurance System (SGQ)
- 3.2 Analysis of the company's turnover and business for 2022
- 3.3 Analysis of the achievement of 2022 objectives
- 3.4 Monitoring of processes and indicators
- 3.5 Performance of NC and AC
- 3.6 Assessment of Customers' satisfaction
- 3.7 Analysis of Suppliers' performance
- 3.8 Analysis of Human Resources
- 3.9 Analysis of Training for 2022
- 3.10 Analysis of Internal Audits for 2022
- 3.11 Factors that have affected the Quality Assurance System
- 3.12 Analysis of staff health and safety
- 3.13 Definition of the Improvement Objectives

PART 2 - 2023 Planning

4. Review of the Quality Policy

5. Definition of the Improvement Plan and objectives

6. Education and Training 2023

7. Internal Audit Planning for 2023

8. Setting the date for the next review



SOCIAL OBJECTIVES

As regards to the commitments stated last year, the Cooperative can confirm that the following objectives have been achieved:

- Maintenance of an Organization, Management and Control Model in accordance with Legislative Decree 231/01;
- The validity of the Corporate Social Responsibility Report as a tool to spread awareness, at all levels.

Moreover, for continuous improvement, the Cooperative confirms long-standing and new aims, such as:

- **Constantly implementing** the organisation, including through management systems;
- **Working** towards sustainability goals (environmental, social and economic) with which this Report is intended to be integrated;
- **Fostering** positive actions to ensure equal opportunities for Mutual Shareholders and Employees and to safeguard health and safety;
- **Ensuring** the continuity of the company's opera-

tions in disaster or emergency situations by implementing digital transformation and innovation actions.

CONCLUSION

Recent years have involved us in sudden transformations that have challenged the preparedness of different organisations to handle situations that are difficult to foresee.

World events (in particular the pandemic and wars), have raised awareness of the rapidly changing environment and the importance of the capacity of all organisations to cope with emergencies.

La Giovane is preparing to cross the threshold of 50 years of life, with the spirit that has always characterised its work and with the willingness of being a solid point of reference for all generations of members.

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Editing - Photos
Maria Pellinghelli

In cooperation with
R.S.P.P.

Administration - Payroll office

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LA GIOVANE

Via Dell'Artigianato, 2/A - Quartiere SPIP, Parma
Tel. 0521 211701 - Fax 0521 211753
info@lagiovane.it